

Agenda

City Executive Board

Date: **Tuesday 13 February 2018**

Time: **5.00 pm**

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

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Details of how City Councillors and members of the public may engage with this meeting may be found on page 8 of this agenda.

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

City Executive Board

Membership

Chair	Councillor Susan Brown	Leader of the Council, Customer and Corporate Services
	Councillor Bob Price	Corporate Strategy and Economic Development
	Councillor Ed Turner	Finance, Asset Management
	Councillor Tom Hayes	Community Safety
	Councillor Alex Hollingsworth	Planning and Regulatory Services
	Councillor Mike Rowley	Housing
	Councillor Dee Sinclair	Culture and Communities
	Councillor Linda Smith	Leisure, Parks and Sport
	Councillor John Tanner	A Clean and Green Oxford
	Councillor Marie Tidball	Young People, Schools and Public Health

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

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

Copies of this agenda

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AGENDA

PART ONE PUBLIC BUSINESS

Pages

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

None.

3 ADDRESSES AND QUESTIONS BY MEMBERS OF THE PUBLIC

4 COUNCILLORS ADDRESSES ON ANY ITEM FOR DECISION ON
THE BOARD'S AGENDA

5 COUNCILLOR ADDRESSES ON NEIGHBOURHOOD ISSUES

6 ITEMS RAISED BY BOARD MEMBERS

7 SCRUTINY COMMITTEE REPORTS

15 - 26

8 BUDGET 2018/2019

27 - 172

Lead Member: Finance, Asset Management (Councillor Ed Turner)

The Head of Financial Services has submitted a report which presents the outcome of the budget consultation and seeks agreement of the Council's Medium Term Financial Strategy for 2019-20 to 2021-22 and 2018-19 Budget for recommendation to Council.

Recommendations:

The City Executive Board is asked to consider the outcome of the public consultation, agree the amendments to the Consultation Budget and recommend that Council resolves to:

- 1) **Approve** the 2018-19 General Fund and Housing Revenue Account budgets and the General Fund and Housing Revenue Account Medium Term Financial Plan as set out in Appendices 1-10, noting:

- a) the Council's General Fund Budget Requirement of £23.369 million for 2018/19 and an increase in the Band D Council

Tax of 2.99% or £8.67 per annum representing a Band D Council Tax of £298.86 per annum

- b) the Housing Revenue Account budget for 2018/19 of £43.241 million and a reduction of 1% (£0.85/wk) in social dwelling rents from April 2018 giving a revised weekly average social rent of £104.58 as set out in Appendix 4
- c) the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6

2) **Agree** the fees and charges shown in Appendix 7

3) **Delegate authority to** the Section 151 Officer in consultation with the Board Member for Finance and Assets the decision to determine whether it is financially advantageous for the Council to enter into a Business Rates Distribution Agreement as referred to in paragraphs 12-14 below.

4) **Agree** to increase the long term empty property premium from 50% to 100% at the earliest opportunity so as to encourage long term empty properties back into use.

9 CAPITAL STRATEGY 2018/19

173 - 266

Lead Member: Finance, Asset Management (Councillor Ed Turner)

The Head of Financial Services has submitted a report which presents the Capital Strategy 2018/19 – 2021/22 for approval.

Recommendation:

That the City Executive Board resolves to:

- 1. **Approve** the Capital Strategy attached at Appendix A to the report.

10 TREASURY MANAGEMENT STRATEGY 2018/19

267 - 290

Lead Member: Finance, Asset Management (Councillor Ed Turner)

The Head of Financial Services has submitted a report which presents the Treasury Management Strategy 2018/19 together with the Prudential Indicators for 2018/19 to 2021/22 for referral to Council.

Recommendation:

That the City Executive Board resolves to recommend that Council approves:

- 1. The Treasury Management Strategy 2018/19 as set out in paragraphs 7 to 43 and the Prudential Indicators for 2018/19 – 2021/22 as set out in Appendix 2;

2. The Borrowing Strategy at paragraphs 12 to 22;
3. The Minimum Revenue Provision (MRP) Statement at paragraphs 23 to 24 which sets out the Council's policy on charging borrowing to the revenue account; and
4. The Investment Strategy for 2018/19 and investment criteria as set out in paragraphs 25 to 39 and Appendix 1.

11 **NATIONAL NON-DOMESTIC RATES DISCRETIONARY RELIEF POLICY 2018-2022**

291 - 314

Lead Member: Customer and Corporate Services (Councillor Susan Brown)

The Head of Financial Services has submitted a report seeking agreement to an updated National Non-Domestic Rates Discretionary Relief Policy for 2018-2022.

Recommendation(s):

That the City Executive Board resolves to:

1. Approve the updated National Non-Domestic Rates (NNDR) Discretionary Rate Relief policy as attached at Appendix 1 and;
2. Agree to grant 100% discretionary relief for Public toilets from 1/4/18 if the bar is lifted on giving rate relief to local authorities by then.

12 **GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS 2018/19**

315 - 330

Lead Member: Culture and Communities (Councillor Dee Sinclair)

The Head of Community Services has submitted a report proposing the allocation of grants to community and voluntary organisations through the Community Grants Programme.

Recommendations:

That the City Executive Board resolves to:

1. **Approve** the recommendations for the commissioning programme as set out in Appendices 1 and 2.
2. **Delegate authority to** the Head of Community Services, in consultation with the Executive Members for Customer and Corporate Services and Culture and Communities, to approve the recommendations for applications received to the grants open bidding programme for the period of 2018-21 and allocate funding to art and culture organisations that apply for funding through this theme from April 2019.

3. **Delegate authority to** the Executive Director for Organisational Development and Corporate Services in consultation with the Executive Members for Customer and Corporate Services and Culture and Communities to allocate the development fund in the Advice and Money Management commissioning theme for the period of 2018-21.

13 UPDATE OF THE CORPORATE PLAN 2018

331 - 348

Lead Member: Corporate Strategy and Economic Development
(Councillor Bob Price)

The Assistant Chief Executive has submitted a report seeking approval of the annual update of the Corporate Plan 2016-20.

Recommendation(s):

That the City Executive Board resolves to:

1. **Approve** the Annual Update report on the Corporate Plan 2016-20, as set out in Annex 1.
2. **Delegate authority to** the Assistant Chief Executive to make minor textual/formatting changes to the Annual Update Report in advance of formal publication
3. **Delegate authority for** the Assistant Chief Executive to add new success measures to the Annual Update Report (point 13) once agreed with Service Heads and the Chief Executive.

14 CHILDREN & YOUNG PEOPLE'S STRATEGY 2018-2023

349 - 402

Lead Member: Young People, Schools and Public Health (Councillor Marie Tidball)

The Head of Community Services has submitted a report seeking agreement to the commencement of the consultation process for the draft Children & Young People's Strategy 2018-2023.

Recommendations:

That the City Executive Board resolves to:

1. Agree the pre consultation version of the Children & Young People's Strategy; and
2. Agree to commence the consultation process on the draft Children & Young People's Strategy.

15	USE OF RECEIPTS FROM THE SALE OF 156 WALTON STREET (HRA ASSETS)	403 - 410
	<p>Lead Member: Housing (Councillor Mike Rowley)</p> <p>The Head of Housing Services has submitted a report seeking approval for the receipt from the disposal of a HRA property to be used for the purpose of purchasing larger properties to address overcrowding issues.</p> <p>Recommendation(s):</p> <p>That the City Executive Board resolves to:</p> <ol style="list-style-type: none"> 1. Recommend that full Council include an additional budget in the HRA capital programme of £1,035,000 for the acquisition of social housing properties from the open market, funded by the receipt from the sale of 156 Walton Street; and 2. Grant delegated authority to the Head of Housing Services to negotiate and agree such transactions, including any works required to any acquisitions, to maximise the benefit of the receipt. 	
16	REVIEW OF USE OF COMMUNITY PROTECTION NOTICES	411 - 440
	<p>Lead Member: Community Safety (Councillor Tom Hayes)</p> <p>The Executive Director Sustainable City has submitted a report which details the findings of the review into the application of antisocial behaviour enforcement, with particular reference to people thought to be rough sleeping, and to review the Council's underpinning enforcement policies.</p> <p>Recommendations:</p> <p>That the City Executive Board resolves to:</p> <ol style="list-style-type: none"> 1. Endorse the report, including the findings of the Community Protection Notice Review and Cross-Party Panel; and 2. Authorise the Head of Community Services, in consultation with the Board Member for Community Safety, to update the Antisocial Behaviour Policy and Antisocial Behaviour Procedures in line with the recommendations made. 	

Lead Member: Corporate Strategy and Economic Development
(Councillor Bob Price)

The Executive Director, Sustainable City has submitted a report which presents for approval the proposed land disposals and discounts in relation to the Council's commitment of up to £1,000,000 in-kind contributions from land disposal and compensation foregone to facilitate the Oxford Flood Alleviation Scheme.

Recommendation(s):

That the City Executive Board resolves to:

1. **Approve** the disposal of land (as identified in Appendix 1) to the Environment Agency for the purposes of the Oxford Flood Alleviation Scheme. Such disposal to be below market value but subject to receipt of appropriate consents and the inclusion of appropriate restrictive covenants; with the Council also foregoing any land compensation in relation to the severance to the retained land. The values of the land identified in Appendix 1 being set out in Appendix 2.
2. **Approve** the total net in-kind contribution to be made by the Council to the Environment Agency of £450,500.
3. **Approve** the use of the Council's powers under the Local Government Act 1972 and General Disposal Consent 2003 to dispose of the land identified in Appendix 1 below market value.
4. **Grant delegated authority to** the Executive Director - Sustainable City, in consultation with the Heads of Finance and Law and Governance, to enter into appropriate legal agreements with Environment Agency to give effect to the above matters.

18 MINUTES

Minutes of the meeting held on 23 January 2017

Recommendation: The City Executive Board NOTES the minutes of the meeting held on 23 January 2017 as a true and accurate record.

19 DATES OF FUTURE MEETINGS

Meetings are scheduled for the following dates:

- 13 February
- 20 March
- 17 April

All meetings start at 5pm

20 MATTERS EXEMPT FROM PUBLICATION

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

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

PART TWO
MATTERS EXEMPT FROM PUBLICATION

21 OXFORD FLOOD ALLEVIATION SCHEME - CONFIDENTIAL APPENDICES

455 - 466

Lead Member: Corporate Strategy and Economic Development
(Councillor Bob Price)

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.

Member's Code of Conduct and public perception

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

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

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

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

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

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

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

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

Councillors speaking at meetings

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

Councillors speaking on Neighbourhood issues (10 minutes in total)

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

Items raised by Board members

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

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To: City Executive Board

Date: 13 February 2018

Report of: Finance Panel (Panel of the Scrutiny Committee)

Title of Report: Scrutiny Budget Review 2018/19

Summary and Recommendations

Purpose of report: To present the recommendations of the Finance Panel on the Budget 2018/19 and Medium Term Financial Strategy 2019-2022

Scrutiny Lead Member: Councillor James Fry, Chair of Finance Panel

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

Recommendations: The Finance Panel to the City Executive Board:

That the City Executive Board states whether it agrees or disagrees with the 15 recommendations set out in the body of this report.

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Background

1. The Scrutiny Budget Review 2018/19 was undertaken by members of the Scrutiny Committee's Finance Panel; Councillors Fry (Chair), Landell Mills, Simmons and Taylor. As in recent budget reviews, members of the Scrutiny Committee's Housing Panel joined the Finance Panel to scrutinise budget proposals relating to Housing Services and the Housing Revenue Account. Their input was greatly appreciated.
2. The Finance Panel would like to thank the Council's Executive Directors, Assistant Chief Executive and Heads of Service for attending meetings to present the proposals and answer questions. In particular the Panel would like to thank Nigel Kennedy, Head of Financial Services, Anna Winship, Management Accountancy Manager, and Andrew Brown, Committee and Member Services Manager, for their support and advice throughout the budget review process.

Aims

3. The Panel set out to scrutinise the Budget and Medium Term Financial Strategy and to test the robustness of the underlying assumptions used in formulating the proposals. This report is intended to provide a considered second opinion on the budget proposals with constructive commentary and suggestions.

Method

4. Evidence sessions took place 4, 8, 9 and 24 January 2018 and involved:
 - a) Responses to written questions put to the Executive Directors, Assistant Chief Executive and Head of Financial Services;
 - b) A thorough review of the draft budget paperwork that was approved for consultation by the City Executive Board on 20 December 2017;
 - c) Discussions with the Executive Directors, Assistant Chief Executive, Head of Financial Services and other Heads of Service;
 - d) Additional information requested by the Panel including lists of monies held in reserves and balances;
 - e) A summary of consultation responses received by 24 January 2018.

Summary and recommendations

5. The Panel's discussions covered the full range of budget proposals for all council services. Rather than repeat the Panel's deliberations in full, this report focuses on the areas that resulted in recommendations or other actions. The Panel's findings and recommendations are structured around the following themes:
 - Maximising income
 - Meeting future challenges

Maximising income

6. The Council continues on its path towards becoming financially self-sufficient, with the revenue support grant from HM Government reducing to zero in April 2019. To date the Council has an excellent track record of raising revenues locally to compensate for this, notably from trading services and commercial property income, as well as fees and charges, Council Tax and Business Rates. The Council has created Local Authority Trading Companies in order to be able to continue to earn growing incomes from commercial activities, free of the

constraints imposed upon external revenues by Council departments. The Council has also delivered a substantial programme of efficiency savings, with a further £600k of efficiencies planned over the next three years. As a result the Council is in a position where it is able to continue to invest in priority areas and, in contrast to many other local authorities across the country, there are few difficult decisions contained in the Council's budget proposals. Instead the biggest challenge is to deliver the Council's ambitions effectively.

Council Tax

7. HM Government have announced that for 2018/19 and 2019/20 the Council Tax referendum threshold has been raised from 2%, where it has been held since it was introduced in 2012/13, to 3%. The Panel found that taking advantage of this opportunity would generate an additional £130k per year for the City Council from 2019/20, while costing Band D households less than £3 per year. This additional income would be partially offset to the tune of £40-70k per year by unfavourable changes to Business Rates announced at the same time.
8. The Panel note that the City Council's portion of total household Council Tax bills is relatively small and the greater impact on individual households will be from increases planned by Oxfordshire County Council. Continued funding for the full Council Tax Support Scheme, which will cost the City Council approximately £1.8m by 2019/20, will protect the poorest households in the city. The Panel found that this scheme benefits 8,800 households in the city by an average of £1,114 per year.

Recommendation 1 – That Council Tax is increased by 2.99% in 2018/19 and 2019/20.

9. The Panel note that HM Government plans to allow local authorities to increase Council Tax charges on properties that are long term empty (over 2 years) from 150% of the normal council tax rate to 200%. The Panel would support the Council taking advantage of this proposed new power, both as a deterrent to properties being left empty or as a means of increasing revenue by approximately £12k per year (based on the current number of 83 long term empty properties in the city). This change had not been factored into the Council's draft budget proposals because it required the introduction of primary legislation.
10. The Panel also note that the Council has the ability to offer a 50% discount on second homes but charges the full amount; a policy the Review Group supports.

Recommendation 2 – That the Council continues to charge the maximum premium on Council Tax charges for second homes and empty homes and aims to utilise new powers, when available, to increase Council Tax charges further on empty properties.

11. The Panel also considered the issue of properties in the city that are available for short term lettings, for example through Airbnb, on a seemingly continual basis. Where properties are available to let for 140 days or more per year they should be valued for Business Rates but the Panel feel there are gaps in the system and have referred this issue to the Scrutiny Committee for further exploration.

Business Rates

12. The Panel note that changes to Business Rates tariffs are likely to have an effect on the Council's finances but the extent of the budgetary impact is not yet known. It is thought that an outcome of the Fair Funding Review will see local areas retaining 75% of Business Rates revenues above a baseline position. However, the baseline levels will also be reviewed, which may see HM Government taking an opportunity to shift more resources to upper tier authorities.
13. The Panel explored the impacts of the new Westgate Shopping Centre on the Council's Business Rates income and found that overall Business Rates revenues will increase by £13m compared to the previous shopping centre. Delays in the Valuations Office Agency (VOA) valuing the premises have however caused a loss of cash flow for the Council as well as interest foregone. As of 24 January 2018 only 11 out of the 91 occupied premises had been valued by the VOA. The Panel suggest that the Council continues to lobby HM Government to improve the efficiency and effectiveness of the Valuation Office.

Recommendation 3 – That the Council continues to make the case to HM Government through the Local Government Association that the issue of delays to valuations undertaken by the Valuation Office Agency should be urgently addressed.

14. The Panel note that the opening of the new Westgate Shopping Centre is having an impact on the retail environment in other parts of the city centre. A number of shops have moved to the Westgate from other city centre locations, resulting in a number of empty frontages. While this is to be expected, the Panel suggest that to support city centre businesses, particularly independent retailers, during this period, additional resources should be made available for city centre management activities. Further investment in this area could also help to maximise Business Rates and support the formation of a Business Improvement District (BID) in the city centre, which, if established, could potentially help to fund additional resources for city centre management to complement those committed by the Council.

Recommendation 4 – That provision is made for additional resources for City Centre Management, including help in preparing for a bid for a Business Improvement District (BID), in view of the pressures upon city centre retail businesses located away from the Westgate Shopping Centre.

Fees and charges

15. The Panel received assurances that robust processes are in place to ensure that the fees and charges included in the budget paperwork are in line with market rates or are set at, or moving towards, a cost recovery position where required.
16. The Panel welcome proposals to take advantage of new powers to increase planning fees by 20% above costs and to use this income to increase officer capacity. The Panel note that there have been difficulties in filling planning vacancies over recent years and welcomed the targeted use of market supplements for certain key roles, when these roles change or become vacant.

17. The Panel noted that plans to increase park and ride parking charges from £2 to £3, raising £500k per year, had been abandoned in the draft budget, with charges increased in other car parks instead. The Panel also note that the loss of car parking income from Oxpens has been pushed back and additional income from Diamond Place has also been delayed a year. The Panel welcome additional resources for car park resurfacing, a service that delivers good value for money.
18. The Panel noted that charges for garden waste collections are being increased annually by £2 per year from £45 in 2017/18 towards a target price of £52 per year (£1 per week). The Panel suggest there is an opportunity to move immediately to the £52 target price in 2018/19, which would still represent good value for service users whilst bringing forward additional planned income of £72k over the next three years.

Recommendation 5 – That annual garden waste collection fees are increased from the current level of £45 to the target price of £52 per year in 2018/19.

Trading income

19. The Council has established wholly owned trading companies to provide services to the Council and to trade externally, building on the success of the Council's in-house Direct Services operations. A key assumption in the budget is that the new companies will meet their existing obligations in terms of additional planned income and deliver a further £500k per year by 2020/21. The Panel note that this figure will partly be met through expanding external trading activities and partly through efficiencies. The latter could potentially have been achieved without the move to a company structure.
20. The Panel noted that future budget reports would show the financial contribution (or dividend) from the companies as a single budget line. However, as the dividend will be subject to Corporation Tax, the companies will seek to return financial value to the Council in a number of other ways (e.g. by buying support services from the Council, paying commercial rates for leases, etc.), so it will be important to look at the overall picture. The Panel suggest that future budget reports should provide transparency in this respect.

Recommendation 6 – That future budget reports clearly set out the total value returned to the Council by its Direct Services companies, as well as the dividend.

21. The Panel questioned why the external income target for Legal Services was being reduced from £110k to £40k per year, noting that the target had originally been set in lieu of efficiency savings. The Panel heard that the service had visited other local authorities to generate trading opportunities with some limited success but the £110k target was considered to be unachievable. £40k, while still a stretch, was considered to be more realistic. The Head of Service said she would be reviewing charging rates and trading opportunities and committed to reporting back to the Scrutiny Finance Panel in 6 months' time.

Property purchases

22. A significant portion of the Council's income (over £10m per year) is generated from its commercial assets. The Panel note that the Council is seeking external advice on the case for borrowing to fund commercial properties purchases in the city, or to make additional investments in property funds, which have propped up the Council's treasury returns while interest rates have been historically low. The Panel also note that HM Government has signalled that restrictions may be placed on local authorities borrowing to make financial gains in the property market. It is considered likely that any restrictions will be targeted at investments made outside a local authority's geographical area.

Recommendation 7 – That consideration is given to the option of borrowing to invest (e.g. in commercial properties within the city), drawing on external advice.

23. The Panel support the Council becoming a more active player in the local property market and pointed to some recent examples of missed opportunities. The Panel suggest that the Council should take steps to ensure it is geared up to be able purchase suitable properties in a timely manner. The Panel note that the Council is also extending its programme of purchasing homes in the local area for homeless families, with at least 80% of total provision situated in the city. While this programme is broadly on track, it may also benefit from this exercise.

Recommendation 8 – That a review is undertaken to identify whether the Council has the necessary skills, processes and constitutional rules in place to be an active and agile operator in the local property market, while maintaining a watching brief on any emerging government plans to limit such activities.

Rents

24. Council rents are due to be reduced by 1% in years 1 and 2 in line with the policy of HM Government. The budget then assumes increases are applied based on a convergence formula in years 3 and 4 to move rent levels up towards a target rent level. The Panel heard that clarity has not yet been received from HM Government that the Council will be able to use the convergence rent formula in these years, which represents a £400k risk to the Housing Revenue Account.

Meeting future challenges

25. The Council faces a range of uncertainties linked to the direction of the economic climate against a backdrop of the UK's exit from the European Union and the direction and detail of government policy in key areas such as housing. The Panel are satisfied that the Council continues to take a sound and prudent approach to managing financial risks but challenges remain, for example around homelessness, and other future challenges will be more difficult to predict.

Affordable housing

26. Affordable housing remains a major issue in the city. The Panel welcome the range of measures aimed at increasing the delivery of affordable housing, most notably:

- The bid for £60m of government funding for affordable housing together with significantly increased borrowing powers, which could facilitate the delivery of approximately 625 socially rented units.
- The Oxfordshire Housing and Growth Deal which includes a further £60m for affordable housing. This pot could potentially translate to approximately 1,350 new affordable dwellings but other funding would need to be in place to support delivery on this scale.
- The provision of £10.6m for the redevelopment of East Oxford Community Centre which, subject to further feasibility work, is potentially sufficient to see more than 30 units delivered across three sites with 100% of these being socially rented accommodation. £7m of funding for this scheme will come from the contingency set up to mitigate the impacts of the levy on higher value void properties, which HM Government is yet to implement and therefore won't be required in year 1.
- The provision of £5.4m for the regeneration of central Blackbird Leys to make a scheme planning policy compliant in terms of delivering 50% affordable housing (80% of which being socially rented accommodation).

Housing companies

27. The Council has set up a group of housing companies with key aims of maximising the delivery of affordable housing at low-viability sites across the city, taking possession of the affordable housing units at Barton Park and buying the maximum of five properties per year from the Council's housing stock. The Panel note that loans to the housing companies for social housing do not have to comply with State Aid regulations and will therefore provide a lower financial return to the Council than loans for market or non-social housing. The interest earned on loans to the housing companies are expected to total some £7m over the next 4 years based on the projected drawdown of loans by the companies, which may be subject to change.
28. The Panel note that the Council is only planning to transfer 2-3 properties to the housing companies in the current year because it had not been possible to identify five suitable properties that require redevelopment works. The business plan for the housing companies, which is due for a refresh, currently assumes the purchase of five properties per year from the Council. The Panel suggest that the Council should always aim to transfer the maximum of five properties per year given because failure to do so in any year represents a lost opportunity and will, over time, have a detrimental effect on the finances of the companies.

Recommendation 9 – That the Council plans to transfer the maximum number of five properties per year to its housing companies (recognising that decisions to purchase the properties are a matter for the companies).

Homelessness

29. No changes to statutory (i.e. family) homelessness services are included in the revenue budget, other than some savings resulting from the reduced use of bed and breakfast accommodation for temporary accommodation linked to additional homelessness property purchases in the capital programme. From April 2018 the Council will have new statutory responsibilities in relation to single homelessness. In 2018/19 and 2019/20 the additional costs will be covered by

'new burdens' funding from HM Government but funding from year 3 is yet to be confirmed.

30. The Panel note that County Council plans to withdraw funding for supported accommodation has created an emerging gap in funding for the homelessness pathway from 2019/20. The draft budget included a proposal to spend an additional £100k on homelessness prevention in 2018/19 to be funded from reserves. The Panel welcome the additional investment but regret that this would reduce the level of the homelessness reserve. In addition, the Panel heard that £25k for two years would be added to the budget to fund a partnership working post. The Panel suggest that every effort is made to identify revenue funding for these additional homelessness pressures, perhaps through the income maximising measures mentioned above or by reducing revenue contributions to the capital programme.

Recommendation 10 – That the Council maintains the Homelessness reserve at its current level by funding all additional spending on homelessness services from revenue.

31. Additional revenue funding of £200k per year for homelessness prevention services has been provided from 2019/20. The Council is also encouraging partner organisations to match this with similar commitments in order to secure full funding for the homelessness pathway. Decisions will need to be taken about how this funding will be spent in order to maximise its effectiveness in improving outcomes but the budgetary provision is very welcome.

Recommendation 11 – That the Council continues to engage with partner organisations on the issue of plugging the emerging shortfall in funding for the homelessness pathway from 2019/20.

Waste and recycling

32. The Panel welcomed the decision to continue funding the Blue Bin Recycling League for a further 3 years when the current grant funding runs out in October 2018. It was recognised that this scheme has been broadly successful in helping to increase recycling rates across the city. Upon exploring the financial impacts of the scheme the Panel found that, perversely, increases in recycling rates are creating additional costs for the Council. This is because the recycling credits the Council receives from Oxfordshire County Council are not sufficient to cover additional disposal costs, which have risen over recent years.

Recommendation 12 – That the Council continues to engage with Oxfordshire County Council to resolve quickly the situation whereby recycling credits paid to the city by the county do not cover higher disposal costs.

33. The Panel noted that China's decision to ban plastic waste imports had recently been in the news. This was likely to have an impact on disposal costs, even though Oxford does not sell plastic waste directly to China. The Panel suggest that officers review disposal costs in light of expected changes to prices.

Recommendation 13 – That waste disposal costs are remodelled to take account of the expected impacts on market prices of China’s decision to ban plastic waste imports.

Pay and conditions

34. The Panel note that pay inflation was not factored in to the draft budget proposals and was instead accounted for in a contingency fund, due to negotiations about the new local pay deal. A local pay deal is now in place with provision for annual pay uplifts of 1.25% or £500 (whichever is higher) between 2018/19 and 2020/21. The Panel note that for all but the lower paid staff this will be lower than the 2% agreed in the new national pay deal (although in reality few local authorities will have budgeted for 2% pay uplifts). Nevertheless it’s possible that the national deal may create pressure for higher pay uplifts from year 4.
35. The Panel heard that pension provisions would be reviewed in year 3 to take account of the actuary’s triennial review, which would take effect from year 4. The Panel note that in previous years the Council had made budgetary provision for possible increases in contributions and heard that this position may need to be revisited in future years.

Recommendation 14 – That pension provisions are kept under review given that an actuarial triennial review will take place within the MTFP period, and may have a budgetary impact in year 4.

Invest to save

36. The Panel questioned whether enough was being done within the Council to encourage staff to identify invest to save opportunities, given the scarcity of items labelled as invest to save contained within the budget. The Panel recognise that the focus in recent years has tended to be on the bigger ideas such as establishing the companies but would expect to see a continued focus on identifying invest to save projects. Business transformation funding of £150k is still provided each year for such schemes in addition to £958k which is held in reserve. The Panel heard that some Council services may have limited opportunities for invest to save ideas and in those areas the focus is on deploying resources as efficiently as possible.

Recommendation 15 – That greater effort is made to encourage and identify ‘invest to save’ projects.

Further consideration

37. The Panel have referred the following issues to the Scrutiny Committee for further consideration:
- a) The ICT restructure
 - b) Regulation and taxation of properties made available for short term lettings

Name and contact details of author:

Andrew Brown on behalf of the Finance Panel (Panel of the Scrutiny Committee)
Committee and Member Services Manager

Law and Governance

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List of background papers: None;

Version number: 1.0

City Executive Board response to the recommendation of the Scrutiny Committee on the Review of Community Protection Notices

Provided by the Board Member for Community Safety

<i>Recommendation</i>	<i>Agreed?</i>	<i>Comment</i>
1. That a written procedure is produced which required that legal advice is sought and documented in all complex cases that could result in the issuing of a Community Protection Notice or other legal sanction.	Yes	This is current practice. Advice is sought on legal options prior to drafting a legal sanction, and on the sanction once drafted.
2. That in future any informal cross-party meetings, such as those convened for this subject, should be fully documented (i.e. agendas and minutes) with appropriate provision made for members to consider confidential or exempt material at such meetings.	Yes	

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To: City Executive Board
Council

Date: 13 February 2018
19 February 2017

Report of: Head of Financial Services

Title of Report: Medium Term Financial Strategy 2019-20 to 2021-22 and 2018-19 Budget

Summary and Recommendations

Purpose of report: To present the outcome of the budget consultation and agree the Council's Medium Term Financial Strategy for 2019-20 to 2021-22 and 2018-19 Budget for recommendation to Council

Key decision: Yes

Executive lead member: Councillor Ed Turner

Policy Framework: The Council's Corporate Plan

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

- 1) Approve the 2018-19 General Fund and Housing Revenue Account budgets and the General Fund and Housing Revenue Account Medium Term Financial Plan as set out in Appendices 1-10, noting:
 - a) the Council's General Fund Budget Requirement of £23.369 million for 2018/19 and an increase in the Band D Council Tax of 2.99% or £8.67 per annum representing a Band D Council Tax of £298.86 per annum
 - b) the Housing Revenue Account budget for 2018/19 of £43.241 million and a reduction of 1% (£0.85/wk) in social dwelling rents from April 2018 giving a revised weekly average social rent of £104.58 as set out in Appendix 4
 - c) the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6.
- 2) Agree the fees and charges shown in Appendix 7

- 3) Delegate to the Section 151 Officer in consultation with the Board Member for Finance and Assets the decision to determine whether it is financially advantageous for the Council to enter into a Business Rates Distribution Agreement as referred to in paragraphs 12-14 below.
- 4) So as to encourage long term empty properties back into use, it is recommended that the Council increases the long term empty premium from 50% to 100%.

Appendices to the report:

- Appendix 1 Summary of General Fund Budget by Service 2018-19 to 2021-22
- Appendix 2 General Fund Revenue Budget by Service 2018-19 to 2021-22
- Appendix 3 Detailed General Fund Service Budgets Bids and Savings Proposals 2018-19 to 2021-22
- Appendix 4 Housing Revenue Account Budget 2018-19 to 2021-22
- Appendix 5 *Housing Revenue Account* Rent by property type
- Appendix 6 General Fund and HRA Capital Programme 2018-19 to 2021-22
- Appendix 7 Fees and Charges
- Appendix 8 Risk Register
- Appendix 9 Equalities Impact Assessment
- Appendix 10 Budget Consultation

Comment from the portfolio holder for Finance and Assets, Cllr. Ed Turner

In publishing our consultation budget, I noted that it had been produced in challenging times for Oxford, with significant pressures on services but reductions in funding. That situation has been exacerbated by developments since: in particular, latest assessments of our funding from retained business rates have had to be revised downwards, and the government seems set to confirm the deletion of revenue support grant for Oxford City.

In publishing this budget, therefore, we have made a number of changes compared to the initial proposals, taking on board both public feedback but also changes in government policy and outlook, including the following:

- We propose further increased spending to combat homelessness and eliminate rough sleeping (a further £187,000, on top of £200,000 per annum from 2019/20);
- In line with strong public support for the promotion of the Oxford Living Wage, we will create a new project fund to enable its effective promotion;
- We propose to raise council tax by 2.99% per year, rather than 1.99% per year (an extra £8.67 per year for the average household); this will mitigate the reduction in business rate income identified above;
- We propose to fund a new pavilion at Five Mile Drive;
- We have provided additional funding for the next two years to ensure that all sections of our community have better access to the city's cultural heritage, and lever in external funding for this;
- We have amended and reduced proposed tariff increases at Headington car park, and have continued to freeze Park and Ride charges for most stays, bringing charges fully in line with those levied by Oxfordshire County Council.

There remain positive proposals previously outlined.

- To help us tackle homelessness, we will spend an additional £5 million to purchase properties for local homeless families.
- With the same objective we will earmark over £10 million in the Housing Revenue Account for provision of council housing at the East Oxford Community Centre, as part of that building's renewal, and at associated sites.
- As part of our vision to reduce carbon emissions and reduce fuel poverty, we will extend the energy efficiency advice service introduced for council tenants, and have earmarked an additional £100,000 for energy efficiency works in council properties, as well as our ongoing programme of £24.4 million to raise standards in council homes.
- We propose investment of £1.6 million in the fabric of the Covered Market, as part of our commitment to the city centre.
- We propose to provide funding equivalent to two Police Community Support Officers for use in partnership with Thames Valley Police for the coming year in areas where depleted police numbers are having the highest impact, and will press government for adequate funding of the police service in the future. We also propose additional investment in our tree team, to ensure potentially dangerous trees are treated and made safe.
- As part of our mission to reduce inequality and poverty in Oxford, we will continue to provide the full level of council tax support to households on low incomes.
- To safeguard frontline services, we intend to press ahead with the establishment of our Local Authority Trading Company, to offer services to local firms, charities and other organisations, with additional income of £500,000 being forecast annually once the organisation is fully established.
- We are aware that parking pressures in some areas of the city are severe, for instance due to commuter parking. We are therefore proposing additional funding of £200,000 to create new controlled parking zones, where there is local support for these.
- The budget incorporates continued provision, in full, of our programme of grants of £1.4 million to the community and voluntary sectors. It also includes increased funding of £1million for the Museum of Oxford (levering in £1.3 million from the Heritage Lottery Fund), which will ensure both visitors and local people are able to access an excellent insight into our city's history.

We are grateful to people who responded to our budget consultation, and to our council workforce, which continues to work hard to provide an excellent service to people in our city. We want to put in place a range of additional measures and funds to tackle homelessness and eliminate rough sleeping, including funding services and building more genuinely affordable homes. We are setting up our innovative Local Authority Trading Company, bringing in much-needed income to support front-line services.

Notwithstanding continued and severe reductions in government funding, we are committed to supporting Oxford as a great place to live, making our city safer, greener, and a more equal place, while seeing its economy thrive – this budget contains important measures towards that goal.

INTRODUCTION

- 1 This report reflects the outcome of the consultation on the draft budget agreed by the City Executive Board at its meeting on 20th December 2017 as well as changes which have arisen since the consultation budget was published.
- 2 The consultation on the draft budget began on 21st December 2017 and ended on 31st January 2018. The consultation document was available on the Council's website. Paper copies were also available at the Town Hall.
- 3 For ease of reading; the report is split into three sections:
 - Section A General Fund Revenue Budget
 - Section B Housing Revenue Account (HRA) Budget
 - Section C Capital Programme

Section A – General Fund Revenue Budget

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

Provisional Local Government Finance Settlement 2018-19

- 5 The Government published its Provisional Finance Settlement for 2018/19 on 19th December 2017, together with indicative figures for 2019-20. These were subject to consultation which closed on 16th January.

The key points include:

Social Care Precept

- Introduced last year upper tier authorities are able to increase the Social Care Precept by up to 3% per annum in 2017/18 and 2018/19. However, authorities that do so will not be able to make a further increase in 2019/20 (i.e. the total allowable increase over the three-year period is 6%).

Referendum level

- Councils will be able to raise their council tax by an additional 1% in 2018/19 **and** 2019/20 to reflect the level of inflation.
- For 2018/19, there will therefore continue to be differential limits that will trigger the need for a council tax referendum.

For upper tier authorities wishing to use the social care precept at the maximum, a referendum will be triggered where council tax is increased by 6% or more above the authority's relevant basic amount of council tax for 2017/18.

For district councils, increases of less than 3% or up to and including £5 (whichever is higher) above the authority's relevant basic amount of council tax for 2017/18 can be made without triggering a referendum.

New Homes Bonus

- The amounts take into account the changes previously announced as part of the 2017/18 Local Government Finance Settlement, these being:
 - Funding reduced from 6 years to 5 years' in 2017/18
 - Funding reduced to 4 years' from 2018/19 onwards
 - A deadweight (initially set for individual authorities at 0.4% growth) with only growth above this level rewarded.
 - The figures for 2019-20 are indicative

Fairer Funding Review

- The government has published the consultation paper "Fair funding review: a review of relative needs and resources", technical consultation on relative need. The consultation closes on 12th March 2018.

Business Rates Retention

- Local business rates retention will move from 50% to 75% in 2020/21. This is understood to mean all authorities would be at 75%, rather than the 75% being an average.
- A reset of the business rates retention system will take place in 2020/21. This will see NNDR Baselines adjusted to better reflect how much local authorities are actually collecting in business rates (the current ones are based on the amount collected in 2010/11 and 2011/12).

Settlement Funding Assessment (SFA)

- 6 The Settlement Funding Assessment comprises authorities Revenue Support Grant (RSG) and their share of locally retained business rates (the baseline funding level). The figures for Oxford City Council are as follows:

Table 1 : Settlement Funding Assessment				
	2018/19	2019/20	Est 2020/21	Est 2021/22
	£000's	£000's	£000's	£000's
Total SFA	6,651	5,860	5,977	6,097
of which				
Revenue Support Grant	630	0	-	-
Baseline Funding Level	6,021	6,155	5,977	6,097
Tariff adjustment *	-	(295)	-	-
Reduced/ (Increased) SFA on previous year	(8.9)	(11.9)	2.0	2.0

* Where baseline need is less than the Settlement Funding Assessment a reduction is made to funding. For authorities not in receipt of RSG the reduction is made to baseline funding. It is not certain whether this adjustment will continue going forward.

Revenue Support Grant

- 7 There is no change to Revenue Support Grant assumptions as a result of the Provisional Settlement, as shown in Table 2 below:

Table 2 Change In Revenue Support Grant since Consultation Budget				
	2018/19	2019/20	2020/21	2021/22
	£000's	£000's	£000's	£000's
Consultation Budget	630	0	0	0
Provisional Settlement Figures	630	0	0	0
(Decrease)/ Increase	0	0	0	0

Retained Business Rates

- 8 The Government has issued authorities with their Retained Business Rates Baseline Funding Levels for 2018-19 to 2019-20. The actual amount of Retained Business Rates depends on a number of factors including the estimated amount of business rates income net of appeals and write offs, the tariff payable to the Government and the levy paid on additional income above the Baseline. The tariff figure for the authority increased slightly from that previously estimated which has resulted in a small reduction in the estimated amount of income.
- 9 Almost certainly the Baseline Funding Level will not be the amount the authority eventually receives in Retained Business Rates. A summary of the changes is shown below but it should be noted that there can be substantial volatility around these figures:

Table 3 Change In Business Rates since Consultation Budget				
	2018/19	2019/20	2020/21	2021/22
			Est	Est
	£000's	£000's	£000's	£000's
Consultation Budget	8,170	8,188	8,193	8,498
Final Finance	8,132	8,037	8,041	8,342

Settlement				
(Decrease)/ Increase	(38)	(151)	(152)	(156)
Tariff (see para 11)	29,031	29,888	30,486	31,095
Tariff adjustment (negative RSG)	-	295		
Safety net threshold (92.5% baseline)	5,600	5,700	5,528	5,639

- 10 From 1/4/2020 there will be a re-basing of all the figures when the Government introduces 75% business rate retention. This will be coupled with new burdens on local Government but it is unclear as yet what these will be.
- 11 The Ministry for Housing Communities and Local Government (MHCLG) recently contacted local government authorities to advise that Valuation Office Agency (VOA) have published revised data on the change in rateable value between rating lists for 2010 and 2017. The MHCLG confirmed that they only used provisional data – from October 2017 – for the change in rateable values that were used in the Provisional Finance Settlement. The effects of these changes have resulted in a reduced income of around £117k over the four year plan and have been factored into the figures.

Business Rates Distribution Group

- 12 It was announced in December that Oxfordshire's bid to be a business rates retention pilot was unsuccessful. As a result the Chief Finance Officers have agreed the formation of the West Oxfordshire Business Rates Pool for 2018-19 to be formed by Oxfordshire County Council and West Oxfordshire and Cherwell District Councils as in previous years.
- 13 The Pool's membership has been set to maximise its income for the good of Oxfordshire. It has also agreed that councils who would benefit from being in a pool (because the levy on business rates growth would be less than if they were outside the Pool) should not be excluded from sharing in the additional income generated by the Pool just because in any year their membership would not generate the optimum retained income for the Pool. These authorities should form a Business Rates Distribution Group and benefit from a share of some of the growth on the Business Pool in exchange for taking on some of the risk of Pool losses not covered by the safety net.
- 14 It is recommended that the decision to join the Business Rates Distribution Group is delegated to the Section 151 Officer in consultation with the Executive Member for Finance and Asset Management once business rates estimates for 2018-19 are known for all Districts within Oxfordshire.

Council Tax Increase

- 15 Following the Finance Settlement Councils will be able to raise their Council Tax by an additional 1% in 2018/19 and 2019/20. For district councils, increases of less than 3% or up to and including £5 (whichever is higher) above the authority's relevant

basic amount of Council Tax for 2017/18 can be made without triggering a referendum.

- 16 Within the Council's Consultation budget allowance was made for Council Tax increases of 1.99%. Increasing the Council Tax by an additional 1% for 2018/19 and 2019/20 would have the following effect:

Table 4 Change In Council Tax since Consultation Budget				
	2018/19	2019/20	2020/21	2021/22
	£000's	£000's	£000's	£000's
Consultation Budget	13,207	13,619	14,029	14,450
1% additional increase for 2018/19 and 2019/20	13,336	13,887	14,305	14,735
Net Variation	129	268	276	285

- 17 In the Autumn 2017 statement the Chancellor announced that the government is keen to encourage owners of empty homes to bring their properties back into use. To help achieve this, local authorities will be able to increase the council tax premium from 50% to 100% for properties empty and unfurnished for more than 2 years. No date as to when this will come into force has been given and Primary legislation needs to be amended. As this may be April 2018 or 2019 it is proposed that Council should agree the change now and that it be implemented as soon as the legislation comes into force.
- 18 Currently the Council has around 80 properties which have been empty for more than 2 years and clearly the addition of a further council tax premium may change behaviour in terms of bringing the property back into use more quickly; if it is not changed, then additional income to the council would result.

New Homes Bonus

- 19 From 2018-19 New Homes Bonus (NHB) is paid each year for 4 years based on the amount of additional Council Tax revenue raised for new-build homes, conversions and long-term empty homes brought back into use. There is also an extra payment for providing affordable homes. Only growth above 0.4% in comparison to the previous year is paid.
- 20 The amounts for Oxford City compared to the assumptions in the MTFS are shown in Table 5 below:

Table 5 : New Homes Bonus Estimates				
New Homes Bonus	2018/19	2019/20	2020/21	2021/22
	£000's	£000's	£000's	£000's
Consultation Budget	1,274	1,699	1,504	1,170

Provisional Finance Settlement	1,270	1,695	1,500	1,166
(Increase)/ Decrease	4	4	4	4

- 21 The Council uses NHB to fund Capital; as it is one off expenditure and so de-risks the MTFS. In the event of further reductions in NHB the Council's Capital Programme could be reduced or alternatively schemes funded by prudential borrowing.

Other Changes Arising

- 22 A summary of other changes to the Consultation Budget outside of the Finance Settlement are shown in Table 6.

Table 6 Summary of Other Issues				
	2018/19	2019/20	2020/21	2021/22
	£000's	£000's	£000's	£000's
Deletion of income re Horspath 3 G pitch	30	30	30	30
Deletion of income re Hinksey Park Café	2	2	2	2
Income re Five Mile Drive Pavillion	0	(2)	(2)	(2)
Slippage on Barton Park cycle studio	2	-	-	-
Cultural strategy(3)	50	50	-	-
Project management for promotion of Oxford Living wage	5	-	-	-
Transfer to homelessness reserve (4)	-	23	80	84
Members Remuneration Panel (2)	10	10	10	10
Total	99	113	120	124

Notes

- (1) **Slippage** -A number of new schemes put forward in the Consultation process have been slipped in the Capital Programme as delivery is not thought to be in the timescale originally proposed. The above table includes the revenue implications of these slippages
- (2) **Remuneration Panel** -The Council's Independent Remuneration Panel (IRP) will present its findings to Council on 20th February. The IRP's report contains proposed amendments for the Oxford City Council Members' Allowances

Scheme and should these be approved the financial implication to the Council is an estimated additional £10k per annum..

- (3) **Cultural Strategy** – to enable wider provision to be delivered to meet Cultural Strategy objectives and provide match-funding for Arts Council applications and applications to the Cultural Partnership Fund plus increasing the grant application pot to assist with funding for other organisations.
- (4) **Homelessness**- The Council's consultation budget proposed significantly increased spending on homelessness, from both new revenue commitments and the existing homelessness reserve. We propose now to "back-fill" the reserve, as a further commitment to eliminating rough sleeping in Oxford and to send a clear message of encouragement to partners to match this commitment.

23 **Summary of Changes to Medium Term Financial Strategy**

The Council's General Fund Medium Term Financial Strategy is shown in Appendices 1-3 together with assumptions around fees and charges in Appendix 7. A summary of the movement in the Medium Term Financial Strategy from the Consultation Budget agreed in December 2017, taking account of the changes highlighted above is shown below:

Table 7 : Summary General Fund Medium Term Financial Strategy 2018/19 to 2021/22				
	2018/19	2019/20	2020/21	2021/22
	£000's	£000's	£000's	£000's
Net Expenditure per Consultation Budget	23,282	23,507	23,726	24,120
Summary of other changes per table 6	99	113	120	124
Additional transfer to/(from) working balances	(12)	0	0	0
Net Budget Requirement	23,369	23,619	23,846	24,244
FUNDING				
Council Tax (table 4)	(13,336)	(13,887)	(14,305)	(14,735)
Revenue Support Grant (table 2)	(630)	-	-	-
Retained Business Rates (table 3)	(8,132)	(8,037)	(8,041)	(8,342)
New Homes Budget (includes	(1,271)	(1,696)	(1,500)	(1,167)

table 5)				
Total	(23,369)	(23,620)	(23,846)	(24,244)
Surplus/ (Deficit)	0	0	0	0

GENERAL FUND WORKING BALANCE				
Opening	4,006	3,902	4,280	3,928
Transferred to/(from)	(104)	378	(352)	(239)
Closing	3,902	4,280	3,928	3,689

Budget Consultation Results

- 24 The consultation concentrated on a number of key areas which are shown below. There were 47 responses were received. The results are shown in Appendix 10 with a summary shown below for each of the main areas:

- Approach to Budget Setting**
 Most respondents agreed with the Council's approach to budget setting, which focuses Council spending on maintaining high quality frontline services, avoiding compulsory redundancies and increasing efficiency.
- Capital Investment**
 Most respondents agreed with the major capital investments undertaken by the Council. The schemes with the most support were new waste transfer facility followed by purchase of homes for homeless families, additional spaces at Seacourt and refurbishment of community centres. There was least support for spend on museum of Oxford.
- Revenue Investment**
 There was strong support to 'continue to pay staff at least the Oxford Living Wage' and maintaining support to homeless families. There was least support around increasing resources in planning services and putting resources into the Blue Bin Recycling scheme.
- Fees and Charges**
 Respondents were in agreement with all increases in fees and charges with the most popular being increases in garage rents, garden waste collection and pest control.
- Car parking**
 69% of respondents agreed with our proposals to freeze park and ride charges and increase off street parking charges in the centre and suburban car parks.
- Council Tax**
 71% of respondents agreed with the proposal to increase Council Tax in order to avoid service cuts
- Housing Revenue Account**
 In terms of prioritising the HRA Capital Programme, respondents agreed that maintaining the quality of existing homes was the top priority together with acquiring and building new homes, although most respondents were not council tenants

Car parking

- 25 In addition to answers to the specific questions in the Consultation Budget a number of concerns were raised via a petition by residents in Headington about the proposal to remove the 0-2 hour charge from the car parks in Headington and replace with a 0-1 & 1-2 hour tariff.
- 26 The Council is mindful of the concerns raised and as a change to the Consultation budget will not seek to implement this change. The new charges are as follows

	Consultation Budget	Proposed Fee
	£	£
0-2 hours *	2.50	n/a
0-1 hours	n/a	2.00
1-2 hours	n/a	2.50

* Increased from £1.70

- 27 The consultation budget proposed scrapping an increase in Park and Ride charges which had been assumed from next year in previous budget consultations. There were two reasons for this: first, the City Council wished to encourage use of its Park and Ride car parks as far as possible, to reduce congestion and pollution in Oxford city centre, and secondly to maintain parity with the County Council's scale of charges. We confirm our proposal in this budget to freeze charges for most stays for a further year. We also propose to amend our charges for longer stays at the Park and Ride car parks so these are aligned with those at sites run by the County Council.

	Consultation Budget	Proposed Fee
	£	£
0-1 hour	Free	Free
1-11 hours	2.00	2.00
11-24 hours	2.00	4.00
24-48 hours	4.00	8.00
48-72 hours	6.00	12.00

- 28 These changes are reflected in Appendix 7.

Risk Implications

- 29 The main risks to the balanced position of the General Fund Consultation Budget (Appendix 8) are that:
- Significant variations in actual income and expenditure against budget occur
 - Business Rates income is lower than forecast
 - Non achievement of surpluses from wholly owned companies
 - New Homes Bonus is lower in future years
 - Welfare Reform impacts the authority more adversely than assumed
 - Interest rates are lower than projected

- Slippage, non-delivery of savings or additional pressures arise that have an on-going financial impact on the Council
- The knock on implications of funding cuts being experienced by partner organisations

Section B Housing Revenue Account Budget

Issues arising since the publication of the consultation budget

- 30 The Council published its Consultation Budget on 20th December 2017 including the Housing Revenue Account Budget. The budget for the Housing Revenue Account is as detailed in Appendices 4. Appendix 5 shows the effect of the 1% reduction on council house rents in the city.
- 31 Since the Consultation Budget the Government has confirmed that the High Value Council Levy will not be implemented in 2018-19.
- 32 There are no other changes to the HRA since the Consultation Budget

Housing Revenue Account Budget 2018/19 to 2021/22

- 31 Appendix 4 details the HRA Budget for the period 2018/19 to 2021/22 which is summarised below for the next four year period:

Housing Revenue Account 2018-19 to 2021-22

	<u>2018/19</u> £	<u>2019/20</u> £	<u>2020/21</u> £	<u>2021/22</u> £
<u>Income</u>				
Total Income	(43,241,157)	(43,492,630)	(44,107,870)	(45,498,400)
<u>Expenditure</u>				
Total Expenditure	42,073,015	41,689,321	42,410,242	43,690,496
Net Operating Expenditure	(1,168,142)	(1,803,309)	(1,697,628)	(1,807,905)
Transfer (to)/from Major Repairs/Other Reserves				
Revenue Contributions towards Capital	2,636,100	1,831,520	1,718,320	1,836,120
(Surplus)/Deficit for the Year	1,467,957	28,210	20,691	28,215
Balance b/f	(4,941,000)	(3,501,485)	(3,493,818)	(3,500,869)
Investment Income	(28,443)	(20,543)	(27,743)	(27,743)
Balance C/F	(3,501,485)	(3,493,818)	(3,500,869)	(3,500,397)

Risk Implications

- 33 The main risks to the balanced position of HRA are summarised below and detailed in Appendix 8:
- Liability arising from forced sale of High Value Council Housing (HVCH) is more than estimated for future years
 - Rent increase in year four is insufficient to sustain the HRA BP over the 30 year trajectory.
 - Increased arrears due to benefit changes arising from the roll out of universal credit
 - Non-achievement of assumed Right to Buy sales now required to fund the increased capital spend commitments.
 - Non-achievement of planned efficiencies.
 - Variations in estimates causing cash flow problems

Section C Capital Programme

- 34 The Council's Draft Capital Programme for consultation amounted to over £132 million over the four year period 2018/19 to 2020/21.
- 35 Appendix 6 attached details the Council's Capital Programme for 2018/19 to 2021/22. The changes to the Consultation Budget reported in December 2017 are summarised in Table 9 below.

Table 9 Changes to Capital Programme 2018/19 to 2021/22 compared to Consultation Budget				
	2018/19	2019/20	2020/21	2021/22
	£000's	£000's	£000's	£000's
GENERAL FUND				
Consultation Budget Spend	65,906	36,506	28,736	15,836
Additional changes to Schemes				
Slippage museum of Oxford	(2,325)	2,262		
Slippage end point devices	150			
Slippage Housing management system	265			
Slippage on Section 106 schemes	55			
Slippage of Barton cycle studio	(40)	40		
Additional grant Go Ultra Lo	373			
Slippage purchase of homes	3,886			
Slippage East Oxford Community Centre	25			
Slippage depot project	250			
Deletion of Hinksey kiosk	(49)			

Skateboard park not funded (to be replaced by improvements at Manzil Way, identified below)	(70)			
Deletion of 3G pitch		(900)		
Additional item Five Mile Drive pavilion (6)		49		
Additional infrastructure Manzil Way (5)	70			
Additional item Loan to Housing Company Lucy Faithfull House (3)	13,000			
Additional funding East Oxford (4)	730			
Total General Fund	82,226	37,957	28,736	15,836
HRA				
Consultation Budget Spend	19,390	24,246	18,723	15,747
Additional Schemes				
Slippage of spend Tower Blocks	829			
Slippage Lift replacements	150			
Slippage Kitchens	400			
Reduced spend Heating	(200)			
Slippage Great estates	100			
Slippage Barton	350			
Reduced spend major voids	(200)			
Social rental housing acquisitions (1)	1,035			
Bracegirdle and Mortimer Road (2)	349			
Total HRA	22,203	24,246	18,723	15,747
Total Revised Programme	104,429	62,203	47,459	31,583

Notes

- (1) Elsewhere on the CEB agenda is a report to approve the sale of a council house property in Walton Street with the resultant capital receipt being used to purchase properties for social housing elsewhere in the city.
- (2) The Council has been awarded HCA grant for the development of housing at Bracegirdle and Mortimer Road in the order of £350k. The previous estimated figure of £735,500 has been replaced.
- (3) The Oxford City Housing Ltd Shareholder Group have agreed to acquisition of the Lucy Faithfull House site from Oxford City Council and its inclusion in the Housing Company Business Plan and supported the provision of a loan facility for £13million from Oxford City Council for the development of a flatted scheme of between 40-55 homes consisting of 1 and 2 bed flats.

- (4) East Oxford – Since the General Fund element of the scheme was put forward in 2017 the costs have risen due to build cost inflation, additional planning consultancy, increased build costs, potential increased refurbishment cost in retained building. The total cost of the scheme is now estimated at around £4million which will be offset by a capital receipt from the HRA for the sale of land of around £2.6million. This leads to a net cost to the General Fund of £1.4 million, an increase of £730k, which is include within the revised budget.
- (5) Improve Manzil Way Gardens by designing out anti-social behaviour and making it a more welcoming and usable place for local residents
- (6) File Mile Drive. This is a new scheme to provide funding towards pavilion facilities at File Mile Drive

Funding of the Capital Programme

36 The funding of the Capital Programme is shown in Table 10 below

Table 10 Capital Programme 2018/19 to 2021/22				
	2018/19	2019/20	2020/21	2021/22
	£000's	£000's	£000's	£000's
GENERAL FUND				
Capital Receipts	17,837	8,315	11,149	800
Revenue Funding	6,993	2,420	3,937	3,357
Section 106	314	0	0	0
Community Infrastructure Levy	2,880	750	200	0
Grants	2,766	2,272	1,000	1,000
Borrowing	51,436	24,200	12,450	10,679
TOTAL GENERAL FUND	82,226	37,957	28,736	15,836
HRA				
Major Repairs Reserve	15,386	10,246	10,433	3,101
Capital Receipts	2,247	2,299	2,353	2,352
Other capital receipts	1,035	0	0	0
Grants	350	0	0	0
Revenue Funding	2,653	1,866	1,755	1,874
Borrowing	532	9,835	4,182	8,420
TOTAL HRA	22,203	24,246	18,723	15,747
TOTAL FUNDING	104,429	62,203	47,459	31,583

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

- Robustness of estimates

Housing Company

- 38 In March 2016 the Council approved the establishment of a Local Authority housing company and the company was incorporated in June 2016.
- 39 The Council will lend money to the Housing Company at state aid compliant rates of interest using its prudential borrowing powers with the company repaying the Council either based on an annuity or overdraft method.
- 40 Over the next 4 years loans from the Council are assumed to be in the region of £74 million facilitating the construction and acquisition of approximately 536 new dwellings. In addition to capital receipts, loan repayments will be made by the company back to the Council.

Oxford West End Development (OXWED)

- 41 The Council has a 50/50 partnership with Nuffield College to undertake the development of the land at Oxpens. The Council has already approved loans totaling £8.58 million as its 50% share of the cost of purchasing land in 2015. In 2018 the Council will transfer land to Oxwed in exchange for a capital receipt of £8million. The Council will need to provide an additional £4.16 million to the Company as its 50% share of the cost including SDLT which it has already provided for in its Capital Programme.

Oxford Direct Services

- 42 City Executive Board have already agreed the establishment of a Local Authority Trading Company (LATCO) which will go operational with effect from April 2018. The company (Oxford Direct Services Ltd) will undertake services currently undertaken within Direct Services. Initial loans of around £2million for cash flow purposes have already been agreed by CEB.

Financial Implications

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

Legal Implications

- 44 The Council is required to set a balanced budget and agree the Council Tax and housing rents before the beginning of the financial year.

Risk Implications

- 45 These are shown in Appendix 8 of the report and highlighted within the body of the report

Equalities Impact Assessment

- 45 A copy of the Equalities Impact Assessment is given in Appendix 9 attached to this report

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APPENDIX 1

OXFORD CITY COUNCILS GENERAL FUND REVENUE BUDGET 2018/19 FOR CONSULTATION AND FUTURE YEAR CONTROL TOTALS

	Recommended Budget 2018/19		Proposed Budget 2019/20		Proposed Budget 2020/21		Proposed Budget 2021/22	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
ASSISTANT CHIEF EXECUTIVE	5,104	22%	5,382	23%	5,389	23%	5,393	22%
Assistant Chief Executive	197	1%	197	1%	197	1%	197	1%
Assistant Chief Exec	166	1%	166	1%	166	1%	166	1%
Communications	13	%	13	%	13	%	13	%
Policy & Partnerships	19	%	19	%	19	%	19	%
Housing Services	4,907	21%	5,185	22%	5,192	22%	5,196	21%
Community Housing & Strategy	690	3%	690	3%	690	3%	690	3%
Housing Needs	3,418	15%	3,691	16%	3,698	16%	3,702	15%
Property Services	799	3%	804	3%	804	3%	804	3%
Office Accommodation	0	%	0	%	0	%	0	%
REGENERATION & ECONOMY	(8,760)	(37%)	(9,366)	(40%)	(9,899)	(42%)	(10,434)	(43%)
Regeneration & Economy	(8,760)	(37%)	(9,366)	(40%)	(9,899)	(42%)	(10,434)	(43%)
Partnership Team	505	2%	443	2%	436	2%	430	2%
Commercial Property	(9,587)	(41%)	(10,131)	(43%)	(10,657)	(45%)	(11,186)	(46%)
Property Support Services	321	1%	321	1%	321	1%	321	1%
ORGANISATIONAL DEVELOPMENT & CORPORATE SERVICES	4,249	18%	4,156	18%	3,958	17%	3,996	16%
Business Improvement	293	1%	207	1%	(36)	(%)	9	%
Transformation Projects	174	1%	174	1%	174	1%	174	1%
Business Improvement & Performance	84	%	83	%	83	%	83	%
Technology	(393)	(2%)	(325)	(1%)	(513)	(2%)	(468)	(2%)
Customer Services	(102)	(%)	(255)	(1%)	(310)	(1%)	(310)	(1%)
Human Resources & Organisational Development	530	2%	530	2%	530	2%	530	2%
Welfare Reform Team	245	1%	245	1%	245	1%	245	1%
Welfare Reform	245	1%	245	1%	245	1%	245	1%
Financial Services	3,323	14%	3,316	14%	3,311	14%	3,304	14%
Accountancy	(131)	(1%)	(131)	(1%)	(131)	(1%)	(131)	(1%)
Corporate Finance	(52)	(%)	(52)	(%)	(52)	(%)	(52)	(%)
Investigations	260	1%	229	1%	218	1%	211	1%
Procurement & Payments	(17)	(%)	(17)	(%)	(17)	(%)	(17)	(%)
Revenues & Benefits	3,269	14%	3,293	14%	3,299	14%	3,299	14%
Incomes	(5)	(%)	(5)	(%)	(5)	(%)	(5)	(%)
Law & Governance	387	2%	387	2%	437	2%	437	2%
Committees & Members Services	0	%	0	%	0	%	0	%
Election Services	393	2%	393	2%	443	2%	443	2%
Legal Services	(2)	(%)	(2)	(%)	(2)	(%)	(2)	(%)
Executive Support	(4)	(%)	(4)	(%)	(4)	(%)	(4)	(%)
SUSTAINABLE CITY	21,873	94%	21,578	91%	21,552	90%	21,903	90%
Planning, Sustainable Development & Regulatory Services	3,833	16%	3,829	16%	3,769	16%	3,769	16%
Development	310	1%	310	1%	310	1%	310	1%
Support Services	300	1%	300	1%	300	1%	300	1%
Information Services	(5)	(%)	(5)	(%)	(5)	(%)	(5)	(%)
Spatial Development	1,214	5%	1,189	5%	1,189	5%	1,189	5%
Environmental Health	1,140	5%	1,140	5%	1,140	5%	1,140	5%
Environmental Quality	380	2%	401	2%	341	1%	341	1%
Energy & Natural Resources	280	1%	280	1%	280	1%	280	1%
Smart, Sustainable Cities	215	1%	215	1%	215	1%	215	1%
Community Services	7,934	34%	7,820	33%	7,732	32%	7,697	32%
Leisure Management	1,763	8%	1,759	7%	1,759	7%	1,734	7%
Oxford Sport & Physical Activity	81	%	81	%	81	%	81	%
Sports Development	207	1%	207	1%	207	1%	207	1%
Parks Development	799	3%	799	3%	829	3%	859	4%
Community Centres	825	4%	825	3%	777	3%	777	3%
Youth Ambition	453	2%	453	2%	453	2%	453	2%
Town Hall & Facilities	93	%	93	%	93	%	93	%
Culture	654	3%	614	3%	564	2%	524	2%
Community Safety	1,232	5%	1,162	5%	1,142	5%	1,142	5%
Localities Team	1,828	8%	1,828	8%	1,828	8%	1,828	8%
Direct Services	0	%	0	%	0	%	0	%
Building Planned Operations	0	%	0	%	0	%	0	%
Building - Responsive Operations	0	%	0	%	0	%	0	%
Off Street Parking	0	%	0	%	0	%	0	%
Waste & Recycling Domestic	0	%	0	%	0	%	0	%
Waste & Recycling Commercial	0	%	0	%	0	%	0	%
Engineering	0	%	0	%	0	%	0	%

OXFORD CITY COUNCILS GENERAL FUND REVENUE BUDGET 2018/19 FOR CONSULTATION AND FUTURE YEAR CONTROL TOTALS								
	Recommended Budget 2018/19		Proposed Budget 2019/20		Proposed Budget 2020/21		Proposed Budget 2021/22	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
Street Scenes	0	%	0	%	0	%	0	%
Motor Transport	0	%	0	%	0	%	0	%
Caretaking & Miscellaneous	0	%	0	%	0	%	0	%
Local Overheads	0	%	0	%	0	%	0	%
Direct Building Services Stores	0	%	0	%	0	%	0	%
Pest Control & Dog Wardens	0	%	0	%	0	%	0	%
Parks - DS	0	%	0	%	0	%	0	%
Oxford Direct Services	10,106	43%	9,929	42%	10,051	42%	10,437	43%
Parking Management	(2,954)	(13%)	(3,115)	(13%)	(2,977)	(12%)	(2,583)	(11%)
Domestic Waste	5,027	22%	5,011	21%	4,995	21%	4,987	21%
Street Cleansing	4,308	18%	4,308	18%	4,308	18%	4,308	18%
Parks & Open Spaces	3,628	16%	3,628	15%	3,628	15%	3,628	15%
Pest Control	95	%	95	%	95	%	95	%
Total Portfolio Budget	22,465	96%	21,749	92%	20,999	88%	20,857	86%
Below the line								
Corporate Accounts	847	4%	1,303	6%	2,956	12%	3,450	14%
Contingencies	160	1%	189	1%	243	1%	176	1%
Net Expenditure Budget	23,471	100%	23,240	98%	24,198	101%	24,484	101%
General Fund Working Balances								
Transfer to / (from) General Fund Working Balances	(102)	(%)	379	2%	(352)	(1%)	(239)	(1%)
Net Budget Requirement	23,369	100%	23,620	100%	23,846	100%	24,244	100%
Financed by	(23,369)	(100%)	(23,620)	(100%)	(23,846)	(100%)	(24,244)	(100%)
Revenue Support Grant	(630)	(3%)	0	%	0	%	0	%
Business Rates retention	(8,132)	(35%)	(8,037)	(34%)	(8,041)	(34%)	(8,342)	(34%)
New Homes Bonus	(1,271)	(5%)	(1,696)	(7%)	(1,500)	(6%)	(1,166)	(5%)
Council tax	(13,567)	(58%)	(14,116)	(60%)	(14,535)	(61%)	(14,965)	(62%)
Less Parish Precept	230	1%	230	1%	230	1%	230	1%
Collection Fund Surplus	0	%	0	%	0	%	0	%
Business Rates Collection Fund (Surplus) / Deficit	0	%	0	%	0	%	0	%
Over / (Under) Allocated budget	(0)	(%)	(0)	(%)	(0)	(%)	(0)	(%)

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2018-19

APPENDIX 2

	Approved Budget 2017/18	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Recommended Budget 2018/19
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
ASSISTANT CHIEF EXECUTIVE	4,934	361	(183)	0	25	0	(100)	50	0	17	5,104
Assistant Chief Executive	277	(96)	0	0	0	0	0	0	0	17	197
Assistant Chief Exec	174	(8)									166
Communications	60	(64)								17	13
Policy & Partnerships	43	(24)									19
Housing Services	4,657	457	(183)	0	25	0	(100)	50	0	0	4,907
Community Housing & Strategy	755	(65)									690
Housing Needs	3,678	(27)	(183)				(100)	50			3,418
Property Services	92	682			25						799
Office Accommodation	132	(132)									0
REGENERATION & ECONOMY	(8,352)	(1,000)	0	0	8	0	0	616	(8)	(25)	(8,760)
Regeneration & Economy	(8,352)	(1,000)	0	0	8	0	0	616	(8)	(25)	(8,760)
Partnership Team	502	3			8				(8)		505
Commercial Property	(9,186)	(992)						616		(25)	(9,587)
Property Support Services	332	(11)									321
ORGANISATIONAL DEVELOPMENT & CORPORATE SERVICES	4,848	(1,067)	0	45	636	(198)	0	(50)	0	35	4,249
Business Improvement	734	(656)	0	45	368	(198)	0	0	0	0	293
Transformation Projects	227	1				(54)					174
Business Improvement & Performance	216	(125)				(7)					84
Technology	69	(951)		45	506	(62)					(393)
Customer Services	0	139			(166)	(75)					(102)
Human Resources & Organisational Development	222	280			28						530
Welfare Reform Team	226	(6)	0	0	0	0	0	0	0	25	245
Welfare Reform	226	(6)								25	245
Financial Services	3,450	(325)	0	0	198	0	0	0	0	0	3,323
Accountancy	0	(131)								0	(131)
Corporate Finance	(0)	(52)									(52)
Investigations	215	45								0	260
Procurement & Payments	16	(33)									(17)
Revenues & Benefits	3,244	(173)			198						3,269
Incomes	(24)	19					0				(5)

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2018-19

APPENDIX 2

	Approved Budget 2017/18	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Recommended Budget 2018/19
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Law & Governance	438	(81)	0	0	70	0	0	(50)	0	10	387
Committees & Members Services	0										0
Election Services	436	(73)			70			(50)		10	393
Legal Services	0	(2)									(2)
Executive Support	2	(6)									(4)
SUSTAINABLE CITY	20,356	1,840	0	0	197	(32)	160	(720)	0	72	21,873
Planning, Sustainable Development & Regulatory Services	3,644	180	0	0	17	0	0	(50)	0	42	3,833
Development	344	(2)			(2)			(10)		(20)	310
Support Services	236	63									300
Information Services	(6)	1									(5)
Spatial Development	1,163	31								20	1,214
Environmental Health	1,049	97			34			(40)			1,140
Environmental Quality	318	1								60	380
Energy & Natural Resources	283	(3)									280
Smart, Sustainable Cities	256	(8)			(15)					(18)	215
Community Services	7,825	(112)	0	0	180	(32)	0	42	0	30	7,934
Leisure Management	1,744	1			50	(32)		0			1,763
Oxford Sport & Physical Activity	98	(18)									81
Sports Development	202	5									207
Parks Development	782	(3)			20						799
Community Centres	855	(57)						48		(22)	825
Youth Ambition	444	8									453
Town Hall & Facilities	154	(80)			25			(6)			93
Culture	555	(11)			15					95	654
Community Safety	1,129	34			70						1,232
Localities Team	1,862	9								(43)	1,828
Direct Services	8,886	(8,886)	0	0	0	0	0	0	0	0	0
Building Planned Operations	(2,536)	2,536									0
Building - Responsive Operations	595	(595)									0
Off Street Parking	(2,731)	2,731									0
Waste & Recycling Domestic	4,461	(4,461)									0
Waste & Recycling Commercial	(1,234)	1,234									0
Engineering	(571)	571									0
Street Scenes	4,377	(4,377)									0
Motor Transport	(313)	313									0
Caretaking & Miscellaneous	(122)	122									0
Local Overheads	3,296	(3,296)									0
Direct Building Services Stores	721	(721)									0
Pest Control & Dog Wardens	87	(87)									0
Parks - DS	2,857	(2,857)									0
Oxford Direct Services	0	10,658	0	0	0	0	160	(712)	0	0	10,106
Parking Management	0	(2,418)					160	(696)			(2,954)

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2018-19 APPENDIX 2

	Approved Budget 2017/18	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Recommended Budget 2018/19
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Domestic Waste	0	5,043						(16)			5,027
Street Cleansing	0	4,308									4,308
Parks & Open Spaces	0	3,628									3,628
Pest Control	0	95									95
Total Budget at Portfolio Level	21,785	134	(183)	45	866	(230)	60	(104)	(8)	99	22,465

	Recommended Budget 2018/19	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2019/20
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
ASSISTANT CHIEF EXECUTIVE	5,104	0	50	0	205	0	0	0	0	23	5,382
Assistant Chief Executive	197	0	0	0	0	0	0	0	0	0	197
Assistant Chief Exec	166										166
Communications	13										13
Policy & Partnerships	19										19
Housing Services	4,907	0	50	0	205	0	0	0	0	23	5,185
Community Housing & Strategy	690										690
Housing Needs	3,418		50		200					23	3,691
Property Services	799				5						804
Office Accommodation	0										0
REGENERATION & ECONOMY	(8,760)	0	0	0	(50)	0	0	(544)	(7)	(5)	(9,366)
Regeneration & Economy	(8,760)	0	0	0	(50)	0	0	(544)	(7)	(5)	(9,366)
Partnership Team	505				(50)				(7)	(5)	443
Commercial Property	(9,587)							(544)			(10,131)
Property Support Services	321										321
ORGANISATIONAL DEVELOPMENT & CORPORATE SERVICES	4,249	0	0	45	112	(219)	0	0	0	(31)	4,156
Business Improvement	293	0	0	45	23	(154)	0	0	0	0	207
Transformation Projects	174										174
Business Improvement & Performance	84					(1)					83
Technology	(393)			45	23						(325)
Customer Services	(102)					(153)					(255)
Human Resources & Organisational Development	530										530
Welfare Reform Team	245	0	0	0	0	0	0	0	0	0	245
Welfare Reform	245										245
Financial Services	3,323	0	0	0	89	(65)	0	0	0	(31)	3,316
Accountancy	(131)										(131)
Corporate Finance	(52)										(52)
Investigations	260									(31)	229
Procurement & Payments	(17)										(17)
Revenues & Benefits	3,269				89	(65)					3,293
Incomes	(5)										(5)

	Recommended Budget 2018/19	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2019/20
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Law & Governance	387	0	0	0	0	0	0	0	0	0	387
Committees & Members Services	0										0
Election Services	393										393
Legal Services	(2)										(2)
Executive Support	(4)										(4)
SUSTAINABLE CITY	21,873	0	0	0	(75)	0	(193)	12	0	(39)	21,578
Planning, Sustainable Development & Regulatory Services	3,833	0	0	0	0	0	0	0	0	(4)	3,829
Development	310										310
Support Services	300										300
Information Services	(5)										(5)
Spatial Development	1,214									(25)	1,189
Environmental Health	1,140										1,140
Environmental Quality	380									21	401
Energy & Natural Resources	280										280
Smart, Sustainable Cities	215										215
Community Services	7,934	0	0	0	(75)	0	0	(4)	0	(35)	7,820
Leisure Management	1,763							(4)			1,759
Oxford Sport & Physical Activity	81										81
Sports Development	207										207
Parks Development	799										799
Community Centres	825										825
Youth Ambition	453										453
Town Hall & Facilities	93										93
Culture	654				(5)					(35)	614
Community Safety	1,232				(70)						1,162
Localities Team	1,828										1,828
Direct Services	0	0	0	0	0	0	0	0	0	0	0
Building Planned Operations	0										0
Building - Responsive Operations	0										0
Off Street Parking	0										0
Waste & Recycling Domestic	0										0
Waste & Recycling Commercial	0										0
Engineering	0										0
Street Scenes	0										0
Motor Transport	0										0
Caretaking & Miscellaneous	0										0
Local Overheads	0										0
Direct Building Services Stores	0										0
Pest Control & Dog Wardens	0										0
Parks - DS	0										0
Oxford Direct Services	10,106	0	0	0	0	0	(193)	16	0	0	9,929
Parking Management	(2,954)						(193)	32			(3,115)
Domestic Waste	5,027							(16)			5,011
Street Cleansing	4,308										4,308
Parks & Open Spaces	3,628										3,628
Pest Control	95										95
Total Portfolio Budget	22,465	0	50	45	192	(219)	(193)	(532)	(7)	(52)	21,749

	Recommended Budget 2018/19	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2019/20
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's

	Proposed Budget 2019/20	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2020/21
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
ASSISTANT CHIEF EXECUTIVE	5,382	0	(50)	0	0	0	0	0	0	57	5,389
Assistant Chief Executive	197	0	0	0	0	0	0	0	0	0	197
Assistant Chief Exec	166										166
Communications	13										13
Policy & Partnerships	19										19
Housing Services	5,185	0	(50)	0	0	0	0	0	0	57	5,192
Community Housing & Strategy	690										690
Housing Needs	3,691		(50)							57	3,698
Property Services	804										804
Office Accommodation	0										0
REGENERATION & ECONOMY	(9,366)	0	0	0	0	0	0	(526)	(7)	0	(9,899)
Regeneration & Economy	(9,366)	0	0	0	0	0	0	(526)	(7)	0	(9,899)
Partnership Team	443				0				(7)		436
Commercial Property	(10,131)							(526)			(10,657)
Property Support Services	321										321
ORGANISATIONAL DEVELOPMENT & CORPORATE SERVICES	4,156	0	0	45	(124)	(158)	0	50	0	(11)	3,958
Business Improvement	207	0	0	45	(195)	(93)	0	0	0	0	(36)
Transformation Projects	174										174
Business Improvement & Performance	83										83
Technology	(325)			45	(195)	(38)					(513)
Customer Services	(255)					(55)					(310)
Human Resources & Organisational Development	530										530
Welfare Reform Team	245	0	0	0	0	0	0	0	0	0	245
Welfare Reform	245										245
Financial Services	3,316	0	0	0	71	(65)	0	0	0	(11)	3,311
Accountancy	(131)										(131)
Corporate Finance	(52)										(52)
Investigations	229									(11)	218
Procurement & Payments	(17)										(17)
Revenues & Benefits	3,293				71	(65)					3,299
Incomes	(5)										(5)

	Proposed Budget 2019/20	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2020/21
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Law & Governance	387	0	0	0	0	0	0	50	0	0	437
Committees & Members Services	0										0
Election Services	393							50			443
Legal Services	(2)										(2)
Executive Support	(4)										(4)
SUSTAINABLE CITY	21,578	0	0	0	213	0	(20)	(109)	0	(110)	21,552
Planning, Sustainable Development & Regulatory Services	3,829	0	0	0	0	0	0	0	0	(60)	3,769
Development	310										310
Support Services	300										300
Information Services	(5)										(5)
Spatial Development	1,189										1,189
Environmental Health	1,140										1,140
Environmental Quality	401									(60)	341
Energy & Natural Resources	280										280
Smart, Sustainable Cities	215										215
Community Services	7,820	0	0	0	30	0	(20)	(48)	0	(50)	7,732
Leisure Management	1,759										1,759
Oxford Sport & Physical Activity	81										81
Sports Development	207										207
Parks Development	799				30						829
Community Centres	825							(48)			777
Youth Ambition	453										453
Town Hall Facilities	93										93
Culture	614									(50)	564
Community Safety	1,162						(20)				1,142
Localities Team	1,828										1,828
Direct Services	0	0	0	0	0	0	0	0	0	0	0
Building Planned Operations	0										0
Building - Responsive Operations	0										0
Off Street Parking	0										0
Waste & Recycling Domestic	0										0
Waste & Recycling Commercial	0										0
Engineering	0										0
Street Scenes	0										0
Motor Transport	0										0
Caretaking & Miscellaneous	0										0
Local Overheads	0										0
Direct Building Services Stores	0										0
Pest Control & Dog Wardens	0										0
Parks - DS	0										0
Oxford Direct Services	9,929	0	0	0	183	0	0	(61)	0	0	10,051
Parking Management	(3,115)				183			(45)			(2,977)
Domestic Waste	5,011							(16)			4,995
Street Cleansing	4,308										4,308
Parks & Open Spaces	3,628										3,628
Pest Control	95										95
Total Portfolio Budget	21,749	0	(50)	45	89	(158)	(20)	(585)	(7)	(64)	20,999

	Proposed Budget 2019/20	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2020/21
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2021-22 APPENDIX 2

	Proposed Budget 2020/21	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2021/22
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
ASSISTANT CHIEF EXECUTIVE	5,389	0	0	0	0	0	0	0	0	4	5,393
Assistant Chief Executive	197	0	0	0	0	0	0	0	0	0	197
Assistant Chief Exec	166										166
Communications	13										13
Policy & Partnerships	19										19
Housing Services	5,192	0	0	0	0	0	0	0	0	4	5,196
Community Housing & Strategy	690										690
Housing Needs	3,698									4	3,702
Property Services	804										804
Office Accommodation	0										0
REGENERATION & ECONOMY	(9,899)	0	0	0	0	0	0	(529)	(6)	0	(10,434)
Regeneration & Economy	(9,899)	0	0	0	0	0	0	(529)	(6)	0	(10,434)
Partnership Team	436										430
Commercial Property	(10,657)							(529)			(11,186)
Property Support Services	321										321
ORGANISATIONAL DEVELOPMENT & CORPORATE SERVICES	3,958	0	0	45	0	0	0	0	0	(7)	3,996
Business Improvement	(36)	0	0	45	0	0	0	0	0	0	9
Transformation Projects	174										174
Business Improvement & Performance	83										83
Technology	(513)			45							(468)
Customer Services	(310)										(310)
Human Resources & Organisational Development	530										530
Welfare Reform Team	245	0	0	0	0	0	0	0	0	0	245
Welfare Reform	245										245
Financial Services	3,311	0	0	0	0	0	0	0	0	(7)	3,304
Accountancy	(131)										(131)
Corporate Finance	(52)										(52)
Investigations	218									(7)	211
Procurement & Payments	(17)										(17)
Revenues & Benefits	3,299										3,299
Incomes	(5)										(5)

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2021-22 APPENDIX 2

	Proposed Budget 2020/21	MTFP assumptions	Fundamental Service Review	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Proposed Budget 2021/22
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Law & Governance	437	0	0	0	0	0	0	0	0	0	437
Committees & Members Services	0										0
Election Services	443										443
Legal Services	(2)										(2)
Executive Support	(4)										(4)
SUSTAINABLE CITY	21,552	0	0	0	554	0	0	(163)	0	(40)	21,903
Planning, Sustainable Development & Regulatory Services	3,769	0	0	0	0	0	0	0	0	0	3,769
Development	310										310
Support Services	300										300
Information Services	(5)										(5)
Spatial Development	1,189										1,189
Environmental Health	1,140										1,140
Environmental Quality	341										341
Energy & Natural Resources	280										280
Smart, Sustainable Cities	215										215
Community Services	7,732	0	0	0	5	0	0	0	0	(40)	7,697
Leisure Management	1,759				(25)						1,734
Oxford Sport & Physical Activity	81										81
Sports Development	207										207
Parks Development	829				30						859
Community Centres	777										777
Youth Ambition	453										453
Town Hall & Facilities	93										93
Culture	564									(40)	524
Community Safety	1,142										1,142
Localities Team	1,828										1,828
Direct Services	0	0	0	0	0	0	0	0	0	0	0
Building Planned Operations	0										0
Building - Responsive Operations	0										0
Off Street Parking	0										0
Waste & Recycling Domestic	0										0
Waste & Recycling Commercial	0										0
Engineering	0										0
Street Scenes	0										0
Motor Transport	0										0
Caretaking & Miscellaneous	0										0
Local Overheads	0										0
Direct Building Services Stores	0										0
Pest Control & Dog Wardens	0										0
Parks - DS	0										0
Oxford Direct Services	10,051	0	0	0	549	0	0	(163)	0	0	10,437
Parking Management	(2,977)				549			(155)			(2,583)
Domestic Waste	4,995							(8)			4,987
Street Cleansing	4,308										4,308
Parks & Open Spaces	3,628										3,628
Pest Control	95										95
Total Portfolio Budget	20,999	0	0	45	554	0	0	(692)	(6)	(43)	20,857

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Appendix 3 General Fund & HRA Budget Proposals 2018-19 to 2021-22

General Fund Budget Proposals Summary
2018-19 to 2021-22

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	17	0	0	0	17
Housing Services	0	25	0	0	0	(100)	0	50	0	0	0	0	0	(183)	0	(208)
Regeneration & Economy	0	8	5	0	0	0	0	616	0	(8)	0	(25)	0	0	0	591
Business Improvement	45	368	6	(194)	0	0	0	0	0	0	0	0	0	0	0	219
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	25	0	0	0	25
Financial Services	0	198	0	0	0	0	1	0	0	0	0	0	8	0	0	198
Law & Governance	0	70	0	0	0	0	0	(50)	0	0	0	10	0	0	0	30
Planning, Sustainable Development & Regulatory Services	0	17	0	0	0	0	0	(50)	0	0	0	42	4	0	0	9
Community Services	0	180	3	(32)	0	0	0	42	0	0	0	30	0	0	0	220
Oxford Direct Services	0	0	0	0	0	160	0	(712)	0	0	0	0	0	0	0	(552)
Total	45	866	13.60	(226)	0.00	60	1	(104)	0.00	(8)	0.00	99	11.20	(183)	0.00	549

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Services	0	205	0	0	0	0	0	0	0	0	0	23	0	50	0	278
Regeneration & Economy	0	(50)	0	0	0	0	0	(544)	0	(7)	0	(5)	0	0	0	(606)
Business Improvement	45	23	0	(154)	(5)	0	0	0	0	0	0	0	0	0	0	(86)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	89	0	(65)	(2)	0	0	0	0	0	0	(31)	1	0	0	(7)
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Planning, Sustainable Development & Regulatory Services	0	0	0	0	0	0	0	0	0	0	0	(4)	0	0	0	(4)
Community Services	0	(75)	(2)	0	0	0	0	(4)	0	0	0	(35)	0	0	0	(114)
Oxford Direct Services	0	0	0	0	0	(193)	0	16	0	0	0	0	0	0	0	(177)
Total	45	192	(2)	(219)	(7)	(193)	0	(532)	0	(7)	0	(52)	1	50	0	(716)

General Fund Budget Proposals Summary
2018-19 to 2021-22

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Services	0	0	0	0	0	0	0	0	0	0	0	57	0	(50)	0	7
Regeneration & Economy	0	0	0	0	0	0	0	(526)	0	(7)	0	0	0	0	0	(533)
Business Improvement	45	(195)	(5)	(93)	(2)	0	0	0	0	0	0	0	0	0	0	(243)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	71	0	(65)	(2)	0	0	0	0	0	0	(11)	1	0	0	(5)
Law & Governance	0	0	0	0	0	0	0	50	0	0	0	0	0	0	0	50
Planning, Sustainable Development & Regulatory Services	0	0	0	0	0	0	0	0	0	0	0	(60)	0	0	0	(60)
Community Services	0	30	1	0	0	(20)	0	(48)	0	0	0	(50)	0	0	0	(88)
Oxford Direct Services	0	183	0	0	0	0	0	(61)	0	0	0	0	0	0	0	122
Total	45	89	(4)	(158)	(4)	(20)	0	(585)	0	(7)	0	(64)	1	(50)	0	(750)

2021/22

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Services	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	4
Regeneration & Economy	0	0	(4)	0	0	0	0	(529)	0	(6)	0	0	0	0	0	(535)
Business Improvement	45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	45
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	0	0	0	0	0	0	0	0	0	0	(7)	1	0	0	(7)
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Planning, Sustainable Development & Regulatory Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Services	0	5	1	0	0	0	0	0	0	0	0	(40)	0	0	0	(35)
Oxford Direct Services	0	549	0	0	0	0	0	(163)	0	0	0	0	0	0	0	386
Total	45	554	(3)	0	0	0	0	(692)	0	(6)	0	(43)	1	0	0	(142)

General Fund Budget Proposals Summary
2018-19 to 2021-22

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	17	0	0	0	17
Housing Services	0	230	0	0	0	(100)	0	50	0	0	0	84	0	(183)	0	81
Regeneration & Economy	0	(42)	1	0	0	0	0	(983)	0	(28)	0	(30)	0	0	0	(1,083)
Business Improvement	180	196	1	(441)	(8)	0	0	0	0	0	0	0	0	0	0	(65)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	25	0	0	0	25
Financial Services	0	358	0	(130)	(4)	0	1	0	0	0	0	(49)	11	0	0	179
Law & Governance	0	70	0	0	0	0	0	0	0	0	0	10	0	0	0	80
Planning, Sustainable Development & Regulatory Services	0	17	0	0	0	0	0	(50)	0	0	0	(22)	4	0	0	(55)
Community Services	0	140	3	(32)	0	(20)	0	(10)	0	0	0	(95)	0	0	0	(17)
Oxford Direct Services	0	732	0	0	0	(33)	0	(920)	0	0	0	0	0	0	0	(221)
Total	180	1,701	4.60	(603)	(11.00)	(153)	1	(1,913)	0.00	(28)	0.00	(60)	14.60	(183)	0.00	(1,059)

Risks - Efficiency Savings	2018-19	2019-20	2020-21	2021-22	Total
High	(42)	(65)	(155)	0	(262)
Medium	(45)	(153)	(55)	0	(253)
Low	(139)	(1)	52	0	(88)
Total	(226)	(219)	(158)	0	(603)

Contingency

High - 30%	13	20	47	0	79
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
Total	13	20	47	0	79

Risks - Fees & Charges	2018-19	2019-20	2020-21	2021-22	Total
High	(50)	0	0	(110)	(160)
Medium	(535)	(280)	(435)	(413)	(1,663)
Low	481	(250)	(150)	(169)	(88)
Total	(104)	(530)	(585)	(692)	(1,911)

Contingency

High - 30%	15	0	0	33	48
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
Total	15	0	0	33	48

Risks - Service Reductions	2018-19	2019-20	2020-21	2021-22	Total
High	0	0	0	0	0
Medium	0	0	0	0	0
Low	(8)	(7)	(7)	(6)	(28)
Total	(8)	(7)	(7)	(6)	(28)

Contingency

High - 30%	0	0	0	0	0
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
Total	0	0	0	0	0
Total Contingency	28	20	47	33	127

**Chief Executive Budget Proposals Summary
2018-19 to 2021-22**

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	17	0.00	0	0.00	17
Housing Services	0	25	0.00	0	0.00	(100)	0.00	50	0.00	0	0.00	0	0.00	(183)	0.00	(208)
Total	0	25	0.00	0	0.00	(100)	0.00	50	0.00	0	0.00	17	0.00	(183)	0.00	(191)

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Housing Services	0	205	0.00	0	0.00	0	0.00	0	0.00	0	0.00	23	0.00	50	0.00	278
Total	0	205	0	0	0	0	0	0	0	0	0	23	0	50	0	278

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Housing Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	57	0.00	(50)	0.00	7
Total	0	0	0	0	0	0	0	0	0	0	0	57	0	(50)	0	7

2021/22

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Housing Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4	0.00	0	0.00	4
Total	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	4

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	17	0.00	0	0.00	17
Housing Services	0	230	0.00	0	0.00	(100)	0.00	50	0.00	0	0.00	84	0.00	(183)	0.00	81
Total	0	230	0	0	0	(100)	0	50	0	0	0	101	0	(183)	0	98

Proposal

Assistant Chief Executive

H/M/L	2018-19	2019-20	2020-21	2021-22	FTE Impact				
	£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total
Contractual Inflation									
Pressures									
Efficiencies									
Invest to Save									
Fees and Charges									
Service Reduction									

**New Investments /
Bids**

13	Communications	Bringing Resourcing for Filming In-House
14		

Total New Investment/Bids

Total Assistant Chief Executive Bids & Savings

New/Amended Bids & Savings

17									
17									
17									

Efficiency Savings

Risks:	2018-19	2019-20	2020-21	2021-22	Total
High					0
Medium					0
Low					0
Total	0	0	0	0	0

Fees & Charges

Risks:	2018-19	2019-20	2020-21	2021-22	Total
High					0
Medium					0
Low					0
Total	0	0	0	0	0

Service Reduction

Risks:	2018-19	2019-20	2020-21	2021-22	Total
High					0
Medium					0
Low					0
Total	0	0	0	0	0

Housing Services

Proposal

H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	2019-20	2020-21	2021-22	Total

FTE Impact

Contractual Inflation

1		
2		

Total Contractual Inflation

Pressures

3	Property Services	Repairs and Maintenance - uplift of expected costs of repairs and maintenance
4	Property Services	Reallocation of property service costs from capital to revenue
5	Housing Needs	Increase in Homelessness provisions
6	Housing Needs	Homelessness prevention
7	Housing Needs	Homelessness prevention - Grant funding to be received
8	Housing Needs	Homelessness New Burdens
9	Housing Needs	Homelessness New Burdens - Grant funding
10	Housing Needs	Homelessness - Rough Sleepers & Single Homelessness
11	Housing Needs	Homelessness - Reserve Funding of Rough Sleepers & Single Homelessness
12	Housing Needs	Homeslessness - Rough Sleeping Charter Development and Citywide Partnership
13	Housing Needs	Homeslessness - Reserve Funding of Rough Sleeping Charter Development and Citywide Partnership
14	Housing Needs	Homeslessness - Staffing Capacity of Rough Sleepers and Single Homelessness Team
15	Housing Needs	Homeslessness - Reserve Funding of Staffing Capacity of Rough Sleepers and Single Homelessness Team

5	5								
20									
622	200								
(622)									
68	72								
(68)	(72)								
100									
(100)									
25	25								
(25)	(25)								
50	50								
(50)	(50)								

Total Pressures

25	205								

Efficiencies

Total Efficiencies

Housing Services

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
							2018-19	2019-20	2020-21	2021-22	
Invest to Save											
16	Housing Needs	Further Investment in National Homelessness property fund - linked to £5m Capital Bid	(100)								
Total Invest to Save			(100)								
Fees and Charges											
17	Housing Services	Bad Debt provision associated with Temporary accommodation	L	50							
Total Fees and Charges			50								
Service Reductions											
Total Service Reductions											
New Investments / Bids											
18	Housing Needs	Transfer to homelessness reserves		23	57	4					
Total New Investment/Bids				23	57	4					
Fundamental Service Review											
19	Housing Needs	Housing Bens Subsidy	(50)	100							
20	Housing Needs	Reduced cost on temporary accommodation	(133)	(50)	(50)						
Total Fundamental Service Review			(183)	50	(50)						
Total Housing Services Bids & Savings			(208)	278	7	4					
New/Amended Bids & Savings											

Proposal

Housing Services

	H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	FTE Impact				Total
							2019-20	2020-21	2021-22		
Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total					
	High					0					
	Medium					0					
	Low					0					
	Total	0	0	0	0	0					
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total					
	High					0					
	Medium					0					
	Low	50	0	0	0	50					
	Total	50	0	0	0	50					
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total					
	High					0					
	Medium					0					
	Low	0	0	0	0	0					
	Total	0	0	0	0	0					

Regeneration & Economy Budget Proposals Summary
2018-19 to 2021-22

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	8	5.00	0	0.00	0	0.00	616	0.00	(8)	0.00	(25)	0.00	0	0.00	591
Total	0	8	5.00	0	0.00	0	0.00	616	0.00	(8)	0.00	(25)	0.00	0	0.00	591

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	(50)	0.00	0	0.00	0	0.00	(544)	0.00	(7)	0.00	(5)	0.00	0	0.00	(606)
Total	0	(50)	0.00	0	0.00	0	0.00	(544)	0.00	(7)	0.00	(5)	0.00	0	0.00	(606)

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	0	0.00	0	0.00	0	0.00	(526)	0.00	(7)	0.00	0	0.00	0	0.00	(533)
Total	0	0	0.00	0	0.00	0	0.00	(526)	0.00	(7)	0.00	0	0.00	0	0.00	(533)

2021/22

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/ Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	0	(4.00)	0	0.00	0	0.00	(529)	0.00	(6)	0.00	0	0.00	0	0.00	(535)
Total	0	0	(4.00)	0	0.00	0	0.00	(529)	0.00	(6)	0.00	0	0.00	0	0.00	(535)

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/ Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	(42)	1.00	0	0.00	0	0.00	(983)	0.00	(28)	0.00	(30)	0.00	0	0.00	(1,083)
Total	0	(42)	1.00	0	0.00	0	0.00	(983)	0.00	(28)	0.00	(30)	0.00	0	0.00	(1,083)

Regeneration & Economy

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
							2018-19	2019-20	2020-21	2021-22	
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Partnerships Team	Economic Development Manager	58				1.00				1.00
4	Partnerships Team	Structure changes	296	8	(70)		4.00		(4.00)		
5	Partnerships Team	Funding from reserves for the structural changes	(158)	(53)	26						
6	Partnerships Team	Recharge to OCHL	(109)	(3)	25						
7	Partnerships Team	Recharge to Capital	(79)	(2)	19						
Total Pressures			8	(50)			5.00	(4.00)		1.00	
Efficiencies											
8											
9											
Total Efficiencies											
Invest to Save											
10											
11											
Total Invest to Save											

Regeneration & Economy

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	FTE Impact			Total
							2018-19	2019-20	2020-21	2021-22	
Fees and Charges											
12	Commercial Property	Movement in Commercial Property lease income from the overall portfolio on reviews.	L	405	(234)	(86)	(161)				
13	Commercial Property	Net Increases in Commercial Property lease income as a result of Portfolio Investment.	M	211	(310)	(440)	(368)				
Total Fees and Charges				616	(544)	(526)	(529)				
Service Reduction											
14	Partnerships Team	Reduce grant to Visit Oxfordshire funding by 10% p.a. and agreed in the Cooperation Agreement.	L	(8)	(7)	(7)	(6)				
15											
Total Service Reduction				(8)	(7)	(7)	(6)				
New Investments / Bids											
16	Commercial Property	Consultancy Advice Westgate Development - reversal of previous years bid		(30)							
17	Partnerships Team	Project Management for promotion of Oxford Living Wage		5	(5)						
Total New Investment/Bids				(25)	(5)						
Total Regeneration & Economy Bids & Savings				591	(606)	(533)	(535)	5.00	4.00	1.00	

New/Amended Bids & Savings

Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0

Proposal	Regeneration & Economy					2018-19	FTE Impact			Total
	H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s		2019-20	2020-21	2021-22	
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High					0				
	Medium	211	(310)	(440)	(368)	(907)				
	Low	405	(234)	(86)	(161)	(76)				
	Total	616	(544)	(526)	(529)	(983)				
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High					0				
	Medium					0				
	Low	(8)	(7)	(7)	(6)	(28)				
	Total	(8)	(7)	(7)	(6)	(28)				

Organisational Development & Corporate Services Budget Proposals Summary
2018-19 to 2021-22

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/ Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	45	368	5.60	(194)	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	219
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	25	0.00	0.00	0.00	25
Financial Services	0	198	0.00	0	0.00	0	1	0	0.00	0	0.00	0	7.70	0.00	0.00	198
Law & Governance	0	70	0.00	0	0.00	0	0	(50)	0.00	0	0.00	10	0.00	0.00	0.00	30
Total	45	636	5.60	(194)	0.00	0	1	(50)	0.00	0	0.00	35	7.70	0.00	0.00	472

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/ Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	45	23	0.00	(154)	(5.25)	0	0	0	0.00	0	0.00	0	0	0.00	0.00	(86)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0.00	0.00	0
Financial Services	0	89	0.00	(65)	(2.00)	0	0	0	0.00	0	0.00	(31)	1	0.00	0.00	(7)
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0.00	0.00	0
Total	45	112	0.00	(219)	(7.25)	0	0	0	0.00	0	0.00	(31)	1	0	0	(93)

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/ Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	45	(195)	(5.00)	(93)	(2.25)	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	(243)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Financial Services	0	71	0.00	(65)	(1.50)	0	0	0	0.00	0	0.00	(11)	1.00	0.00	0.00	(5)
Law & Governance	0	0	0.00	0	0.00	0	0	50	0.00	0	0.00	0	0.00	0.00	0.00	50
Total	45	(124)	(5.00)	(158)	(3.75)	0	0	50	0.00	0	0.00	(11)	1.00	0.00	0.00	(198)

2021/22

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/ Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	45	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	45
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Financial Services	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(7)	1.00	0.00	0.00	(7)
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Total	45	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(7)	1.00	0.00	0.00	38

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/ Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	180	196	0.60	(441)	(7.50)	0	0	0	0.00	0	0.00	0	0.00	0	0.00	(65)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	25	0.00	0	0.00	25
Financial Services	0	358	0.00	(130)	(3.50)	0	1	0	0.00	0	0.00	(49)	10.70	0	0.00	179
Law & Governance	0	70	0.00	0	0.00	0	0	0	0.00	0	0.00	10	0.00	0	0.00	80
Total	180	624	0.60	(571)	(11.00)	0	1	0	0.00	0	0.00	(14)	10.70	0.00	0.00	219

Business Improvement

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	FTE Impact			Total
								2019-20	2020-21	2021-22	
Contractual Inflation											
1	Technology	NEW - ICT renewals contractual inflation	45	45	45	45					
2											
Total Contractual Inflation			45	45	45	45					
Pressures											
3	Technology	Digital Inclusion - reversal of previous bid		(15)							
4	Human Resources & Organisational	NEW Payroll system admin for additional work required for maintaining an additional payroll system for LATCo	23				0.60				0.60
5	Human Resources & Organisational	Recharge to LATCO	(23)								
6	Human Resources & Organisational	Working in Partnership with other Local Authorities to offer employee related services - SAVING REMOVED	28								
7	Technology	Telecommunications contracted costs	138								
8	Customer Services	Vacancy factor to cover pressures on telecommunications costs and working in partnership with other LAs (lines 6 & 7)	(166)								
9	Technology	NEW ICT Restructure - additional cost of structure and out of hours provision TBC - refer to line 8	353	53	(195)		5.00		(5.00)		
10	Business Improvement & Performance	Business Improvement Business Partners Staffing Reductions - £53k removed in year 1 and £115k per annum ongoing									
11	Technology	Data Collection and Research	15	(15)							
Total Pressures			368	23	(195)		5.60		(5.00)		0.60

Business Improvement

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19 FTE Impact	2019-20 FTE Impact	2020-21 FTE Impact	2021-22 FTE Impact	Total
Efficiencies											
12	Customer Services	Impact of Universal Credit rollout on Contact Centre - savings pushed back one year	M		(55)	(55)		(2.25)	(2.25)		(4.50)
13	Customer Services	Shifting Service towards community settings and online self service	M	(45)	(98)			(3.00)			(3.00)
14	Technology	FMS and Itrent Saving	L	(62)		52					
15	Business Improvement & Performance	Procurement work plan savings	L	(7)	(1)						
16	Technology	NEW Housing System rationalisation saving (ICT element)	H			(90)					
17	Customer Services	BTOP Phase 2 - Linked to Capital Project	H	(30)							
18	Transformation	Reduction in Transformation Budget	L	(50)							
Total Efficiencies			(194)	(154)	(93)		(5.25)	(2.25)			(7.50)
Invest to Save											
19											
20											
Total Invest to Save											
Fees and Charges											
21											
22											
Total Fees and Charges											
Service Reduction											
23											
24											
Total Service Reduction											

Business Improvement

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19 FTE Impact	2019-20 FTE Impact	2020-21 FTE Impact	2021-22 FTE Impact	Total
New Investments / Bids											
25											
26											
Total New Investment/Bids											
Total Business Improvement Bids & Savings			219	(86)	(243)	45	5.60	(5.25)	(7.25)		(6.90)

New/Amended Bids & Savings

Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High	(30)	0	(90)	0	(120)
	Medium	(45)	(153)	(55)	0	(253)
	Low	(119)	(1)	52	0	(68)
	Total	(194)	(154)	(93)	0	(441)
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium	0	0	0	0	0
	Low					0
	Total	0	0	0	0	0
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0

Welfare Reform Team

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
			2018-19	2019-20	2020-21	2021-22	2018-19	2019-20	2020-21	2021-22	
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2											
Total Pressures											
Efficiencies											
3											
Total Efficiencies											
Invest to Save											
4											
Total Invest to Save											
Fees and Charges											
5											
Total Fees and Charges											
Service Reduction											
6											
Total Service Reduction											
New Investments / Bids											
7	Welfare Refrom Team	Emergency Hardship Fund to support Universal Credit Migration - current funding to be reviewed in Jan 2018	25								
Total New Investment/Bids			25								
Total Welfare Reform Team Bids & Savings			25								

New/Amended Bids & Savings

Proposal

Welfare Reform Team

	H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	FTE Impact			Total
							2019-20	2020-21	2021-22	
Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High					0				
	Medium					0				
	Low					0				
	Total	0	0	0	0	0				
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High					0				
	Medium					0				
	Low					0				
	Total	0	0	0	0	0				
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High					0				
	Medium					0				
	Low					0				
	Total	0	0	0	0	0				

Financial Services

Proposal

					FTE Impact				
H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	2019-20	2020-21	2021-22	Total
					</				

Financial Services

Proposal

	2018-19	2019-20	2020-21	2021-22	FTE Impact						
H/M/L	£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total		
Fees and Charges											
9											
10											
Total Fees and Charges											
Service Reduction											
11											
12											
Total Service Reduction											
New Investments / Bids											
13	Accountancy	Additional accounting resource to assist with the completion of the additional work associated with ODS and ODST ongoing activities, such as preparing financial statements, tax computations and returns, system reconciliations, bank reconciliations, debt collection and provision of financial advice, support and leadership. Link to line 15	110						1.70		
14	Investigations	Additional resources required in the Investigations service to meet the proposed Business Plan activities, additional growth in years 2-4 is subject to additional contracts being entered into - Links to line 8	289	38	39	38	6.00	1.00	1.00	1.00	9.00
15	Accountancy	Recharge to LATCo for additional financial resources incurred due to the set up of the companies. Links to line 13	(110)								
16	Investigations	Additional income received from the expansion of the Investigations service in line with the proposed Business Plan activities. Links to line 14	(289)	(69)	(50)	(45)					
Total New Investment/Bids											
Total Financial Services Bids & Savings											
New/Amended Bids & Savings											
Total											
Total											
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Financial Services

Proposal

		2018-19	2019-20	2020-21	2021-22		FTE Impact			
	H/M/L	£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total
Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High	0	(65)	(65)	0	(130)				
	Medium					0				
	Low	0	0	0	0	0				
	Total	0	(65)	(65)	0	(130)				
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High	0	0	0	0	0				
	Medium					0				
	Low					0				
	Total	0	0	0	0	0				
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High					0				
	Medium					0				
	Low					0				
	Total	0	0	0	0	0				

Law & Governance

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
							2018-19	2019-20	2020-21	2021-22	
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Legal Services	Potential under achievement of high (£110K) external client income target, which in previous years has been met by underspends or over achievements elsewhere.	70								
4											
Total Pressures			70								
Efficiencies											
5											
6											
Total Efficiencies											
Invest to Save											
7											
8											
Total Invest to Save											
Fees & Charges											
9	Electoral Services	Grant from Cabinet Office to support additional costs of IER in Oxford	(50)		50						
10											
Total Fees & Charges			(50)		50						

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Law & Governance

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
							2018-19	2019-20	2020-21	2021-22	
Service Reduction											
11											
12											
Total Service Reduction											
New Investments / Bids											
13	Member Services	Members allowances following report of independent remuneration panel	10								
14											
Total New Investment/Bids			10								
Total Law & Governance Bids & Savings			30		50						

New/Amended Bids & Savings

Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium	(50)	0	50	0	0
	Low					0
	Total	(50)	0	50	0	0
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0

Sustainable City Budget Proposals Summary
2018-19 to 2021-22

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Planning, Sustainable Development & Regulatory Services	0	17	0.00	0	0.00	0	0.00	(50)	0.00	0	0.00	42	3.50	0	0.00	9
Community Services	0	180	3.00	(32)	0.00	0	0.00	42	0.00	0	0.00	30	0.00	0	0.00	220
Oxford Direct Services	0	0	0.00	0	0.00	160	0.00	(712)	0.00	0	0.00	0	0.00	0	0.00	(552)
Total	0	197	3.00	(32)	0.00	160	0.00	(720)	0.00	0	0.00	72	3.50	0	0.00	(323)

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Planning, Sustainable Development & Regulatory Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(4)	0	0	0.00	(4)
Community Services	0	(75)	(2.00)	0	0.00	0	0.00	(4)	0.00	0	0.00	(35)	0	0	0.00	(114)
Oxford Direct Services	0	0	0.00	0	0.00	(193)	0.00	16	0.00	0	0.00	0	0	0	0.00	(177)
Total	0	(75)	(2.00)	0	0.00	(193)	0.00	12	0.00	0	0.00	(39)	0	0	0.00	(295)

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Planning, Sustainable Development & Regulatory Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(60)	0.00	0	0.00	(60)
Community Services	0	30	1.00	0	0.00	(20)	0.00	(48)	0.00	0	0.00	(50)	0.00	0	0.00	(88)
Oxford Direct Services	0	183	0.00	0	0.00	0	0.00	(61)	0.00	0	0.00	0	0.00	0	0.00	122
Total	0	213	1.00	0	0.00	(20)	0.00	(109)	0.00	0	0.00	(110)	0.00	0	0.00	(26)

2021/22

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Planning, Sustainable Development & Regulatory Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Community Services	0	5	1.00	0	0.00	0	0.00	0	0.00	0	0.00	(40)	0.00	0	0.00	(35)
Direct Services	0	549	0.00	0	0.00	0	0.00	(163)	0.00	0	0.00	0	0.00	0	0.00	386
Total	0	554	1.00	0	0.00	0	0.00	(163)	0.00	0	0.00	(40)	0.00	0	0.00	351

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Planning, Sustainable Development & Regulatory Services	0	17	0.00	0	0.00	0	0.00	(50)	0.00	0	0.00	(22)	3.90	0	0.00	(55)
Community Services	0	140	3.00	(32)	0.00	(20)	0.00	(10)	0.00	0	0.00	(95)	0.00	0	0.00	(17)
Oxford Direct Services	0	732	0.00	0	0.00	(33)	0.00	(920)	0.00	0	0.00	0	0.00	0	0.00	(221)
Total	0	889	3.00	(32)	0.00	(53)	0.00	(980)	0.00	0	0.00	(117)	3.90	0	0.00	(293)

Planning , Sustainable Development & Regulatory Services

85

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
							2018-19	2019-20	2020-21	2021-22	
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Smart, Sustainable Cities	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 - Reversal of previous bid	(15)								
4	Development	Planning Service Transformation - Reversal of previous bid	(2)								
5	Environmental Health	Environmental Health Service Transformation - Reversal of previous bid	(6)								
6	Environmental Health	Legacy Income Targets - Building Control - Contra with Line 11	40								
Total Pressures			17								
Efficiencies											
7	Environmental Health	Extension of fee charging proactive work across private rented sector (moved back a year) -SAVING REMOVED									
8											
Total Efficiencies											
Invest to Save											
9											
10											
Total Invest to Save											
Fees and Charges											
11	Environmental Health	ADJUSTED - Re-base budget income estimate for Building Control - contra with line 6	H	(40)							
12	Development	NEW - Planning Performance Agreements	H	(10)							

Planning , Sustainable Development & Regulatory Services

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
							2018-19	2019-20	2020-21	2021-22	
Total Fees and Charges			(50)								
Service Reduction											
13											
14											
Total Service Reduction											
New Investments / Bids											
15	Smart, Sustainable Cities	Go Ultra Lo- Taxis - Reversal of previous bid	(18)								
16	Spatial Development	NEW - Central Conservation Area Appraisal - Reversal of previous bid		(25)							
17	Development	Posts funded by Planning fees (ring-fenced uplift from HMG) linked to line 23	140				3.00				3.00
18	Spatial Development	Post funded by Planning fees(ring-fenced uplift from HMG) linked to line 23	20				0.50				0.50
19	Environmental Sustainability	Project Manager for 2 days a week to support delivery of Oxford Flood Alleviation Scheme		21				0.40			0.40
20	Development	Increase in Planning fees linked to line 18 & 19	(160)								
21	Environmental Quality	Waterways Management working with stakeholders and partners to improve and develop the canal and river areas	60		(60)						
Total New Investment/Bids			42	(4)	(60)		3.50	0.40			3.90
Total Planning , Sustainable Development & Regulatory Services Bids & Savings			9	(4)	(60)		3.50	0.40			3.90
New/Amended Bids & Savings											

Planning , Sustainable Development & Regulatory Services

Proposal	H/M/L	2018-19	2019-20	2020-21	2021-22	2018-19	FTE Impact			Total
		£000s	£000s	£000s	£000s		2019-20	2020-21	2021-22	
Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High					0				0
	Medium	0	0	0	0	0				0
	Low					0				0
	Total	0	0	0	0	0				0
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High	(50)	0	0	0	(50)				
	Medium					0				0
	Low					0				0
	Total	(50)	0	0	0	(50)				
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High					0				0
	Medium					0				0
	Low					0				0
	Total	0	0	0	0	0.00				

Community Services

88

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				
							2018-19	2019-20	2020-21	2021-22	Total
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Leisure Management	Fusion Horspath Sports Park Management Fee contracted	50			(25)					
4	Parks Development	Oxford in Bloom Income pressure due to lost sponsorship	20								
5	Facilities Management	Additional Cleaner Resource - St Aldates chamber intensity of use of offices	25				1.00				1.00
7	Culture	Additional Security at Events	15	(5)							
8	Parks Management	Barton Park - maintenance & Operation of Pitches / Pavillions			30	30			1.00	1.00	2.00
9	Community Safety	Funding equivalent to two PCSOs in partnership with TVP	70	(70)			2.00	(2.00)			
Total Pressures			180	(75)	30	5	3.00	(2.00)	1.00	1.00	3.00
Efficiencies											
10	Leisure Management	Reduction in fee paid to Fusion in line with contract, and contract extension saving	L	(20)							
11	Leisure Management	Procurement work plan savings	H	(12)							
Total Efficiencies				(32)							
Invest to Save											
12	Community Safety	Restorative Justice - Project to reduce demand across Council services through Community Volunteers and peer mentoring.			(20)						
13											
Total Invest to Save					(20)						

Community Services

68

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				
							2018-19	2019-20	2020-21	2021-22	Total
Fees and Charges											
14	Town Hall & Facilities	Town Hall 1930's extension - Rental & Service charge	L	(6)							
15	Community Centres	Rose hill Health Hub Income	L	48		(48)					
16	Leisure Management	Hinksey Heated Outdoor Pool: Food & Beverage provision - Linked to Capital project	M	0	0						
	Leisure Management	Five Mile Drive Pavillion income - Linded to Capital project			(2)						
17	Leisure Management	Barton Leisure Centre Indoor cycling studio - Linked to Capital project	M	0	(2)						
18	Leisure Management	Full size 3G Artificial Turf Pitch (Horspath) - Linked to Capital project	M	0	0						
Total Fees and Charges				42	(4)	(48)					
Service Reduction											
19											
20											
Total Service Reduction											

Community Services

06

Proposal		2018-19	2019-20	2020-21	2021-22	FTE Impact				
H/M/L		£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total
New Investment / Bids										
21	Community Centres	Rose Hill Operating Costs (General Fund Share)	(20)							
22	Culture	Pegasus Theatre / MESH Festival	5	(5)						
23	Culture	Policy and Cultural Team - Reversal of previous year		(30)						
24	Community Centres	Cowley Community Centre equipment - Reversal of previous year	(2)							
25	Localities Team	Increase in Voluntary sector grants - Reversal of previous year	(43)							
26	Culture	Further funding for County seconded Archivist (salary costs & small amount for supplies) to continue work on document archive. Achieved: all TH basement documents identified & recorded; recovery, rescue & restoration of key TH collections; remedial works / refurbishment of TH archive storage areas; 60% of TH collection appraised, weeded & fully listed ready to be catalogued; approx 20% of full collection (OHC & TH) catalogued & ready to publish on line for first time (committee records; engineers plans and public health records). Phase 5 plan: publish catalogue of 20% of full collection (OHC & TH) on line and provide public access to it; fully appraise, weed & list 80% of TH collection; catalogue & publish on line 40% of full collection (OHC & Town Hall). Without further funding all work on the archive including public access will stop (no alternative resources available)	40		(40)					
27	Culture	Match Funding for ACE Applications (£20k); Cultural Educational Partnership (£20k); Service Level Agreements (£10k)	50		(50)					
Total New Investment/Bids		30	(35)	(50)	(40)					
Total Community Services Bids & Savings		220	(114)	(88)	(35)	3.00	2.00	1.00	1.00	3.00

New/Amended Bids & Savings

Community Services

Proposal

		2018-19	2019-20	2020-21	2021-22	FTE Impact			
	H/M/L	£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22
Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total			
	High	(12)	0	0	0	(12)			
	Medium					0			
	Low	(20)	0	0	0	(20)			
	Total	(32)	0	0	0	(32)			
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total			
	High					0			
	Medium	0	(2)	0	0	(2)			
	Low	42	0	(48)	0	(6)			
	Total	42	(2)	(48)	0	(8)			
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total			
	High					0			
	Medium					0			
	Low					0			
	Total	0	0	0	0	0			

Oxford Direct Services

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
							2018-19	2019-20	2020-21	2021-22	
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Off Street Parking	Oxpens Car Park loss of current contribution due to transfer to Oxwed, move back from 18-19 to 20-21			183	549					
4											
Total Pressures					183	549					
Efficiencies											
5											
6											
Total Efficiencies											

Oxford Direct Services

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Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
							2018-19	2019-20	2020-21	2021-22	
Invest to Save											
7	Off Street Parking	Increase income from Seacourt Park & Ride Extension. (Projected opening date slipped from Oct 17 to April 19). Parking charges currently £2.00 rising to £3.00 in 2018/19.	160	(193)							
8											
Total Invest to Save			160	(193)							
Fees and Charges											
9	Off Street Parking	Additional income from car parking charges - 1% increase	M	(496)	(40)	(45)	(45)				
10	Off Street Parking	Increase Park & Ride Charges from £2 to £3 per day	M								
11	Off Street Parking	Review of Off Street Parking (additional income moved back through various reasons including development delays and planning re Diamond Place)	H				(110)				
12	Waste and Recycling Domestic	Garden Waste 5% increase in charges reaches £52 per annum by 2019-20	L	(16)	(16)	(16)	(8)				
13	Off Street Parking	Additional Income from additional Park & Ride Usage	M	(128)							
14	Off Street Parking	Additional Income from increase City Centre Car Parks Usage due potential initial impact of Westgate Centre Opening	M	(72)	72						
Total Fees and Charges			(712)	16	(61)	(163)					

Oxford Direct Services

Proposal		2018-19	2019-20	2020-21	2021-22	FTE Impact					
		H/M/L	£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total
Service Reductions											
15											
16											
Total Service Reductions											
New Investments / Bids											
17											
18											
Total New Investment/Bids											
Total Oxford Direct Services Bids & Savings			(552)	(177)	122	386					

New/Amended Bids & Savings

Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High	0	0	0	(110)	(110)
	Medium	(696)	32	(45)	(45)	(754)
	Low	(16)	(16)	(16)	(8)	(56)
	Total	(712)	16	(61)	(163)	(920)
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0
		(105)	(30)	(25)	(110)	

HRA Detailed Budget Proposals 2018-19 to 2021-22

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Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	2019-20	2020-21	2021-22	Total
Contractual Inflation											
1	HRA	Pay Inflation	32	27	27	27					
2	HRA	Utilities Inflation	50								
Total Contractual Inflation			82	27	27	27					
Pressures											
3	HRA	Energy Advice Officer (reversal of 17/18 pressure)	L	(25)							
4	HRA	Energy Advice Officers (new)		80	(40)		2.00	(1.00)			1.00
5	HRA	Flexible Tenancies (delayed implications costs)	L	(18)							
7	HRA	Decants General	L	(40)							
8	HRA	Electrical upgrades within planned maintenance	L		(300)						
9	HRA	Decants and Homeloss costs - Associated with Regeneration & Development schemes.	L	65	(65)						
10	HRA	Communal Areas, staff, van and other costs (Fire Safety)	L		(77)			(2.00)			(2.00)
11	HRA	IT Northgate Replacement (Support Staff Costs) - Reversal of previous bid	L		(180)						
12	HRA	Block Repair Improvements - Reversal of previous bid			(300)						
13	HRA	Salary Upgrades - Tenancy Management		51							
14	HRA	Resident Liaison Co-ordinator - For Capital Projects (Temp post made permanent)		38			1.00				1.00
15	HRA	Universal Credits - Increased Court Costs & activity		150							
16	HRA	Income Officer - additional post		45			1.00				1.00

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HRA Detailed Budget Proposals 2018-19 to 2021-22

Proposal		2018-19	2019-20	2020-21	2021-22	2018-19	2019-20	2020-21	2021-22	Total
		H/M/L	£000s	£000s	£000s					
30										
31										
Total Invest to Save										

HRA Detailed Budget Proposals 2018-19 to 2021-22

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Proposal		2018-19	2019-20	2020-21	2021-22						
		H/M/L	£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total
Fees & Charges											
32	HRA	Telecommunications Lease Renewals	(17)								
33	HRA	Great Western Park (income 52k less costs 32k)	(20)								
Total Fees & Charges			(37)								
Service Reductions											
34											
35											
Total Service Reductions											
New Investment											
36	HRA	Removal of one off project costs Tower Blocks		(100)							
37											
Total New Investment				(100)							
Total HRA			1,396	(1,665)	(132)	27	6.00	(2.00)	(1.00)		3.00
Footnote:											
HRA	Rent (currently in 1% reduction ending 20/21 then assuming CPI+1% and converging over 4 years)		644	(227)	(529)	(1,356)					
HRA	Service Charges		(28)	(28)	(30)	(30)					
HRA	Repairs Inflation (increase 2.5% decrease 1.5% until 20/21 then decrease is 1% as 15% reduction achieved)		291	258	276	289					

LATCO

Proposal

H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	2019-20	2020-21	2021-22	Total
					FTE Impact				

Contractual Inflation

1	Engineering	Materials @ 2.8%
2	Engineering	Potential Procurement Savings on price increases @ 70% of identified inflation pressures for traded services
3	Motor Transport	Materials @ 2.8%
4	Motor Transport	Potential Procurement Savings on price increases @ 70% of identified inflation pressures for traded services
5	Building Services	Materials @ 5%
6	Building Services	Potential Procurement Savings on price increases @ 70% of identified inflation pressures for traded services
7	Parks - DS	Materials @ 2.8% - Non Trading Service Area
8	Street Scenes	Materials @ 2.8% - Non Trading Service Area
9	Waste and Recycling Domestic	Dry-Recyclate Price Increase for Domestic Waste at CPI 2.9%

13	13	14	14					
(9)	(9)	(10)	(10)					
43	44	45	47					
(30)	(31)	(32)	(33)					
108	113	119	125					
(76)	(79)	(83)	(88)					
5	5	5	5					
2	2	2	2					
5	5							

Total Contractual Inflation

61	63	60	62					
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Pressures

10	Parks - DS	Loss of income due to Quarry Pavilion being closed. Reversal of previous year.
11	Parks - DS	Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs.
12	Parks - DS	Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use.
13	Parks - DS	Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids
14	Parks - DS	Increase in revenue costs to maintain Parks car parks resurfacing (Meadow Lane) linked to capital bids
15	Parks - DS	Increase in revenue costs to maintain Parks car parks resurfacing (Florence Park) linked to capital bids
16	Streetscenes	PHS Contract Cost Public Conveniences - higher usage
17	Motor Transport	Increased Maintenance cost due to previous decision in relation to extending the of life of vehicles
18	Off Street Parking	Rent pressure due to a 50% profit share agreement with the landlords of the Peartree P&R
19	Off Street Parking	Rent Payable to Oxwed until Oxpens Car Park Closes -

(5)								
7								
15								
5								
	5							
	3							
15								
3	8	10	12					
46	4	4	4					
231		(58)	(173)					

LATCO

Proposal

H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	2019-20	2020-21	2021-22	Total
					FTE Impact				
20 Motor Transport	15	25							
21 Parks - DS		19							
22 Parks - DS		30	60			1.00	2.00		3.00
23 Streetscenes		27	27			2.00			2.00
24 Waste and Recycling Domestic	74	58		(132)					
25 Pest Control	64				2.00				2.00
26 Pest Control	(19)								
27 Pest Control	(45)								
Total Pressures	406	179	43	(289)	2.00	3.00	2.00		7.00
Efficiencies									
28 Building Services	(100)	(25)	(25)		5.00				5.00
29 Local Overheads	(2)								
30 Waste and Recycling Domestic	(80)	(240)							
Total Efficiencies	(182)	(265)	(25)		5.00				5.00
Invest to Save									
31									
32									
Total Invest to Save									

LATCO

Proposal

H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	2019-20	FTE Impact		2021-22	Total	
L	(45)	(10)									
H	(5)	(5)									
L	(10)	(10)									
M	(10)	(10)	(10)	(10)							
M		(150)	(200)	(150)							
M		(5)									
M											
(70)					(190)					(210)	(160)

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[illegible]

Proposal

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	H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	2019-20	FTE Impact		2020-21	2021-22	Total
Efficiency Savings												
	Risks:	2018-19	2019-20	2020-21	2021-22	Total						
	High	(100)	(25)	(25)	0	(150)						
	Medium	(80)	(240)	0	0	(320)						
	Low	(2)	0	0	0	(2)						
	Total	(182)	(265)	(25)	0	(472)						
Fees & Charges												
	Risks:	2018-19	2019-20	2020-21	2021-22	Total						
	High	(5)	(5)	0	0	(10)						
	Medium	(10)	(165)	(210)	(160)	(545)						
	Low	(55)	(20)	0	0	(75)						
	Total	(70)	(190)	(210)	(160)	(630)						
Service Reduction												
	Risks:	2018-19	2019-20	2020-21	2021-22	Total						
	High					0						
	Medium					0						
	Low					0						
	Total	0	0	0	0	0						
		(105)	(30)	(25)	0							
		-31.5	-9	-7.5	0							

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Housing Revenue Account 2018-19 to 2021-22**Appendix 4**

	<u>2018/19</u> £	<u>2019/20</u> £	<u>2020/21</u> £	<u>2021/22</u> £
<u>Income</u>				
Dwelling Rents	(41,351,316)	(41,582,016)	(42,176,599)	(43,545,999)
Bad Debt Provision	748,045	748,045	748,045	748,045
Service Charges	(1,581,804)	(1,596,625)	(1,611,668)	(1,626,937)
Garage Income	(214,817)	(220,769)	(226,383)	(232,244)
Miscellaneous Income	(782,765)	(782,765)	(782,765)	(782,765)
Right to Buy (Retained Admin Fee)	(58,500)	(58,500)	(58,500)	(58,500)
Total Income	(43,241,157)	(43,492,630)	(44,107,870)	(45,498,400)
<u>Expenditure</u>				
Management and Services (Stock Related)	9,727,283	9,922,591	10,314,970	10,325,419
Other Revenue Spend (Stock Related)	2,025,711	1,433,711	941,711	931,711
Miscellaneous Expenditure (Not Stock Related)	227,108	227,683	228,258	228,840
Responsive & Cyclical Repairs	12,080,533	11,605,085	11,844,890	12,139,912
Interest Paid	7,952,415	8,255,015	8,647,415	9,440,815
Depreciation	10,059,965	10,245,235	10,432,998	10,623,798
Total Expenditure	42,073,015	41,689,321	42,410,242	43,690,496
Net Operating Expenditure	(1,168,142)	(1,803,309)	(1,697,628)	(1,807,905)
Transfer (to)/from Major Repairs/Other Reserves				
Revenue Contributions towards Capital	2,636,100	1,831,520	1,718,320	1,836,120
(Surplus)/Deficit for the Year	1,467,957	28,210	20,691	28,215
Balance b/f	(4,941,000)	(3,501,485)	(3,493,818)	(3,500,869)
Investment Income	(28,443)	(20,543)	(27,743)	(27,743)
Balance C/F	(3,501,485)	(3,493,818)	(3,500,869)	(3,500,397)

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Council House Rents By Estate

	2018.19	2018.19	2018.19
Estate	Average Formula Rent	Average Actual Rent	Actual Rent decrease
	£	£	%
Abingdon Abbey & Barton Ward	127.47	116.99	-1.00%
Abingdon Ward	122.72	122.72	-1.00%
Barton And Sandhills Ward	110.22	106.95	-1.00%
Blackbird Leys Ward	105.69	101.98	-1.00%
Carfax Ward	126.98	110.40	-1.00%
Churchill	95.60	95.60	-1.00%
Churchill Ward	106.60	103.06	-1.00%
Cowley	97.25	94.79	-1.00%
Cowley Marsh Ward	104.82	102.06	-1.00%
Headington	132.09	156.23	-1.00%
Headington Hill And Northway Ward	106.99	103.78	-1.00%
Headington Ward	107.16	104.94	-1.00%
Hinksey Park Ward	118.63	104.34	-1.00%
Holywell Ward	103.24	100.71	-1.00%
Iffley Fields	105.15	101.99	-1.00%
Jericho And Osney Ward	119.07	106.69	-1.00%
Kidlington Ward	107.38	105.88	-1.00%
Littlemore	107.96	125.69	-1.00%
Littlemore Ward	103.39	106.90	-1.00%
Lye Valley	122.52	124.54	-1.00%
Lye Valley Ward	104.23	99.99	-1.00%
Marston Ward	117.41	108.11	-1.00%
North Ward	119.12	112.24	-1.00%
Northfield Brook	104.83	101.34	-1.00%
Quarry And Risinghurst Ward	107.89	104.27	-1.00%
Rose Hill and Iffley	123.78	136.66	-1.00%
Rosehill And Iffley Ward	110.36	104.98	-1.00%
St Clements	112.84	107.60	-1.00%
St Mary'S Ward	111.78	109.21	-1.00%
Summertown Ward	109.16	102.55	-1.00%
Wolvercote Ward	102.78	98.65	-1.00%
TOTAL	108.46	104.25	-1.00%

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CAPITAL BUDGET 2018/19-2021/22

APPENDIX 6

	2018-19	2019-20	2020-21	2021-22
	£	£	£	£
General Fund Capital Programme				
New Bids				
National Homelessness Property Fund (NHPF) 'Real Letting'	2,500,000	2,500,000		
Gloucester Green Car Park (Health and safety)	195,000			
Major capital works at Oxford Covered Market	400,000	400,000	400,000	400,000
Replace or refurbish Lifts	154,000			
Pest Control Equipment	35,000			
Car Park Resurfacing rolling programme	50,000	50,000	50,000	50,000
Hinksey Heated Outdoor Pool Kiosk	-			
Five Mile Drive pavillion		49,000		
Barton Leisure Centre Indoor Cycling Studio	-	40,000		
CCTV Suite Upgrade	80,000			
Full Size 3G Artificial Turf Pitch (Horspath)	-	0		
Rose Hill Community Centre - Parking Management	10,000			
Infrastructure Improvement Florence Park	81,000			
Infrastructure Improvements Meadow Lane Car Park	92,000			
BTOP Phase 2	83,000			
Parks & Open Spaces - Tree Team additional resources	26,000			
Skateboard parks/infrastructure Mazil Way	70,000			
Telephony Device refresh	10,000	60,000	60,000	60,000
Barton Park 2 additional vehicles	52,000			
Queen Street and Floyds Row works	500,000			
Controlled parking zones	200,000			
Capitalised planned maintenance	325,000	325,000	325,000	325,000
Discretionary funding for hsg improves re disabled adaptations	15,000	15,000	15,000	15,000
	4,878,000	3,439,000	850,000	850,000
Stage 2 Museum of Oxford Development	390,254	2,262,894	-	
Assistant Chief Executive	390,254	2,262,894	-	-
ICT Infrastructure	155,000	155,000	155,000	155,000
ICT Software and Licences	150,000	150,000	150,000	150,000
Housing System Replacement	665,000			
CRM Application	200,000			
End-Point Devices	300,000	150,000	150,000	150,000
Superconnected Cities	40,000			
Business Improvement	1,510,000	455,000	455,000	455,000
Headington Environmental Improvements	59,004			
Renovation Grants	25,773	-		
Disabled Facilities Grants	1,810,959	1,000,000	1,000,000	1,000,000
Oxford and ablingdon flood alleviation scheme	380,000			
Go Ultra Low Oxford	471,607	35,000		
Go Ultra Low - Oxford Taxis	478,000			
Work of Art Shotover View	14,635			
St Clements Environmental Improvements	40,000			
Pedestrianisation of Queen Street	500,000			
Planning & Regulatory	3,779,978	1,035,000	1,000,000	1,000,000
Community Centres				
East Oxford Project (community centre)	2,727,941			
Jericho Community Centre	200,000			
Bullingdon Community Centre	450,000			
Housing Projects				
Investment Properties	5,550,000	7,200,000	450,000	
Purchase of Homeless Properties	3,886,000			
Equity Loan Scheme for Teachers	100,000			
Barton Phase 1	8,440,000	2,455,000		
Barton Phase 2			10,329,000	
Loan to Housing Company - Lucy Faithful House	13,000,000			
Loans to Housing Company	29,000,000	17,000,000	12,000,000	11,232,602
Housing & Property	63,353,941	26,655,000	22,779,000	11,232,602
Outdoor Sports				
Horspath Athletics Ground	720,082			
Skating parks/infrastructure	-		70,000	
Community Services	720,082	-	70,000	-

CAPITAL BUDGET 2018/19-2021/22

APPENDIX 6

	2018-19	2019-20	2020-21	2021-22
Vehicles				
MT Vehicles/Plant Replacement Programme.	1,024,000	3,710,500	3,169,500	1,898,250
Property Rationalisation (Depot Project)	250,000			
Cleansing Services				
Recycling Transfer Station	2,193,000			
Car Parking				
Car Parking Oxpens	243,000			
Extension to Seacourt Park & Ride (Part of feasibility reports)	3,483,901			
Car Parks Resurfacing	250,000	250,000	262,400	250,000
Direct Services	7,443,901	3,960,500	3,431,900	2,148,250
R & D Feasibility Fund	150,000	150,000	150,000	150,000
Financial Services	150,000	150,000	150,000	150,000
Total General Fund Schemes	82,226,156	37,957,394	28,735,900	15,835,852
Housing Revenue Account Capital Programme				
NEW Bids				
Fire doors	250,000			
Doors and windows	50,000			
Energy efficiency	100,000			
Extensions	150,000			
Compulsory purchase of property	1,000,000			
East Oxford development	5,300,000	5,300,000		
Special Projects				
Tower Blocks	1,611,970	-		
Planned Major Repairs				
Adaptations for disabled	617,000	633,000	648,000	664,000
Improvements				
Structural	145,000	149,000	152,000	156,000
Damp-proof works (K&B)	104,000	107,000	110,000	112,000
Doors and Windows	200,000	200,000	200,000	200,000
Extensions & Major Adaption	150,000	150,000	150,000	150,000
Communal Areas	174,000	178,000	183,000	187,000
Regulatory				
Kitchens & Bathrooms	2,733,000	2,413,000	2,496,000	2,587,000
Heating	2,062,000	2,310,000	2,357,000	2,003,000
Roofing	174,000	178,000	183,000	187,000
Electrics	434,000	443,000	443,000	453,000
Lift Replacement Programme	150,000			
Estate Improvement				
Great Estates: Estate Enhancements and Regeneration	1,300,000	1,200,000	600,000	600,000
Barton Regeneration	1,286,000	973,000	506,000	
Future Programme				
BBL Regeneration	1,600,000	1,600,000	2,265,000	
HVCH Payments		7,703,000	7,703,000	7,703,000
Development at Bracegirdle	567,750			
Development at Mortimer Drive	517,750			
Social Rented Housing Acquisitions	1,035,000			
Empty Properties				
Major Voids	192,000	409,000	427,000	445,000
Energy Efficiency Initiatives				
Energy Efficiency Initiatives	300,000	300,000	300,000	300,000
Total Housing Revenue Account Schemes	22,203,470	24,246,000	18,723,000	15,747,000
Total Capital Programme (GF & HRA)	104,429,626	62,203,394	47,458,900	31,582,852

Fees & Charges

2018/19

Housing Revenue Account Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<u>Exempt from VAT</u>				
Other charges				
Sheltered Guest Room Hire per night	10.00	10.00	0.00	0.00
<u>Standard rated & exclusive of VAT</u>				
Other charges				
ASSA Key	20.00	20.00	0.00	0.00
Controlled Entry Key Fob	25.00	25.00	0.00	0.00
Residential Leasehold Solicitor Questionnaire Fee	250.00	260.00	10.00	4.00
Futher Requests beyond standard Leasehold Property Forms	100.00	110.00	10.00	10.00
<u>Residential Leasehold consent for Alterations/Home Improvements</u>				
Simple request	50.00	80.00	30.00	60.00
Complex request requiring a surveyor's inspection	100.00	140.00	40.00	40.00
Charge for retrospective permission - simple request	75.00	90.00	15.00	20.00
Charge for retrospective permission - complex request	125.00	140.00	15.00	12.00
<u>Exempt from VAT (before discounts)</u>				
Council tenant	14.85	15.50	0.65	4.38
Council tenant Premium	16.95	17.60	0.65	3.85
Blue badge council	14.85	15.50	0.65	4.40
Blue badge council Premium	16.95	17.60	0.65	3.85
Mobility council	14.85	15.50	0.65	4.40
Mobility council Premium	16.95	17.60	0.65	3.85
Garage with in curtiledge	14.85	15.50	0.65	4.40
Replacement lost/damaged permit	15.00	15.65	0.65	4.33
<u>VATable (before discounts)</u>	-			
	-			
Private tenant	14.85	15.50	0.65	4.38
Private tenant Premium	16.95	17.60	0.65	3.84
Blue badge private	14.85	15.50	0.65	4.38
Blue badge private Premium	16.95	17.60	0.65	3.84
Mobility private	14.85	15.50	0.65	4.38
Mobility private Premium	16.95	17.60	0.65	3.84
Replacement lost/damaged permit	15.00	15.00	0.00	0.00
<u>Exempt from VAT (before discounts)</u>	-			
	-			
Parking spaces	14.49	15.00	0.51	3.50
Parking spaces (Blue Badge)	14.49	15.00	0.51	3.50
Replacement lost/damaged permit	15.00	15.00	0.00	0.00
<u>VATable (before discounts)</u>				
Parking spaces Private	14.49	15.00	0.51	3.50
Replacement lost/damaged permit	15.00	15.00	0.00	0.00

Planning, Sustainable Development & Regulatory Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Items 1-24 are set nationally				
Planning				
Standard rated & exclusive of VAT				
Operations				
1. New Dwellings				
a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare	385.00	462.00	77.00	20%
a) Outline (sites of 2.5 ha or more) - plus £138 per 0.1 hectare in excess of 2.5 hectare	9,527.00	11,432.00	1,905.00	20%
b) Where the application is for permission in principle - charge per 0.1 hectare		402.00	402.00	100%
c) Others (50 or less) - charge per dwelling	385.00	462.00	77.00	20%
c) Others (51 or more) - plus £138 per dwelling in excess of 50	19,049.00	22,859.00	3,810.00	20%
2. New buildings or extensions (except dwellings, agricultural buildings or plant):				
a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare	385.00	462.00	77.00	20%
a) Outline (sites of 2.5 ha or more) - plus £138 per 0.1 ha in excess of 2.5 hectare	9,527.00	11,432.00	1,905.00	20%
b) Where the application is for permission in principle - charge per 0.1 hectare		402.00	402.00	100%
b) Others:				
(i) where no floor area is created	195.00	234.00	39.00	20%
(ii) where floor area created is below 40 sq.m.	195.00	234.00	39.00	20%
(iii) where floor area is between 40 and 75 sq.m.	385.00	462.00	77.00	20%
(iv) where floor area is between 75 and 3,750 sq.m. - charge per 75 sq. m	385.00	462.00	77.00	20%
(v) where floor area exceeds 3,750 sq.m - plus £138 per 75 sq. m in excess of 3,750 sq m	19,049.00	22,859.00	3,810.00	20%
3. Erection, alteration or replacement of plant or machinery				
(a) Site area not exceed 5 ha - charge per 0.1 hectare	385.00	462.00	77.00	20%
(b) Site area exceeds 5 ha - plus £138 per 0.1 ha in excess of 5 hectare	19,049.00	22,859.00	3,810.00	20%
4. Extensions or alterations to existing dwellings				
(a) one dwelling	172.00	206.00	34.00	20%
(b) 2 or more dwellings	339.00	407.00	68.00	20%
5. Curtilage, parking and vehicular access				
Operations within the curtilage of a dwelling house for domestic purposes (including gates, fences, etc)	172.00	206.00	34.00	20%
6. Car park, road and access to serve single undertaking				
The construction of car parks, service roads and other means of access on land used for the purposes of a single undertaking, where the development is required for a purpose incidental to the existing use of the land.	195.00	234.00	39.00	20%
Uses				
7. Change of use of a building: dwellings				
(a) from existing dwelling to two or more dwellings for 50 or fewer - charge per extra dwelling	385.00	462.00	77.00	20%
(b) from existing dwelling to two or more dwellings over 50 dwellings - plus £138 per dwelling in excess of 50	19,049.00	22,859.00	3,810.00	20%
(c) from other building to one or more dwellings for 50 or fewer - charge per extra dwelling	385.00	462.00	77.00	20%
(d) from other building to one or more dwellings over 50 dwellings - plus £138 per dwelling in excess of 50	19,049.00	22,859.00	3,810.00	20%
8. Use of disposal of refuse or waste materials and open mineral storage				
(a) Site area not exceed 15 ha - charge per 0.1 hectare	195.00	234.00	39.00	20%
(b) Site area exceeds 15 ha - plus £138 per 0.1 ha in excess of 15 hectare	29,112.00	34,934.00	5,822.00	20%
9. Material change of use other than above	385.00	462.00	77.00	20%
Plant and machinery				
10. Wind Turbines				
a) Site area not exceeding 5 ha - charge per 0.1 hectare	385.00	462.00	77.00	20%
b) Site area exceeds 5 ha - plus £138 per 0.1 ha in excess of 50 hectare	19,049.00	22,859.00	3,810.00	20%
Advertisements				
11. Advertising relating to business and displayed on the premises	110.00	132.00	22.00	20%
12. Advance directions signs	110.00	132.00	22.00	20%
13. All other advertisements, e.g. banners	385.00	462.00	77.00	20%

Planning, Sustainable Development & Regulatory Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
14. Any other operation not within any of above categories				
a) Where the site area does not exceed 15ha - charge per 0.1 hectare	195.00	234.00	39.00	20%
b) Where site area exceeds 15ha - £138 per 0.1ha in excess of 15 hectare		34,934.00	34,934.00	100%
c) In any other case - £234 for each 0.1ha of the site				
Compliance with Conditions				
15. Confirmation of compliance with condition attached to planning				
a) Householder application - charge per request	28.00	34.00	6.00	21%
b) Any other type of application - charge per request	97.00	116.00	19.00	20%
Any fee paid will be refundable if the LPA fails to give written confirmation within a period of 12 weeks				
Non-material amendments				
Application for a Non-material Amendment Following a Grant of Planning Permission (Fees for applications for non-material changes to planning permission: England Regulation 11E of The Town and Country Planning (Fees for Applications and Deemed applications) Regulations 1989) as amended)				
16. Non-Material Amendment				
(a) if the application is a householder application,	28.00	34.00	6.00	21%
(b) in any other case,	195.00	234.00	39.00	20%
Other Permission				
17. Variation of conditions:				
Application for removal or variation of a condition following grant of planning permission	195.00	234.00	39.00	20%
Lawful Development Certificates				
18. Certificate of Existing Lawful Use				
a) Existing use or development	195.00	234.00	39.00	20%
b) lawful not to comply with particular condition	195.00	234.00	39.00	20%
19. Proposed use or development	Half the normal planning fee	Half the normal planning fee		
Change of Use to House in Multiple Occupation				
20. HMO Application				
a) C3 dwellinghouse to C4 HMO (6 or less people)		462.00	462.00	100%
b) C3 dwellinghouse to Sui Generis HMO (more than 6 people)		462.00	462.00	100%
c) C4 dwellinghouse to Sui Generis HMO		462.00	462.00	100%
Article 4 Direction				
21. No Exemption – Article 4 Direction				
Works that require planning permission only by virtue of an Article 4 Direction.	Fees now payable as per a normal application.	Fees now payable as per a normal application.		
Removal of Permitted Development Rights by Condition				
22. No Exemption – PD Rights Removed				
Works that require planning permission only by virtue of removal of permitted development rights by condition.	Fees now payable as per normal application.	Fees now payable as per normal application.		
Concessions				
23. Applications made by:				
a) or on behalf of Parish and Community Councils		Half the normal fee		
b) Non-profit making clubs or organisations relating to playing fields, for their own use		462.00	462.00	100%

Planning, Sustainable Development & Regulatory Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Determination				
24. Whether the prior approval of the Council is required for				
Installation of a radio mast, antennae over 4m above roof of building, radio equipment housing over 2.5 cubic metres, development ancillary to equipment housing or public callbox.	385.00	462.00	77.00	20%
Agricultural and Forestry buildings and operations, Non-domestic extensions and alterations, Demolition, and installation of renewable energy	80.00	96.00	16.00	20%
Temporary Buildings and Structures		96.00	96.00	100%
Proposed Change of Use to State Funded School or Registered Nursery		96.00	96.00	100%
Proposed Change of Use of Agricultural Building to a State-Funded School or Registered Nursery		96.00	96.00	100%
Proposed Change of Use of Agricultural Building to a flexible use within Shops, Financial and Professional Services, Restaurants and Cafes, Business, Storage or Distribution, Hotels, or Assembly or Leisure		96.00	96.00	100%
Proposed Change of Use of building from Office (Use Class B1) to a use falling within Use Class C3 (Dwellinghouse)		96.00	96.00	100%
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), where there are no Associated Building Operations		206.00	206.00	100%
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), and Associated Building Operations		96.00	96.00	100%
Proposed Change of Use of a building from Retail (Use Class A1 or A2) or a Mixed Retail and Residential Use, to a use falling within Use Class C3 (Dwellinghouse), where there are no Associated Building Operations		206.00	206.00	100%
Proposed Change of Use of a building from Retail (Use Class A1 or A2) or a Mixed Retail and Residential Use, to a use falling within Use Class C3 (Dwellinghouse), and Associated Building Operations		96.00	96.00	100%
Notification for Prior Approval for a Change of Use from Storage and Distribution Buildings (Use Class B8) and any land within its curtilage to Dwellinghouses (Use Class C3)		96.00	96.00	100%
Notification for Prior Approval for a Change of Use from Amusement Arcades/Centres and Casinos (Sui Generis) and any land within its curtilage to Dwellinghouses (Use Class C3), and no Associated Building Operations		206.00	206.00	100%
Notification for Prior Approval for a Change of Use from Amusement Arcades/Centres and Casinos (Sui Generis) and any land within its curtilage to Dwellinghouses (Use Class C3), and Associated Building Operations		96.00	96.00	100%
Notification for Prior Approval for a Change of Use from Shops (Use Class A1), Financial and Professional Services (Use Class A2), betting Offices, Pay Day Loan Shops and Casinos (Sui Generis) to Restaurants and Cafes (Use Class A3) and no Associated Building Operations		206.00	206.00	100%
Notification for Prior Approval for a Change of Use from Shops (Use Class A1), Financial and Professional Services (Use Class A2), betting Offices, Pay Day Loan Shops and Casinos (Sui Generis) to Restaurants and Cafes (Use Class A3) and Associated Building Operations		96.00	96.00	100%
Notification for Prior Approval for Change of Use from Shops (Use Class A1) and Financial and Professional Services (Use Class A2), Betting Offices, Pay Day Loan Shops (Sui Generis) to Assembly and Leisure (Use Class D2).				
Application for a New Planning Permission to replace an Extant Planning Permission.				
SCHEDULE 1 - (PART SUBSTITUTED FOR PART 1 OF SCHEDULE 1 TO THE 1989 REGULATIONS)				
PART 1 - Fee for applications for a grant of replacement planning permission subject to a new time limit: England Schedule 1 Part 1 New 7B of The Town and Country Planning (Fees for Applications and Deemed applications) Regulations 1989 as amended)				
7B(1) Where an application of the description contained in article 10B(1)(b) of the Town and Country Planning (General Development Procedure Order 1995 is made (consultations before grant of a replacement planning permission subject to a new time limit) the following fees shall be paid to the local planning authority -				
(a) if the application is a householder application,	57.00	68.00	11.00	19%
(b) if the application is an application for major development,	575.00	690.00	115.00	20%
(c) in any other case,	195.00	234.00	39.00	20%

Planning, Sustainable Development & Regulatory Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<u>Exempt from VAT</u>				
Documents & Publications				
1st Decision notice	17.00	17.70	0.70	4%
Subsequent notice	17.00	17.70	0.70	4%
TPO's	22.50	23.40	0.90	4%
Legal Agreements	22.50	23.40	0.90	4%
Plans stamped Approved or Refused	7.00	7.30	0.30	4%
Local Development Framework Policies Map	26.00	27.10	1.10	4%
Oxford Core Strategy 2026	31.25	32.50	1.25	4%
Oxford Local Plan 2001-2016	78.00 (Oxford residents 51.00)	81.00 (Oxford residents 53.00)	1.50	2%
West End Area Action Plan 2007-2016	31.25	32.50	1.25	4%
Adopted Supplementary Planning Documents	8.00	8.30	0.30	4%
Sites and Housing Plan	26.00 plus 3.00 p&p	27.00 plus 3.00 p&p	1.00	4%
Barton Area Action Plan	31.25	32.50	1.25	4%
Northern Gateway Area Action Plan	31.25	32.50	1.25	4%
Provision of above documents and publications on the internet				
Provision of above documents and publications on the internet				
Subsequent plans according to size:				
AO plan	5.60	5.80	0.20	4%
A1 plan	5.60	5.80	0.20	4%
A2 plan	5.60	5.80	0.20	4%
A3 plan				
A4 plan				
Provision of above plans on the internet				
Other				
A4 Miscellaneous copies				
Subsequent copy				
<u>Design Review</u>				
Design Review Panel Meeting (Ex VAT)	POA	POA		
<u>Standard rated & exclusive of VAT</u>				
Weekly schedule of applications				
By Post				
Commercial	185.00	193.00	8.00	4%
	154.00	160.00	6.00	4%
Local groups/residents	43.00	44.80	1.80	4%
	36.00	37.50	1.50	4%
Via email				
Commercial	47.00	49.00	2.00	4%
	39.25	41.00	1.75	4%
Local groups/residents				

Planning, Sustainable Development & Regulatory Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Planning - Other charges				
<u>Standard rated & exclusive of VAT</u>				
Planning pre-application advice				
Large scale proposals (over 25 units or 2000m2)				
Charge per meeting	625.00	650.00	25.00	4%
Charge per written report	310.00	323.00	13.00	4%
Medium scale proposals (6-25 units or 500-2000m2)				
Charge per meeting	475.00	494.00	19.00	4%
Charge per written report	235.00	245.00	10.00	4%
Small scale proposals (up to 5 units or 499m2)				
Charge per meeting	325.00	338.00	13.00	4%
Charge per written report	160.00	167.00	7.00	4%
Householder Developments				
NEW Charge per meeting	80.00	83.50	3.50	4%
NEW Charge per written report	40.00	41.50	1.50	4%
Listed Buildings - Non Householder				
NEW Charge per meeting	315.00	328.00	13.00	4%
NEW Charge per written report	160.00	167.00	7.00	4%
Listed Buildings - Householder				
NEW Charge per meeting	80.00	83.50	3.50	4%
NEW Charge per written report	40.00	41.50	1.50	4%
However, where a whole series of planning pre-application meetings is necessary, discounted bespoke charges may be negotiated if appropriate.				
Additional specialist advice (e.g. conservation, listed buildings, archaeology, trees, landscaping, housing, environmental protection, highways, etc) required by the developer at pre-application stage to be charged extra on hourly rate basis.	65.00	67.50	2.50	4%
Specialist consultant advice (eg. conservation, archaeology, trees, etc) to be provided on an hourly rate basis.	65.00	67.50	2.50	4%
However, bespoke one-off charges may be negotiated for production of substantial specialist documents, studies, reports etc.				
Requests for informal Permitted Development (PD) checks - To be introduced following availability of on-line expert advice system, including at planning reception. However submission of formal applications for Certificate of Lawful Use or Development is normally encouraged instead.	55.00	57.00	2.00	4%
<u>Exempt from VAT</u>				
Written requests for planning history and planning constraints searches	55.00	57.00	2.00	4%
Requests of hard copies of plans stamped approved or refused	6.50	6.75	0.25	4%
Application checking service per application	55.00	57.00	2.00	4%
Local Land Charges				
LLC1 form (Postal)	30.60	35.19	4.59	15%
LLC1 form (Electronic)	28.60	32.89	4.29	15%
LLC1 Additional Parcel	1.10	1.27	0.17	15%
Additional Enquiries	22.50	25.88	3.38	15%
<u>Standard rated & exclusive of VAT</u>				

Planning, Sustainable Development & Regulatory Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Local Land Charges				
CON29R form (Postal)	110.16	126.68	16.52	15%
CON29R form (Electronic)	102.84	118.27	15.43	15%
CON29R Additional Parcel	19.68	22.63	2.95	15%
CON29O Optional Enquiries 4 to 21 (Additional parcel fees on application)	13.56	15.60	2.04	15%
CON29O Optional Enquiry 22 only	27.00	40.00	13.00	48%
Personal Searches				
Collection				
Land Charges Register				
CON29R Qu. 1.1k				
CON29R Qu. 3.7				
CON29R Qu. 3.8				
Electronic				
Land Charges Register	5.10	5.87	0.77	15%
Compiled official answers combination of Qu. 1.1k, 3.4, 3.6, 3.7 and 3.8	15.30	17.60	2.30	15%
All other CON29R questions other than the above				
Official Answers for Component Data (CON29R)				
Charge by post				
Qu 1.1 a-e	8.64	9.94	1.30	15%
Qu 1.1 f-l	4.92	5.66	0.74	15%
Qu 1.2	6.12	7.04	0.92	15%
2.1-2.5	4.92	5.66	0.74	15%
Qu 3.1	3.72	4.28	0.56	15%
Qu 3.2	3.72	4.28	0.56	15%
Qu 3.3				
Qu 3.4 a-f	7.44	8.56	1.12	15%
Qu 3.5	3.72	4.28	0.56	15%
Qu 3.6 a-l	12.24	14.08	1.84	15%
Qu 3.7a-g	7.44	8.56	1.12	15%
Qu 3.8	4.92	5.66	0.74	15%
Qu 3.9a-n	24.48	28.15	3.67	15%
Qu 3.10 a-h	4.92	5.66	0.74	15%
Qu 3.11 a-b	4.92	5.66	0.74	15%
Qu 3.12 NEW	3.72	4.28	0.56	15%
Qu 3.13	3.72	4.28	0.56	15%
Q3.14	4.92	5.66	0.74	15%
Qu 3.15 NEW	4.92	5.66	0.74	15%
Charge Electronic				
Qu 1.1 a-e	8.04	9.25	1.21	15%
Qu 1.1 f-l	4.92	5.66	0.74	15%
Qu 1.2	5.52	6.35	0.83	15%
2.1-2.5	4.32	4.97	0.65	15%
Qu 3.1	3.12	3.59	0.47	15%
Qu 3.2	3.12	3.59	0.47	15%
Qu 3.3				
Qu 3.4 a-f	6.84	7.87	1.03	15%
Qu 3.5	3.12	3.59	0.47	15%
Qu 3.6 a-l	11.64	13.39	1.75	15%
Qu 3.7a-g	7.44	8.56	1.12	15%
Qu 3.8	4.92	5.66	0.74	15%
Qu 3.9a-n	24.48	28.15	3.67	15%
Qu 3.10 a-h	4.32	4.97	0.65	15%
Qu 3.11 a-b	4.32	4.97	0.65	15%
Qu 3.12 NEW	3.12	3.59	0.47	15%
Qu 3.13	3.12	3.59	0.47	15%
Q3.14	4.32	4.97	0.65	15%
Qu 3.15 NEW	4.32	4.97	0.65	15%

Planning, Sustainable Development & Regulatory Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Street Naming and Numbering Charges				
Exempt from VAT				
Numbering of new developments (including sub-division of existing properties)				
1 plot	40.00	40.00	0.00	0%
2 plots	70.00	70.00	0.00	0%
3 plots	100.00	100.00	0.00	0%
4 - 20 plots	60.00 plus 15.00 per plot	60.00 plus 15.00 per plot	0.00	0%
21- 50 plots	155.00 plus 10.00 per plot	155.00 plus 10.00 per plot	0.00	0%
50+ plots	300.00 plus 5.00 per plot	300.00 plus 5.00 per plot	0.00	0%
New street name	100.00	100.00	0.00	0%
New building name (eg for blocks of flats / offices)	40.00	40.00	0.00	0%
Changes to new addresses caused by changes to development after issue of numbering scheme.	5.00 per plot	5.00 per plot	0.00	0%
Reissue of address following demolition and reconstruction	25.00	25.00	0.00	0%
Change of house name	40.00	40.00	0.00	0%
Addition of house name to numbered property	40.00	40.00	0.00	0%
Street renaming at the request of the owners	250.00 plus 20.00 per property	250.00 plus 20.00 per property	0.00	0%
Building Control				
Schedule 1				
Charges for the creation of or conversion to new dwellings - inclusive of VAT				
Number of Dwellings				
1	842.60	842.60	0.00	0%
2	1,123.10	1,123.10	0.00	0%
3	Please contact for quotation	Please contact for quotation		
Regularisation applications made in respect of unauthorised Schedule 1 work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.				
Schedule 2				
Extension including controllable conservatories, not including basements (for more than one extension, use the total sum of internal floor area) - inclusive of VAT				
Extension up to 10m2	500.00	500.00	0.00	0%
10m2 – 40m2	641.30	641.30	0.00	0%
40m2 – 60m2	775.50	775.50	0.00	0%
60m2 – 100m2	842.60	842.60	0.00	0%
Over 100m2	Please contact for quotation	Please contact for quotation		
Basement or part basement	Please contact for quotation	Please contact for quotation		
Small domestic garages and carports and stores (Detached garages less than 30m2 may be exempt) - inclusive of VAT				
Up to 40m2	300.00	300.00	0.00	0%
40m2 – 60m2	400.00	400.00	0.00	0%
Over 100m2	Please contact for quotation	Please contact for quotation		
Erection or non-habitable extension of detached building not used solely as a garage/carport/store - inclusive of VAT				
30m2 – 60m2	775.00	775.00	0.00	0%
60m2 – 100m2	842.60	842.60	0.00	0%
Over 100m2	Please contact for quotation	Please contact for quotation		
Loft conversion - inclusive of VAT				
Up to 100m2	584.10	584.10	0.00	0%
Over 100m2	Please contact for quotation	Please contact for quotation		
Conversion of garage to habitable space - inclusive of VAT				
Up to 10m2	500.00	500.00	0.00	0%
Up to 40m2	641.30	641.30	0.00	0%
40m2 – 60m2	775.50	775.50	0.00	0%
Over 60m2	Please contact for quotation	Please contact for quotation		

Planning, Sustainable Development & Regulatory Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Controllable work (Not Competent Person Schemes) - inclusive of VAT				
Rewire/partial rewire of a single dwelling	Please contact for quotation	Please contact for quotation		
Any other controllable electrical work	Please contact for quotation	Please contact for quotation		
Multiple work (eg extension & basement/loft conversion/works) - inclusive of VAT				
up to £100,000	1,023.00	1,023.00	0.00	0%
Underpinning	Please contact for quotation	Please contact for quotation		
Energy efficiency improvements (Not Competent Person Scheme) - inclusive of VAT				
New and replacement windows and doors (Up to 7 windows and 2 doors to be installed at the same time).	135.30	135.30	0.00	0%
Removal/renovation of a thermal element	169.40	169.40	0.00	0%
Installation of solar panel/s	250.00	250.00	0.00	0%
Regularisation applications made in respect of unauthorised Schedule 2 work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.				
Schedule 3				
Works not listed in schedules 1 or 2 e.g. Structural alterations, refurbishments, internal alterations - inclusive of VAT				
Estimated cost of works				
£0 - £5000	297.00	297.00	0.00	0%
£5001 - £10,000	371.00	371.00	0.00	0%
£10,001 - £20,000	539.00	539.00	0.00	0%
£20,001 - £50,000	709.00	709.00	0.00	0%
£50,001 - £75,000	1012.00	1012.00	0.00	0%
£75,001 - £100,000	1348.00	1348.00	0.00	0%
>£100,000	Please contact for quotation	Please contact for quotation		
Regularisation applications made in respect of unauthorised Schedule 3 work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.				
Schedule 4				
All general costs such as chargeable advice, requests for viewing documentation, dealing with previously deposited applications etc will be based on the hourly rate	59.00	59.00	0.00	0%
Inspection and Provision of a Fire Risk Assessment Report	300.00	300.00	0.00	0%
Miscellaneous Fees - VAT needs to be added				
Copy of Approval Notice	21.00	29.50	8.50	40%
Copy of Completion Certificate	21.00	29.50	8.50	40%
Response to Solicitor enquires in relation to house sales	16.20	29.50	13.30	82%
Response to householders written enquiries re house sales	6.10	14.75	8.65	142%
Food Hygiene Training				
Exempt from VAT				
Programmed Certificated Courses (charges are per person)				
Level 2 Award in Food Safety in Catering (Foundation)	75.00	75.00	0.00	0%
Level 3 Award in Supervising Food Safety in Catering (Intermediate)	250.00	260.00	10.00	4%
Level 2 Award in Health & Safety in the Workplace (Foundation)	90.00	95.00	5.00	6%
Exam resit charge- Level 2 award in Food Safety in Catering (Foundation)	POA	POA		
Exam resit charge- Level 3 award in Supervising Food Safety in Catering (Intermediate)	POA	POA		
Group Certificated Courses (for businesses requesting own on-site training)				
Level 2 Awards in Food Safety or Health & Safety - charge per candidate	68.00 (+travel cost if outside Oxford)	POA		
Level 2 Awards in Health & Safety - charge per candidate (minimum 10 delegates)	81.00 (+travel cost if outside Oxford)	POA		
Level 3 Award in Supervising Food Safety (3 day course, plus ½ day revision) - charge per candidate (minimum 10 delegates)	225.00 (+travel cost if outside Oxford)	POA		
Other non certificated part day and day courses				
Other non specified training courses (minimum 10 delegates)	POA	POA		
Other Bespoke courses across Planning & Regulatory Services				
Charges for bespoke training courses will be calculated to take into account market rates	POA	POA		

Planning, Sustainable Development & Regulatory Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Sustainable Food Advice				
Charging for business advice (e.g noise, pre planning application advice, odour etc) - per hour	56.00	58.00	2.00	4%
Food Business set up and advice consultation- per hour	56.00	58.00	2.00	4%
Primary Authority Initial Set Up Fee	POA			
Primary Authority Hourly Fee	POA			
Miscellaneous				
Accommodation assessments for UK entry clearance - charge per report				
	348.00	360.00	12.00	3%
Request for confirmation of registration in support of work permit application	51.00	52.50	1.50	3%
Food Condemnation Certificate (e.g. insurance claim for freezer breakdown, damaged food)- minimum 1 hour	86.50	89.00	2.50	2%
Works in default across Planning and Regulatory Services	Value of time spent based on hourly rate decided by Head of Planning and Regulatory Services	Value of time spent based on hourly rate decided by Head of Planning, Sustainable Development and Regulatory Services		
Provision of factual statements etc across Planning and Regulatory Services	Value of time spent based on hourly rate decided by Head of Planning and Regulatory Services	Value of time spent based on hourly rate decided by Head of Planning, Sustainable Development and Regulatory Services		
Copy of Legal Notice	22.50	23.50	1.00	4%
Copy of Premises/Person Entry in Licensing Register	21.50	22.00	0.50	2%
Confirmation of Food Business Registration	25.50	26.50	1.00	4%
Plans under copyright	9.00	9.00	0.00	0%
Plans: A0, A1 & A2 size	5.00	5.00	0.00	0%
Plans: A3 & A4 size	1.00	1.00	0.00	0%
Photocopying per A4 sheet	0.50	0.50	0.00	0%
Invoice request	22.50	23.50	1.00	4%
Recovery Fee - Dishonoured Cheque	30.50	31.50	1.00	3%
Home Improvement Agency				
HIA fee rate for professional services as an agent for a client in receipt of a disabled facilities grant or other building work	15% of the value of works plus ancillary costs	15% of the value of works plus ancillary costs		
Acting as an agent for a client who is privately funding building works:	Fee of 10% of the builders quotation plus ancillary costs	Fee of 10% of the builders quotation plus ancillary costs		
HIA fee rate for administrative services in support of a private sector housing grant application or privately funding building works	£235 plus VAT per application 15% flat fee per scheme	£235 plus VAT per application 15% flat fee per scheme		
HIA fee rate for the management of HRA funded adaptations schemes	£19 per hour, including VAT, plus the cost of materials used	£20 per hour, including VAT, plus the cost of materials used		
Small Repairs Service				
Supply and Fit Keysafe	48.00	49.00	1.00	2%
Supply and Fit Alert Keysafe (Within 1 working day)	60.00	60.00	0.00	0%
Street Trading Consents - subject to approval by General Purposes Licensing Committee				
City Centre & Late Night Traders				
Application Fee	315.00	325.00	10.00	3%
Annual consent (Pro Rata for period of Consent)	7,950.00	8,180.00	230.00	3%
Weekly Consent (Weekly Rota)	178.00	183.00	5.00	3%
		-		
All other traders				
Application Fee	315.00	325.00	10.00	3%
Annual consent (Pro Rata for period of Consent)	2,700.00	2,780.00	80.00	3%
Peripatetic traders (mobile traders- e.g. icecream vans, sandwich vans)				
Application fee	104.00	107.00	3.00	3%
Annual consent (Pro Rata for period of Consent)	1,400.00	1,445.00	45.00	3%
General Charges				
Replacement Consent	31.50	32.50	1.00	3%
Identification badge (per badge)	31.50	32.50	1.00	3%

Planning, Sustainable Development & Regulatory Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Events				
Street Trading at event for commercial benefit (up to 5 days) - per stall	26.50	27.50	1.00	2%
Street Trading at event for commercial benefit (6-14 days) - per stall	43.00	44.50	1.50	2%
Street Trading at event for community / charity benefit	No Fee	No Fee		
Street Café Licences - subject to approval by General Purposes Licensing Committee				
Annual Fee	750.00	770.00	20.00	3%
NEW: Annual Neighbourhood Shopping Centre Fee based on location as per Local Plan	350	350.00	0.00	0%
Miscellaneous Licensing - subject to approval by General Purposes Licensing Committee				
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - person)	115.00	118.00	3.00	3%
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - premises)	230.00	237.00	7.00	3%
Animal Boarding Establishment	183 + vet fees	188+ vet fee	5.00	3%
Dangerous Wild Animals	415 + vet fees	427+ vet fee	12.00	3%
Dog Breeding Establishment	183 + vet fees	188+ vet fee	5.00	3%
Pet Shop	183 + vet fees	188+ vet fee	5.00	3%
Riding Establishment	415 + vet fees	427+ vet fee	12.00	3%
Zoo	415 + vet fees	427+ vet fee	12.00	3%
HMO Licensing				
For the service of paper Notices by post	30.00	REMOVE		
Initial Application for a 1 year licence where the owner comes forward to licence voluntarily and is able to demonstrate that the property was acquired and operating as an HMO within the previous 12 weeks	408.00	420.00		3%
Initial Application for a 1 year licence where the owner has been found to be operating an unlicensed HMO for more than 12 weeks.	1,499.00	1,550.00	12.00	3%
Basic Annual Renewal to reflect need to re inspect due to poor management practices and non-compliance	365.00	377.00	51.00	3%
Basic Annual Renewal with no re-inspection necessary	191.00	197.00	12.00	3%
5 year or end of Scheme licence where landlord/agent meets criteria	307.00	315.00	6.00	3%
Renewal of an annual licence to a 2 year licence where landlord/agent meets criteria (no inspection required)	215.00	222.00	8.00	3%
Inspection to advise on requirements before property is licensed.	153.00	158.00	7.00	3%
Housing Act charges				
Charging for the service of Improvement Notices, Prohibition Orders or Hazard Awareness Notices under the Housing Act 2004.	510.00	525.50	0.00	
Charging for taking Emergency Remedial Action or serving an Emergency Prohibition Order under the Housing Act 2004.	607.00	625.00	15.50	2%
Charging for review of Suspended Improvement Notices or Suspended Prohibition Orders served under the Housing Act 2004.	306.00	315.00	18.00	2%
			9.00	
Other charges incurred in the determining of whether to serve a notice/make an order	Value of time spent based on hourly rate decided by Head of Planning and Regulatory Services + costs incurred	Value of time spent based on hourly rate decided by Head of Planning, Sustainable Development and Regulatory Services + costs incurred		
Rent repayment order service for tenants	Fee of 10% of the rent repaid to the tenant	Fee of 10% of the rent repaid to the tenant		
Integrated Pollution Prevention & Control Permits				
LAPPC Charges - Industrial processes covered by Environmental Permitting Regulations	The fee for each application and renewal will be calculated in accordance with DEFRA guidance			

Planning, Sustainable Development & Regulatory Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Mobile Homes Act 2013				
New application	333.50	343.50	10.00	3%
Licence alterations application	306.00	315.00	9.00	3%
Depositing of site rules fee	112.00	115.50	3.50	3%
Transfer of licence application	333.50	343.50	10.00	3%
Copy of licence	25.50	26.50	1.00	4%
NEW: Exisiting operator annual licence				
Large (51+)				
Site inspections every 12 months (Cat A risk rating)	390.00	402.00	12.00	3%
Site inspections every 18 months (Cat B risk rating)	260.00	268.00	8.00	3%
Site inspections every 24 months (Cat C risk rating)	195.00	201.00	6.00	3%
Site inspections every 36 months (Cat D risk rating)	129.50	133.50	4.00	3%
Medium (11-50)				
Site inspections every 12 months (Cat A risk rating)	306.00	315.00	9.00	3%
Site inspections every 18 months (Cat B risk rating)	204.00	210.00	6.00	3%
Site inspections every 24 months (Cat C risk rating)	153.00	157.50	4.50	3%
Site inspections every 36 months (Cat D risk rating)	102.00	105.00	3.00	3%
Small (10 or less)				
Site inspections every 12 months (Cat A risk rating)	222.50	229.00	6.50	3%
Site inspections every 18 months (Cat B risk rating)	148.00	152.50	4.50	3%
Site inspections every 24 months (Cat C risk rating)	111.00	114.50	3.50	3%
Site inspections every 36 months (Cat D risk rating)	74.50	76.50	2.00	3%
Transferring/Replacing Licences & Certificates				
Other replacement licence	27.50	28.50	1.00	4%
Contaminated Land Enquiries (not Land Charges)				
Location enquires - fixed price	75.00		(75.00)	-100%
Locational enquires- additional questions	23.00		(23.00)	-100%
Air Quality Enquiries				
Provision of data and written advice		Value of time spent based on hourly rate decided by Service Manager		
Environmental Sustainability Enquiries				
Provision of advice (e.g. air quality, contaminated land, ecology, flood risk, energy management, renewable energy, etc)		Value of time spent based on hourly rate decided by Service Manager		
Planning pre-application advice (Standard rated & exclusive of VAT)- renewable energy compliance, contaminated land, air quality, ecology, flood risk				
Additional specialist advice required by the developer at pre-application stage to be charged extra on hourly rate basis.	75.00		(75.00)	-100%
Miscellaneous				
Air Quality Reports	26.00		(26.00)	-100%
Contaminated Land Strategy document	26.00		(26.00)	-100%

Housing Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<u>Exempt from VAT</u>				
Weekly Charges				
Temporary Accommodation [Heat,Light,Cook] - 1 bed	15.50	15.50	0.00	0.00
Temporary Accommodation [Heat,Light,Cook] - 2 bed	16.00	16.00	0.00	0.00
Temporary Accommodation [Heat,Light,Cook] - 3 bed	19.00	19.00	0.00	0.00
Temporary Accommodation [Heat,Light,Cook] - 4 bed	25.00	25.00	0.00	0.00
Temporary Accommodation Rent - 1 bed	144.34	144.34	0.00	0.00
Temporary Accommodation Rent - 2 bed	176.54	176.54	0.00	0.00
Temporary Accommodation Rent - 3 bed	206.66	206.66	0.00	0.00
Temporary Accommodation Rent - 4 bed	275.19	275.19	0.00	0.00
Temporary Accommodation [Water & Sewerage] - 1 bed	5.30	5.30	0.00	0.00
Temporary Accommodation [Water & Sewerage] - 2 bed	6.00	6.00	0.00	0.00
Temporary Accommodation [Water & Sewerage] - 3 bed	8.50	8.50	0.00	0.00
Temporary Accommodation [Water & Sewerage] - 4 bed	11.00	11.00	0.00	0.00
Nightly Charge Rent - Any unit size with no kitchen	160.38	160.38	0.00	0.00
<u>Exempt from VAT (before discounts)</u>				
Council tenant	14.85	15.50	0.65	4.38
Council tenant Premium	16.95	17.60	0.65	3.85
Blue badge council	14.85	15.50	0.65	4.40
Blue badge council Premium	16.95	17.60	0.65	3.85
Mobility council	14.85	15.50	0.65	4.40
Mobility council Premium	16.95	17.60	0.65	3.85
Garage with in curtiledge	14.85	15.50	0.65	4.40
Replacement lost/damaged permit	15.00	15.65	0.65	4.33
<u>VATable (before discounts)</u>				
Private tenant	14.85	15.50	0.65	4.38
Private tenant Premium	16.95	17.60	0.65	3.84
Blue badge private	14.85	15.50	0.65	4.38
Blue badge private Premium	16.95	17.60	0.65	3.84
Mobility private	14.85	15.50	0.65	4.38
Mobility private Premium	16.95	17.60	0.65	3.84
Replacement lost/damaged permit	15.00	15.00	0.00	0.00
<u>Exempt from VAT (before discounts)</u>				
Parking spaces	14.49	15.00	0.51	3.50
Parking spaces (Blue Badge)	14.49	15.00	0.51	3.50
Replacement lost/damaged permit	15.00	15.00	0.00	0.00
<u>VATable (before discounts)</u>				
Parking spaces Private	14.49	15.00	0.51	3.50
Replacement lost/damaged permit	15.00	15.00	0.00	0.00

Business Improvement Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Data subject access requests (unit cost) No longer chargeable after GDPR comes into force 25th May 2018	10.00	0.00	-10.00	(100.00)

Community Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Leisure Centres				
<u>Standard rated & inclusive of VAT</u>				
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Casual Swimming	4.60	4.70	0.10	2.17
Family Swim Ticket	11.80	12.10	0.30	2.54
Hinksey Swimming	6.20	6.40	0.20	3.23
Hinksey Family Swim Ticket	18.40	18.90	0.50	2.72
Hinksey (early/late)	4.60	4.70	0.10	2.17
Hinksey Family Swim Ticket (early/late)	11.80	12.10	0.30	2.54
Sauna & Swim (LPLC)	7.80	8.00	0.20	2.56
Water Workout	6.50	6.70	0.20	3.08
Badminton (per person)	3.70	3.80	0.10	2.70
Squash (per person)	4.20	4.30	0.10	2.38
U17/Over 60s/ Student				
Casual Swimming	2.90	3.00	0.10	3.45
Hinksey Swimming	4.10	4.20	0.10	2.44
Hinksey (early/late)	2.90	3.00	0.10	3.45
Sauna & Swim (LPLC)	4.90	5.00	0.10	2.04
Water Workout	4.30	4.40	0.10	2.33
Badminton (per person)	2.70	2.80	0.10	3.70
Squash (per person)	2.80	2.90	0.10	3.57
Bonus Concessionary*				
Casual Swimming (Off peak)	1.30	1.50	0.20	15.38
Casual Swimming (Peak)	1.30	2.00	0.70	53.85
Hinksey Swimming (Off peak)	1.30	1.50	0.20	15.38
Hinksey Swimming (Peak)	1.30	2.00	0.70	53.85
Hinksey (early/late)	1.30	1.50	0.20	15.38
Sauna & Swim @ LPLC	2.50	2.60	0.10	4.00
Water Workout (Off peak)	1.30	1.50	0.20	15.38
Water Workout (Peak)	1.30	2.00	0.70	53.85
Badminton (Off peak per person)	1.30	1.50	0.20	15.38
Badminton (Peak per person)	1.30	2.00	0.70	53.85
Squash (Off peak per person)	1.30	1.50	0.20	15.38
Squash (Peak per person)	1.30	2.00	0.70	53.85
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Gyms	8.30	8.50	0.20	2.41
Express Induction – Proficient user	20.50	21.00	0.50	2.44
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	22.50	23.10	0.60	2.67
Fitness programme	13.60	14.00	0.40	2.94
Programme & Health Review	9.30	9.50	0.20	2.15
Fitness Classes	6.60	6.80	0.20	3.03
Table Tennis	3.50	3.60	0.10	2.86
Racket Hire	1.50	1.50	0.00	0.10
U17/Over 60s/ Student				
Gyms	4.40	4.50	0.10	2.33
Aspires Academy	3.30	3.40	0.10	3.03
Express Induction – Proficient user	10.20	10.50	0.30	2.94
Beginner Induction– 1 Hr Cardio 1 Hr Resistance (Free)	11.00	11.00	0.00	0.00
Fitness programme	7.30	7.60	0.30	4.11
Programme & Health Review	6.40	6.60	0.20	3.12
Aspires Academy Induction	11.30	11.60	0.30	2.65
Fitness Classes	4.30	4.40	0.10	2.33
Table Tennis	2.70	2.80	0.10	3.70
Racket Hire	1.50	1.50	0.00	0.00

Community Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Bonus Concessionary*				
Gyms (Off peak)	1.30	1.50	0.20	15.38
Gyms (Peak)	1.30	2.00	0.70	53.85
Aspires Academy (Off peak)	1.30	1.50	0.20	15.38
Aspires Academy (Peak)	1.30	2.00	0.70	53.85
Express Induction – Proficient user	5.00	5.10	0.10	2.00
Beginner Induction	5.00	5.10	0.10	2.00
Fitness programme	5.00	5.10	0.10	2.00
Programme & Health Review	5.00	5.10	0.10	2.00
Aspires Academy Induction	5.00	5.10	0.10	2.00
Fitness Classes (Off peak)	1.30	1.50	0.20	15.38
Fitness Classes (Peak)	1.30	2.00	0.70	53.85
Table Tennis (Off peak per person)	1.30	1.50	0.20	15.38
Table Tennis (Peak per person)	1.30	2.00	0.70	53.85
Racket Hire	0.50	0.50	0.00	0.00
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Skate general session	8.20	8.40	0.20	2.44
Tea time skate (Family Skate/Twilight)	5.30	5.40	0.10	1.86
Skate Disco Session	8.20	8.40	0.20	2.44
Family Skate Ticket (for 5)	29.00	29.70	0.70	2.42
Family Skate Ticket (for 4)	24.00	24.60	0.60	2.50
After School or Family Skate (5)	23.50	24.10	0.60	2.55
After School or Family Skate (4)	18.50	19.00	0.50	2.70
Disco family Skate (for 5)	34.70	35.60	0.90	2.59
Disco family Skate (for 4)	27.50	28.20	0.70	2.54
Skate Training 1	7.20	7.40	0.20	2.78
Skate Training 2	3.10	3.20	0.10	3.23
Guardian Fee (spectators who are supervising children)	1.20	1.20	(0.00)	0.00
Adult Group Lesson	40.00	40.00	0.00	0.00
U17/Over 60s/ Student				
Skate general session	6.40	6.60	0.20	3.12
Tea Time Skate (Family/ Twilight)	5.40	5.50	0.10	1.85
Skate Disco Session	8.20	8.40	0.20	2.44
Thursday evening Student Disco	4.90	5.00	0.10	2.04
Skate Training 1	4.80	4.90	0.10	2.08
Skate Training 2	2.60	2.70	0.10	3.85
Golden Blades (over 50)	4.40	4.50	0.10	2.27
Guardian Fee (spectators who are supervising children)	1.50	1.50	0.00	0.00
Junior Group Lesson	35.00	35.00	0.00	0.00
Bonus Concessionary				
Skate general session	2.00	2.00	0.00	0.00
Tea Time Skate	2.00	2.00	0.00	0.00
Skate Disco Session	2.00	2.00	0.00	0.00
Skate Training 1	2.00	2.00	0.00	0.00
Skate Training 2	2.00	2.00	0.00	0.00
Golden Blades (over 50)	2.00	2.00	0.00	0.00
Guardian Fee (spectators who are supervising children)	1.00	1.00	0.00	0.00
OTHER CHARGES (per session)				
Adult				
Aqua Natal	9.20	9.40	0.20	2.17
Physical Assessment	22.50	23.10	0.60	2.67
Body Fat Analysis	12.80	13.10	0.30	2.34
Aerobic Capacity Analysis	12.80	13.10	0.30	2.34
Fi-tech cholesterol test	12.80	13.10	0.30	2.34
GP Referral Sessions	1.30	2.00	0.70	53.85
GP Referral Sessions (Consultation 1)	5.90	6.50	0.60	10.17
Choice & Active				
Aqua Natal	8.00	8.20	0.20	2.50
Physical Assessment	12.30	12.60	0.30	2.44
Body Fat Analysis	6.60	6.80	0.20	3.03
Aerobic Capacity Analysis	6.60	6.80	0.20	3.03
Fi-tech cholesterol test	6.55	6.70	0.15	2.29
GP Referral Sessions	1.30	1.30	0.00	0.00
GP Referral Sessions (Consultation 1)	5.60	5.70	0.10	1.79

Community Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
U17/Over 60s/ Student				
Aqua Natal	8.00	8.20	0.20	2.50
Aspires Physical Assessment	12.60	12.90	0.30	2.38
Body Fat Analysis	7.30	7.50	0.20	2.74
Aerobic Capacity Analysis	7.30	7.50	0.20	2.74
Fi-tech cholesterol test	7.30	7.50	0.20	2.74
GP Referral Sessions	1.30	1.30	0.00	0.00
GP Referral Sessions (Consultation 1)	5.60	5.70	0.10	1.79
Bonus Concessionary Membership				
Aqua Natal	4.30	4.40	0.10	2.33
Aspires Physical Assessment	6.70	6.90	0.20	2.99
Body Fat Analysis	3.60	3.70	0.10	2.78
Aerobic Capacity Analysis	3.60	3.70	0.10	2.78
Fi-tech cholesterol test	3.60	3.70	0.10	2.78
GP Referral Sessions	1.30	1.30	0.00	0.00
GP Referral Sessions (Consultation 1)	5.50	5.70	0.20	3.64
SWIMMING LESSONS				
Adult				
Adult Swim Lessons (Per hour)	12.60	12.90	0.30	2.38
Adult Private Swim Lessons (Per half hour 1:1)	21.00	22.50	1.50	7.14
Adult Private Swim Lessons (Per half hour 1:2)	32.80	35.50	2.70	8.23
Choice, Active & Aqua				
Junior Swim Lessons (Per half hour)	6.10	6.20	0.10	1.64
Adult Swim Lessons (Per hour)	11.30	11.60	0.30	2.65
U17/Over 60s/ Student Slice				
Junior Swim Lessons (Per half hour)	6.20	6.30	0.10	1.61
Private Swim Lessons (Per half hour 1:1)	21.00	21.50	0.50	2.38
Private Swim Lessons (Per half hour 1:2)	21.00	21.50	0.50	2.38
Adult Swim Lessons (Per hour)	9.20	9.40	0.20	2.17
Bonus Slice				
Junior Swim Lessons (Per half hour)	3.60	3.70	0.10	2.78
Adult Swim Lessons (Per hour)	7.40	7.60	0.20	2.70
<u>Standard rated & inclusive of VAT</u>				
Direct Debit Membership				
Choice Card				
Adult	49.00	49.00	0.00	0.00
Adult Corporate	44.30	44.30	0.00	0.00
Concession	31.00	31.00	0.00	0.00
Couple	84.00	84.00	0.00	0.00
Family (2 adults + 2 children)	113.00	113.00	0.00	0.00
Family Flex (1adult +3 children)	92.00	92.00	0.00	0.00
Family Corporate	101.50	101.50	0.00	0.00
Family Flex (1adult +3 children) Corporate	83.00	83.00	0.00	0.00
Choice Additional Child	20.50	20.50	0.00	0.00
Student Peak	37.00	37.00	0.00	0.00
Student Off Peak	31.00	31.00	0.00	0.00
Bonus Concessionary	19.00	19.50	0.50	2.63
Centre Only	35.00	35.00	0.00	0.00
Swim Only				
Adult	35.00	35.00	0.00	0.00
Over 60	20.50	20.50	0.00	0.00
Under 17	20.50	20.50	0.00	0.00
Family	71.00	71.00	0.00	0.00
Adult Rink				
Skate Training	57.00	57.00	0.00	0.00
Choice plus skate training	82.35	80.50	(1.85)	(2.25)
Junior Rink				
Skate Training	43.00	43.00	0.00	0.00
Choice plus skate training	55.05	53.40	(1.65)	(3.00)

Community Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Annual Card				
Choice Card				
Adult 12 months for 11	537.50	539.00	1.50	0.28
Couple 12 months for 11	918.00	924.00	6.00	0.65
Family 12 months for 11 (2 adults + 2 children)	1232.00	1243.00	11.00	0.89
Family 12 months for 11 (1 adult + 3 children)	999.99	1012.00	12.01	1.20
Concession	335.50	341.00	5.50	1.64
Student 9 for 8 month- Peak	292.50	296.00	3.50	1.20
Student 9 for months - Off Peak	244.00	248.00	4.00	1.64
Swim Only				
Adult 12 months for 11	381.00	385.00	4.00	1.05
Over 60 12 months for 11	220.00	225.50	5.50	2.50
Under 17 12 months for 11	223.30	225.50	2.20	0.99
Family 12 months for 11	773.30	781.00	7.70	1.00
Adult (Hinksey)	198.00	199.00	1.00	0.51
Over 60 / under 17(Hinksey)	99.00	102.50	3.50	3.54
Family (Hinksey)	375.00	385.00	10.00	2.67
Skate				
Adult Choice Plus Skate Training 12 months for 11	880.80	888.50	7.70	0.87
Junior Rink Plus Annual 12 months for 11	579.80	587.40	7.60	1.31
Other Cards				
Choice				
Bolt on Adult	31.50	31.50	0.00	0.00
Bolt on Child	22.40	22.40	0.00	0.00
Student	12.00	12.00	0.00	0.00
Bonus				
Adult	3.00	3.00	0.00	0.00
Dependent	1.00	1.00	0.00	0.00
Staff				
Family	39.70	41.00	1.30	3.27
Individual wet & dry	27.50	29.00	1.50	5.44
Individual dry	21.40	22.00	0.60	2.81
Swim School Direct Debit				
Adult	52.30	55.00	2.70	5.16
Child	28.70	29.60	0.90	3.14
60+	37.90	40.00	2.10	5.54
Bonus	18.40	19.70	1.30	7.07
Reward (booking card)				
Offerd as a free loyalty card by Fusion	0.00	0.00	0.00	0.00
Sport Pitches (per match unless other wise stated)				
Cricket				
Grass wicket - weekend & bank holidays (Cutteslowe & Horspath 1)	58.00	59.80	1.80	3.10
Grass wicket - weekdays (Cutteslowe & Horspath 1)	44.90	46.00	1.10	2.45
Grass Wicket - weekend & bank holidays (Horspath 2)				
Grass Wicket - weekdays (Horspath 2)				
Adults				
Full Size Pitch weekend & Bank holidays	40.70	42.00	1.30	3.19
Full Size Pitch weekend & Bank holidays 10 game booking - No VAT *	340.00	350.00	10.00	2.94
Full Size Pitch weekdays	31.40	32.30	0.90	2.87
Full Size Pitch weekdays 10 game - No VAT	262.00	269.20	7.20	2.75
Under 17's				
Full Size Pitch weekend & Bank holidays	20.90	21.50	0.60	2.87
Full Size Pitch weekend 10 game booking - No VAT	174.00	179.20	5.20	2.99
Full Size Pitch weekdays	16.20	16.60	0.40	2.47
Full Size Pitch weekdays 10 game - No VAT	135.00	138.30	3.30	2.44
Under 11's				
Mini football	14.20	14.60	0.40	2.82
Mini football 10 game - No VAT	118.00	121.70	3.70	3.14

Community Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Five a side pitch	29.20	30.10	0.90	3.08
Court Place Farm Stadium inc changing rooms	118.00	121.60	3.60	3.05
Court Place Farm Stadium floodlights	39.70	40.90	1.20	3.02
Floodlit 5 a side (East Oxford) per hour	39.70	40.90	1.20	3.02
Floodlit football pitch (Rose Hill) per hour	39.70	40.90	1.20	3.02
Other Charges				
Baseball	48.00	49.80	1.80	3.75
Rugby	40.20	41.50	1.30	3.23
Tarmac floodlit training area per hour	18.80	19.50	0.70	3.72
Horspath Floodlights per hour	39.70	40.90	1.20	3.02
Athletics Adult	4.40	4.60	0.20	4.55
OCAC Member Athletics Adult	3.20	3.30	0.10	3.12
OCAC Member Athletics Adult - 12 week pass	75.00	77.30	2.30	3.07
Athletics Junior	2.60	2.70	0.10	3.85
OCAC Member Athletics Junior	2.00	2.00	0.00	0.00
OCAC Member Athletics Junior - 12 week pass	47.80	49.30	1.50	3.14
Athletics Match (senior)	407.00	419.30	12.30	3.02
Athletics Match (junior)	230.00	236.90	6.90	3.00
Athletics track centre with lights	39.70	40.90	1.20	3.02
Pavilions/Changing rooms				
Adults	20.60	21.30	0.70	3.40
Concessionary Rate (including U17's)	10.30	10.60	0.30	2.91
Under 11's	5.20	5.30	0.10	1.92
Adults 10 game booking - No VAT *	171.00	177.50	6.50	3.80
Concessionary Rate (including U17's) 10 game booking - No VAT *	86.00	88.40	2.40	2.79
Under 11's 10 game booking - No VAT *	43.10	44.20	1.10	2.55
Tea Room per hour	17.80	18.00	0.20	1.12
Summer Activities				
Tennis Court Hire - Adult	6.00	6.50	0.50	8.33
Tennis Court Hire - Concessions	3.00	3.50	0.50	16.67
Tennis Court Hire Floodlit - Adult	7.00	7.50	0.50	7.14
Tennis Court Hire Floodlit - Concessions	4.00	4.50	0.50	12.50
Winter pass (TBC)				
Bowls Adult	2.60	2.70	0.10	3.85
Bowls Conc.	1.40	1.40	0.00	0.00
Bowls Bonus Slice	1.30	1.30	0.00	0.00
Putting Adult	2.60	2.70	0.10	3.85
Putting Conc.	1.40	1.40	0.00	0.00
Putting Bonus	1.40	1.40	0.00	0.00
Putting Family Rate	5.50	5.70	0.20	3.64
Volley Ball < 10 people	1.30	1.40	0.10	7.69
Volley Ball > 10 people	12.50	12.90	0.40	3.20
Equipment Hire Bowls	1.30	1.30	0.00	0.00
Equipment Hire Tennis	1.30	1.30	0.00	0.00
Equipment Hire Putting	1.30	1.30	0.00	0.00
Sales lost tennis ball	1.30	1.30	0.00	0.00
Sales lost golf ball	1.30	1.30	0.00	0.00
Crazy Golf (Cutteslow)				
Family Ticket including golf club hire	15.30	15.80	0.50	3.27
Single Adult	6.10	6.30	0.20	3.28
Single Child	4.10	4.20	0.10	2.44
Club and ball hire	1.30	1.30	0.00	0.00
Mini Golf (Florence Park and Bury Knowle)				
Family Ticket including hire of clubs and balls	8.10	8.10	0.00	0.00
Single Adult	4.10	4.10	0.00	0.00
Single Child	2.00	2.00	0.00	0.00
Club and ball hire	1.30	1.30	0.00	0.00
Annual Club Charges				
Bowls				
Per Green (7 days a week) per season	2,596.00	2,680.00	84.00	3.24
Tennis				
Hard Court per season	2,138.00	2,205.00	67.00	3.13
Grass Court per season	2,443.00	2,520.00	77.00	3.15
Hard Court (floodlit) per season	2,596.00	2,680.00	84.00	3.24

Community Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Equipment Provided and Prices				
Goal Nets (set)	74.00	76.20	2.20	2.97
Corner Posts (each)	10.30	10.70	0.40	3.88
Corner Flags (each)	5.20	5.40	0.20	3.85
Net Pegs (each)	0.80	0.80	0.00	0.00
Soft Broom	12.50	12.90	0.40	3.20
Dust Pan & Brush	12.50	12.90	0.40	3.20
Dust Bin (each)	21.70	22.00	0.30	1.38
Other Charges				
Use of wrong pitch	36.50	37.60	1.10	3.01
Cost for over running per 10 minutes	7.30	7.60	0.30	4.11
Community Centres Fees and Charges				
Charges per hour session unless stated				
East Oxford Games Hall - hire of games hall	16.30	16.80	0.50	3.07
East Oxford Games Hall - hire of 10 sessions in advance (per session)	13.00	13.44	0.44	3.38
East Oxford Games Hall - Badminton court hire (new arrangement)	7.30	7.60	0.30	4.11
Rose Hill Community Centre - Bill Buckingham Ballroom tier 1	40.00	40.00	0.00	0.00
Rose Hill Community Centre - Bill Buckingham Ballroom tier 2	25.00	25.80	0.80	3.20
Rose Hill Community Centre - Norman Brown 1 tier 1	20.00	20.00	0.00	0.00
Rose Hill Community Centre - Norman Brown 1 tier 2	15.00	15.40	0.40	2.67
Rose Hill Community Centre - Norman Brown 2 tier 1	15.00	15.00	0.00	0.00
Rose Hill Community Centre - Norman Brown 2 tier 2	10.00	10.20	0.20	2.00
Rose Hill Community Centre - Norman Brown 1&2 tier 1	35.00	35.00	0.00	0.00
Rose Hill Community Centre - Norman Brown 1&2 tier 2	25.00	25.60	0.60	2.40
Rose Hill Community Centre - NBH teapoint tier 1	5.00	5.00	0.00	0.00
Rose Hill Community Centre - NBH teapoint tier 2- Nil charge	0.00	0.00	0.00	0.00
Rose Hill Community Centre - Youth 1 (hall) tier 1	20.00	20.00	0.00	0.00
Rose Hill Community Centre - Youth 1 (hall) tier 2	15.00	15.40	0.40	2.67
Rose Hill Community Centre - Youth 2 (chill out) tier 1	15.00	15.00	0.00	0.00
Rose Hill Community Centre - Youth 2 (chill out) tier 2	10.00	10.20	0.20	2.00
Rose Hill Community Centre - Youth 2&3 (chillout/kitchen) tier 1	20.00	20.00	0.00	0.00
Rose Hill Community Centre - Youth 2&3 (chillout/kitchen) tier 2	15.00	15.40	0.40	2.67
Rose Hill Community Centre - Youth 1&3 tier 1	20.00	20.00	0.00	0.00
Rose Hill Community Centre - Youth 1&3 tier 2	15.00	15.40	0.40	2.67
Rose Hill Community Centre - Youth 1,2&3 tier 1	40.00	40.00	0.00	0.00
Rose Hill Community Centre - Youth 1,2&3 tier 2	25.00	25.60	0.60	2.40
Rose Hill Community Centre - wedding				
Rose Hill Community Centre - community wedding				
Rose Hill Community Centre - Gym - monthly DD adult + Classes (NEW MEMBERSHIP TYPE)	23.50	24.00	0.50	2.13
Rose Hill Community Centre - Gym only- monthly DD adult	15.00	15.00	0.00	0.00
Rose Hill Community Centre - Gym and classes - monthly DD junior/65+ (NEW MEMBERSHIP TYPE)	14.00	15.00	1.00	7.14
Rose Hill Community Centre - Gym only - monthly DD junior/65+ concession	10.00	10.00	0.00	0.00
Rose Hill Community Centre - Gym and classes - Family - monthly DD	61.00	61.00	0.00	0.00
Rose Hill Community Centre - Gym only- Family - monthly DD concession	41.00	41.00	0.00	0.00
Rose Hill Community Centre - Gym - Adult casual	5.10	5.50	0.40	7.84
Rose Hill Community Centre - Gym - Adult casual concession	3.50	3.60	0.10	2.86
Rose Hill Community Centre - Gym Junior	3.50	3.60	0.10	2.86
Rose Hill Community Centre - Gym Junior concession	2.50	2.50	0.00	0.00
Blackbird Leys Community Centre - Jack Argent Rm tier 1	15.00	15.40	0.40	2.67
Blackbird Leys Community Centre - Jack Argent tier 2	10.00	10.50	0.50	5.00
Blackbird Leys Community Centre - Jack Argent tier 3	7.50	8.00	0.50	6.67
Blackbird Leys Community Centre - Meeting rm tier 1	10.00	10.20	0.20	2.00
Blackbird Leys Community Centre - Meeting rm tier 2	7.50	7.60	0.10	1.33
Blackbird Leys Community Centre - Meeting rm tier 3	5.00	5.20	0.20	4.00
Blackbird Leys Community Centre - Sports Hall tier 1	20.00	20.00	0.00	0.00
Blackbird Leys Community Centre - Sports Hall tier 2	15.00	15.00	0.00	0.00
Blackbird Leys Community Centre - Sports Hall tier 3	10.00	10.50	0.50	5.00
Blackbird Leys Community Centre - IT Suite (3hr Session)	10.00	10.20	0.20	2.00
Jubilee Centre - Hall, meeting rm, kitchen	15.00	15.40	0.40	2.67
East Oxford Community Centre - Upstairs Hall weekdays - tier 1	10.00	10.20	0.20	2.00
East Oxford Community Centre - Upstairs Hall weekdays - tier 2	11.00	11.40	0.40	3.64
East Oxford Community Centre - Upstairs Hall weekdays - tier 3	16.00	16.60	0.60	3.75
East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 1	12.00	12.40	0.40	3.33
East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 2	13.00	13.40	0.40	3.08
East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 3	17.00	17.60	0.60	3.53
East Oxford Community Centre - downstairs Hall weekdays - tier 1	10.00	10.20	0.20	2.00

Community Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
East Oxford Community Centre - downstairs Hall weekdays - tier 2	11.00	11.40	0.40	3.64
East Oxford Community Centre - downstairs Hall weekdays - tier 3	16.00	16.60	0.60	3.75
East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 1	12.00	12.40	0.40	3.33
East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 2	13.00	13.40	0.40	3.08
East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 3	17.00	17.60	0.60	3.53
East Oxford Community Centre - Lounge weekdays - tier 1	9.00	9.20	0.20	2.22
East Oxford Community Centre - Lounge weekdays - tier 2	10.00	10.20	0.20	2.00
East Oxford Community Centre - Lounge weekdays - tier 3	15.00	15.40	0.40	2.67
East Oxford Community Centre - Lounge Eve & Wkd - tier 1	11.00	11.40	0.40	3.64
East Oxford Community Centre - Lounge Eve & Wkd - tier 2	12.00	12.40	0.40	3.33
East Oxford Community Centre - Lounge Eve & Wkd - tier 3	16.00	16.60	0.60	3.75
East Oxford Community Centre - Kitchen weekdays -	10.00	10.40	0.40	4.00
East Oxford Community Centre - Kitchen weekdays - over 3 hours	23.00	24.00	1.00	4.35
East Oxford Community Centre - Kitchen weekdays - over 5 hours	33.00	34.60	1.60	4.85
East Oxford Community Centre - Kitchen Eve & Wkd -	12.00	12.60	0.60	5.00
East Oxford Community Centre - Kitchen Eve & Wkd - over 3 hrs	28.00	29.00	1.00	3.57
East Oxford Community Centre - Kitchen Eve & Wkd - over 5 hrs	45.00	46.60	1.60	3.56
East Oxford Community Centre - Hall, Kitchen & Lounge tier 1&2 eve &	80.00	83.00	3.00	3.75
East Oxford Community Centre - Hall, Kitchen & Lounge tier 1&2	100.00	104.00	4.00	4.00
East Oxford Community Centre - Hall, Kitchen & Lounge tier 3 wkdays	125.00	129.00	4.00	3.20
East Oxford Community Centre - Hall, Kitchen & Lounge tier 3 wkd	150.00	155.00	5.00	3.33
Barton Neighbourhood Centre - tier 1	19.00	19.60	0.60	3.16
Barton Neighbourhood Centre - tier 2	17.10	17.60	0.50	2.92
Events Charges				
Local Charity Events (per day)				
Small	50.00	100.00	50.00	100.00
Medium	100.00	250.00	150.00	150.00
Large	250.00	400.00	150.00	60.00
Extra-Large	500.00	750.00	250.00	50.00
Bond Payable £250 - £1,500				
Oxford Community Event (per day)				
Small	100.00	100.00	0.00	0.00
Medium	250.00	250.00	0.00	0.00
Large	350.00	400.00	50.00	14.29
Extra-Large	500.00	750.00	250.00	50.00
Bond Payable £250 - £1,500				
National Charity Events (per day)				
Small	250.00	250.00	0.00	0.00
Medium	400.00	500.00	100.00	25.00
Large	750.00	1,000.00	250.00	33.33
Extra-Large	1,250.00	1,500.00	250.00	20.00
Bond Payable £250 - £1,500				
City centre cultural performances (per day)				
Rate based on size of event	25 - 50	50 - 250	0.00	0.00
Bond Payable £250				
Bonn Square - use of power/electricity	25 - 100	50 - 100	0.00	0.00
Commercial Events				
1. City Centre - Bonn Sq, Broad St, Gloucester Green & other city locations (per day)				
Small	1,000.00	1,000.00	0.00	0.00
Medium	1,500.00	2,000.00	500.00	33.33
Large	2,000.00	4,000.00	2,000.00	100.00
Extra Large	4,000.00	6,000.00	2,000.00	50.00
Bond Payable £500 - £1,500				
2. Gloucester Green Market (per day)				
weekday	750.00	750.00	0.00	0.00
weekend	1,000.00	1,000.00	0.00	0.00
Bond Payable £500 - £1,500				

Community Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
3. City Parks (per day)				
Small	1,000.00	1,000.00	0.00	0.00
Medium	1,500.00	1,500.00	0.00	0.00
Large	2,000.00	2,000.00	0.00	0.00
Extra-Large	4,000.00	4,000.00	0.00	0.00
Circus & Funfair	750.00	750.00	0.00	0.00
Circus & Funfair - community rate)	500.00	500.00	0.00	0.00
Bond Payable £500 - £2,500	500 - 2500	500 - 2500	0.00	0.00
Non Refundable Environment Impact Fee	500 - 1000	500 - 1000	0.00	0.00
4. Neighbourhood Parks (per day)				
Small	800.00	800.00	0.00	0.00
Medium	1,000.00	1,000.00	0.00	0.00
Large	1,200.00	1,200.00	0.00	0.00
Circus & Funfair	750.00	750.00	0.00	0.00
Circus & Funfair - community rate)	500.00	500.00	0.00	0.00
Bond Payable £500 - £1,500				
5. Local Parks (per day)				
Small	500.00	500.00	0.00	0.00
Medium	750.00	750.00	0.00	0.00
Large	1,000.00	1,000.00	0.00	0.00
Circus & Funfair	750.00	750.00	0.00	0.00
Circus & Funfair - community rate)	500.00	500.00	0.00	0.00
Bond Payable £500 - £1,500				
Sports Tournaments & associated events				
Bond Payable £250 - £1,500				
Promotional/Marketing				
Half Day	500.00	N/A	0.00	0.00
Full Day	1,000.00	1000 - 4000	n/a	n/a
Roaming & Sampling - no infrastructure: Full Day	500.00	N/A	0.00	0.00
Bond Payable £500 - £1,500				
Site visits - Park Rangers	75 per hour	75 per hour	0.00	0.00
Education				
Oxford LEA - £2.50pp, min charge £25	2.50	2.50	0.00	0.00
Oxford Non LEA - £5.00pp, min charge £50	5.00	5.00	0.00	0.00
Non-Oxford LEA - £5.00pp, min charge £50	5.00	5.00	0.00	0.00
Non-Oxford Non LEA - £6.00pp, min charge £60	6.00	6.00	0.00	0.00
Use of existing Premises Licence (500-4999 people)				
Commercial	150.00	250.00	100.00	66.67
Local Charity & Community	25.00	50.00	25.00	100.00
Late application/submission fee if timescales/deadlines not met		75 or double rate - whichever value is greater	0.00	0.00
	75.00			
South Park - Large Sized Events (over 499 people)				
Application Fee: non-refundable - Commercial	500.00	N/A	0.00	0.00
Application Fee: non-refundable - Local Community & Local Charity			0.00	0.00
	100.00	N/A		
Application Fee: National Charity	250.00	N/A	0.00	0.00
Filming - Commercial				
1. Half Day (4 hours or less)				
Small	250.00	500.00	250.00	100.00
Medium	500.00	1,000.00	500.00	100.00
Large	1,000.00	2,000.00	1,000.00	100.00
Bond Payable £250 - £1,500				
2. Full Day				
Small	500.00	1,000.00	500.00	100.00
Medium	1,000.00	2,000.00	1,000.00	100.00
Large	2,000.00	4,000.00	2,000.00	100.00
Bond Payable £250 - £1,500				

Community Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Filming - Non Commercial				
1. Half Day				
Small	75.00	100.00	25.00	33.33
Medium	150.00	250.00	100.00	66.67
Large	300.00	500.00	200.00	66.67
Bond Payable £250 - £1,000				
2. Full Day				
Small	150.00	250.00	100.00	66.67
Medium	300.00	500.00	200.00	66.67
Large	600.00	1,000.00	400.00	66.67
Bond Payable £250 - £1,500				
Road Closures				
Commercial Event Road Closures- Events (under 500 people)	100	100	0.00	0.00
Commercial Event Road Closures- Market and Street Fairs	250	250	0.00	0.00
Commercial Event Road Closures- Events (500 or more people)	300	300	0.00	0.00
Road closure with no commercial element inc street parties	No Fee			
St Giles Fair Tolls - reasonable charges to be set by Head of Community Services				
Events & Culture notes:				
For Filming requests with less than 7 days notice, all charges will be doubled				
Small Event: 0-100 people				
Medium Event: 100-499 people				
Large Event: 500-4999 people				
Extra Large Event: 5000+ people				
Extra-Extra Large Event: 20,000+ people				
Filming (small): crew size 1-5 people				
Filming (medium): crew size 6-11 people				
Filming (large): crew size 12 + people				
Town Hall Charges				
Room Charges - Commercial Rates				
<i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i>				
Main Hall	260.00	260.00	0.00	0.00
Assembly Room	160.00	160.00	0.00	0.00
Old Library	160.00	160.00	0.00	0.00
Long Room	90.00	90.00	0.00	0.00
Meeting Rooms	75.00	75.00	0.00	0.00
Room Charges - Community/Charity Rates				
<i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i>				
Main Hall	130.00	130.00	0.00	0.00
Assembly Room	80.00	80.00	0.00	0.00
Old Library	80.00	80.00	0.00	0.00
Long Room	45.00	45.00	0.00	0.00
Meeting Rooms	37.50	37.50	0.00	0.00
<u>Social Events Packages</u>				
Civil Ceremonies				
<i>(Based on 2 hours room hire, with one hour prior to the ceremony start time and one hour after)</i>				
Main Hall	655	655	0.00	0.00
Assembly Room/Old Library	545	545	0.00	0.00
Court Room (new for 16/17)	435	435	0.00	0.00
St Aldate's Room	275	275	0.00	0.00

Community Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Wedding Receptions (per hour)				
Main Hall	260	260	0.00	0.00
Assembly Room/Old Library	160	160	0.00	0.00
St Aldate's Room	160	160	0.00	0.00
	75	75	0.00	0.00
Discounts				
Social Event Off - Peak Monday/Tuesday only				
Concessionary Meetings				
Preparation, Clearance or Rehearsal				
6 hours or more consecutive at the standard price				
Agency Commission room hire fees (maximum)	15%	15%	0.00	0.00
Royalties - based on total box office sales,				
Classical Concerts	4.80%	4.80%	0.00	0.00
Pop Concerts	3%	3%	0.00	0.00
Variety Performances	2%	2%	0.00	0.00
All other events including music, films, video, DVD films or promotional events	9%	9%	0.00	0.00
Box Office				
Minimum fee of £25 or 10% of sales (whichever is greater)	13%	13%	0.00	0.00
Technical Facilities				
Data Projector	50	50	0.00	0.00
Main Hall Projector & Screen (new for 16/17)	150	150	0.00	0.00
Flipchart, pad & pens (inc. in DDR)	15	15	0.00	0.00
Laptop computer (internal use only)	55	55	0.00	0.00
Lectern – table	FOC	FOC		
Lectern – free standing	FOC	FOC		
Long Room - AV Equipment	55	55	0.00	0.00
PA system (Main Hall)	100	100	0.00	0.00
Large Screen	55	55	0.00	0.00
Small pop up screen	27.5	27.5	0.00	0.00
Stage extension - Small	100	100	0.00	0.00
Stage extension - Large	200	200	0.00	0.00
Round table with linen cloth	14	14	0.00	0.00
Musical Equipment				
Organ – Events	110	110	0.00	0.00
Organ – rehearsal/practice (<i>per hour</i>)	13.5	13.5	0.00	0.00
Piano – events	75	75	0.00	0.00
Piano – rehearsal/practice (<i>per hour</i>)	13.5	13.5	0.00	0.00
License Holders & Door Supervisors				
TH Personal Licence holder				
Door Supervisors (<i>per hr per Supervisor</i>)	At Cost	At Cost		
Internal Charges				
Small meeting room hire Mon-Fri (8am-5pm extended to 10pm on selected weekdays)	FOC	FOC		
Cancellation less than 72 hrs before	50%	50%	0.00	0.00
Catering Charges				
Kitchen Hire per head (minimum 100)	4	4	0.00	0.00
Servery Hire Only (per day)	65	65	0.00	0.00
Distribution of Free Printed Matter				
Non Static - Annual Consent	400.00	400.00	0.00	0.00
Non Static - Monthly consent	100.00	100.00	0.00	0.00
Static Annual Consent	200.00	200.00	0.00	0.00
Non-profit and community organisations				
	50.00 per consent badge	50.00		
Replacement badge	25.00	25.00	0.00	0.00

Community Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Taxi Licensing				
Vehicles				
Hackney Carriage	400.00	400.00	0.00	0.00
HACKNEY CARRIAGE (LOW EMISSION VEHICLE)	300.00	300.00	0.00	0.00
Hackney Transfer of Ownership	100.00	100.00	0.00	0.00
Hackney Change of Vehicle	100.00	100.00	0.00	0.00
Hackney Plate Deposit	50.00	50.00	0.00	0.00
Hackney Temporary Vehicle	75.00	75.00	0.00	0.00
Private Hire	262.00	262.00	0.00	0.00
PRIVATE HIRE (LOW EMISSION VEHICLE)	162.00	162.00	0.00	0.00
Private Hire Transfer	100.00	100.00	0.00	0.00
Private Hire Change of Vehicle	100.00	100.00	0.00	0.00
Private Hire Temporary Vehicle	75.00	75.00	0.00	0.00
Drivers				
New Hackney Combined (1 yr licence)	115.00	115.00	0.00	0.00
New Hackney Combined (3 yr licence)	345.00	345.00	0.00	0.00
New Private Hire (1 yr licence)	101.00	101.00	0.00	0.00
New Private Hire (3 yr licence)	303.00	303.00	0.00	0.00
Additional Charges				
Mandatory Safeguarding Awareness Test - provided by Oxfordshire County Council	15.00	15.00	0.00	0.00
Local Knowledge & Safeguarding Test	75.00	75.00	0.00	0.00
Local Knowledge & Safeguarding Re-Test	75.00	75.00	0.00	0.00
Disability Awareness Course	45.00	45.00	0.00	0.00
DBS check - all driver only, at cost	50.00	50.00	0.00	0.00
DVLA check - for new applicants only, at cost	8.00	8.00	0.00	0.00
Licence badge/replacement badge	10.00	10.00	0.00	0.00
Internal PHV Licence Plate	15.00	15.00	0.00	0.00
Internal HC Licence Plate	15.00	15.00	0.00	0.00
Replacement external plate	25.00	25.00	0.00	0.00
Private Hire Vehicle Door Stickers (pair)	35.00	35.00	0.00	0.00
Exempt badge/replacement badge	25.00	25.00	0.00	0.00
Replacement approved fare chart	2.00	2.00	0.00	0.00
Replacement approved no smoking signs (includes VAT)	1.00	1.00	0.00	0.00
Duplicate paper licence (replacement)	2.00	2.00	0.00	0.00
Unpaid Cheque Charge	30.00	30.00	0.00	0.00
Amendments to Private Hire Operator Licence	25.00	25.00	0.00	0.00
Charge for Exemption Notice	50.00	50.00	0.00	0.00
Operator's Licence				
Vehicle 3 & under (1 YEAR LICENCE)	490.00	490.00	0.00	0.00
Vehicle 4 & over (1 YEAR LICENCE)	980.00	980.00	0.00	0.00
Vehicle 3 & under (5 YEAR LICENCE)	2,450.00	2,450.00	0.00	0.00
Vehicle 4 & over (5 YEAR LICENCE)	4,900.00	4,900.00	0.00	0.00
Motor Salvage Operators				
Scrap Metal Dealers (replaces Motor Salvage Operators)				
New Site Licence	1,200.00	1,200.00	0.00	0.00
Renewal Site Licence	1,200.00	1,200.00	0.00	0.00
Variation Site Licence	100.00	100.00	0.00	0.00
New Mobile Collector Licence	900.00	900.00	0.00	0.00
Renewal Mobile Collector Licence	900.00	900.00	0.00	0.00
Variation Mobile Collector Licence	100.00	100.00	0.00	0.00
Sex Establishments				
Sex establishment (Sex Shop or Sex Cinema)- New	8,560.00	8,560.00	0.00	0.00
Sex establishment (Sex Shop or Sex Cinema)- Renewal	8,560.00	8,560.00	0.00	0.00
Sex establishment (Sex Shop or Sex Cinema)- Variation/ transfer	1,175.00	1,175.00	0.00	0.00
Sexual entertainment venues new	5,890.00	5,890.00	0.00	0.00
Sexual entertainment venues renewal	5,345.00	5,345.00	0.00	0.00
Sexual entertainment variation/ transfer	1,175.00	1,175.00	0.00	0.00

Community Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Licensing Act 2003				
Application fee				
Application and Variation Fees - Premises Licenses and Club Premises Certificates - Minimum	100.00	100.00	0.00	0.00
Application and Variation Fees - Premises Licenses and Club Premises Certificates - Maximum	635.00	635.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Minimum	900.00	900.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Maximum	1,905.00	1,905.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Minimum	1,000.00	1,000.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Maximum	64,000.00	64,000.00	0.00	0.00
Annual fee				
Premises Licenses and Club Premises Certificates - Minimum	70.00	70.00	0.00	0.00
Premises Licenses and Club Premises Certificates - Maximum	350.00	350.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Minimum	640.00	640.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Maximum	1,050.00	1,050.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Minimum	500.00	500.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Maximum	32,000.00	32,000.00	0.00	0.00
Other Application Fees				
Personal License	37.00	37.00	0.00	0.00
Transfer of Premises Licence	23.00	23.00	0.00	0.00
Change of address	10.50	10.50	0.00	0.00
Copy of licence	10.50	10.50	0.00	0.00
Temporary Event Notice	21.00	21.00	0.00	0.00
Provisional Statement	315.00	315.00	0.00	0.00
Gambling Act 2005 - Premises				
Bingo Premises				
Application (3500 max permitted)	930.00	930.00	0.00	0.00
Annual fee (1000 max permitted)	610.00	610.00	0.00	0.00
Variation application (1750 max permitted)	1,330.00	1,330.00	0.00	0.00
Transfer application (1200 max permitted)	430.00	430.00	0.00	0.00
Reinstatement application (1200 max permitted)	555.00	555.00	0.00	0.00
Provisional statement application (3500 max permitted)	805.00	805.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
Family Entertainment Centre				
Application (2000 max permitted)	750.00	750.00	0.00	0.00
Annual fee (750 max permitted)	680.00	680.00	0.00	0.00
Variation application (1000 max permitted)	1,000.00	1,000.00	0.00	0.00
Transfer application (950 max permitted)	400.00	400.00	0.00	0.00
Reinstatement application (950 max permitted)	485.00	485.00	0.00	0.00
Provisional statement application (2000 max permitted)	660.00	660.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
Adult Gaming Centre				
Application (2000 max permitted)	750.00	750.00	0.00	0.00
Annual fee (1000 max permitted)	680.00	680.00	0.00	0.00
Variation application (2000 max permitted)	1,030.00	1,030.00	0.00	0.00
Transfer application (1200 max permitted)	400.00	400.00	0.00	0.00
Reinstatement application (1200 max permitted)	485.00	485.00	0.00	0.00
Provisional statement application (2000 max permitted)	660.00	660.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
Betting Premises (Track)				
Application (2500 max permitted)	890.00	890.00	0.00	0.00
Annual fee (1000 max permitted)	805.00	805.00	0.00	0.00
Variation application (1250 max permitted)	1,250.00	1,250.00	0.00	0.00
Transfer application (950 max permitted)	420.00	420.00	0.00	0.00
Reinstatement application (950 max permitted)	520.00	520.00	0.00	0.00
Provisional statement application (2500 max permitted)	730.00	730.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00

Community Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Betting Premises (Other)				
Application (3000 max permitted)	835.00	835.00	0.00	0.00
Annual fee (600 max permitted)	600.00	600.00	0.00	0.00
Variation application (1500 max permitted)	1,160.00	1,160.00	0.00	0.00
Transfer application (1200 max permitted)	420.00	420.00	0.00	0.00
Reinstatement application (1200 max permitted)	520.00	520.00	0.00	0.00
Provisional statement application (3000 max permitted)	730.00	730.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
Gambling Act 2005 - Permits				
Alcohol Premises Gaming Machine Permits				
Application	150.00	150.00	0.00	0.00
Existing operator application	100.00	100.00	0.00	0.00
Annual fee	50.00	50.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Transfer of permit	25.00	25.00	0.00	0.00
Change of name on permit	25.00	25.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00
Notification of 2 machines	50.00	50.00	0.00	0.00
Club Gaming Permits and Club Gaming Machine Permits				
Application	200.00	200.00	0.00	0.00
Application (Club Premises Certificate holder)	100.00	100.00	0.00	0.00
Annual fee	50.00	50.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Renewal	200.00	200.00	0.00	0.00
Renewal (Club Premises Certificate holder)	100.00	100.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00
Family Entertainment Centre Gaming Machine Permits				
Application	300.00	300.00	0.00	0.00
Existing operator application	100.00	100.00	0.00	0.00
Renewal	300.00	300.00	0.00	0.00
Change of name on permit	25.00	25.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00
Gambling Act 2005 Temporary Use Notice				
Submission of Notice	500.00	500.00	0.00	0.00
Copy of Notice	25.00	25.00	0.00	0.00
Miscellaneous Charges				
Copy of Premises/Person Entry in Licensing Register	21.00	21.00	0.00	0.00
Statement of Licensing Policy document	41.00	41.00	0.00	0.00
Statement of Gambling Policy document	41.00	41.00	0.00	0.00
Copy of Licensing Decision Notice	21.00	21.00	0.00	0.00
Current list of licensing applications	10.50	10.50	0.00	0.00
Fixed Penalty Notice Fines (N.B. 17/18 TBC)				
Full standard charge				
Depositing litter	80.00	80.00	0.00	0.00
Community Protection Notice	100.00	100.00	0.00	0.00
Public Space Protection Order	100.00	100.00	0.00	0.00
Failure to produce waste documents	300.00	300.00	0.00	0.00
Failure to produce authority to transport waste	300.00	300.00	0.00	0.00
Unauthorised distribution of free printed matter	80.00	80.00	0.00	0.00
Failure to comply with a waste receptacles notice (S46-domestic waste)	100.00	100.00	0.00	0.00
Failure to comply with a waste receptacles notice (S47- commercial waste)	100.00	100.00	0.00	0.00
Cycling on a footpath	30.00	30.00	0.00	0.00
Parking of vehicles exposed for sale on a road	100.00	100.00	0.00	0.00
Repairing vehicles in a road by a business	100.00	100.00	0.00	0.00
Dog Fouling (charge set by Statute)	50.00	50.00	0.00	0.00
Failure to comply with a dog control order	80.00	80.00	0.00	0.00
Failure to comply with a request to turn off an idling engine on a stationary vehicle	20.00	20.00	0.00	0.00
Graffiti/Flyposting	75.00	75.00	0.00	0.00
Nuisance parking	100.00	100.00	0.00	0.00
Abandoning a vehicle	200.00	200.00	0.00	0.00
Failure to nominate key holder within alarm notification area	75.00	75.00	0.00	0.00
Noise Act FPN (residential)	110.00	110.00	0.00	0.00
Noise from licensed premises	500.00	500.00	0.00	0.00

Community Services Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Reduced charge if paid within 10 days				
Depositing litter	55.00	55.00	0.00	0.00
Community Protection Notice	60.00	60.00	0.00	0.00
Public Space Protection Order	60.00	60.00	0.00	0.00
Unauthorised distribution of free printed matter	55.00	55.00	0.00	0.00
Failure to comply with a waste receptacles notice (S46- domestic waste)	75.00	75.00	0.00	0.00
Failure to comply with a waste receptacles notice (S47- commercial waste)	75.00	75.00	0.00	0.00
Failure to comply with a dog control order	55.00	55.00	0.00	0.00
Graffiti/Flyposting	55.00	55.00	0.00	0.00
Failure to nominate key holder within alarm notification area	55.00	55.00	0.00	0.00

Assistant CHEX: Regeneration & Economy Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Estate Management Fees and Charges				
Acquisition or Leasing of Leasehold property				
Rent up to £9,999 per annum	2,250.00	2,250.00	0.00	0.00
Rent between £10,000 and £49,999 p.a.	2,750.00	2,750.00	0.00	0.00
Rent between £50,000 and £99,999 p.a.	4,000.00	4,000.00	0.00	0.00
Rent over £100,000 p.a.	8,500.00	8,500.00	0.00	0.00
Settlement of Rent Reviews and Lease Renewals of Leasehold property				
Rent up to £9,000 per annum	1,000.00	1,000.00	0.00	0.00
Plus additional %age:				
On the rent between £10,000 and £49,999 p.a.	1,250.00	1,250.00	0.00	0.00
On the rent between £50,000 and £149,999 p.a.	1,250.00	1,250.00	0.00	0.00
On the rent over £150,000 p.a.	1,250.00	1,250.00	0.00	0.00
Acquisition or Disposal of Freehold property				
Capital value up to £99,999	2,750.00	2,750.00	0.00	0.00
Capital value between £100,000 and £499,999	4,500.00	4,500.00	0.00	0.00
Capital value between £500,000 and £2 million	10,000.00	10,000.00	0.00	0.00
Capital value over £2 million	12,500.00	12,500.00	0.00	0.00
Valuation of Leasehold and Freehold property				
Rental value up to £9,999 per annum	1,000.00	1,000.00	0.00	0.00
Rental value between £10,000 and £49,999 p.a.	1,000.00	1,000.00	0.00	0.00
Rental value between £50,000 and £99,999 p.a.	1,000.00	1,000.00	0.00	0.00
Rental value over £100,000 p.a.	1,000.00	1,000.00	0.00	0.00
Capital value up to £99,999	1,000.00	1,000.00	0.00	0.00
Capital value between £100,000 and £499,999	1,550.00	1,550.00	0.00	0.00
Capital value between £500,000 and £2 million	2,650.00	2,650.00	0.00	0.00
Capital value over £2 million	5,250.00	5,250.00	0.00	0.00
Consents				
To Assignments and Subletting	800.00	800.00	0.00	0.00
Alteration of Lease terms or consent for alterations	800.00	800.00	0.00	0.00
If both an alteration and alienation	1,300.00	1,300.00	0.00	0.00
Administration fee for consent (in relation to restrictive covenants)	275.00	275.00	0.00	0.00
Administration fee for preparation of access licences and similar agreements (Minimum charge)	200.00	200.00	0.00	0.00
For work based on a time charge: Hourly Rate £100 / hour				

Law & Governance Fees & Charges 2018/19

	2017/18 Charge	2018/19 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Legal Services				
Copies of legal documents	Reasonable charges (minimum 25.00) to be set by Head of Law and Governance	Reasonable charges (minimum 25.00) to be set by Head of Law and Governance		
Costs recovered from 3rd parties in legal transactions when instructed by this Council	Value of time spent based on hourly rate or fixed fee decided by Head of Law and Governance	Value of time spent based on hourly rate or fixed fee decided by Head of Law and Governance		
Fees recovered from other public sector bodies in connection with legal services provided	Value of time spent based on hourly rate or fixed fee decided by Head of Law and Governance	Value of time spent based on hourly rate or fixed fee decided by Head of Law and Governance		
Fees recovered from a charity or voluntary organisation whose objects relate wholly or partly to the Council's area	0.00	Value of time spent based on hourly rate or fixed fee decided by Head of Law and Governance		
Committee and Members' Services				
Copies of the Constitution	25.00	25.00	0.00	0.00
Copies of agenda	Reasonable charges to be set by Head of Law and Governance	Reasonable charges to be set by Head of Law and Governance		
Inspection of background papers	Reasonable charges to be set by Head of Law and Governance	Reasonable charges to be set by Head of Law and Governance		
Research of non electronically archived minutes	Reasonable charges to be set by Head of Law and Governance	Reasonable charges to be set by Head of Law and Governance		
Electoral Services				
Hire of ballot boxes	15.00	18.00	3.00	20.00
Hire of polling screens	15.00	18.00	3.00	20.00
Certificates of Registration (for current register)	15.00	10.00	(5.00)	(33.33)
Certificates of Registration (for historic registers at same address)	0.00	20.00	n/a	n/a
Certificates of Registration (for historic registers at different addresses)	0.00	30.00	n/a	n/a
Corporate Affairs (Fol and complaints)				
St Giles' Fair tolls	Reasonable charges to be set by Head of Law and Governance			

Direct Services Fees & Charges 2018/19

	2017/18 Charge £	2018/19 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
<u>Refuse, Recycle & Motor Transport</u>				
<u>Outside Scope for VAT</u>				
<u>Refuse Collection & Recycling</u>				
Blue/Green Wheelie Bin	50.25	52.20	1.95	3.88
Blue/Green 360lt bin	100.50	104.40	3.90	3.88
Blue/Green 700lt bin	217.00	338.30	121.30	55.90
Blue/Green 1100lt bin	325.50	338.20	12.70	3.90
Delivery cost (per bin order)	15.00	15.60	0.60	4.00
Admin cost (per bin order)	22.50	23.40	0.90	4.00
Flats internal recycling bags	1.60	1.65	0.05	3.12
Garden Waste Bags Pack 10	31.50	33.00	1.50	4.76
Garden Waste Bags Pack 20 (additional £3 if not by direct debit)			2.00	4.44
	45.00	47.00		
Garden Waste Bins (additional £3 if not by direct debit)	45.00	47.00	2.00	4.44
Trade Refuse collection - Minimum				
Trade Recycling collection - Minimum				
Bulky Collections (3 items)	25.00	25.00	0.00	0.00
<u>Motor Transport</u>				
<u>MOT Test fees</u>				
Awaiting Confirmation from VOSA and DVLA				
<u>Class 4</u>				
Cars (up to 8 passenger seats)	54.85	54.85	0.00	0.00
Motor caravans	54.85	54.85	0.00	0.00
Dual purpose vehicles	54.85	54.85	0.00	0.00
PSVs (up to 8 seats)	54.85	54.85	0.00	0.00
Goods vehicles (up to 3,000kg DGW)	54.85	54.85	0.00	0.00
Ambulances and taxis	54.85	54.85	0.00	0.00
Private passenger vehicles & ambulances (9-12 passenger seats)			0.00	0.00
	57.30	57.30		
<u>Class 4A</u>				
Includes seat belt installation checks	64.00	64.00	0.00	0.00
<u>Class 5A</u>				
Vehicles & ambulances	59.55	59.55	0.00	0.00
more than 13 passenger seats)	80.65	80.65	0.00	0.00
Includes seat belt installation checks				
13-16 passenger seats	80.50	80.50	0.00	0.00
more than 16 seats	124.50	124.50	0.00	0.00
<u>Class 7</u>				
Goods vehicles	58.60	58.60	0.00	0.00
<u>Re-Test All Classes</u>				
Partial retest fee				
Duplicate test certificate	10.00	10.00	0.00	0.00
<u>Taxi & PHV</u>				
Hackney Carriage Vehicle Test	66.20	66.20	0.00	0.00
Private Hire Vehicle Test	61.20	61.20	0.00	0.00
Non-scheduled meter testing & sealing	15.50	15.50	0.00	0.00
Duplicate Certificate of Compliance	15.00	15.00	0.00	0.00
Retest	30.00	30.00	0.00	0.00
PHV DOOR STICKERS (PAIR)	35.00	35.00	0.00	0.00
PHV INTERNAL STICKER	5.00	5.00	0.00	0.00
HCV INTERNAL NUMBERS	10.00	10.00	0.00	0.00
<u>Abandoned vehicles</u>				
Collection of vehicles from private land	150.00	150.00	0.00	0.00
Collection of bicycle - NEW for 2018/19	0.00	25.00	25.00	100.00
<u>Partnership with DVLA - Untaxed vehicles</u>				
Vehicles sited on a public highway without a valid tax disc: Within 24 hours	100.00	100.00	0.00	0.00
<u>Standard rated & inclusive of VAT</u>				
<u>Cowley Marsh Depot</u>				
Weighbridge Check	23.00	23.00	0.00	0.00
<u>Jetter Services</u>				
Drain Clearance (including VAT)	117.00	126.00	9.00	7.69
Drain Clearance (Out of Hours Charge) - Including VAT	158.00	167.00	9.00	5.70
CCTV Surveys (including VAT)	125.00	156.00	31.00	24.80

Direct Services Fees & Charges 2018/19

	2017/18 Charge £	2018/19 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Cess Pitt Emptying (no VAT on domestic)	124.00	130.00	6.00	4.84
Cess Pitt Emptying - Company - Including VAT	148.80	156.00	7.20	4.84
Retrieve Assets Dropped Down Gully				
Working hours per half hour (including VAT)	58.50	63.00	4.50	7.69
Monday to Thursday from 3.30pm onwards. Friday 3pm onwards				
First Hour (including VAT)	158.00	167.00	9.00	5.70
Per half Hour (including VAT)	79.00	83.50	4.50	5.70
Car Parks Charges -				
Standard rated & inclusive of VAT				
City Centre Car Parks				
Oxpens Car Park				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	2.50	2.50	0.00	0.00
1 to 2 Hours	4.00	4.00	0.00	0.00
2 to 3 Hours	6.00	6.00	0.00	0.00
3 to 4 Hours	8.00	8.00	0.00	0.00
4 to 6 Hours	12.00	12.00	0.00	0.00
6 to 8 Hours	18.00	18.00	0.00	0.00
8+ Hours	23.00	23.00	0.00	0.00
All other times	3.00	3.00	0.00	0.00
Saturdays (08:00 - 20:00)				
0 - 1 Hours	3.10	3.10	0.00	0.00
1 to 2 Hours	5.20	5.20	0.00	0.00
2 to 3 Hours	8.00	8.00	0.00	0.00
3 to 4 Hours	10.00	10.00	0.00	0.00
4 to 6 Hours	15.00	15.00	0.00	0.00
6 to 8 Hours	22.50	22.50	0.00	0.00
8+ Hours	28.60	28.60	0.00	0.00
All other times	3.00	3.00	0.00	0.00
Oxpens permit	6.00	6.00	0.00	0.00
Note: use between Monday nad Friday and must be booked online the night before				
Worcester Street Car Park				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	3.50	4.00	0.50	14.29
1 to 2 Hours	5.50	6.00	0.50	9.09
2 to 3 Hours	7.50	8.00	0.50	6.67
3 to 4 Hours	9.00	10.00	1.00	11.11
4 to 6 Hours	14.00	15.00	1.00	7.14
6 to 8 Hours	21.00	23.50	2.50	11.90
8+ Hours	25.00	28.00	3.00	12.00
All other times	3.50	4.00	0.50	14.29
Saturdays (08:00 - 20:00)				
0 - 1 Hours	4.00	4.50	0.50	12.50
1 to 2 Hours	6.80	7.30	0.50	7.35
2 to 3 Hours	9.50	10.00	0.50	5.26
3 to 4 Hours	11.50	12.50	1.00	8.70
4 to 6 Hours	17.50	19.00	1.50	8.57
6 to 8 Hours	26.50	30.00	3.50	13.21
8+ Hours	31.50	35.00	3.50	11.11
All other times	4.00	4.50	0.50	12.50
Gloucester Green Car Park				
Monday to Friday, & Sundays (08:00 - 20:00)				
0 - 1 Hours	3.50	4.00	0.50	14.29
1 to 2 Hours	5.50	6.00	0.50	9.09
2 to 3 Hours	7.50	8.00	0.50	6.67
3 to 4 Hours	9.00	10.00	1.00	11.11
4 to 6 Hours	14.00	15.00	1.00	7.14
6 to 8 Hours	21.00	23.50	2.50	11.90
8+ Hours	25.00	28.00	3.00	12.00
All other times	3.50	4.00	0.50	14.29
Saturdays (08:00 - 20:00)				
0 - 1 Hours	4.00	4.50	0.50	12.50
1 to 2 Hours	6.80	7.30	0.50	7.35
2 to 3 Hours	9.50	10.00	0.50	5.26
3 to 4 Hours	11.50	12.50	1.00	8.70
4 to 6 Hours	17.50	19.00	1.50	8.57
6 to 8 Hours	26.50	30.00	3.50	13.21
8+ Hours	31.50	35.00	3.50	11.11
All other times	4.00	4.50	0.50	12.50

Direct Services Fees & Charges 2018/19

	2017/18 Charge £	2018/19 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Other Off Street Car Parks				
St Clements Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.50	2.00	0.50	33.33
1 to 2 Hours	2.30	2.50	0.20	8.70
2 to 3 Hours	3.40	4.00	0.60	17.65
3 to 4 Hours	6.80	7.50	0.70	10.29
4 to 6 Hours	9.80	10.50	0.70	7.14
6 to 8 Hours	14.30	15.00	0.70	4.90
8+ Hours	17.80	20.00	2.20	12.36
All other times	1.50	2.00	0.50	33.33
Headington Car Park				
Monday to Sunday (08:00 - 20:00)				
0 to 1 hour	n/A	2.00	N/A	N/A
1 to 2 Hours	N/A	2.50	N/A	N/A
2 to 3 Hours	3.40	3.50	0.10	2.94
3 to 4 Hours	5.40	6.00	0.60	11.11
4 to 6 Hours	13.50	15.00	1.50	11.11
6 to 8 Hours	13.50	15.00	1.50	11.11
8+ Hours	13.50	15.00	1.50	11.11
All other times	1.70	2.00	0.30	17.65
Local resident/business permit - Day charge	6.00	6.50	0.50	8.33
Note: permits will be sold in blocks of 4 weeks minimum				
Union Street Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.50	2.00	0.50	33.33
1 to 2 Hours	2.00	2.50	0.50	25.00
2 to 3 Hours	3.40	3.50	0.10	2.94
3 to 4 Hours	4.40	6.00	1.60	36.36
4 to 6 Hours	4.80	15.00	10.20	212.50
6 to 8 Hours	13.40	15.00	1.60	11.94
8+ Hours	13.40	15.00	1.60	11.94
All other times	1.50	2.00	0.50	33.33
Ferrv Pool Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.50	2.00	0.50	33.33
1 to 2 Hours	2.00	2.50	0.50	25.00
2 to 3 Hours	3.40	3.50	0.10	2.94
3 to 4 Hours	5.40	6.00	0.60	11.11
4 to 6 Hours	13.50	15.00	1.50	11.11
6 to 8 Hours	13.50	15.00	1.50	11.11
8+ Hours	13.50	15.00	1.50	11.11
All other times	1.50	2.00	0.50	33.33
Annual Permit (20:00-08:00)	120.00	120.00	0.00	0.00
St Leonards				
Monday to Sunday (08:00 - 20:00)				
0 to 1 hour		2.00		
1 to 2 Hours		2.50	0.00	
2 to 3 Hours	3.40	3.50	0.10	2.94
3 to 4 Hours	5.40	6.00	0.60	11.11
4 to 6 Hours	13.50	15.00	1.50	11.11
6 to 8 Hours	13.50	15.00	1.50	11.11
8+ Hours	13.50	15.00	1.50	11.11
All other times	1.70	2.00	0.30	17.65
Local resident/business permit - Day charge	6.00	6.50	0.50	8.33
Note: permits will be sold in blocks of 4 weeks minimum				
Summertown Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	1.50	2.00	0.50	33.33
1 to 2 Hours	2.00	2.50	0.50	25.00
2 to 3 Hours	3.40	3.50	0.10	2.94
3 to 4 Hours	5.40	6.00	0.60	11.11
4 to 6 Hours	13.50	15.00	1.50	11.11
6 to 8 Hours	13.50	15.00	1.50	11.11
8+ Hours	13.50	15.00	1.50	11.11
All other times	1.50	2.00	0.50	33.33
Chargeable Parking in Selected Park Areas				
Cutteslowe Park - Harbord Road				
Monday to Sunday				
0 - 1 hour	0.60	0.80	0.20	33.33
1 - 3 hours	1.30	2.00	0.70	53.85
3 - 24 hours	2.50	3.00	0.50	20.00
Annual Permit	50.00	50.00	0.00	0.00
Note: for Park visit use only				

Direct Services Fees & Charges 2018/19

	2017/18 Charge £	2018/19 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Alexandra Courts - Woodstock Road				
Monday to Sunday				
0 - 1 hours	1.00	1.00	0.00	0.00
1 - 3 hours	2.00	2.00	0.00	0.00
3 - 5 hours	4.00	4.00	0.00	0.00
5 - 24 hours	13.40	15.00	1.60	11.94
Annual Permit	50.00	50.00	0.00	0.00
Note: for Park visit use only				
Cutteslowe Park - A40				
Monday to Sunday				
0 - 1 hour	0.60	0.80	0.20	33.33
1 - 3 hours	1.30	2.00	0.70	53.85
3 - 24 hours	2.50	3.00	0.50	20.00
Annual Permit	50.00	50.00	0.00	0.00
Note: for Park visit use only				
Port Meadow - Walton Well Road				
Monday to Sunday				
0 - 1 hours	0.60	0.80	0.20	33.33
1 - 3 hours	1.30	2.00	0.70	53.85
3 - 5 hours	2.50	4.00	1.50	60.00
5 - 24 hours	10.40	15.00	4.60	44.23
Annual Permit	50.00	50.00	0.00	0.00
Note: for Park visit use only				
Hinksey Park - Abingdon Road				
Monday to Sunday				
0 - 1 hours	0.60	0.80	0.20	33.33
1 - 3 hours	1.30	2.00	0.70	53.85
3 - 5 hours	2.50	4.00	1.50	60.00
5 - 24 hours	10.40	15.00	4.60	44.23
Annual Permit	50.00	50.00	0.00	0.00
Note: for Park visit use only				
Park & Ride				
Redbridge, Seacourt & Peartree				
0-1 hour free	2.00	0.00	0.00	0.00
1-11 hours	2.00	2.00	0.00	0.00
11-24 hours	2.00	4.00	2.00	100.00
24-48 hours	4.00	8.00	4.00	100.00
48-72 hours	6.00	12.00	6.00	100.00
Monthly Permit	30.00	30.00	0.00	0.00
Quarterly Permit	85.00	85.00	0.00	0.00
Annual Permit	300.00	300.00	0.00	0.00
Redbridge Coach & Lorry Park				
Coach for up to 4 hours	5.00	5.00	0.00	0.00
Coach for 24 hours	10.00	10.00	0.00	0.00
Minibuses for up to 4 hours	5.00	5.00	0.00	0.00
Minibuses 4-24 Hours	10.00	12.50	2.50	25.00
Lorries for up to 4 hours	5.00	5.00	0.00	0.00
Lorries for 24 hours	10.00	10.00	0.00	0.00
Motorhomes for 24 hours	5.00	8.00	3.00	60.00
Redbridge, Seacourt & Peartree				
Monthly Permit	30.00	43.50	13.50	45.00
Quarterly Permit	85.00	127.00	42.00	49.41
Annual Permit	300.00	448.00	148.00	49.33
<u>Parking Penalty Charges</u>				
<u>Outside Scope for VAT</u>				
For Off-Street Parking, Gloucester Green Bus Station and loading area				
Failure to display a current, valid ticket	100.00	100.00	0.00	0.00
Overstaying the expiry time of the ticket purchased	100.00	100.00	0.00	0.00
Parking in an area which is closed or not available for use	100.00	100.00	0.00	0.00
Causing an obstruction or nuisance	100.00	100.00	0.00	0.00
Parking in a manner in which the whole or part of the vehicle is outside of a marked bay	100.00	100.00	0.00	0.00
Unauthorised class of vehicle	100.00	100.00	0.00	0.00
Parking in a parking bay reserved for a specific class of vehicle	100.00	100.00	0.00	0.00
Causing a vehicle to remain in a car park when it is closed	100.00	100.00	0.00	0.00

Direct Services Fees & Charges 2018/19

	2017/18 Charge £	2018/19 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Bus overstay layover bay in excess of 30 minutes	100.00	100.00	0.00	0.00
Bus overstay layover bay in excess of 60 minutes	100.00	100.00	0.00	0.00
Return to car park to park within 3 hours of expiry of a ticket for that car park	100.00	100.00	0.00	0.00
Recovery of a removed vehicle from any offence position	150.00	150.00	0.00	0.00
Dog Warden Services				
Return of impounded stray dog	130.00	130.00	0.00	0.00
Return of impounded stray where owner in receipt of prescribed benefits	70.00	70.00	0.00	0.00
NEW: Stray Returned Direct to Owner (without going to kennels)	25.00	25.00	0.00	0.00
NEW: Stray Returned Direct to Owner (without going to kennels) where the owner in receipt of prescribed benefits	25.00	25.00	0.00	0.00
Pest Control Services (Treatments in Domestic Premises)				
For people not in receipt of prescribed benefits:				
Rats - charge per treatment	70.00	80.00	10.00	14.29
Mice - charge per treatment	70.00	80.00	10.00	14.29
Wasps	70.00	70.00	0.00	0.00
Garden Ants (other than Pharaohs Ants)	100.00	100.00	0.00	0.00
Bedbugs - initial survey and up to 2 treatment visits (Up to standard 3 bedroom property)	360.00	360.00	0.00	0.00
Bedbugs - additional rooms	80.00	80.00	0.00	0.00
Bedbugs - additional treatment visits (Up to standard 3 bedroom property)	140.00	140.00	0.00	0.00
Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	100.00	100.00	0.00	0.00
Moths - additional rooms	40.00	40.00	0.00	0.00
Moths - additional treatment visits (Up to standard 3 bedroom property)	85.00	85.00	0.00	0.00
Cockroach Survey - NEW	0.00	35.00	35.00	100.00
Cockroaches - Initial treatment visit and 1 revisit	145.00	145.00	0.00	0.00
Cockroaches - additional revisits	85.00	85.00	0.00	0.00
Pharaoh ants Survey - NEW	0.00	35.00	35.00	100.00
Pharaoh ants - Initial treatment visit and 1 revisit	160.00	160.00	0.00	0.00
Pharaoh antss - additional revisits	85.00	85.00	0.00	0.00
Fleas - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	100.00	100.00	0.00	0.00
Fleas - additional rooms	40.00	40.00	0.00	0.00
Fleas - additional treatment visits (Up to standard 3 bedroom property)	85.00	85.00	0.00	0.00
Squirrels - call out and treatment charge for up to three visits	160.00	195.00	35.00	21.88
Other pests where there is a public health significance - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	100.00	100.00	0.00	0.00
Other pests where there is a public health significance - additional rooms	40.00	40.00	0.00	0.00
Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property)	85.00	85.00	0.00	0.00
Site survey & advice	35.00	35.00	0.00	0.00
NEW - Preparation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation	70.00	70.00	0.00	0.00
DELETE: Charge for no access for any pest control appointments				
Premium Rate for a premium service				
For people in receipt of prescribed benefits:				
Rats - charge per treatment	0.00	0.00	0.00	0.00
Mice - charge per treatment	0.00	0.00	0.00	0.00
Wasps	35.00	35.00	0.00	0.00
Garden Ants (other than Pharaohs Ants)	40.00	40.00	0.00	0.00
Bedbugs - initial survey and up to 1 treatment visit	210.00	210.00	0.00	0.00
Bedbugs - additional treatment visits	160.00	160.00	0.00	0.00
NEW: Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	45.00	45.00	0.00	0.00
NEW: Moths - additional treatment visits (Up to standard 3 bedroom property)	45.00	45.00	0.00	0.00
Pharaoh ants - Initial treatment visit and 3 revisit - NOTE added extra 2 revisits	80.00	80.00	0.00	0.00
Cockroaches - Initial survey, treatment visit and 1 revisit - NOTE Added additional survey visit	60.00	60.00	0.00	0.00
Fleas - initial survey and 1 treatment visit	45.00	45.00	0.00	0.00
NEW: Fleas - additional treatment visits (Up to standard 3 bedroom property)	45.00	45.00	0.00	0.00
Squirrels - call out and treatment charge for up to three visits	80.00	80.00	0.00	0.00

Direct Services Fees & Charges 2018/19

	2017/18 Charge £	2018/19 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Other pests where there is a public health significance - initial survey and 1 treatment visit	45.00	45.00	0.00	0.00
NEW: Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property)	45.00	45.00	0.00	0.00
NEW: Site survey & advice	35.00	35.00	0.00	0.00
NEW - Preparation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation	70.00	70.00	0.00	0.00
DELETE: Charge for no access for any pest control appointments				
Pest Control Services (Commercial Premises)				
Rats & mice - call out and treatment charge for up to first hour	Quotation following survey			
Pharaoh ants & cockroaches - call out and treatment charge for up to first hour	Quotation following survey			
Bedbugs - call out and treatment charge for up to first hour	Quotation following survey			
Fleas - call out and treatment charge for up to first hour	Quotation following survey			
Foxes - we do not carry out treatment for foxes. A call out fee will be made for a visit by a pest control surveyor for site-specific advice	Quotation following survey			
Pigeons - call out and treatment charge for up to first hour	Quotation following survey			
Squirrels - call out and treatment charge for up to three visits	Quotation following survey			
Wasps - call out and treatment charge	70.00	70.00	0.00	0.00
Garden Ants (other than Pharaohs Ants) - call out and treatment charge for up to first hour	Quotation following survey			
Cemeteries Fees & Charges				
Exclusive Right of Burial:				
Exclusive Right of Burial for 50 years in an adult grave (Resident)	950.00	960.00	10.00	1.05
Exclusive Right of Burial for 50 years in an adult grave (Non-Resident)	1,900.00	1,920.00	20.00	1.05
Exclusive Right of Burial for 50 years in a child grave (Non-Resident)	560.00	565.00	5.00	0.89
Exclusive Right of Burial for 50 years in a cremated remains plot (Resident)	400.00	405.00	5.00	1.25
Exclusive Right of Burial for 50 years in a cremated remains plot (Non-Resident)	800.00	810.00	10.00	1.25
Fee to purchase additional 25 years Exclusive Right of Burial in an adult grave	475.00	480.00	5.00	1.05
Fee to purchase additional 25 years Exclusive Right of Burial in an child's grave	140.00	142.00	2.00	1.43
Fee to purchase additional 25 years Exclusive Right of Burial in a cremated remains plot	200.00	202.00	2.00	1.00
Fee for the transfer of a Deed or Grant	80.00	80.00	0.00	0.00
Fee for Arrangement of Cremated Remains Interment	30.00	30.00	0.00	0.00
Fee for Attending Cremated Remains Interment	50.00	50.00	0.00	0.00
Search Fee: General Enquiry (1-2 searches)	Nil	Nil	0.00	0.00
Search Fee: Family History (3-5 searches)	10.00	10.00	0.00	0.00
Search Fee: Family History (5-10 searches)	20.00	20.00	0.00	0.00
To verify Deed Holder prior to burial where no Deed produced	50.00	50.00	0.00	0.00
Interments:				
Interment of child at time of death was prior to 12th birthday (Non-Resident)	200.00	205.00	5.00	2.50
Interment of person at time of death was beyond 12th birthday in single depth grave (Resident)	655.00	660.00	5.00	0.76
Interment of person at time of death was beyond 12th birthday in single depth grave (Non-Resident)	1,310.00	1,320.00	10.00	0.76
Interment of person at time of death was beyond 12th birthday in double depth grave (Resident)	555.00	560.00	5.00	0.90
Interment of person at time of death was beyond 12th birthday in double depth grave (Non-Resident)	1,110.00	1,120.00	10.00	0.90
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Resident)	225.00	230.00	5.00	2.22
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Non-Resident)	450.00	460.00	10.00	2.22
Interment of foetus or body parts in communal grave	20.00	20.00	0.00	0.00
Timber shoring for backfilling	185.00	185.00	0.00	0.00
Timber for use as wooden top covering	85.00	85.00	0.00	0.00
Casket (Resident)	1,130.00	1,140.00	10.00	0.88
Casket (Non-Resident)	2,260.00	2,280.00	20.00	0.88
Exhumation of an Adult	4,000.00	4,000.00	0.00	0.00
Exhumation of a Child	2,000.00	2,000.00	0.00	0.00

Direct Services Fees & Charges 2018/19

	2017/18 Charge £	2018/19 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Memorials:				
Headstone in excess of 2ft 6in	215.00	220.00	5.00	2.33
Headstone up to 2ft 6in	185.00	190.00	5.00	2.70
Headstone up to 12in	125.00	130.00	5.00	4.00
Cover slab on adult grave	185.00	190.00	5.00	2.70
Cover slab on child grave	100.00	100.00	0.00	0.00
Additional inscription	110.00	110.00	0.00	0.00
Memorial plaque	40.00	40.00	0.00	0.00
Miscellaneous:				
Chapel	110.00	115.00	5.00	4.55
Penalty for late arrival	60.00	60.00	0.00	0.00
Penalty for extended during	80.00	80.00	0.00	0.00
Commercial photography	160.00	160.00	0.00	0.00
Minor filming	280.00	280.00	0.00	0.00
Major filming	400.00	400.00	0.00	0.00
Photocopies	0.50	0.50	0.00	0.00
Photocopies of Registers	1.00	1.00	0.00	0.00
Copy of Deed document	10.00	10.00	0.00	0.00
Provision of wooden frame	60.00	70.00	10.00	16.67

BUDGET REPORT RISK IMPLICATIONS 2018/19 TO 2021/22

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		
149	B1	Business Rates Income	Threat	Business rates income less than expected	Volatility in business premises closing or being developed; Business Rates appeals being higher than anticipated	Less council funding	1-Dec-17	4	3	4	3	4	2	Monitor monthly
	B2	Welfare Reforms	Threat	Welfare Reforms may effect the authority more adversely than estimated	Changes in the administration and provision of welfare benefits will impact adversely on the authority	Increased arrears, possible redundancy payments for council, impact on homelessness	1-Dec-17	4	3	4	3	4	2	Provisions and Contingency within the budget
	B3	New Homes Bonus	Threat	The potential for the variation in the New Homes Bonus. This is based on estimated numbers of new dwellings constructed and occupied during a given 12 months period, clearly this will be subject to variation . Additionally there will be changes in the allocation of NHB, which are as yet unknown	Fluctuations in house building will affect amount of bonus paid	Reduced New Homes Bonus	1-Dec-17	4	3	4	3	4	2	Reduce Capital Programme
	B4	Investment interest	Threat	Actual interest rates and investment returns being lower than projected	Economic climate. Spend in Companies is less than expected reducing the margin to the Council	Reduced investment income	1-Dec-17	3	2	4	2	4	2	Interest rates are already low therefore only moderate impact. Monitor and ensure placing investments in high credit rated agencies. There is a higher level of risk associated with property investment funds which is mitigated through the use of earmarked reserves.
	B5	Efficiencies	Threat	Any further slippage in the delivery of savings and efficiencies, especially around trading or additional pressures on the 2017-17 budget that could impact on 2018-19	Changes in circumstances make savings unattainable	Reduced efficiencies increased overspend on net budget	1-Dec-17	3	3	3	3	3	2	Monitor monthly, take corrective action if problem identified. Use contingencies within the budget to cover high and medium risks
	B6	Companies	Threat/ Opportunity	Compoanies do not perform as planned and do not achieve retruns for the council or become a drain on council finances	Cost increases, lost contracts re LATCO, Housing company spend doesn't match council loan profile	Council will need to reduce its spend	1-Dec-17	4	3	3	3	3	3	Client monitoring. Appropriate governance in place

Risk ID	Risk						Gross Risk		Current Risk		Residual Risk		Risk Mitigation
							I	P	I	P	I	P	
B7	Increased Right to Buy sales	Threat	Variations in numbers of RTB's adversely affects HRA	Increase in discount to maximum of £75k.	A decrease in the numbers of RTB's will lead to less capital receipts to fund the Capital Programme. Conversely an increase the numbers of RTBs would lead to a revenue pressure from reduced rental income	1-Dec-17	4	3	4	2	4	2	Track situation and either re-prioritise spend or use additional borrowing headroom
B8	Robustness of Estimates	Threat	The revenue and capital estimates vary from estimated and planned. The implications of Government policy impact more adversely than anticipated.	Fluctuations in prices and reduced income	Potential overspend	1-Dec-17	4	3	3	2	3	2	Robust monthly budget monitoring to detect variations and put in mitigating action. Adequate reserves, balances and contingencies within the budget to cover where mitigation is insufficient.
B9	Capital Receipts	Threat	Asset disposals are not secured or fall short of target amount	Economic climate or inability to negotiate deals	Insufficient resources to fund capital programme	1-Dec-17	4	3	4	3	4	2	Robust monthly monitoring, consider prudential borrowing to fund shortfall or defer projects
B11	Savings not achieved	Threat	Savings in budget may not be achieved	Service pressures	Potential overspend	1-Dec-17	3	3	3	3	3	2	Monitoring
B12	Slippage in Capital Programme	Threat	Schemes in Capital Programme do not start or finish on time	Contract delays or increased variations	Impact on delivery of Council priorities	1-Dec-17	3	3	3	3	3	2	Robust monthly monitoring of programme, introduction of Capital Gateway Process and flexible treasury management strategy

Oxford City Council Budget Medium Term Financial Strategy 2019-20 to 2021-2022 and 2018-19 Budget for Consultation (Equality Assessment)

The following assessment gives more details from an equality and diversity perspective on the Council's various on-going budget proposals. It provides an initial commentary, incorporating input from Heads of Service and specialist officers, to indicate the potential risks and actual mitigating actions already in place or planned to support the investment proposals before the wider public consultation period from December 2017 to January 2018.

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

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

Budget Proposal	Increase Council Tax by an expected 2.99% for 2018/19 followed by subsequent annual increases of 2.99%, and maintain the existing Council Tax Support Scheme
Is this proposal new or subject to an annual review?	This is an annual consideration. The Provisional Finance Settlement December announced changes in the referendum levels. Authorities are able to increase council tax by an additional 1% in 2018-19 and 2019-20 and remain within the referendum level. The recommendation is for the council to increase council tax up to the maximum level at which a referendum is not required. The current assumptions are for a 2.99% council tax rise 2018/19 followed by increases of 2.99% thereafter AT 1.99% on the basis that levels higher could be capped by the Government
What are the likely risks?	<p>Council Tax rises are likely to have the hardest impact on the most economically disadvantaged groups such as part time and low paid workers (although these are mitigated by the council tax support scheme, which is being maintained in full).</p> <ul style="list-style-type: none"> Increased arrears due to benefit changes arising from the roll out of universal credit

What public consultation has been planned/ taken place?	There will be further opportunities for comment on the level of council tax increase as part of the public consultation in January 2017. The Council has already consulted on changes to the Council Tax Support Scheme which are minimal and aimed at increasing efficient administration rather than reducing support to claimants. The Council is one of only 35 councils in the country that has retained the parameters of the existing scheme introduced in April 2013.															
What mitigating actions will the Council implement to offset any negative impacts?	The City Executive Board agreed in December 2017 the existing Council Tax Reduction Scheme on the same basis as that introduced on 1st April 2013. This, in essence, continues the previous level of entitlement provided by Council Tax Benefit, and has not passed on the reduction in government funding for council tax relief to those on the lowest incomes in the city. It is estimated the scheme will cost the Council £1.2 million in 2018/19, with the full cost of the scheme of £1.6 million being borne by the Council when the Revenue Support Grant is reduced to zero with effect from 01/04/2019.															
Overall assessment of the equality risks	<div><div><ul style="list-style-type: none">It is difficult to estimate the dimensions of equalities risks around CT increases. The Council has put in place proportionate mitigating actions such as the CT Support Scheme and the work of the Welfare Reform Team to protect the most vulnerable and economically challenged communities across Oxford.Currently the total net caseload is 10,825 receiving Council Tax Benefit & Housing Benefit, with 5,000 of those receiving CT benefit on full benefit and therefore the 1.99% increase will have no effect.</div><table><tr><td>Race</td><td>Disability</td><td>Age</td></tr><tr><td>Neutral</td><td>Neutral</td><td>Neutral</td></tr><tr><td>Gender reassignment</td><td>Religion or Belief</td><td>Sexual Orientation</td></tr><tr><td>Neutral</td><td>Neutral</td><td>Neutral</td></tr><tr><td>Sex</td><td>Pregnancy and Maternity</td><td>Marriage & Civil Partnership</td></tr></table></div>	Race	Disability	Age	Neutral	Neutral	Neutral	Gender reassignment	Religion or Belief	Sexual Orientation	Neutral	Neutral	Neutral	Sex	Pregnancy and Maternity	Marriage & Civil Partnership
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Neutral	Neutral	Neutral														
Sex	Pregnancy and Maternity	Marriage & Civil Partnership														

	Neutral	Neutral	Neutral																																								
Budget Proposal	Rent setting: Decrease in council house rents by 1% per annum for the next three years and then by CPI +1%																																										
Is this proposal new or subject to an annual review?	<p>The Welfare Reform and Work Bill introduced a policy with effect from April 2016 that social housing rents must be reduced by 1% per year for 4 years from their 8 July 2015 position.</p> <ul style="list-style-type: none">• Rents in social housing to be reduced by 1% a year for four years. Local authorities and housing associations will need to find efficiencies to fund the rent reductions• Forced Sale of High Value Council Housing (HVCH)• Associated rates of housing benefit capped at the relevant local housing allowance																																										
What are the likely risks?	<p>The Government have indicated that local authorities will be set guideline rent increases of CPI +1% with effect from 1/4/2020 for a period of 5 years. Given this guideline, actual rents are assumed to increase towards formula rent over a four year period 2020/21 to 2023/24 which equates to 4% per annum. The impact on rents for 2018/19 and summary for the next three years is shown in the table below:</p> <table><tr><th colspan="4">Table 7 : Effect of Rent Changes on Average Rent 2018/19 to 2021/22</th><th></th></tr><tr><th></th><th colspan="3">Actual Average Weekly Rent</th><th></th></tr><tr><th></th><th>Change</th><th>Change</th><th>Average weekly Rent</th><th>Formula Rent</th></tr><tr><th></th><th>%</th><th>£</th><th>£</th><th>£</th></tr><tr><td>2018/19</td><td>(1.00)</td><td>(0.85)</td><td>104.58</td><td>108.89</td></tr><tr><td>2019/20</td><td>(1.00)</td><td>(0.85)</td><td>103.73</td><td>107.80</td></tr><tr><td>2020/21</td><td>4.00</td><td>4.19</td><td>107.92</td><td>111.04</td></tr><tr><td>2021/22</td><td>4.00</td><td>4.26</td><td>112.18</td><td>114.37</td></tr></table>			Table 7 : Effect of Rent Changes on Average Rent 2018/19 to 2021/22						Actual Average Weekly Rent					Change	Change	Average weekly Rent	Formula Rent		%	£	£	£	2018/19	(1.00)	(0.85)	104.58	108.89	2019/20	(1.00)	(0.85)	103.73	107.80	2020/21	4.00	4.19	107.92	111.04	2021/22	4.00	4.26	112.18	114.37
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What public consultation has been planned/ taken place?	Agree to consult on an increase in council rents and service charges through special focus groups of council tenants/ leaseholders						
What mitigating actions will the Council implement to offset any negative impacts?	In the initial years the 1% reduction in rents should not cause additional financial problems to customers. Issues may arise from the implementation of universal credit which is being monitored by the Council. Additional staffing in rent collection should assist in providing an early warning mechanism of arrears increasing and a resource to help tackle the issue.						
Overall assessment of the equality risks	Should not be material in the early years given the rent decreases being implemented. The increases in the later years of the plan aim to drive rents towards target providing additional resources for future house building. This may affect more customers more than others with 70% of all tenants currently in receipt of housing benefit.						
	<table><tr><td>Race</td><td>Disability</td><td>Age</td></tr><tr><td>Neutral</td><td>Neutral</td><td>Neutral</td></tr></table>	Race	Disability	Age	Neutral	Neutral	Neutral
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Sex	Pregnancy and Maternity	Marriage & Civil Partnership					
Neutral	Neutral	Neutral					
Budget Proposal	Roll out of Universal Credit						
Is this proposal new or subject to an annual review?	The roll out of universal credit commenced in Oxford on 18 th October 2017 for all working age claimants replacing a number of existing benefits and tax credits. Full roll out to all claimants is likely to take until 2022 .Within the Council budget, provision has been made for changes arising from Universal Credit which will impact on staffing. Staffing reductions will only be made from 2018-19, to						

	allow for dealing with any adverse workloads.						
What are the likely risks?	Risk to the Council in terms of increased rent and council tax arrears arising from claimants moved onto Universal Credit. Risk in terms of increased homelessness.						
What public consultation has been planned/ taken place?	Public consultation on Council Tax Reduction Scheme						
What mitigating actions will the Council implement to offset any negative impacts?	The Council has slipped savings in its MTFP in The Housing Benefit and Customer Services areas to future years to mitigate against increased workloads. In addition it has increased staffing in the Incomes Team to deal with increased arrears. The Council has also set aside a sum of money in a hardship fund to help claimants in most need. The Autumn Budget statement made concessions in the Universal Credit Scheme which may mitigate adverse financial implications for claimants.						
Overall assessment of the equality risks	Strong governance and review will mitigate against any adverse impacts, although none have been flagged						
	<table><tr><td>Race</td><td>Disability</td><td>Age</td></tr><tr><td>Neutral</td><td>Neutral</td><td>Neutral</td></tr></table>	Race	Disability	Age	Neutral	Neutral	Neutral
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Sex	Pregnancy and Maternity	Marriage & Civil Partnership					
Neutral	Neutral	Neutral					
Budget Proposal	Increases in Fees and Charges across Council services						
Is this proposal new or subject to an annual review?	The Medium Term Financial Strategy for the next four years allows for fees and charges to increase over the medium term resulting in increased income of around £2.4 million by 2021-22. In 2018-19 there are increases in the areas shown below (details of which will appear in the main						

	<p>CEB Budget report):</p> <ul style="list-style-type: none"> i. Garden waste bins - £2 per bin per year ii. Pre-application advice for planning services - 4% iii. Leisure activities <ul style="list-style-type: none"> • Casual Swimming – 10p (2.2%) • Adult gym – 20p (2.4%) • Adult Skating - 20p (2.4%) • Adult Tennis – reduction 50p (8.3%) iv. Pest Control increases for rats and mice £10 increases to more accurately reflecting the cost of the service v. Cemeteries increases range from (1.0% to 2.5%) - £5 to £20 vi. Off street Car Parking – increases of around 50p per hour vii. Garages – 65p per week (4.3%).
What are the likely risks?	That customers will be unable to afford to purchase council services
What public consultation has been planned/ taken place?	Budget consultation annually (December 2017/ January 2018).
What mitigating actions will the Council implement to offset any negative impacts?	<p>The Council gives concessions to customers that are in receipt of Housing Benefit in the following areas:</p> <ul style="list-style-type: none"> • Bonus Concessionary Leisure Card – qualifying benefits such as : Job seeker's allowance, Unemployed / interim payment, Youth training courses / new deal, Income support, Housing benefit, Council Tax benefit, Pension credit, Asylum Seeker, Invalid Care Allowance, Employment and Support Allowance, Attendance Allowance, Personal Independence Payment (PIP) - Disability Living Allowance, NHS: AG2, AG3, HC2 or HC3 Certificate holders, and Foster Carers • Free Swimming for children under 17 at various sessions during the week

	<ul style="list-style-type: none">• Free one off winter garden clearance for council tenants in receipt of Council tax reduction or housing benefit and physically unable to carry out work• A range of pest control visits for mice, rats, wasps, ants, moths, fleas, squirrels and other pests where the customer is in receipt of Housing Benefit• Garden waste collection where customer is in receipt of benefit <p>Each Council service area proposing fee increases will undertake a separate analysis of service users (where identifiable) to assess any issues of potential adverse impact.</p> <p>All fees and charges have been applied across the board. In many cases, the small increases being proposed follow a period where no increases were applied. Where statutory provisions allow, discretionary reductions will be applied to be both responsive to and influence best practice around compliance (rewarding high standards).</p> <p>With the withdrawal of Housing Benefit in favour of Universal Credit, it will not be possible to identify all such benefits and whilst the numbers on Universal Credit are limited at present they will grow over the next 12-18 months. It is therefore recommended that concessions for the fees and charges identified above are granted where claimants are either in receipt of Housing Benefit, Council Tax Reduction Scheme, Universal Credit, or in the case of leisure concessions for the allowances identified above until such time as those benefits are phased out.</p>									
Overall assessment of the equality risks	<p>There may be groups adversely affected by specific service fees, however, consultation and monitoring will take place with these groups once identified.</p> <table><tr><td>Race</td><td>Disability</td><td>Age</td></tr><tr><td>Neutral</td><td>Neutral</td><td>Neutral</td></tr><tr><td>Gender reassignment</td><td>Religion or Belief</td><td>Sexual Orientation</td></tr></table>	Race	Disability	Age	Neutral	Neutral	Neutral	Gender reassignment	Religion or Belief	Sexual Orientation
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Gender reassignment	Religion or Belief	Sexual Orientation								

	Neutral	Neutral	Neutral
	Sex	Pregnancy and Maternity	Marriage & Civil Partnership
	Neutral	Neutral	Neutral
Budget Proposal	Significant pressures on the Council's ability to deliver a balanced MTFP and continue to provide services to the public:		
Is this proposal new or subject to an annual review?	General economic claimant remains uncertain with : <ul style="list-style-type: none"> • Office for Budget Responsibility (OBR) forecast that the UK economy would grow by 2% in 2017, a slightly slower rate in 2018, before picking up to 2% in 2021. • Britain's budget deficit has fallen to its lowest level in any September for the last 10 years and if tax and spending plans remain on course for the rest of the year the forecast deficit position for 2017-18 will undershoot by £10 bn pushing it closer to £48 billion than the forecast £58 billion • The Monetary Policy Committee met on 2nd November 2017 and voted unanimously to increase the base rate by 0.25% to 0.5%. It is yet to be seen whether this will be a one off increase in the short term or the start of a slow, but regular, increase in Bank Rate; while there is so much uncertainty regarding the Brexit negotiations, consumer confidence, and business confidence to spend on investing, it is far too early to be confident about how the next two years will pan out • Revenue support grant reduces to zero from 1/4/2019 		
What are the likely risks?	<ul style="list-style-type: none"> • Council need to reduce spend or run down balances and reserves to stay within budget envelope 		
What public consultation has been planned/ taken place?	Budget consultation annually (December 2017/ January 2018)		
What mitigating actions will the Council implement to offset any negative impacts?	<ul style="list-style-type: none"> • Set against a background of economic/ financial uncertainty Members have exercised constraint in terms of adding ongoing new items of expenditure into the budget from 2018-19. • The budget assumes transfers to and from the working balance which as at 1/4/2017 were around £3.620 million; the minimum level recommended by the Councils Chief Financial 		

	<p>Officer that the Council should hold. Over the four year period of the MTFP balances will remain at this level provided a useful cushion for any unexpected adverse financial issues</p> <ul style="list-style-type: none">• Contingencies held against unachieved savings and efficiencies• Establish a local authority trading company to increase trading and retrun increased income to the Council		
Overall assessment of the equality risks	Race Neutral	Disability Neutral	Age Neutral
	Gender reassignment Neutral	Religion or Belief Neutral	Sexual Orientation Neutral
	Sex Neutral	Pregnancy and Maternity Neutral	Marriage & Civil Partnership Neutral
Budget Proposal	General Fund Capital Programme		
Is this proposal new or subject to an annual review?	<p>Appendix 6 gives details of the Councils draft capital programme and includes significant items such as the Museum of Oxford £2.842 million, £2.6 million on flood relief schemes, community centre improvements £3.8 million, Disabled Facility Grants £4.5 million, parks, open spaces and athletics facilities £5 million, car parks resurfacing and improvements £1.2 million, ongoing renewal of council vehicles £9.2 million, £69 million loans to companies, investment in ICT £2.4 million and improvements to investment properties £9.2 million.</p> <p>Funding of the Programme is by revenue £16.1 million (11%), Capital Receipts £38.3 million (26.1%) Community Infrastructure Levy £4.0 million (2.7%), borrowing £81.9 million (55.9%) and Government Grants and third party contributions £6.3 million (4.3%). All revenue costs have been included in the General Fund revenue budget</p>		

Overall assessment of the equality risks	Race Neutral	Disability Neutral	Age Neutral
	Gender reassignment Neutral	Religion or Belief Neutral	Sexual Orientation Neutral
	Sex Neutral	Pregnancy and Maternity Neutral	Marriage & Civil Partnership Neutral
Budget Proposal	Housing Revenue Account Capital Programme		
Is this proposal new or subject to an annual review?	<p>The revised programme of £81 million over the next 4 years includes:</p> <ul style="list-style-type: none"> • Great Estates enhancement of car parking and other infrastructure £3.6 million • Barton Regeneration £2.4 million • Improvements to doors, windows, controlled entry including the Oxford Standard - £3.2 million • Replacements of kitchens, bathrooms, roofs, heating and electrics -£21.2 million • Blackbird Leys Regeneration - £5.4 million – to undertake regeneration at the heart of the estate • New Build housing at Bracegirdle and Salford Rd and the East Oxford site • Purchase land or property for development - £1million • A contingency of £23.1 million to mitigate the potential financial effect of the Government's initiatives around High Value Council Housing in lieu of selling high value council housing 		
What are the likely risks?	<p>The main risks to the Capital Programme are set out in Appendix 8 and summarised below:</p> <ul style="list-style-type: none"> • Disposals as detailed before are not secured causing a shortfall in funding of schemes 		

	<ul style="list-style-type: none"> • Estimate for payment to Government in respect of HVCH is insufficient • Slippage in Capital Programme and impact on delivery of priorities • Robustness of estimates 		
Overall assessment of the equality risks	Race	Disability	Age
	Neutral	Neutral	Neutral
	Gender reassignment	Religion or Belief	Sexual Orientation
	Neutral	Neutral	Neutral
	Sex	Pregnancy and Maternity	Marriage & Civil Partnership
	Neutral	Neutral	Neutral

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Summary of Responses

[Summary Graphs](#)
[List Responses](#)
[Cross Tabulate](#)
[Export](#)

1

Approach to Budget Setting

As Government grant reductions begin to have a financial impact our approach to balancing the budget needs to change if services are to be maintained. To what extent do you agree or disagree with these approaches?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Maintain all services but offer less					
Reduce or stop delivery of less important services					
Increase charges for services we provide					
Trading our building works, engineering, waste collection and vehicle repair services					
Increase council tax by the maximum level permitted (1.99% per year)					
Put more services online					

Work with local councils and other organisations



2

CAPITAL INVESTMENT

The Council's capital investment programme over the next four years totals £225 million. Some of the more significant schemes are detailed below. To what extent you agree or disagree with these schemes?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Purchase of housing for homeless families £5.0million					
Covered market refurbishment £1.6million					
Refurbishment of the Museum of Oxford at Town Hall £2.6million					
Pedestrianisation of Queen Street contribution £0.5million					
Refurbishment of Community Centres £2.6million					

Investing in a council housing company, to build new homes for local people £61.0million	<input type="text"/>
Additional spaces at Seacourt Park and Ride, to raise income and provide more parking options £3.4million	<input type="text"/>
New facility to sort waste for recycling and reduce cost	<input type="text"/>
Council dwelling kitchen/ bathrooms and electrical replacement, funded out of tenants' rents £24.0,million	<input type="text"/>
Environmental improvements to estates, funded out of tenants' rents £3.6million	<input type="text"/>
Regeneration of central Blackbird Leys, including a new community centre , funded out of tenants' rents £5.4million	<input type="text"/>

3

REVENUE BUDGET FINANCED FROM COUNCIL TAX

In our revenue budget, we have little room for new investment. However, we propose to do the following and would welcome your views:

--	--

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Maintain our spend on supporting homeless families and citizens that are less well off						
More resources into fraud investigation						
Continue to fund Blue Bin recycling education schemes						
Support for policing where reduced police numbers are having the biggest impact						
Investment in management of canal and river areas						
Increase resources in Planning Services, to ensure planning applications are processed more quickly						
Continue with Council apprenticeship programme						
Continue to give concessions for council services for those on low incomes						
Continue to pay staff the Oxford Living Wage of at least £9.69 per						

hour and require contractors to do the same

4






FEES AND CHARGES

Financial Strategy does propose to increase some **fees and charges** over the next four years. Please indicate whether you agree or disagree with the following specific proposals, which will enable us to preserve core front-line services:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Leisure activities, membership and use of sports facilities a proposed increases ranging from 2% to 4%	<input type="text"/>				
Pest Control increases range up to £10, to reflect actual costs	<input type="text"/>				
Cemeteries increases range from 1.0% to 2.5%	<input type="text"/>				
Garages - £0.65 per week increase across the board.	<input type="text"/>				
Garden Waste collection – increase of £2 per year	<input type="text"/>				

5

To what extent do you agree or disagree with the Council's proposal to freeze park and ride charges and increase car parking charges in the centre and suburban car parks?

Strongly agree		38% (15)
Agree		30% (12)
Neutral		8% (3)
Disagree		5% (2)
Strongly disagree		20% (8)



5

COUNCIL TAX

Income generated from Council Tax is used to pay for all services except those related to the management and maintenance of council dwellings. It covers, for example, street cleansing, refuse collection and park maintenance.

We propose to increase Council Tax by 1.99% (City Council's recommendation). This is equivalent to an extra £5.77 per year for each band D tax payer, and helps us to protect frontline services. The alternative would be to freeze council tax and cut services.

To what extent do you agree or disagree with our proposal to increase council tax by 1.99% per year (an equivalent to £5.77 per year for each band D taxpayer) in order to avoid service cuts?

Strongly agree		48% (19)
Agree		25% (10)

Neutral		5% (2)
Disagree		5% (2)
Strongly disagree		18% (7)

6

COUNCIL HOUSING

Over the coming years of the Medium Term Financial Strategy we will build and acquire an additional 500 new homes, ensure that our existing homes are properly maintained (including meeting the new “Oxford Standard”), improve the environment on our estates (though the “Great Estates” programme), improve the energy efficiency of existing homes and provide particular support to the regeneration of central Blackbird Leys and Barton.

In what order should the council prioritise the following with 1 being your most important priority and 5 being your least important priority.



	<table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5		
Building and acquiring new council homes	<div><div></div><div></div></div>					
Maintaining the quality of existing council homes	<div><div></div><div></div></div>					
Investing to improve the environment on council estates	<div><div></div><div></div></div>					
Improving energy efficiency of existing council homes	<div><div></div><div></div></div>					

Targeted estate regeneration e.g Blackbird Leys and Barton



7

Are you an Oxford City Council housing tenant?

Yes		2% (1)
No		98% (40)

8

OTHER COMMENTS

Are there any other comments that you would like to make on Oxford City Council's draft Medium Term Financial Strategy 2019-22 and Consultation Budget 2018 -19? (Max. 5000 characters)

This question has been answered 13 times.

To: City Executive Board
Date: 13 February 2018
Report of: Head of Financial Services
Title of Report: Capital Strategy 2018/19 – 2021/22

Summary and recommendations	
Purpose of report:	Capital Strategy 2018/19 – 2021/22
Key decision:	No
Executive Board Member:	Councillor Ed Turner
Corporate Priority:	Efficient and Effective Council.
Policy Framework:	Constitution.
Recommendation(s): That the City Executive Board resolves to:	
1 Approve the Capital Strategy attached at Appendix A	

Appendices	
Appendix A	Capital Strategy 2018/19 – 2021/22 (includes appendices a-f)

Introduction and background

- Paragraph 18.11 of the Council's Constitution requires that a Capital Strategy is prepared which includes:
 - The principles the Council will follow in its capital planning and management;
 - The methodology for inclusion of schemes within the Capital Programme; and
 - The arrangements for the effective management of capital schemes.
- The Council continues to have a significant capital investment programme and has introduced a methodology for identifying, selecting and monitoring capital projects. Whilst there are still some areas for improvement the principles of the 'Gateway' system is well established.
- The Council's updated Capital Strategy, which is attached at Appendix A, sets out the approval process for schemes getting into the Programme as well as the governance arrangements in place to manage delivery.

4. The Strategy also sets out the various funding sources available for capital projects and how these might change over time. It also aims to set out the issues the Council needs to consider over the medium to long term.

Changes Incorporated within the Strategy

5. A small number of changes are proposed within the Strategy at Appendix A, these are outlined below and are cross-referenced to the Strategy:
6. Inclusion of items required due to changes in the CIPFA's Treasury Management Code of Practice relating to the loans to companies and investments in property funds and how these differ from the Council's capital expenditure. Specifically the principles of what is a capital investment (Appendix A paragraph 2.2); collation of knowledge and skills (Appendix A paragraph 10.4); overview of governance processes (Appendix A paragraph 10.5); outline of due diligence and risk appetite relating to commercial activities (Appendix A paragraph 14.2)
7. Changes to the name and membership of the Major Projects Board and Capital Programme Operational Group to reflect changes in officers and organisational structure (Appendix A paragraph 10.5).
8. Reference to the new LATCO company and the ownership of its assets. (Appendix A paragraph 16).

Financial implications

9. The Capital Strategy provides a rationale for evaluating, managing and monitoring the Council's Capital Programme in order to secure delivery of the Programme and its objectives in the most cost effective manner.

Legal issues

10. There are no legal implications directly arising from this report.

Level of risk

11. There are not risks directly arising from this report. Risks to delivery of individual projects are identified and monitored as part of the capital scheme approval and monitoring process.

Equalities impact

12. The procurement of capital works will be undertaken in line with the Council's policies to support the payment of a living wage and making apprenticeship and training opportunities available to local people. Many of the facilities funded out of the Capital Programme – such as community centres and social housing – will facilitate the narrowing of inequality in Oxford. There is no requirement to provide an Equalities Impact Assessment for this report.

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Background Papers: None

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CAPITAL STRATEGY

2018/19 – 2021/22

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Appendices

Appendix A – Project Brief

Appendix B – Project Initiation Document (PID)

Appendix C – Project Monitoring Form

Appendix D – Project Closure Statement

Appendix E – Capital Programme 2018/19 – 2021/22

Appendix F – Capital Gateway Process

Capital Strategy 2018/19 – 2021/22

1. Executive Summary

1.1. The Council's Constitution requires the Head of Financial Services to prepare a Capital Strategy which;

- a. Sets out the principles the Council will follow in its capital planning.
- b. Outlines the methodology for inclusion of schemes within the Capital Programme.
- c. Sets out the arrangement for management of capital schemes.
- d. Identifies the capital schemes to be undertaken over the following four financial years and how those schemes will be funded.

1.2. The Capital Strategy document is therefore a high level summary of the Council's approach to capital investment and lays out the means by which capital schemes are prepared, evaluated and monitored.

2. What is Capital Investment?

2.1 Capital investment seeks to provide long-term solutions to Council priorities and operational requirements. Expenditure for capital purposes therefore gives rise to new assets, increases the value and/or useful life of existing assets or, generates an income stream to the Council via non treasury investments.

2.2 The following principles are required to be adopted in accordance with Cipfa's new Treasury Management Code of Practice:

- The Council recognises that capital investment in other financial assets and property primarily for financial return and not treasury management purposes, e.g. loans to companies in support of service outcomes and investment property portfolios require careful management and monitoring.
- The Council will ensure that all of its investments are covered in its Capital Strategy, and will set out, where relevant, the Council's risk appetite and specific policies and arrangements for its non-treasury investments. It will be recognised that the risk appetite for these activities may differ from that for treasury management
- The Council will compile a schedule setting out a summary of its existing material investments and liabilities including financial guarantees together with the Council's associated risk exposure

3. Identifying Need

3.1. The Council's Corporate Plan sets out the Council's vision and priorities for the City.

3.2. The Council's Corporate Plan 2016-2020 sets out the following five strategic priorities;

- **A Vibrant and Sustainable Economy**
A smart and entrepreneurial city with a thriving local economy supported by improved infrastructure, training and skills.
- **Meeting Housing Needs**
Improving Oxford residents' access to affordable and high-quality homes in good environments that are close to jobs and facilities.
- **Strong, Active Communities**
Socially cohesive and safe communities
- **Clean and Green Oxford**
An attractive and clean city that minimises its environmental impact by cutting carbon waste and pollution
- **Efficient, Effective Council**
A customer focused organisation delivering efficient high quality services that meet people's needs

3.3. Aligned to the Corporate Plan are a number of subsidiary and complementary plans and strategies. Examples include;

- Asset Management Plan
- Service Plans
- Sustainable Communities Strategy
- Housing Strategy
- Regeneration Framework
- The Oxford Local Plan and
- The Customer Contact Strategy

4. External Drivers

4.1. In addition to the Council's own priorities external influence may impact on capital decisions, for example central government and local enterprise partnership (LEP) priorities and funding requirements, and of course the influence of demographic and legislative changes.

5. Capital Scheme Prioritisation

- 5.1 Due to competing demands for limited resources, the Council prioritises capital investment based on a number of different factors such as:
- Its contribution to corporate priorities
 - Whether it facilitates delivery of statutory or non-statutory services

- The ability of the project to leverage additional funding, or secure a future income stream - preference will be given to those projects with:
 - A payback of 10 years or less
 - A positive net present value over the life of the asset based on a discount rate reflecting use of capital resources (currently 6 %)
- The affordability of the revenue implications of the project
- The risk of not undertaking the capital expenditure

5.2 For capital expenditure in relation to loans to companies and investment in property funds these are assessed on the ability to provide an income return to the Council. This is assessed on a risk based approach compared to financial return.

6. Environmental Considerations in Capital Decision Making

6.1. There are many benefits to including sustainability or environmental criteria in the decision-making process when it comes to allocating capital resources.

6.2. “Green” or sustainable procurement can help to develop markets for environmentally sound products and services, thereby encouraging the market to develop a more sustainable approach which should encourage the further development of sustainable products and services.

6.3. One of our key priorities already demands a reduction of up to 5% carbon emissions’ on installed measures. Project Managers are encouraged to consider the installation of measures which are both energy efficient and low on carbon emissions in the capital projects for which they are responsible.

6.4. In making loans to companies in which it has an interest, the Council will seek to use its influence to ensure that appropriate environmental considerations are reflected in the entities it is lending to.

7. Key Questions

7.1. The Prudential Code asks three key questions of any investment decision:

- is it prudent;
- is the scheme affordable; and
- will it prove to be sustainable?

Is it prudent?

7.2. Prudence is a difficult concept to define. In deciding whether an investment decision is prudent there should as a minimum be an initial consideration of the relationship between:

- the capital cost and
- the business cost (being the revenue costs associated with the use of the asset).

7.3. The authority needs to consider whether this choice represents the best use of resources having looked at all available options: will buying the cheapest now prove to be a false economy? Above all, the authority should be confident that the preferred option is the best value for money, and the quality is sufficient to meet the Council's needs.

7.4. Prudence and value for money are also key considerations when deciding whether to loan monies to new companies, this will include security of the loan and the likely pay back period and length of the loan.

7.5. Investments in property funds are seen as medium to long term investments therefore the value for money is assessed on this basis to ensure that over a longer period of time the investment is value for money and provides a return to the Council.

Is it affordable?

7.6. The question of affordability in relation to capital projects is easier to address as the list of cost components is easier to define. Whilst the list is not exhaustive it will typically include:

Capital Costs	Revenue costs
Feasibility costs	Ongoing rental charges
Initial build/purchase	Ongoing facilities management charges
Disposal/demolitions/de-commissioning costs	Utilities costs
Project management costs internal and external	Maintenance (planned and reactive)
Fees: Surveyors, Clerk of works	Financing costs
Loans to companies	staffing implications
Investments in property funds	Business Rates

7.5 Feasibility costs may be capitalised provided the scheme leads to the eventual construction of an asset, if not, any such costs incurred must be charged to revenue.

7.6 Affordability in respect of investments in property funds will be a judgement as to whether the return after taking account of the cost of capital is sufficient.

- 7.7 Affordability in respect of investments in companies will need to consider the contribution towards the Councils Corporate Objectives as well as the financial return and potential dividend.

Is it sustainable?

- 7.6 The third question the Code poses relates to sustainability. In assessing whether an investment is sustainable, the authority should consider:
- how it fits into any future policy or environmental framework
 - the future availability of resources to implement and continue to maintain any capital asset arising
 - the potential for changes in the need for the asset, e.g. demographic developments
 - the potential for changes in the nature of the driver, problem, or policy the capital expenditure is seeking to address.
 - The security on loans made
 - The liquidity of investments

8. Assessing the Impact of Capital Investment on Overall Finances

- 8.1. The Prudential Code seeks to explore the relationship between capital accounting, capital and revenue expenditure and treasury management by stressing the impact that capital investment decisions have on the finances of the authority overall and the relative impact on the General Fund and Housing Revenue Accounts.
- 8.2. Thus the process of adhering to a strict option appraisal methodology and setting prudential indicators will clearly illustrate the revenue impact of capital investment decisions. As well as identify alternative solutions.

9 Prioritising Investment

- 9.1. The Capital Strategy plays an important role in the Council's service planning and budget process. Capital projects are prioritised and ranked through a scoring methodology aligned to a Capital Gateway framework that ensures capital resources are specifically targeted towards schemes that best meet and deliver the Council's corporate objectives. Approved schemes are subsequently monitored to ensure delivery is on time, within budget and meets the projects objectives.
- 9.2. Capital Investments such as Loans to companies and Investment in property funds are assessed differently, as these are prioritised based on the investment return that will be received back to the Council. When considering loans to companies the Council will consider any Business Plans available to ensure that the investment is sound and that the Council's money is secure. When considering a full review of the fund is undertaken examining factors such as rate of return, size of the fund, type and location of property, investors in the fund, the

credentials of the fund manager and their view of risk, past track record and property void rates.

How Schemes Get Included in the Capital Programme

9.3. In the first instance capital proposals are invited from service providers, alongside the need for loans to be made available to any companies the Council has an interest in. Investments in property funds will also be considered alongside the Treasury Management Policy. There are key stages (see Procedure Flowchart page 10) in our approach to the prioritisation of investment in capital projects and these form part of the Council's corporate planning and review process:

A. *Preparation of a Project Brief (See Appendix A). This needs to consider;*

- The rationale for the project.
- What the present position is.
- What will the project change or achieve.
- What linkages and dependencies the scheme has with other projects.
- The key objectives and deliverables of the project.
- Demonstrate financial savings, overhead reductions and efficient or increased quality of service that will justify the investment in the project.
- What alternatives to undertaking the project exist?
- The resources needed to complete the project?
- The potential risks and mitigations of undertaking the project

Please note that this is only required for in-house Capital schemes and is not required for investment in property funds or loans to companies.

B. The Evaluation and Ranking Criteria

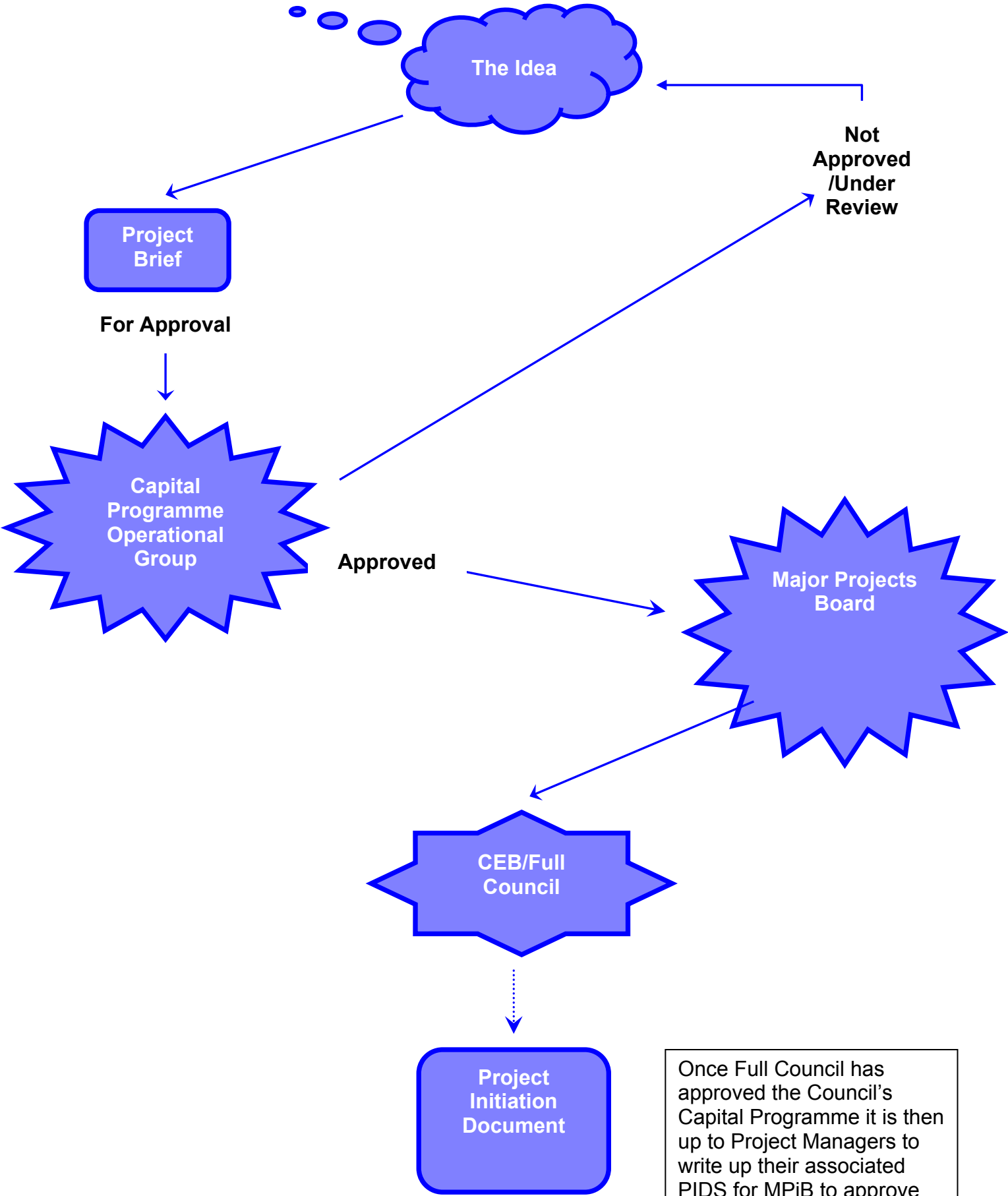
The Project Brief will then be quality assured by the Capital Programme Operational Group (CPOG) in accordance with the criteria identified in paragraphs 5, 6 and 7 before being submitted to the Major Projects Board (MPiB) for consideration. The current membership, roles and responsibilities of both CPOG and MPiB can be found at paragraph 10.7 below and in Appendix F (Capital Gateway Process).

9.4. MPiB recommend in-house Council schemes to CEB for discussion and recommendation to Full Council for approval. Usually this is as part of the budget process, but can occur outside the budget process as necessary.

9.5. The Council's Capital Programme is subject to public consultation, alongside the Council's Consultation budget, that is usually held over two months starting in December of each year.

- 9.6. This period provides all stakeholders the opportunity to comment on the Council's capital plan over the forthcoming 4 financial years. The consultation asks for opinions on a selected number of the larger capital schemes and if these are deemed to be a priority for the Council.
- 9.7. Once approved by Council the in-house Council project can continue in accordance with the agreed Project Initiation Document and monitoring form.
- 9.8. The *Project Initiation Document* (see Appendix B) will need to be for all in-house capital schemes, written by the identified Project Manager. This includes;
- Background information (from Project Brief)..
 - Initial Business Case (from Project Brief).
 - Risks and Uncertainties –What events might arise that would delay or prevent the project delivering on its objectives.
 - Timescales –milestones only.
 - Acceptance Criteria – Essential elements that must be achieved in order for the project to be accepted as complete.
 - Costs – Capital, Funding, Revenue, Expected Savings, and Internal Staff over the next 4 financial years.
 - Interfaces – What other projects or tasks does this project connect with, overlap or depend upon.
 - Whole Life Cost / Sustainability – What the likely environmental impacts might be. Revenue costs resulting from the proposal must be captured.

Procedure Flowchart for In-house Schemes



Once Full Council has approved the Council's Capital Programme it is then up to Project Managers to write up their associated PIDS for MPiB to approve **"before"** they commence any spend.

10 Performance Monitoring and Evaluation

Council in-house Capital Schemes.

- 10.1. Capital expenditure is reviewed for its legitimacy in meeting the definition of a capital purpose and reconciled monthly. Monthly monitoring meetings are held between Responsible Officers allocated to deliver capital projects and finance staff. For larger projects this may mean the setting up of a Project Board with officers and advisors covering a variety of expertise, chaired by a lead officer who is responsible for the delivery of the project.
- 10.2. All responsible officers and project managers can obtain monthly financial reports via Agresso, advising them of current spend against the profiled budget with variances shown. Officers are responsible for providing an outturn forecast for the project and reasons for any variance.
- 10.3. Performance of the Council's Capital Programme is reported to the Corporate Management Team monthly and to the City Executive Board via the Quarterly Integrated Report. MPiB and CPOG also review the Capital Programme in detail on a monthly basis, and discuss and approve slippage and underspends of each of the current schemes. The Head of Financial Service has authority to slip projects into the following year or pull a project forward from a proceeding year. In cases where a project is forecasting an overspend of £250k or less and which cannot be funded from other scheme underspends then the overspend must be reported to Council.
- 10.4. A summary of the knowledge and skills available will be collated and reviewed to ensure that they are commensurate with the Council's risk appetite.
- 10.5. An overview of the governance process that is complied with for approval and monitoring and ongoing management of all capital assets and schemes will be carried out as part of the remit of the CPOG and MPiB groups.
- 10.6. The terms of reference and membership for the MPiB group is shown in the table below.

Loans to Companies and Investments

- 10.7. This includes capital expenditure such as loans to companies and investments in property funds
- 10.8. These schemes are included within the Council's capital programme and as such are reported to the Corporate Management Team and City Executive Board as described in paragraph 10.3.
- 10.9. Loans to Companies and Investments in Property Funds will require the monitoring of the operations of the borrower In the

case of loans to companies this will take the form of quarterly and annual performance and financial monitoring reports to Shareholders. The Shareholder can comment on any issue of concerns with a recommendation for corrective action where appropriate, with the ultimate sanction of loan call in.

- 10.10. In respect of investment in property funds the performance of the fund and fund manager is tracked at half yearly meetings, the ultimate sanction for any issues of concern is to call back the investment.

10.11. Terms of Reference/Membership

Major Projects Board (MPiB)	<p>The MPiB Board has been established as the corporate Officer group responsible for receiving, collating, scoring, presenting and monitoring the Council's approved Capital Programme in accordance with Council priorities, objectives, rules and procedures. The group also offers advice regarding the financial and asset management aspects of capital programme activity.</p> <p>The membership of the group is as follows: Chair – TBC Martin Shaw – Project Manager</p> <p>Nigel Kennedy – Head of Financial Services Stephen Clarke – Head of Housing Patsy Dell – Head of Planning and Regulatory Ian Brooke – Head of Community Services Jane Winfield – Service Manager Major Projects and Regeneration Shaun Hatton – Chief Operations Manager</p>
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11 The Capital Programme 2018/19 – 2021/22

- 11.1. A copy of the current 4 year Capital Programme can be found at Appendix 6 to the budget papers. A link is provided to the CEB Agenda at which the consultation budget was published:

<http://mycouncil.oxford.gov.uk/ieListDocuments.aspx?CId=119&MId=4314&Ver=4>

12 Capital Funding

- 12.1. There are a number of sources of funding the Council can use to finance its Capital Programme. In the past the Council has relied heavily on capital receipts to fund its General Fund Programme

but with limited property available for sale these are gradually being eroded. With continuing budgetary pressures being placed on the Council's General Fund the ability to use direct revenue funding is reducing and consequently the Council will need to either find alternative sources or curtail its ambitions for capital spend in future years.

12.2. The Council's Capital Programme is currently funded from the following sources;

- Capital Receipts
- Prudential Borrowing
- Developers Contributions e.g. s106 receipts and Community Infrastructure Levy (CIL)
- Revenue Contributions
- Capital Grants e.g.
 - Disabled Facilities Grant – housing adaptations within the private sector

Capital Receipts

12.3. The Council can recycle capital receipts generated from the disposal of assets back to fund both General Fund and HRA capital projects. As at the 31 March 2017 the Council had £5.9m of usable capital receipts available to fund future capital spend.

12.4. The City Council owns many assets including investment properties and through the Asset Management Plan the continuation of holding such assets is reviewed in the light of suitability and sufficiency and decisions are taken on whether to:

- Hold and continue to maintain and refurbish them, or
- Dispose of and generate a capital receipt for funding the Capital Programme.

12.5. The Council has entered into an agreement with the Department for Communities and Local Government in which the authority will recycle within a rolling 3 year period Right to Buy (RTB) receipts arising from "additional" RTB disposals into new social housing dwellings within the City. There are some rules relating to the total sum allowed per new social housing build project from this new funding source. However, the Council currently anticipates all receipts will be utilised on eligible schemes as and when they arise.

Prudential Borrowing

12.6. Under the Prudential Framework local authorities are free to make their own judgements as to whether new borrowing is affordable and prudent, subject to a duty to follow agreed professional principles, which are contained within the Prudential Code.

- 12.7. There is approx. £80 million of Prudential Borrowing included in the Council's MTFP over the next four years. This is to fund the acquisition of investment properties and to fund the loan to the Housing Company.
- 12.8. The main advantages offered through borrowing under the Prudential Framework are:
- **Rescheduling Capital Expenditure** – the Council could consider reversing its revenue contributions to capital to cover prudential borrowing costs. This potentially enables a significant initial amount of capital spending to occur. However, the downside is that it is primarily a one off move; bringing forward expenditure or facilitating a single one off increase in capital spend that otherwise could not be afforded, which reduces flexibility going forward and requires a review of revenue funded schemes within the Council's Capital Programme moving forward.
 - **Spend to Save Schemes** – where the capital investment achieves either revenue savings, or facilitates cost avoidance. Such schemes include Seacourt Park and Ride, Waste Transfer Station and the purchase of homes for homeless families.
- 12.9. Prudential borrowing to fund capital projects (excluding investments and property funds) may, depending on the nature of the capital investment bring with it the need to make a charge to revenue to reflect the cost of borrowing. The basis for this charge, known as Minimum Revenue Provision (MRP) is set out within the Council's Treasury Management Strategy.
- 12.10. Prudential borrowing for property fund investments and the making of loans to companies does not require an MRP since the loan can ultimately be repaid to the Council. However the value of the investment is reviewed annually and should the value deteriorate then an impairment would need to be made to the revenue account.

S106 Developer Contributions/Community Infrastructure Levy (CIL)

- 12.11. Developer contributions and CIL are sought to mitigate the impact of development and overcome what would otherwise be a potential reason to refuse a planning application. Following the introduction of CIL the Council primarily seeks S106 contributions to meet the social housing targets within our current planning policies.
- 12.12. The CIL charging mechanism which largely replaces s106 monies can be claimed to fund Community Facilities, Indoor Sports Facilities, Public Open Space, Environmental Improvements,

Public Art, Highway measures (inclusive of Park and Ride, Pedestrian measures, Cycle Facilities etc.), Education, Libraries, Waste Recycling, Youth Services, Museum Resource Centre and Day Care Provision for Adults.

- 12.13. In order for CIL to work properly strong partnership ties with our public sector colleagues at Oxfordshire County Council, Oxford University, Oxford Brookes University, the Clinical Commissioning Group and neighbouring District and Borough Councils and Community organisations need to be established and enhanced over time.

Housing Revenue Account

- 13.1 Capital commitments are funded via surpluses from within the Council's Housing Revenue Account (HRA). The production of a 30 year HRA Business Plan, which is periodically reviewed, enables the funding needs of the Council's housing stock to be accommodated.
- 13.2 The HRA has a debt cap which is set at £234m, the current HRA Business Plan utilises this cap to the full by 2020/24 reducing to £222 million by 2030/31. Although the debt position is maximised the HRA still holds £4million of working balance and has made provision to fund the largest element of risk in connection with the High Value Levy.
- 13.3 The extent of the HRA Capital Programme is to a large extent driven by the amount of surplus generated which in turn is influenced by:
- The amount of income raised from rents which for four years from 1/4/2016 has been limited by Government to a year on year decrease of 1%
 - In previous years an amount of expenditure has been set aside by the Council to mitigate the effect of High Value Council House Levy, the details of which are still currently unknown. The Government have recently announced the scheme will be deferred for 2018/19. The Council has provided for an amount of £7million per annum in the HRA Capital Programme from 2019-20 to 2024-25.
- 13.4 The resulting HRA Capital Programme provides for renovation and improvement of existing housing stock, tower block refurbishment and limited estate regeneration. There is limited scope for new housing construction.

14 New Delivery Models

- 14.1 In response to reducing capital resources the Council has looked to new delivery models to continue its significant capital

investment in the City which levers in other partners and innovative financing. These include:

Barton LLP

- In 2011 the City Council entered into a partnership with the property developer Grosvenor to undertake the development of a 94 acre residential led scheme to the North East of Oxford, Barton Park.
- Planning permission has been secured for 885 homes (354 affordable) alongside a primary school, food store, community hub and park.
- The authority has contracted to purchase the 354 affordable dwellings which it will transfer to its Housing Company.

Oxford Housing Company Ltd

- The City Council approved the establishment of a Local Authority housing company in March 2016 and Oxford City Housing Limited (OCHL) was incorporated in June 2016.
- The Companies business plan provides initially for a total of 549 new homes over the next five years (including the purchase of the 354 Barton Park properties). There is the potential to expand this programme further to bring forward new sites, subject to additional funding capacity and project viability.

Oxpens West End Development Company Limited (OXWED)

- In January 2016 the Council entered into a joint venture with Nuffield College forming OXWED. The company acquired land from London and Continental Railways and following a period of master-planning will procure a development partner, complete land assembly, and bring forward a scheme of comprehensive development comprising a new mixed use neighbourhood with business space and affordable and market homes.
- The Council will also transfer into the company its own related land holdings at market value.

Local Authority Trading Company (LATCO)

- In 2017 the Council formed a wholly owned company, Oxford Direct Services Limited, consisting of a Teckal company largely providing services back to the Council and a Trading Company for commercial waste collection
- From the 1st April 2018 the LATCO will become operational.

- The Council will remain the owner of all assets that the companies will utilise to deliver their services, including vehicles and depots. These assets will be leased to the company at commercial rates over the life of the assets.

14.2 The Council will ensure due diligence is undertaken in all aspects of these new service delivery models and any commercial activities; it will also ensure that its risk appetite is defined.

15 Property Investments

15.1 In recent years the Council has looked to purchase property where returns are greater than the capital cost of the original investment. Capital spend has focused on:

- Indirect property investments through fund managers Lothbury and CCLA - £10 million
- Purchase of properties for homeless families via investment fund managers, Resonance and St Mungos Broadway - £5million, with a further £5 million planned
- Direct purchase of properties for homeless families £10million
- Investment and development of its existing commercial property portfolio in excess of £10million

15.2 In the main capital spend is financed from prudential borrowing with borrowing costs. Property investments can be:

- **Direct** – where the Council purchases property within the City. The Council currently has a portfolio of around £100 million generating investment income of @£7million per annum. Prudential borrowing will attract a cost of capital of around 6% inclusive of MRP
- **Indirect** –Investments are made into a Property Fund which is externally managed. The Council earns an investment return based on properties rented out as well as the potential capital appreciation..

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Project Brief

Project Title: [Insert Project Title]

Date: [insert date document issued]

Sponsor: [Insert name of Project Client/Sponsor]

Project Manager: [Insert name of Project Manager]

Lead Officer: [Insert name of Lead Officer – where project is being run by an external partner]

Responsible Programme: [Insert the name of the Responsible Programme]

Version No: 0.1

[Guidance on Version Control:

- The first draft will be 0.1.
- Each re-drafted version will be 0.2, 0.3 etc.
- Once submitted to the Board for approval it will be version 1.0 and any amendments after submission will be 1.1, 1.2 etc.

Once the amended document is approved by the Board it will be 2.0.]

Approvals:

1. [list the names of Boards or persons this document is being submitted to for formal approval]
- 2.

Project Brief

1 Background

[Explain the context of the project and why it is needed. If this project is intended to be part of a wider programme, indicate how it will support the programme's objectives.]

2 Project Objectives

2.1 Business Objectives

[Indicate how this project will support the programme's objectives and the Corporate Priorities]

2.2 Project Objectives

[What is the project required to achieve? Express these, wherever possible in specific, measurable, achievable, realistic, and time-based terms]

3 Project Scope and Exclusions

[What is outside the remit of the project?]

4 Constraints

[Describe the constraints, within which the project must operate, e.g. statutory requirements, business continuity considerations, restrictions on time, resources, funding and/or the eventual outcome, dependencies on other projects etc.]

5 Authority

[List the names of the persons/s accountable for the delivery of this project.]

Name	Role	Signature	Date

6 Costs

[Please provide a description of the costs associated with the project (figures will be listed in section 9 below). This should include expenditure items as well as non-financial resources such as staff time (quantified in hours/days).]

7 Project Approach

[Describe the approach for delivering the project.]

8 Procurement Route

[Consider, with advice from Procurement and referring to Procurement rules, the required supply for services or goods.]

9 Project Options

[List any options for delivering the project that have been considered or will need to be considered. Please identify a preferred option if one has been selected at this point.]

9.1 Project Benefits

[List the key improvements the project is expected to bring about. Express these wherever possible in specific, measurable, achievable, realistic, and time-based terms. Any financial benefits should also be listed in section 5.]

10 Outline Business Case

Capital

	b/fwd	2018/19	2019/20	2020/21	2021/22	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Total Capital Project Costs						0
Funding:						
Usable Capital Receipts						0
Develepers Cont's						0
CIL						0
Capital Grants						0
S106						0
Borrowing						0
Other						0
Total Funding						0

On-going Revenue Implications

	Part Year	Full Year
	£'000	£'000
<u>Expenditure</u>		
Employees		
Premises		
Transport		
Supplies and Services		
Other		
<u>Income</u>		
Income		
Total Net Revenue Implications	0	0

10.1 Project Deliverables

[List the required deliverables/products that the project must create or acquire]

Project Initiation Document (PID)

Project Title:	[Insert Project Title]
Date:	[insert date document issued]
Client/Sponsor:	[Insert name of Project Client/Sponsor]
Project Manager:	[Insert name of Project Manager]
Responsible Programme:	[Insert the name of the Responsible Programme]
Version No:	0.1 [Guidance on Version Control: <ul style="list-style-type: none">• The first draft will be 0.1.• Each re-drafted version will be 0.2, 0.3 etc.• Once submitted to the Board for approval it will be version 1.0 and any amendments after submission will be 1.1, 1.2 etc. Once the amended document is approved by the Board it will be 2.0.]
Approvals:	<ol style="list-style-type: none">1. [list the names of Boards or persons this document is being submitted to for formal approval]2.

Project Initiation Document (PID)

1 Background

Explain the context of the project; provide a brief description and business reasons for undertaking the project. If this project is intended to be part of a wider programme, indicate how it will support the programme's objectives.

2 Project Objectives

2.1 Business Objectives

Indicate how this project will support the programme's objectives and the Corporate Priorities]

2.2 Project Objectives

What is the project required to achieve? Express these, as far as possible in specific, measurable, achievable, realistic, and time-based terms.

3 Project Scope and Exclusions

Define the remit of the project - what is in and out of scope?

4 Constraints

Describe the constraints within which the project must operate.

Constraint Title	Description
Resource availability	
Timescales	
Cost	
Statutory requirements	
Other Programmes / Projects	

5 Project Organisation and Corporate Governance

Describe the project team and management and control aspects.

5.1 Authority

[List the names of the persons/s accountable for the delivery of this project.]

Name	Role	Signature	Date

5.2 Structure

Provide the governance structure chart for the project.

5.3 Roles and Responsibilities

Name	Role	Responsibility
Core roles:		
[Please insert name]	Project Board: Project sponsor	Overall responsibility for ensuring that the project meets its objectives and delivers the projected benefits.
[Please insert name]	Project Board: Senior supplier	Represents the supplier interests within the project and provides supplier resources.
[Please insert name]	Project Board Senior user	Represents the Service area directly benefiting from the project.
[Please insert name]	Project Manager	Plans and delivers the project on a day to day basis and is responsible for ensuring the project delivers to time, budget and requirements.

5.4 Reporting

What are the reporting arrangements for the project? If issues arise, what are the escalation routes?

5.5 Risks, Assumption, Issues and Dependencies (RAID)

Provide details of all risks, assumptions, issues and dependencies. The [RAID log](#) should be a working document and the extract provided here should reflect the current position.

5.6 Change Control

Detail the arrangements for recording and managing change within the project. Refer to the Council's guidance on [change control](#).

5.7 Lessons Learned

How will learning during the project be captured and shared?

5.8 Project Closure

What is the process for closing the project?

5.9 Project Tolerances

Define the tolerances for the project.

Tolerance	Level
If additional budget required please refer to Finance	<i>Refer to Finance for guidance on virement/additional budgetary provision.</i>
Time tolerance is set at:	<i>When is the project to be complete?</i>
Timescales for realisation of benefits are:	<i>When, how and how much will the benefits of the project be realised.</i>

6 Approach

Describe how the project will be managed. E.g. for larger projects, a phased approach is recommended with the use of work packages.

6.1 Procurement Route

Consider, with advice from Procurement and referring to Procurement rules, the required supply for services or goods.

7 Options

List all options for delivering the project that have been considered. Please identify a preferred option if one has been selected at this point.

8 Other Resource Requirements

List all other non-financial resource requirements such as staff time.

9 Project Deliverables

List the expected and required deliverables/products that the project must create or acquire.

9.1 Acceptance Criteria

Define the specific features of the project deliverables which will meet the customers' expectations and will function as the key criteria that will be used to judge project completion. This may, for example, detail sign-off procedures.

10 Project Benefits

List the key improvements the project is expected to bring about in the table below. Express these as far as possible in specific, measurable, achievable, realistic, and time-based terms. Any financial benefits should also be listed in section 5.1.

Benefit	Baseline	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target
[insert benefit, e.g. increase the amount of, reduce the amount of,]					
[insert benefit, e.g. increase the amount of, reduce the amount of,]					
[insert benefit, e.g. increase the amount of, reduce the amount of,]					
[insert benefit, e.g. increase the amount of, reduce the amount of,]					

10.1 Project Dis-Benefits

Please state any potential dis-benefits (negative side effects).

10.2 Environmental / Social / Economic Impact

	Impact
What is the likely environmental impact of this project?	<i>E.g. pollution, resource use, reduction to Carbon.</i>
What is the likely economic impact?	<i>E.g. strengthening the local economy, local employment opportunities.</i>
What is the likely social impact?	<i>E.g. opportunities to be part of the community, access to informal provisions.</i>

10.3 Equalities Impact Assessment

Does this project require an Equalities Impact Assessment? Will this project contribute to the achievement of equalities objectives for your service area?

10.4 Costs

Capital

	b/fwd	2018/19	2019/20	2020/21	2021/22	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Total Capital Project Costs						0
Funding:						
Usable Capital Receipts						0
Develepers Cont's						0
CIL						0
Capital Grants						0
S106						0
Borrowing						0
Other						0
Total Funding						0

On-going Revenue Implications

	Part Year	Full Year
	£'000	£'000
<u>Expenditure</u>		
Employees		
Premises		
Transport		
Supplies and Services		
Other		
<u>Income</u>		
Income		
Total Net Revenue Implications	0	0

11 Project Plan – High Level Milestones

List the high level milestones for the project. Once approved, they will help measure progress and achievement towards the end goal and will be used as the high level baseline against which activities will be co-ordinated and planned in detail as the project progresses.

Milestone	Start	Finish

11.1 Quality Plan

Please outline the key actions that will ensure the project meets the customers' expectations and the acceptance criteria e.g. quality review meetings. Where relevant please also indicate specialist quality standards and processes from external parties involved.

11.2 \$	Activity	Responsibility (person or organisation)	Resources Required (e.g. User representation/time)

Stakeholder map and communications

The purpose of this table is to define all parties with an interest in the project and the means and frequency of engaging them. Large projects can append a separate Communication Plan where necessary.

Stakeholder	Information/interest Requirements from Project (two way)	Communication Channel	Date or Frequency	Responsible individual
Internal stakeholders				
External stakeholders				

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Capital Gateway Project Monthly Monitoring Form

October

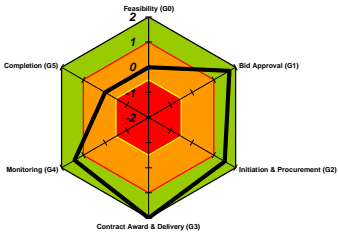
A Capital Project

A
Capital
Code



Appendix C

Project Manager		2014/15				Date Form Required	15-Nov-14
A Project Manager		Last Month	Current Month			Latest Annual Budget	Cumulative Spend
Progress Assessment Score for the Period		0.00	6.61			£ 150,000	£ 122,000
Individual Scores (from -2 to +2)		Applicable	Score				
Feasibility (Gateway 0)							
Bid Approval (Gateway 1)							
Initiation and Procurement (Gateway 2)							
Contract Award and Delivery (Gateway 3)							
Monitoring (Gateway 4)							
Completion (Gateway 5)							
Scoring Key			Score				
Unlikely Will be Completed			-4				
Encountering Difficulties			-2				
Neutral			0				
Progressing			2				
Complete			4				
Feasibility (Gateway 0)		Applicable	Score	Comments	Actions	Who	When
1 The Project is in line with Council objectives		N	0				
2 Initial consultant and investigation costs identified		N	0				
3 Project Client has been assigned		N	0				
4 Initial cost estimate		N	0				
5 Outline Project Brief prepared		N	0				
6 Key benefits identified		N	0				
7 Major Risks have been identified		N	0				
Bid Approval (Gateway 1)		Applicable	Score	Comments	Actions	Who	When
1 The Project is in line with Council objectives and scored		Y	4				
2 Full Project Brief prepared		N	0	Project already approved.	None.		
3 Project Client identified		Y	4				
4 Project Manager identified		Y	4				
5 Full Capital and Revenue breakdown of costs prepared		Y	4				
6 Project governance structure agreed		Y	4				
7 Internal Resources identified		Y	4				
8 External consultants identified		Y	4	Not required.	None.		
9 Procurement methodology identified		Y	4				
Initiation and Procurement (Gateway 2)		Applicable	Score	Comments	Actions	Who	When
1 Budget has been allocated (Council Approval)		Y	4				
2 Full PID prepared and approved by CAMAC		Y	-2	This being undertaken retrospectively and as such not had CAMAC approval as yet.	PID prepared and submitted to Monitoring Group for approval onto CAMAC.	PM	17-Nov-14
3 Actual project costs completed - both capital and revenue		Y	4				
4 Risk register populated and completed		Y	4				
5 Successful contactor identified		Y	4				
6 Procurement methodology signed off by the procurement team		Y	4				
Contract Award and Delivery (Gateway 3)		Applicable	Score	Comments	Actions	Who	When
1 Full budget released		Y	4				
2 Contract placed		Y	4				
3 On site management team in place		Y	4				
4 All relevant permissions in place		Y	4				
5 Project Plan prepared		Y	-2	Not prepared as yet.	Will have to prepare a Project Plan detailing project's critical events.	PM	17-Nov-14
Monitoring (Gateway 4)		Applicable	Score	Comments	Actions	Who	When
1 Project Budget profiled on Agresso in line with Project Plan		Y	-2	Given Project Plan isn't completed as yet the profiling of the budget on Agresso is as yet unfinished.	Once Project Plan is complete, profiling will be undertaken.	PM/Management Accountant	17-Nov-14
2 Project spend within approved budget		Y	4				
3 Project will be spent in accordance with profiled budgets		Y	4				
4 Project scope unchanged		Y	4				
5 Project Manager completing monitoring reports monthly		Y	4				
Completion (Gateway 5)		Applicable	Score	Comments	Actions	Who	When
1 Final account agreed		Y					
2 All defects attended to under the contract		Y					
3 No outstanding claims		Y					
4 Project Closure Statement completed by Project Manager		Y					
5 Project Closure Statement approved by CAMAC		Y					
6 Scheme has achieved initial business case objectives		Y					



Delivery

Feasibility (G0)	2	1	-0.5	-2	0.00
Bid Approval (G1)	2	1	-0.5	-2	1.71
Initiation & Procurement (G2)	2	1	-0.5	-2	1.50
Contract Award & Delivery (G3)	2	1	-0.5	-2	2.00
Monitoring (G4)	2	1	-0.5	-2	1.40
Completion (G5)	2	1	-0.5	-2	0.00

Project Closure Statement

Project Title: [Insert Project Title]

Date: [insert date document issued]

Client/Sponsor: [Insert name of Project Client/Sponsor]

Project Manager: [Insert name of Project Manager]

Responsible Programme: [Insert the name of the Responsible Programme]

Version No: 0.1

[Guidance on Version Control:

- The first draft will be 0.1.
- Each re-drafted version will be 0.2, 0.3 etc.
- Once submitted to the Board for approval it will be version 1.0 and any amendments after submission will be 1.1, 1.2 etc.

Once the amended document is approved by the Board it will be 2.0.]

- Approvals:**
1. [list the names of Boards or persons this document is being submitted to for formal approval]
 - 2.

End Stage Report

Purpose

This is the project manager's report to the Project Executive and Project Board and provides information on how well the project/this stage of the project has performed against the agreed scope defined within the Project Initiation Document and Business Case.

The stage report should review whether the project is delivering/has delivered Value for Money, and to ensure that it still represents the most effective and efficient way to meet the relevant objectives.

1 Background to the project

Introduction, objectives, rationale for the project and business benefits expected

2 Achievement of Project Objectives and Deliverables

Has this stage of the project achieved its objectives (purpose) and deliverables (tangible and specific products) as outlined in the Business Case and PID? How well did the project perform against the planned target time and cost? Summarise whether the project was successful or not.

3 Impact of Changes

The effect on the original Project Plan and Business Case of any changes that were approved, including any effect on the planned outcomes

4 Quality review

What type of quality review was undertaken and what were the results?

5 Risk Review

Update on key project risks

6 Project Issues

Update on project issues

7 Actions for the next Stage

Document any unfinished business/outstanding elements at the end of this stage, identify the person responsible for them and pass them on for completion. Outline work that needs to be done to begin the next stage

8 Benefits Update

Update on planned benefits for the project, including level of achievement so far for each benefit or expected levels of achievement and when and how the final benefits realisation will be monitored and reported.

9 Lessons learnt

List any key lessons learnt that should be captured and shared. List any recommendations for future enhancement or modification of the project management method

10 Conclusions/recommendations

List any key conclusions/recommendations that emerge from the lessons learnt.

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CAPITAL BUDGET 2018/19-2021/22

APPENDIX E

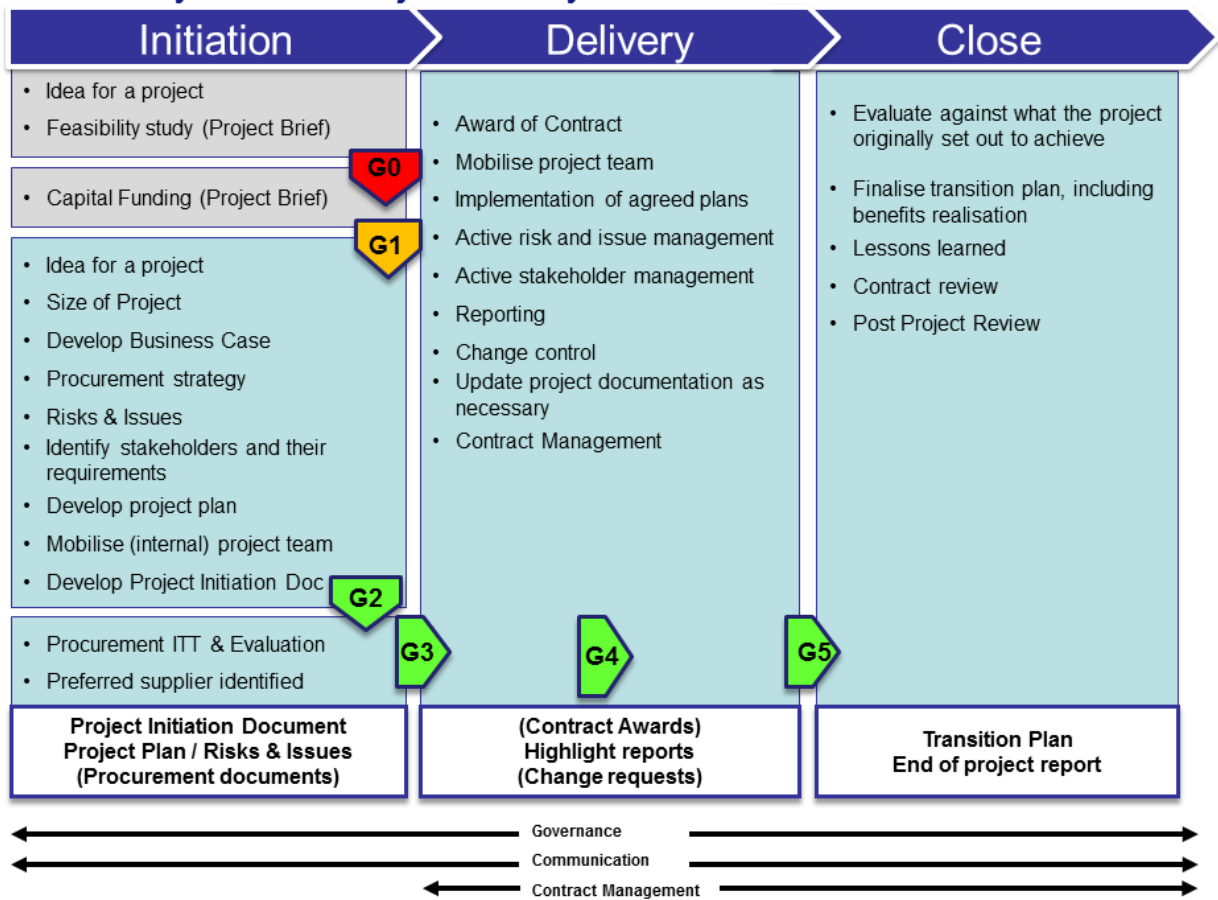
	2018-19	2019-20	2020-21	2021-22
	£	£	£	£
General Fund Capital Programme				
New Bids				
National Homelessness Property Fund (NHPF) 'Real Letting'	2,500,000	2,500,000		
Gloucester Green Car Park (Health and safety)	195,000			
Major capital works at Oxford Covered Market	400,000	400,000	400,000	400,000
Replace or refurbish Lifts	154,000			
Pest Control Equipment	35,000			
Car Park Resurfacing rolling programme	50,000	50,000	50,000	50,000
Hinksey Heated Outdoor Pool kiosk	49,000			
Barton Leisure Centre Indoor cycling studio	40,000			
CCTV Suite Upgrade	80,000			
Full Size 3G Artificial Turf Pitch (Horspath)	-	900,000		
Rose Hill Community Centre - Parking Management	10,000			
Infrastructure Improvement Florence Park	81,000			
Infrastructure Improvements Meadow Lane Car Park	92,000			
BTOP Phase 2	83,000			
Parks & Open Spaces - Tree Team additional resources	26,000			
Telephony Device refresh	10,000	60,000	60,000	60,000
Barton Park 2 additional vehicles	52,000			
Queen Street and Floyds Row works	500,000			
Controlled parking zones	200,000			
Capitalised planned maintenance	325,000	325,000	325,000	325,000
Discretionary funding for hsg improves re disabled adaptations	15,000	15,000	15,000	15,000
	4,897,000	4,250,000	850,000	850,000
Stage 2 Museum of Oxford Development	2,715,159	-	-	-
Assistant Chief Executive	2,715,159	-	-	-
ICT Infrastructure	155,000	155,000	155,000	155,000
ICT Software and Licences	150,000	150,000	150,000	150,000
Housing System Replacement	400,000			
CRM Application	200,000			
End-Point Devices	150,000	150,000	150,000	150,000
Superconnected Cities	40,000			
Business Improvement	1,095,000	455,000	455,000	455,000
Headington Environmental Improvements	59,004			
Renovation Grants	25,773	-		
Disabled Facilities Grants	1,810,959	1,000,000	1,000,000	1,000,000
Oxford and ablingdon flood alleviation scheme	380,000			
Go Ultra Low	576,607	35,000		
Pedestrianisation of Queen Street	500,000			
Planning & Regulatory	3,352,343	1,035,000	1,000,000	1,000,000
Community Centres				
East Oxford Project (community centre)	1,972,941			
Jericho Community Centre	200,000			
Bullingdon Community Centre	450,000			
Housing Projects				
Acquisition of Investment Properties	5,550,000	7,200,000	450,000	
Equity Loan Scheme for Teachers	100,000			
Barton Phase 1	8,440,000	2,455,000		
Barton Phase 2			10,329,000	
Loans to Housing Company	29,000,000	17,000,000	12,000,000	11,232,602
Housing & Property	45,712,941	26,655,000	22,779,000	11,232,602
Outdoor Sports				
Horspath Athletics Ground	720,082			
Community Services	720,082	-	-	-
Vehicles				
MT Vehicles/Plant Replacement Programme.	1,024,000	3,710,500	3,169,500	1,898,250
Cleansing Services				
Recycling Transfer Station	2,193,000			
Car Parking				
Car Parking Oxpens	243,000			
Extension to Seacourt Park & Ride (Part of feasibility reports)	3,483,901			
Car Parks Resurfacing	250,000	250,000	262,400	250,000
Direct Services	7,193,901	3,960,500	3,431,900	2,148,250
R & D Feasibility Fund	150,000	150,000	150,000	150,000
Financial Services	150,000	150,000	150,000	150,000

Total General Fund Schemes	65,836,426	36,505,500	28,665,900	15,835,852
Housing Revenue Account Capital Programme				
NEW Bids				
Fire doors	250,000			
Doors and windows	50,000			
Energy efficiency	100,000			
Extensions	150,000			
Compulsory purchase of property	1,000,000			
East Oxford development	5,300,000	5,300,000		
Special Projects				
Tower Blocks	784,000	-		
Planned Major Repairs				
Adaptations for disabled	617,000	633,000	648,000	664,000
Improvements				
Structural	145,000	149,000	152,000	156,000
Damp-proof works (K&B)	104,000	107,000	110,000	112,000
Doors and Windows	200,000	200,000	200,000	200,000
Extensions & Major Adaptions	150,000	150,000	150,000	150,000
Communal Areas	174,000	178,000	183,000	187,000
Regulatory				
Kitchens & Bathrooms	2,333,000	2,413,000	2,496,000	2,587,000
Heating	2,262,000	2,310,000	2,357,000	2,003,000
Roofing	174,000	178,000	183,000	187,000
Electrics	434,000	443,000	443,000	453,000
Estate Improvement				
Great Estates: Estate Enhancements and Regeneration	1,200,000	1,200,000	600,000	600,000
Barton Regeneration	936,000	973,000	506,000	
Future Programme				
BBL Regeneration	1,600,000	1,600,000	2,265,000	
HVCH Payments		7,703,000	7,703,000	7,703,000
Development at Bracegirdle and Salford Road	735,500			
Empty Properties				
Major Voids	392,000	409,000	427,000	445,000
Energy Efficiency Initiatives				
Energy Efficiency Initiatives	300,000	300,000	300,000	300,000
Total Housing Revenue Account Schemes	19,390,500	24,246,000	18,723,000	15,747,000
Total Capital Programme (GF & HRA)	85,226,926	60,751,500	47,388,900	31,582,852

Corporate Asset Management and Capital Programme

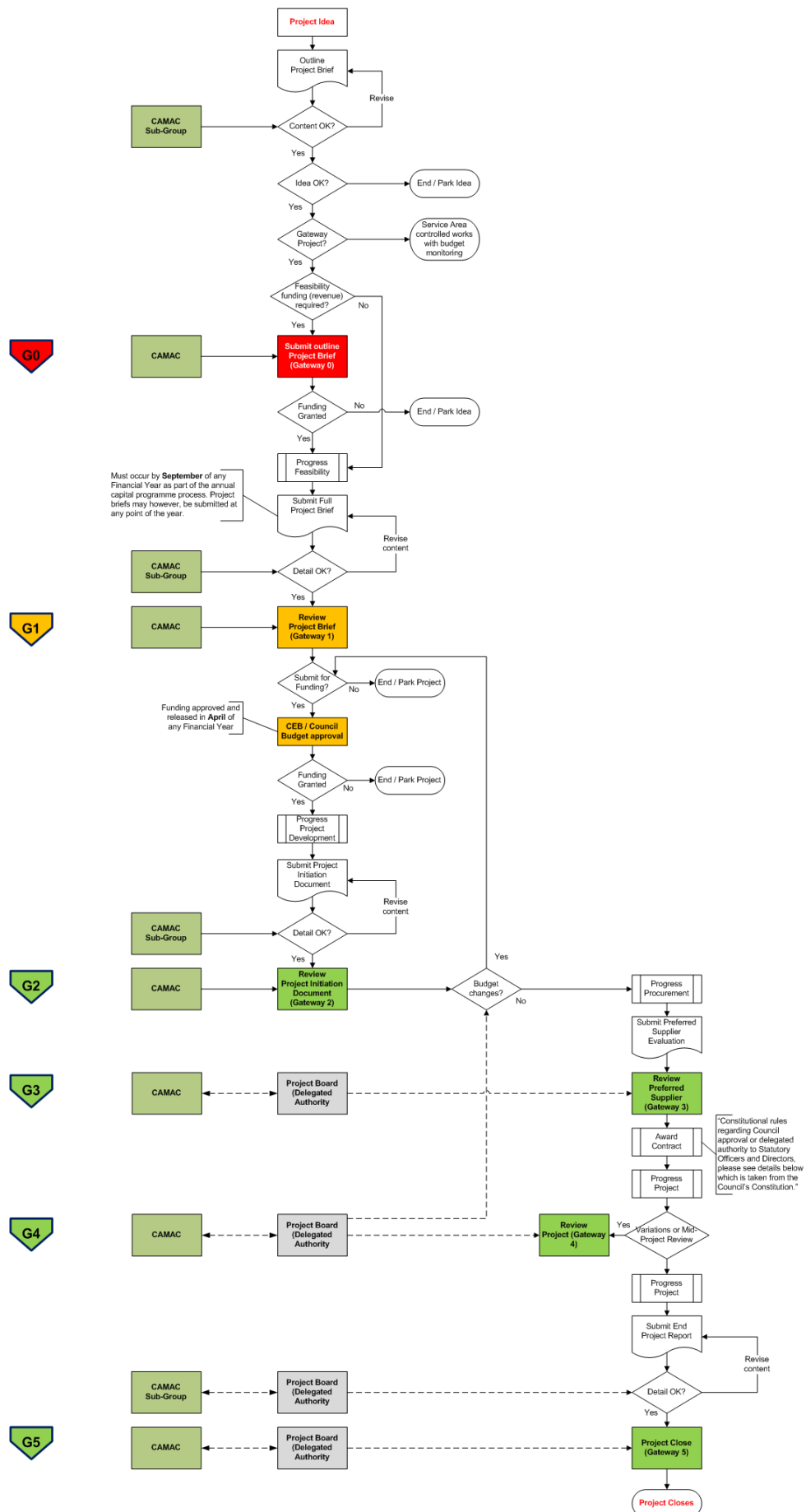
Capital Projects Gateways Process

Oxford City Council - Project Delivery Process



Corporate Asset Management and Capital Programme

Gateway Process – Capital Projects



Corporate Asset Management and Capital Programme

Governance and Assurance Gateways

Capital funding bids and where funding is approved, select projects will pass through a series of governance and assurance gateways. The governance and assurance gateways are designed to ensure that the bids and a project's progress are monitored and assessed through a robust process aligned to the Capital Strategy.

The Gateway process will require specific documentation to be completed and submitted for review and challenge at various stages. As capital funding bids are to be submitted by September of any year, and funding is approved, ready for release during the new Financial Year (beginning April), the documentation requirement will ensure that capital expenditure or capital project details and its associated business case are recorded, in a consistent manner, so that any scheme can continue with all parties understanding the proposed outcomes and costs.

Some schemes will not become 'Gateway projects.' Though the capital expenditure will need to be understood for aspects such as vehicle replacement or fencing maintenance, these will not be subject to the Gateway Process other than the first stage (Gateway '0' (zero)). These aspects will be managed within Service Areas and be subject to budget monitoring

Once a project has been approved, as well as governance and assurance gateways, monitoring reports will be required, for review by the Asset Management and Capital (AMAC) Programme Board.

Governance arrangements for a project are to be proposed to AMAC, who will revise or ratify the arrangements. Should responsibility for the project be delegated by AMAC, the delegated authority (typically a Project Board) will be responsible for the completion of any governance and assurance. Monitoring reports regarding the Capital Bid and Projects will continue to be submitted for review by AMAC irrespective of whether authority has been delegated or not.

Note: Roles and responsibilities associated with capital projects are described below.

Note2 Documentation should be submitted to capitalprojectdocuments@oxford.gov.uk

Required Documentation

All activity, where capital funding is required, should be described using a Project Brief template to enable information to be captured in a consistent manner. Capital 'Gateway projects' will be required to complete, as a minimum, three documents (over the course of the project) that will apply at the various stages from concept through to completion. Where external procurement is required, a fourth document will be required. The documents required are:

Note: Template examples of the documentation are provided within the appendices.

Corporate Asset Management and Capital Programme

Gateway Register	<p>This document provides an overall control register for the Capital Programme.</p> <p>When schemes are submitted for review by CPMG and the AMAC Programme Board they will be registered. As a scheme progresses through the six Gateway Stages, the register will be updated to reflect the current stage.</p> <p>As documents are submitted for review by CPMG and the AMAC Programme Board they will be registered to indicate the document version and the date of review.</p> <p>This register ensures that the progress of schemes is understood both before agreed expenditure commences and that Closure Statements are recorded after capital expenditure has stopped.</p>
Feasibility Study Bid	<p>This document enables a Sponsor and project manager to describe the proposed project or scheme in terms of background, objectives, scope, constraints (including risks), cost (including a proposed profile of spend), approach, options and benefits.</p> <p>The information contained will enable AMAC to determine whether the idea should be progressed as a feasibility study and appropriate funding provided.</p> <p>Should the scheme develop into a Gateway project (see Project Brief) any feasibility funding will be capitalised as part of the scheme. Should the scheme fail to progress, the requesting Sponsor will then need to fund the feasibility from their Service Budget.</p>
Project Brief	<p>This document enables a Sponsor and project manager to describe the proposed project or scheme in terms of background, objectives, scope, constraints (including risks), cost (including a proposed profile of spend), approach, options and benefits.</p> <p>The document also enables Service Areas to describe maintenance or replacement programmes of works that are to be carried out.</p> <p>The information contained will enable AMAC to determine whether the idea should be progressed (Gateway 0 (zero)) and a funding bid developed then submitted to CEB / Full Council (Gateway 1) as a Gateway Project or to be Service Area managed with budget monitoring.</p> <p>Notes:</p> <ul style="list-style-type: none"> • A Project Brief template should be used where 'match funding' financing is required. Using this template and submitting the information to CAMAC will enable the idea and budget to be considered and approved. Where there are short deadlines for funding, rather than wait for the next Capital Programme Management meeting or full CAMAC Board, an exceptional meeting would be appropriate. • Where a project is managed by an external party, e.g. Oxfordshire County Council, the project should be described

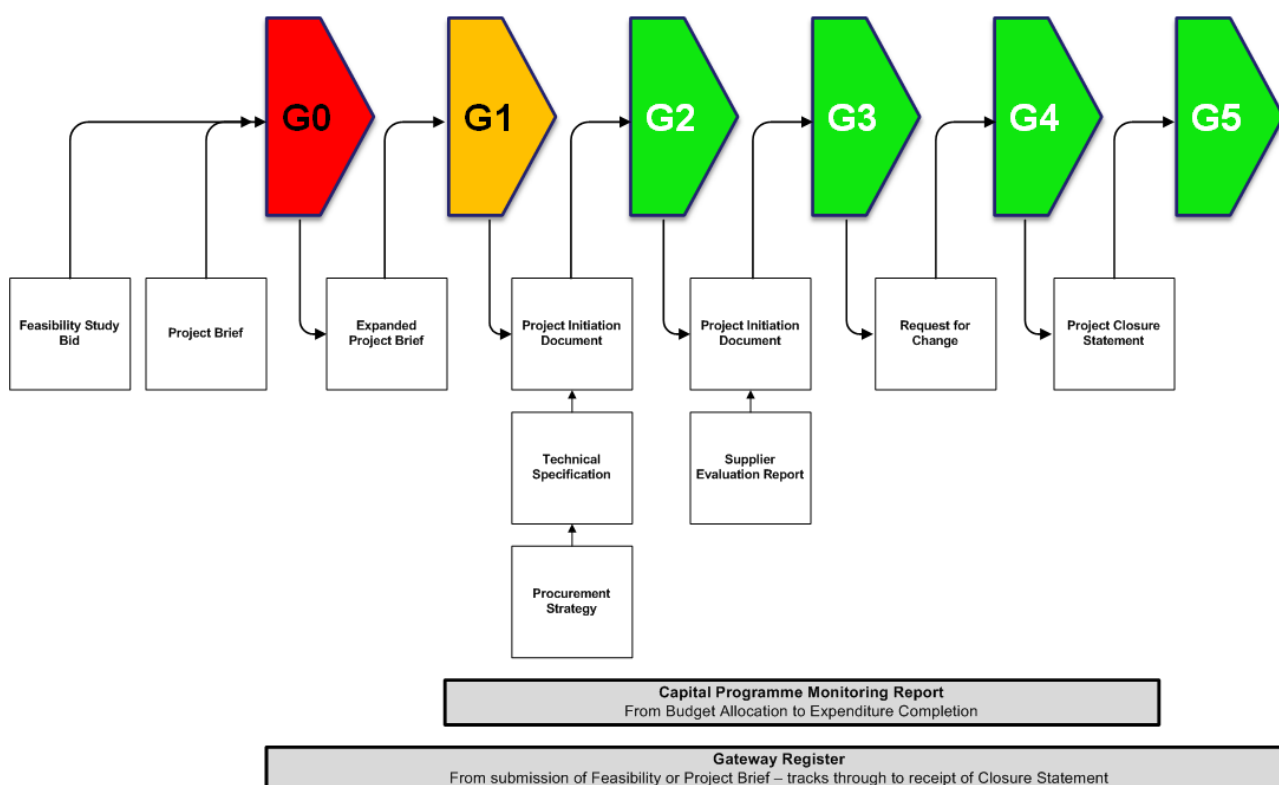
Corporate Asset Management and Capital Programme

	<p>using the project brief template. This should incorporate the City Council's financial commitment so that the idea and budget can be considered and approved. A City Council Lead Officer should be appointed, so that the project may be tracked in terms of progress and expenditure.</p>
Project Initiation Document (PID)	<p>Where the Funding Bid has been approved by CEB / Full Council (Gateway 1), AMAC will request that the project be fully planned and documented.</p> <p>The starting point for the completion of the Project Initiation Document (PID) will be to copy the information from the Project Brief.</p> <p>A PID will be required for projects whose cost is in excess of £100,000. For projects whose cost is less than £100,000 a Project Brief will suffice</p> <p>The PID requires significant effort and planned activity to collect and prepare all of the required detail.</p> <p>Note: Once work begins on the PID, the Project Brief may be discarded.</p> <p>The information contained will enable AMAC (or a delegated authority) to determine whether the project should continue and along with any procurement activity, whether preferred resource or suppliers may be contracted (Gateways 2 and 3 respectively).</p> <p>The AMAC Programme Board, or the delegated authority will ratify any project tolerance and contingency that has been proposed. Tolerance and contingency should be considered in terms of Cost, Time, and Quality and this should be linked to the risk register for the project</p> <p>Once the PID has been agreed, the scope of the project and its deliverables are fixed. Any changes to this would be addressed through agreed tolerances, or where significant, through requests for change to AMAC (Gateway 4).</p>
Project Monitoring Tool	<p>This tool enables the project manager to indicate the progress and status of a project through responding to a small number of questions relevant to each of the Gateway Stages up to the current Gateway Stage.</p> <p>The tool presents a status and enables the capture of comments, actions and owners.</p> <p>This tool will remain 'live' for the duration of the project and should be completed as each stage progresses. The monitoring tool is stored on a central network drive and the Project Manager will update the details on a monthly basis. Finance will collate the information provided and will update the Capital Programme Monitoring Report that is reviewed by the AMAC Programme Board.</p> <p>Note: Where ICT projects are capitally funded, these projects should also be reported to AMAC through the use of the Monitoring Tool, even though it would be the One Council Programme Board which is responsible for the project's delivery</p>

Corporate Asset Management and Capital Programme

Project Closure Statement	<p>Where AMAC or the delegated authority has agreed that the project has been completed, the project manager will complete a Project Closure Statement.</p> <p>The starting point for the Project Closure Statement is the PID. The report enables the assessment of the project in terms of products or services delivered benefits, outstanding risks and lessons learned.</p> <p>The detail required within the report will be proportionate to the size and complexity of the project.</p>
Procurement Strategy	<p>Where any external procurement activity is to be conducted as part of the Capital Project, the Project Manager will, by working with the Procurement Team, complete a Procurement Strategy.</p> <p>The starting point for the Procurement Strategy is the Project Brief. The strategy enables the control and monitoring of the procurement and ultimately the award of a contract in line with defined milestones and governance.</p> <p>The detail required within the report will be proportionate to the size and complexity of the project.</p>

Document Requirements for Gateways - Summary



Corporate Asset Management and Capital Programme

Governance and Assurance Gateways – requirement and timing

Capital funding bids and subsequent Gateway Projects will be governed through a series of six Gateways; numbered zero through five.

Gateways 'zero and one' relate to funding Bids that are to be submitted by September of any year.

Gateways 'two through five' relate to CEB / Full Council approved projects and their subsequent progress following the release of capital from April of any year.

The purpose and documentation requirements for each gateway are:

Gateway Zero	<p>Purpose</p> <ul style="list-style-type: none">• A Sponsor and a project manager wish to propose a project /scheme. This project/scheme may need to carry out surveys, a feasibility study or an options appraisal, in order to establish the viability of a capital funded project, and are seeking revenue funds in order to progress.• A Service Area requires a capital expenditure programme of works e.g. vehicle replacement, or fencing maintenance• Gateway 0 (zero) enables AMAC to make a determination on whether the scheme is appropriate and aligned to the Capital Strategy, and also whether feasibility funding is to be granted.• The result of this stage will be:<ul style="list-style-type: none">○ Gateway Project - subject to Full Gateway process○ Not a Gateway Project - Service managed works are reviewed through budget monitoring• <p>Documentation required</p> <ul style="list-style-type: none">• A Project Feasibility Study Bid should be submitted, outlining the feasibility requirements• An project brief should be completed, outlining the project idea or expenditure programme
Gateway One	<p>Purpose</p> <ul style="list-style-type: none">• AMAC have approved the scheme as a Gateway Project at Gateway 0 (zero).• A Sponsor and a project manager are seeking internal approval to formally request the required funding via CEB / Full Council <p>Documentation required</p> <ul style="list-style-type: none">• A fully completed project brief, describing the project
CEB / Full Council determine whether funding is to be granted and committed	
Gateway 2	<p>Purpose</p> <ul style="list-style-type: none">• CEB / Full Council have approved the required funding for the project/scheme• To review requests to formally begin the project to planned timescales and to authorise the commencement of procurement activity based on an approved procurement strategy.

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	<p>Note: No tender process will commence unless the specification is affordable within the budget that has been approved. For example, the specification indicates a cost of £1.5 million, however the budget provision is set at £1.3 million</p> <p>Additionally, the tender process will not commence until the Internal Project Manager has checked and approved the design specification.</p> <ul style="list-style-type: none"> • To fully understand the cost of the project including requesting additional budgetary provision from AMAC (via report to CEB / Full Council) • To ensure that all internal resource requirements are captured and recorded within the PID. This would include resource from Procurement, Legal and Finance. <p>Notes:</p> <p>Where the costs of the project change, the options to address this are:</p> <ul style="list-style-type: none"> ○ Value engineered to achieve the approved budget figure ○ Can money be vired from another part of the Capital Programme to cover the shortfall? ○ Does the scheme need to go back to CEB / Full Council to request the additional funding? ○ Where these options are not appropriate, Full AMAC may determine to stop the project from continuing. <p>Documentation required</p> <ul style="list-style-type: none"> • A Procurement Strategy document (completed with Procurement) • A fully completed Project Brief (for schemes who total cost is less than £100,000) • A fully completed Project Initiation Document (for schemes who total cost is more than £100,000)
<p>Gateway 3</p>	<p>Purpose</p> <ul style="list-style-type: none"> • AMAC have approved the project/scheme at Gateway 2 • To evaluate tender responses and approve recommendations to proceed with a preferred supplier or suppliers • To fully understand the cost of the project including requesting additional budgetary provision from AMAC (via report to CEB / Full Council) <p>Notes:</p> <p>Where the costs of the project change, the options to address this are:</p> <ul style="list-style-type: none"> • Value engineered to achieve the approved budget figure • Can money be vired from another part of the Capital Programme to cover the shortfall? • Does the scheme need to go back to CEB / Full Council to request the additional funding? • Where these options are not appropriate, Full AMAC may determine to stop the project from continuing.

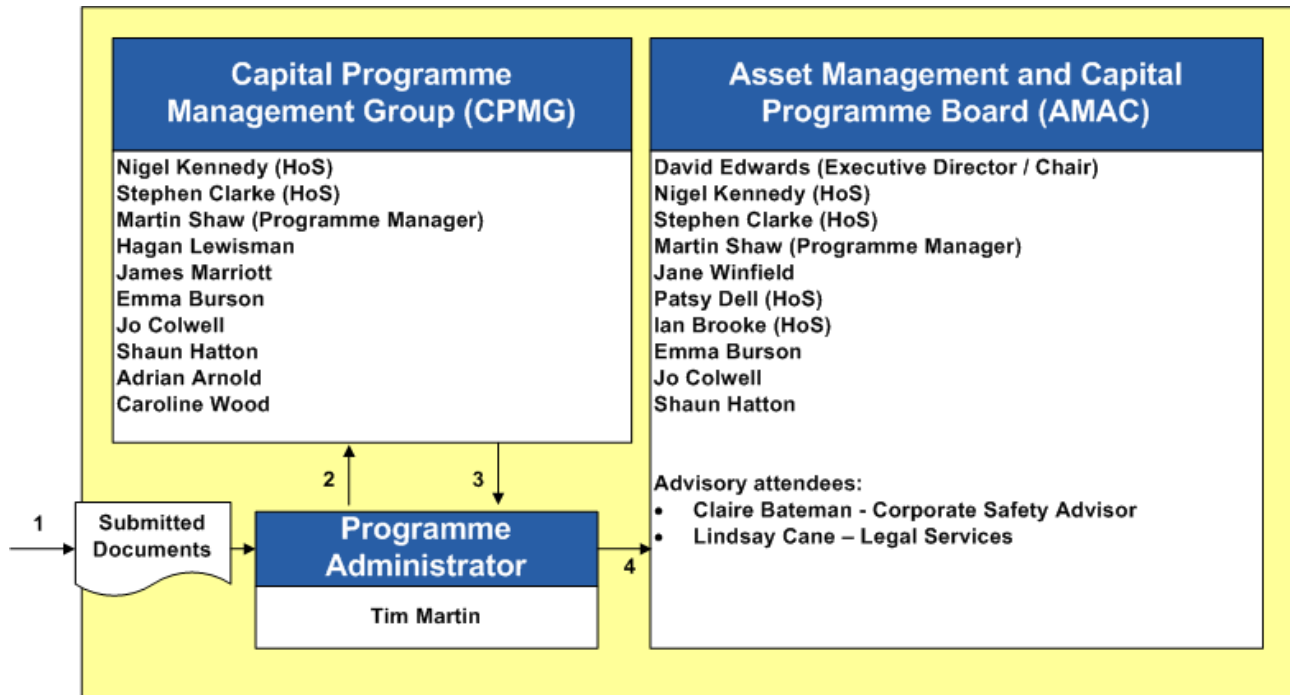
Corporate Asset Management and Capital Programme

	<p>Documentation required</p> <ul style="list-style-type: none"> • A revised and fully updated Project Brief (for schemes who total cost is less than £100,000) • A revised and fully updated Project Initiation Document (for schemes who total cost is more than £100,000) • Procurement Strategy template (completed with Procurement) • Preferred supplier tender evaluation report/s
Gateway 4	<p>Purpose</p> <ul style="list-style-type: none"> • AMAC have approved the project/scheme at Gateway 3 and any contract award has been approved following the rules set out in the Constitution. • Project Boards (as delegated authorities) will manage the day-to-day delivery of the project/scheme and any tolerances/contingency • Should there be exceptional changes (outside of agreed tolerances/contingency relating to costs, viability, quality and timescales established by the appropriate authority and ratified by AMAC) then the project should submit Change Request documentation to the Capital Programme Management group. This will trigger a Gateway 4. • AMAC may wish to request a Gateway 4 as an external pair of eyes <p>Notes:</p> <p>Where the costs of the project change, the options to address this are:</p> <ul style="list-style-type: none"> ○ Value engineered to achieve the approved budget figure ○ Can money be vired from another part of the Capital Programme to cover the shortfall? ○ Does the scheme need to go back to CEB / Full Council to request the additional funding? ○ Where these options are not appropriate, Full CAMAC may determine to stop the project from continuing. <p>Documentation required</p> <ul style="list-style-type: none"> • The agreed Project Brief or • The agreed Project Initiation Document • Change Request documentation
Gateway 5	<p>Purpose</p> <ul style="list-style-type: none"> • CAMAC have approved the project/scheme at Gateway 3 • Project Boards (as delegated authorities) are requesting formal closure of the project/scheme • To review the completed project and to assess its successes and any lessons learned. <p>Documentation required</p> <ul style="list-style-type: none"> • A Project Closure Statement

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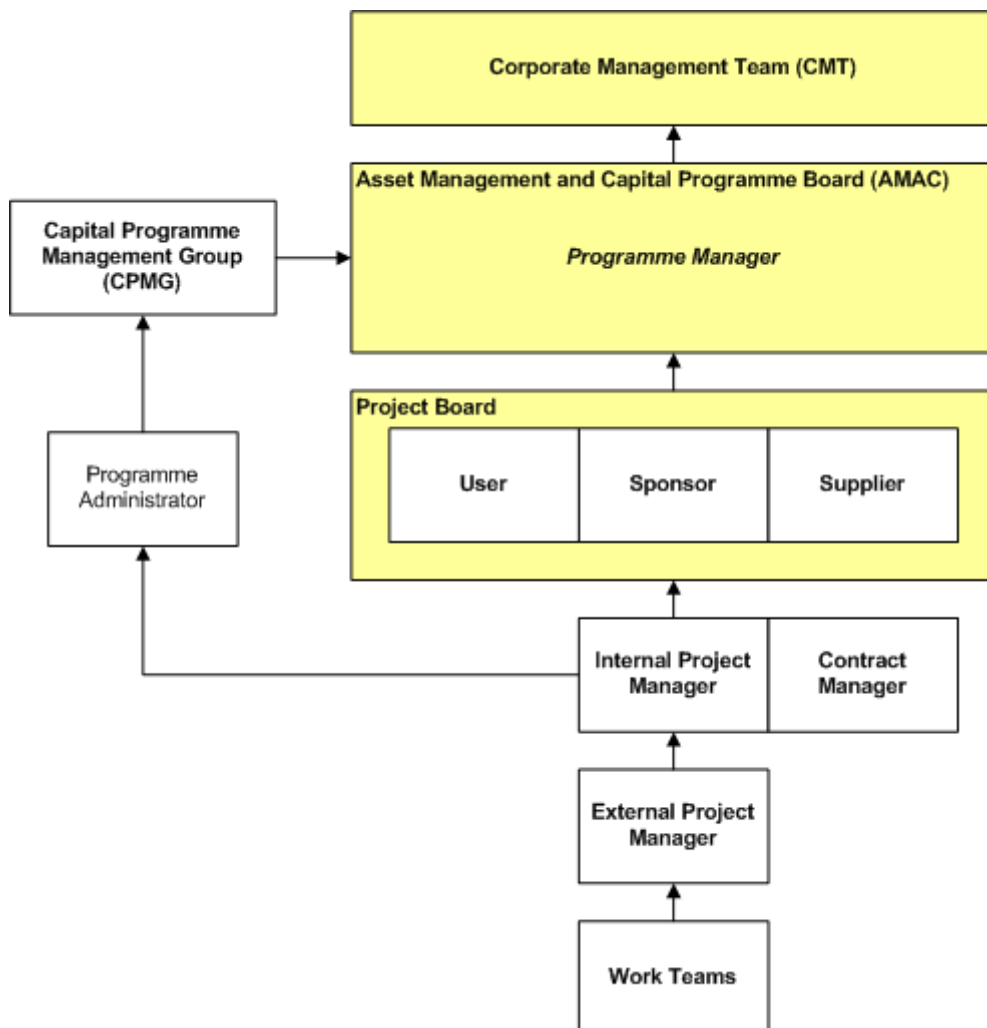
Capital Projects process and governance

Structure, Definition of Roles and Responsibilities



Documentation should be submitted to capitalprojectdocuments@oxford.gov.uk

Corporate Asset Management and Capital Programme Overall Structure



Note: two Project Management configurations are described as follows:

- Management Structure 1 : Internal Project Manager appointed
- Management Structure 2 : External Project Manager appointed

Corporate Asset Management and Capital Programme

Structure, Definition of Roles and Responsibilities

Roles and Responsibilities	
Corporate Management Team (CMT)	<p>The Group which are accountable for the successful delivery of the Corporate Programmes and who have control over the resources allocated to it.</p> <p>Provides support, advice and dispute resolution.</p> <p>Appoints a Senior Responsible Officer to the Programme Board.</p> <p>The Chief Executive chairs the Corporate Management Team (CMT)</p>
Programme Sponsor	<p>The person, appointed by CMT, who is accountable for the successful delivery of a programme, who has control over the resources allocated to it, and to whom the programme manager reports progress and escalates issues for resolution.</p> <p>The programme sponsor chairs the programme board</p>
Programme Board	<p>A group that monitors and manages the progress of a programme and are responsible for delivering the programme outcomes and benefits.</p>
Asset Management and Capital Programme Board (AMAC)	<p>A group that monitors and manages the progress of a programme and are responsible for delivering the programme outcomes and benefits.</p> <p>The Terms of Reference for AMAC are:</p> <p>To Review Policy and Strategy in respect of:</p> <ul style="list-style-type: none"> • Asset Management Plan • Capital Strategy • Investment Property Strategy • Health & Safety • To manage the implementation of annual capital programme.
Capital Programme Management Group (CPMG)	<p>This group will review all submissions where capital funding is required. These submissions may relate to:</p> <ul style="list-style-type: none"> • A Sponsor and a project manager wish to propose a project /scheme. • A Sponsor and a project manager wish to propose a project /scheme and this project/scheme may need to carry out surveys, a feasibility study or an options appraisal, in order to establish the viability of a capital funded project, and are seeking revenue funds in order to progress. • A Service Area requires a capital expenditure programme of works e.g. vehicle replacement, or fencing maintenance <p>The group will collate, advise on, prioritise (using a central scoring/prioritisation process), prepare determine whether the scheme is appropriate and aligned to the Capital Strategy, and also whether feasibility funding is to be granted. The group will submit the capital bids, to the AMAC for approval.</p> <p>The initial outputs of this group will be to determine:</p> <ul style="list-style-type: none"> • Gateway Project - subject to Full Gateway process • Not a Gateway Project - Service managed works an reviewed through budget monitoring

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	<ul style="list-style-type: none"> • Not a viable scheme <p>The group may advise on the suitable selection of a Project Manager to manage the scheme.</p> <p>Where funding has been approved, this group will ensure that No tender process will commence unless the specification is affordable within the budget that has been approved. For example, the specification indicates a cost of £1.5 million, however the budget provision is set at £1.3 million</p> <p>Additionally, the tender process will not commence until the Internal Project Manager has checked and approved the design specification.</p> <p>The group will review excessive variations to the project and respective requests for change.</p> <p>Part of this arrangement will also be the monitoring of current capital schemes and reporting to the AMAC on an exception basis and receiving advice and guidance where required.</p> <p>Where disputes on project arrangements are identified, this group will facilitate their resolution through escalation to the AMAC Programme Board and to the Corporate Management Team.</p>
Programme Manager	<p>The person with responsibility for ensuring the delivery of the programme on a day to day basis.</p> <p>Co-ordinate projects and interdependencies and ensure delivery of projects on time, to quality and budget</p> <p>Support project managers and resolve risks</p> <p>Manage communications with stakeholders and ensure integrity of governance arrangements;</p> <p>To be accountable to the Board for the development of the work of the Board and implementation of the work programme, primarily work between meetings.</p>
Programme Administrator	<p>The person with responsibility for ensuring the collation and presentation of Project documents to both the Capital Programme Management Group and to the Asset Management and Capital Programme Board once approved by the Programme Manager.</p> <p>Responsible to maintaining the Gateway Register and holding a copy of approved Project Documents</p>
Project Board	<p>A temporary, flexible organisation created to co-ordinate, direct and oversee the completion of a project against the agreed business case.</p> <p>This governance group is responsible for providing the project sponsor with support, advice and technical input.</p> <p>Approves the appointment and defines the objectives and the responsibilities of the Project Manager.</p>

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	<p>Works within scope and tolerances set by the programme board for ensuring the project is on track to deliver agreed outcomes in the agreed Project Initiation Document (PID)</p> <p>Monitoring project progress and assists the project manager with problem resolution, whilst also providing guidance on the direction of the project.</p> <p>Responsible for ensuring the Capital Programme Management Group have visibility of any excessive variances</p> <p>Carries out gateway reviews where this responsibility has been delegated by the programme board.</p> <p>Monitors and reviews performance of the project team and its key roles</p> <p>The project board consists of three roles:</p> <ul style="list-style-type: none"> • Project Sponsor • Senior user • Senior supplier <p>Note: Project Sponsor and Senior User may be the same person for smaller projects.</p>
Project Sponsor	<p>The senior person with a relevant interest in the project benefits.</p> <p>This person is the owner of the business case, and is accountable for the delivery of the project in line with the agreed business case.</p> <p>This person is able to allocate resources, approve scope changes and provide high-level direction.</p> <p>This person chairs the project board and would typically sit on the programme board.</p> <p>Specific Responsibilities</p> <ul style="list-style-type: none"> • Oversees the development of the Project Brief and the Business Case • Appoints a Project Manager (may be advised by the Capital Management Group) • Ensures that there is a coherent project organisation and a logical set of plans • Ensures Procurement have been involved in developing the procurement strategy for the project. • Monitors and reviews the project against the business case. • Ensures risks are being monitored and mitigated as effectively as possible • Approves the project Closure Statement and that outstanding risks and issues are documented and passed on to the appropriate resource. • Ensures that project benefits have been realised

Corporate Asset Management and Capital Programme

	<p>For Gateway 0 (zero)</p> <p>Works with a project manager to develop the feasibility study bid or the outline brief for consideration by AMAC and aligned to the Capital Strategy.</p> <p>Seeks funding for any feasibility study.</p> <p>Nominates an officer to take forward the idea which may or may not include carrying out some discrete procurement to deliver feasibility studies.</p> <p>Following Gateway 1</p> <p>The Sponsor is to be consulted to ensure that the procurement strategy meets the requirements of the project in terms of timeline, budget and business outcomes.</p> <p>The Sponsor must approve to the procurement strategy before it is submitted to AMAC for approval.</p> <p>The Sponsor needs to ensure the project manager follows the terms of the Framework for Commercial Contracts to ensure:</p> <ul style="list-style-type: none"> • <i>Lead Contractors develop a relationship with Oxford Direct Services (ODS)</i> • <i>Where there is work that can be separated from the main contract e.g. Landscaping, Highways, ODS are contacted to discuss their ability to carry out the works</i> • <i>Where there are suitable, discrete work packages, the Lead Contractor meets with ODS to discuss options for them tendering for the work</i> • <i>Where the project is not suitable for ODS, that consideration is given to ODS' expertise and in becoming part of the tender evaluation panel</i> <p>Following Gateway 2</p> <p>The Sponsor is Accountable for the sign-off of the final tender specification before release to market.</p> <p>Informed of the outcome of the tender evaluation via a formal report</p> <p>Depending on the contract value and CEB Delegated Authority given, the appropriate Director will give approval to award the contract in accordance with the tender evaluation report.</p> <p>Responsible for agreeing the Contract Manager.</p> <p>Following Gateway 3</p> <p>Responsible for reviewing and agreeing the final draft contract before it is given to Legal for signing</p> <p>Accountable for the delivery of the project in accordance with the agreed Project Brief or PID and awarded contract.</p> <p>Informed of project delivery progress at each project board and changes managed through the Gateway process.</p> <p>Note: Project Sponsor and Senior User may be the same person for smaller projects.</p>
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Corporate Asset Management and Capital Programme

Senior User	<p>This person represents the interests of all those for whom the project will achieve an objective or who will use the outcome of the project to deliver benefits.</p> <p>This person is responsible for ensuring project requirements are fully and accurately specified in the business case and for monitoring the quality of the outcomes.</p> <p>This person must ensure that the end-user requirements are carefully scrutinised against affordability restrictions and the final scope does not represent a 'wish list' that is over engineered or deviates from the original Project Brief and its requirements so that they meet the needs of the organisation in terms of quality and use</p> <p>Specific Responsibilities</p> <ul style="list-style-type: none"> • Ensures the desired outcome is specified • Promotes and maintains focus on the desired outcome • Resolves user requirement, budgetary, scope and priority conflicts • Advises user management on matters concerning the project • Ensures user requirements are accurate and unambiguous • Risks to users are monitored
Senior Supplier	<p>This role on the project board provides knowledge and experience of the main areas involved in producing the project's deliverables, such as of those who will design, develop or procure the project's products.</p> <p>This role may be an individual or a variety of individuals over the course of a project.</p> <p>This role will represent the suppliers' interests within the project and has the authority to commit or acquire supplier resources in support of the design, development, facilitation, procurement and implementation of the project deliverables.</p> <p>During the early phases of the project process, Procurement, Legal and Finance will occupy this position – see relevant sections below.</p> <p>Specific Responsibilities</p> <ul style="list-style-type: none"> • Agrees objectives for supplier activity • Promotes and maintains focus on the desired outcome • Ensures supplier resources are made available • Resolves supplier requirement and priority conflicts • Advises non-technical management on supplier aspects of the project • Ensures that supplier and operating standards defined for the project are met • Risks regarding production are monitored

Corporate Asset Management and Capital Programme

Management Structure 1 : Internal Project Manager appointed

Internal Project Manager	<p>Appointed by the project sponsor to plan and deliver the project on a day-to-day basis on behalf of the project board within the tolerances allowed by the board.</p> <p>Responsible for producing the required deliverables that will support the business case, to the required standard of quality and within the constraints of time and cost.</p> <p>The project manager must have the necessary skills and experience to undertake this role. As a minimum, all project managers are required to have undertaken internal, project management training before being assigned to a project.</p> <p>The project manager should have an understanding of the Contract Rules (including key clauses to be inserted into contracts and the delegated authority to award a contract)</p> <p>Reports on progress via timed highlight reports submitted to the project board via the programme manager.</p> <p>Specific Responsibilities</p> <ul style="list-style-type: none"> • Directs the project team • Works with Procurement in developing the procurement strategy for the project. • Plans and monitors progress of the project • Manages the project risks and issues • Prepares revised plans and documentation through a change control process and presents them to the Project Board • Tender submission quality checks with Procurement • Agrees the technical and quality requirements of the project with the project Team • Agrees the technical and quality requirements of the project with the project board • Ensures project resource submit timesheets and these are reviewed against project costs and the business case • Approves supplier invoices for payment against the profiled expenditure • Prepares the Project Closure Statement including lessons learned and presents it to the Project Board • Monitors the performance of any supplier • Reviews non-standard items with the project team to determine their impact on project costs <p>For Gateway 0 (zero)</p> <p>Works with a project sponsor to develop the feasibility study bid or the outline brief for consideration by AMAC.</p> <p>Works with Procurement in developing the procurement strategy for the project.</p> <p>Following Gateway 1</p> <p>The Project Manager is Responsible for the production of the Procurement strategy.</p> <p>This is to be produced with input from Procurement, Legal and Finance.</p>
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Corporate Asset Management and Capital Programme

	<p>The Sponsor is to be consulted to ensure that the procurement strategy meets the requirements of the project in terms of budget, timeline and business outcome.</p> <p>The Internal Project Manager submits the completed procurement strategy to AMAC for approval</p> <p>Notes:</p> <p>Works with the Project Sponsor to ensure the project follows the terms of the Framework for Commercial Contracts to ensure:</p> <ul style="list-style-type: none"> • <i>Lead Contractors develop a relationship with Oxford Direct Services (ODS)</i> • <i>Where there is work that can be separated from the main contract e.g. Landscaping, Highways, ODS are contacted to discuss their ability to carry out the works</i> • <i>Where there are suitable, discrete work packages, the Lead Contractor meets with ODS to discuss options for them tendering for the work</i> • <i>Where the project is not suitable for ODS, that consideration is given to ODS' expertise and in becoming part of the tender evaluation panel</i> <p>Following Gateway 2</p> <p>Responsible for ensuring the procurement strategy is signed-off.</p> <p>Responsible for arranging for the technical specification to be developed to the timeline agreed in the Procurement Strategy and project plan.</p> <p>The Internal Project Manager is responsible for consulting with other technical staff and preparing the technical specification and providing this to Procurement to finalise the full tender documentation.</p> <p>Responsible for signing-off the completed Technical Specification to ensure it meets the Councils requirements, is fit for purpose and provides value for money.</p> <p>Responsible for submitting the final tender documentation for approval by the Sponsor</p> <p>Responsible for the coordination of answers to all clarification questions and for approving the tender clarification responses</p> <p>Responsible for undertaking the tender evaluation as a panel member (subject to Council agreement)</p> <p>Responsible for the production of the technical elements of the tender evaluation report and submitting it to Procurement.</p> <p>Responsible for ensuring that the requirements proposed in the final technical solution are fit for purpose, agreed by the project team and are within the project budget.</p> <p>Submits the evaluation report to the Project Board and to the officer with delegated authority to award the contract.</p> <p>The Internal Project Manager at this point may become the Contract Manager for the project. This assignment needs to be agreed by Sponsor</p>
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Corporate Asset Management and Capital Programme

	<p>Following Gateway 3</p> <p>Responsible for ensuring that the monitoring arrangements of performance and KPIs are in place.</p> <p>Receives and reviews contract performance data and reports</p> <p>Responsible for the day-to-day delivery of the project against agreed plans.</p> <p>Responsible for ensuring that the project is being delivered in accordance with the contract.</p> <p>Responsible for producing highlight reporting to the project board and</p> <p>Responsible for producing the monitoring report for the AMAC.</p> <p>Responsible for managing the relationship with external suppliers where relevant, clearly setting out the roles, responsibilities and standards</p> <p>Ensures that payments are made in accordance with the agreed contract terms, and that no payments are made to a contractor once the Council has become aware that the contractor is likely to go into administration without the prior agreement of the administrator.</p> <p>Monitors performance (e.g. compliance with conditions, KPIs and milestones) and manages the associated risks</p> <p>Ensures that effective communication is maintained between all parties and monitoring conflicts of interest and facilitates their resolution</p> <p>Managing operational changes or variations to the contract and ensures contract documentation is regularly checked, e.g. insurance certificates</p> <p>Working with Procurement to ensure that the contract remains competitive in the current market, and that it continues to demonstrate value for money to the Council</p> <p>Responsible for submitting requests for change beyond agreed project tolerances. This would include time, cost, scope and non-standard items</p> <p>Responsible for ensuring the appropriate reporting is passed to AMAC for review.</p>
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Corporate Asset Management and Capital Programme

Management Structure 2 : External Project Manager appointed

<p>Internal Project Manager</p> <p>[May also be the Contract Manager]</p>	<p>Where insufficient capacity or skill is available within the Council, the Project Sponsor may choose to appoint an 'external' project manager to plan and deliver the project on a day-to-day basis.</p> <p>The Internal Project Manager will act on behalf of the project board and will advise on constraints laid down by the board. The role will act within an assurance capacity.</p> <p>Reports on progress via timed highlight reports submitted to the project board via the programme manager.</p> <p>Specific Responsibilities</p> <ul style="list-style-type: none"> • Directs the External Project Manager where one has been appointed • Ensures the External Project Manager understands the Council requirements regarding Project and Programme controls, including Gateways, and should have an understanding of the Contract Rules (including key clauses to be inserted into contracts and the delegated authority to award a contract) and tender submission compliance checks. • Ensures the Project Manager works with Procurement in developing the procurement strategy for the project. • Monitors progress of the project against agreed plans • Monitors the project risks and issues on behalf of the Council • Agrees revised plans and documentation through a change control process and presents them to the Project Board • Agrees the technical and quality requirements of the project with the project manager and presents them to the project board before they are made available to the market • Ensures project resource (including suppliers) timesheets are collected and reviewed against project costs and the business case • Approves the Project Closure Statement including lessons learned and presents it to the project board <p>Following Gateway 1</p> <p>The Internal Project Manager is accountable for ensuring that the Procurement strategy is produced.</p> <p>Notes:</p> <p>Work with the External Project Manager (and Lead Contractor) to ensure they follow the terms of the Framework for Commercial Contracts to ensure:</p> <ul style="list-style-type: none"> • <i>Lead Contractors develop a relationship with Oxford Direct Services (ODS)</i> • <i>Where there is work that can be separated from the main contract e.g. Landscaping, Highways, ODS are contacted to discuss their ability to carry out the works</i> • <i>Where there are suitable, discrete work packages, the Lead Contractor meets with ODS to discuss options for them tendering for the work</i>
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	<ul style="list-style-type: none"> • <i>Where the project is not suitable for ODS, that consideration is given to ODS' expertise and in becoming part of the tender evaluation panel</i> <p>This is to be produced with input from the Project Manager, Procurement, Legal and Finance.</p> <p>The Internal Project Manager is responsible for submitting the strategy to AMAC for approval.</p> <p>Following Gateway 2</p> <p>Responsible for ensuring the Project Manager presents the procurement strategy to the Board.</p> <p>Responsible for ensuring the procurement strategy is signed-off.</p> <p>Responsible for signing-off the completed Technical Specification to ensure it meets the Councils requirements, is fit for purpose and provides value for money.</p> <p>The Internal Project Manager is responsible for submitting the final tender documentation for approval by the Sponsor if an external Project Manager is in post.</p> <p>Responsible for approving the tender clarification responses.</p> <p>Responsible for undertaking the tender evaluation as a panel member.</p> <p>Responsible for ensuring that the requirements proposed in the final technical solution are fit for purpose and within the project budget.</p> <p>Responsible for ensuring that the costs of both the technical specification and the management of the project are within budget</p> <p>Submits the evaluation report to the Project Board and to the officer with delegated authority to award the contract.</p> <p>The Internal Project Manager at this point may become the Contract Manager for the project.</p> <p>This assignment needs to be agreed by Sponsor</p> <p>Following Gateway 3</p> <p>Consulted on the arrangements of contract monitoring of performance and KPIs.</p> <p>Receives and reviews contract performance data and reports</p> <p>Responsible for ensuring that the Project Manager is delivering the project in accordance with the contract.</p> <p>Responsible for ensuring the appropriate reporting is passed to AMAC for review.</p> <p>Ensures that payments are made in accordance with the agreed contract terms, and that no payments are made to a contractor once the Council has become aware that the contractor is likely to go into administration without the prior agreement of the administrator.</p>
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Corporate Asset Management and Capital Programme

<p>Contract Manager</p> <p>[May also be the Internal Project Manager]</p>	<p>Responsible for managing the relationship with external suppliers where relevant, clearly setting out the roles, responsibilities and standards</p> <p>Monitors performance (e.g. compliance with conditions, KPIs and milestones) and manages the associated risks</p> <p>Ensures that effective communication is maintained between all parties and monitoring conflicts of interest and facilitates their resolution</p> <p>Managing operational changes or variations to the contract and ensures contract documentation is regularly checked, e.g. insurance certificates</p> <p>Working with Procurement to ensure that the contract remains competitive in the current market, and that it continues to demonstrate value for money to the Council</p> <p>Works closely with an External Project Manager or may also be the Project Manager where no external appointment is made.</p>
<p>External Project Manager</p>	<p>Appointed by the project sponsor to plan and deliver the project on a day-to-day basis on behalf of the project board within the tolerances allowed by the board.</p> <p>Responsible for producing the required deliverables that will support the business case, to the required standard of quality and within the constraints of time and cost.</p> <p>The project manager must have the necessary skills and experience to undertake this role. This will include the Council's Project Management methodology, the Capital Gateway process and an understanding of the Contract Rules (including key clauses to be inserted into contracts and the delegated authority to award a contract).</p> <p>Reports on progress via timed highlight reports submitted to the project board via the programme manager.</p> <p>Specific Responsibilities</p> <ul style="list-style-type: none"> • Directs the project team • Works with Procurement in developing the procurement strategy for the project. • Plans and monitors progress of the project • Manages the project risks and issues • Prepares revised plans and documentation through a change control process • Agree the technical and quality requirements of the project with the project board having previously had this agreed by the Council's internal project manager • Ensures project resource (including suppliers) submit timesheets and these are reviewed against project costs and the business case • Prepares the Project Closure Statement including lessons learned

Corporate Asset Management and Capital Programme

	<p>For Gateway 0 (zero)</p> <p>Works with a project sponsor to develop the outline brief for consideration by AMAC.</p> <p>Works with Procurement in developing the procurement strategy for the project.</p> <p>Following Gateway 1</p> <p>The Project Manager is Responsible for the production of the Procurement strategy.</p> <p>Notes:</p> <p>Work with the Internal Project Manager (and Lead Contractor) to ensure the terms of the Framework for Commercial Contracts are followed to ensure:</p> <ul style="list-style-type: none"> • <i>Lead Contractors develop a relationship with Oxford Direct Services (ODS)</i> • <i>Where there is work that can be separated from the main contract e.g. Landscaping, Highways, ODS are contacted to discuss their ability to carry out the works</i> • <i>Where there are suitable, discrete work packages, the Lead Contractor meets with ODS to discuss options for them tendering for the work</i> • <i>Where the project is not suitable for ODS, that consideration is given to ODS' expertise and in becoming part of the tender evaluation panel</i> <p>This is to be produced with input from Procurement, Legal, Finance and the Internal Project Manager.</p> <p>The Sponsor is to be consulted to ensure that the procurement strategy meets the requirements of the project in terms of budget, timeline and business outcome.</p> <p>The Project Manager submits the completed procurement strategy to the Internal Project Manager who will submit the strategy to AMAC for approval</p> <p>Following Gateway 2</p> <p>Responsible for arranging for the technical specification to be developed to the timeline agreed in the Procurement Strategy.</p> <p>The Project Manager is responsible for consulting with other technical staff and preparing the technical specification and providing to Procurement to finalise the full tender documentation.</p> <p>Responsible for the coordination of answers to all clarification questions.</p> <p>Responsible for undertaking the tender evaluation as a panel member (subject to Council agreement)</p> <p>Responsible for the production of the technical elements of the tender evaluation report and submitting it to Procurement.</p>
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Corporate Asset Management and Capital Programme

	<p>Following Gateway 3</p> <p>Responsible for ensuring that the monitoring arrangements of performance and KPIs are in place.</p> <p>Responsible for producing highlight reporting to the project board and inclusion in the monitoring report for AMAC.</p> <p>Responsible for the day-to-day delivery of the project against agreed plans.</p> <p>Responsible for submitting requests for change beyond agreed project tolerances.</p> <p>Ensures no payments are made to a contractor once the Council has become aware that the contractor is likely to go into administration without the prior agreement of the administrator</p>
Procurement	<p>Following Gateway 1</p> <p>Procurement is responsible for developing the strategy with key input from project stakeholders and ensuring that it contains all elements required by the strategy and that it meets the Councils Corporate Objectives and Constitution.</p> <p>Procurement must approve the strategy before the Internal Project Manager submits it to AMAC for approval.</p> <p>Following Gateway 2</p> <p>Procurement is responsible for providing advice to the Board.</p> <p>Responsible for finalising the full specification documentation.</p> <p>Ensuring that the Councils Corporate Priorities are incorporated in the final specification and deliverables.</p> <p>Ensuring that the Council's commercial teams have had opportunity to bid for work where appropriate.</p> <p>Responsible for releasing the tender documents to the market.</p> <p>Accountable for ensuring that the tender process is managed in accordance with all relevant procurement regulations and that a tender submission compliance check has been completed..</p> <p>Accountable that the clarification questions are being responded to appropriately and promptly.</p> <p>Accountable for arranging the evaluation process and ensuring that the evaluation panel carry out the evaluation compliantly in accordance with all relevant regulations.</p> <p>Accountable for finalising the tender evaluation report in conjunction with Finance and Legal.</p> <p>Following Gateway 3</p> <p>At the point of contract award, Procurement are responsible for ensuring that the final contract is prepared for signing in accordance with specification requirements and solution agreed.</p> <p>Once the contract is signed, arranging for the original contract to be signed by the other party.</p> <p>Accountable for retaining the original copy and ensuring that the</p>

Corporate Asset Management and Capital Programme

	<p>relevant staff have access to an electronic copy.</p> <p>Responsible for monitoring the Risk status and market position of the contracted supplier and reporting this to the Board on a monthly basis.</p> <p>Supporting the Internal Project Manager in contract reviews.</p> <p>Responsible for reviewing and agreeing contractual variations to the contract taking professional advice from Legal.</p> <p>Receives corporate target updates through project highlight reporting.</p> <p>Ensuring that monthly performance data in relation to the Corporate Performance targets is provided for inclusion in reports to CEB.</p>
Legal	<p>Following Gateway 1</p> <p>Legal are to be consulted during the production of the Procurement Strategy and will provide advice as required.</p> <p>Legal must approve the strategy before the Internal Project Manager submits it to the Sponsor for approval.</p> <p>Legal must advise on contract terms and any legislation.</p> <p>Following Gateway 2</p> <p>Legal are to advise on any project specific Terms and Conditions that they consider need to be included in the final contract before the final tender is submitted to the Sponsor for approval.</p> <p>Following Gateway 3</p> <p>Responsible for advising on the proposed amendments to the contract terms put forward by the preferred bidder.</p> <p>Responsible for ensuring the final contract contains the appropriate Legal contract terms</p> <p>Need to sign or seal the contract in accordance with the constitution.</p> <p>Notified of any proposed contractual changes.</p>
Finance	<p>Following Gateway 0 (zero)</p> <p>Finance is responsible for sign-posting the project manager to the Project Monitoring tool.</p> <p>On a monthly basis, collate the information provided and will update the Capital Programme Report that is reviewed by the AMAC.</p> <p>Following Gateway 1</p> <p>Finance are to be consulted during the production of the Procurement Strategy and will provide advice where required.</p> <p>Finance must approve the strategy before the Internal Project Manager submits it to AMAC for approval.</p> <p>Finance need to advise on:</p> <ul style="list-style-type: none"> • the selection and evaluation criteria • their requirements in terms of suitability of the selected supplier

Corporate Asset Management and Capital Programme

	<ul style="list-style-type: none"> • how the cost of the project should be evaluated. <p>Following Gateway 2</p> <p>Finance need to sign-off the specification is in accordance with their advice documented in the strategy before the final tender is submitted to the Sponsor for approval.</p> <p>Responsible for undertaking the evaluation as a panel member.</p> <p>Carry out an assessment of the financial health of each of the bidders and ensuring that the financial evaluation of the preferred bid is robust and assessed correctly taking into account 'whole life' costs.</p> <p>Following Gateway 3</p> <p>Responsible for ensuring the final contract includes the correct financial considerations</p> <p>Responsible for ensuring the Capital spend is in accordance with the budget profile and reporting on any discrepancies.</p>
Project Team / Work streams	<p>The people required by the Internal Project Manager/project manager to assist in the delivery of the project.</p> <p>A project team may be made up of people working full time on the project or others, from different areas, who provide occasional support.</p> <p>The size and composition of the project team is dependent on the nature and size of the project.</p> <p>The people on the team should have the necessary skills and expertise to carry out their roles to deliver the elements of the project under the planning and coordination of the project manager. This will include the appropriate input to the design of any technical specification</p> <p>It is the project manager's responsibility to identify who is needed, but the project Sponsor's responsibility to ensure they are made available.</p>

To: City Executive Board
Date: 13 February 2018
Report of: Head of Financial Services
Title of Report: Treasury Management Strategy 2018/19

Summary and recommendations	
Purpose of report:	To present the Council's Treasury Management Strategy for 2018/19 together with the Prudential Indicators for 2018/19 to 2021/22
Key decision:	Yes
Executive Board Member:	Councillor Ed Turner, (Deputy Leader) Finance, Asset Management and Public Health
Corporate Priority:	None
Policy Framework:	
Recommendation(s): That the City Executive Board resolves to:	
Recommend that Council approves: <ol style="list-style-type: none"> 1. The Treasury Management Strategy 2018/19 as set out in paragraphs 7 to 43 and the Prudential Indicators for 2018/19 – 2021/22 as set out in Appendix 2; 2. The Borrowing Strategy at paragraphs 12 to 22; 3. The Minimum Revenue Provision (MRP) Statement at paragraphs 23 to 24 which sets out the Council's policy on charging borrowing to the revenue account; and 4. The Investment Strategy for 2018/19 and investment criteria as set out in paragraphs 25 to 39 and Appendix 1. 	

Appendices	
Appendix 1	Credit and Counterparty Risk Management
Appendix 2	Prudential Indicators 2018/19 – 2021/22
Appendix 3	Risk Register

Executive Summary

1. The Council's Treasury Management Strategy has been written in accordance with the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice.
2. The report presents the Council's prudential indicators for 2018/19 – 2021/2022. Notable indicators include capital expenditure and borrowing limits as these are areas of significant activity.
3. The average value of investments during the calendar year to 31st December 2017 was £93.7m. The actual daily value fluctuated between £72.9m to £106.2m. This is an increase on the previous calendar year, when average balances were £82.8m and daily values ranged from £62.9m to £98.8m.
4. All external debt as at 31 March 2018 (£198.5m) relates to the Housing Revenue Account self-financing debt taken out in 2012 which is held at fixed rates with varying fixed periods to maturity.
5. The Council's General Fund Capital Programme over the next four years is funded from a combination of government grants, capital receipts, revenue, Community Infrastructure Levy and prudential borrowing. However, due to the scale of investment over the period to 2021/22, particularly the loans to the Council's Housing Company (£68.7m), the level of prudential borrowing will increase to over £342.6 million in 2021/22 from the projected £238.6 million at the end of 2017/18. Borrowing from internal resources will be maximised, however much of the borrowing will need to be from external resources with anticipated external borrowing increasing from £198.5 million to £270.5 million in 2021/22. The Housing Capital Programme is funded directly from council house rents.
6. Proposed changes to the 2018/19 Strategy include:
 - A change in the methodology for measuring levels of investment balances to assess counterparty investment levels. The period over which they are now measured is the prior calendar year i.e. 1st January 2017 to 31st December 2017
 - Some changes are included due to changes in CIPFA's Treasury Management Code of Practice:
 - A summary of how the Council will manage the risks associated with loans to the Council's subsidiary Companies.
 - The inclusion of a Statement on Investments that are not part of the treasury management activity (see Appendix 1)
 - A statement on the Council's position in respect of Markets in Financial Instruments Directive II (MiFID II) (see paragraphs 8 to 11 below)

Treasury Management Strategy

Treasury Advisor

7. Treasury advice and market information is provided by Link Asset Services, formerly known as Capita Asset Services. The contract for Treasury Advisors was extended for two years in September 2016 and is due for retendering in September 2018. The information provided by Link Asset Services that is used for making investment decisions is outlined further on in this report and in associated appendices.

Markets in Financial Instruments Directive II (MiFID II)

8. Under an EU directive, MiFID II, the Financial Conduct Authority (FCA) has introduced new regulations effective from January 2018, requiring all clients, such as the City Council, currently classified as professional under the Markets in Financial Instruments Directive to opt up to professional status under MiFID II which has more stringent measures for classifying organisations. Not opting up to professional status would mean that the organisation would revert to retail status, restricting the types of investment vehicles available.
9. Each financial institution has its own methods for determining whether a client is eligible to opt up but regardless of how the financial institution assesses applications, clients must fulfil both qualitative and quantitative criteria which stipulate that professional clients will only be classified as such if they have an investment portfolio of over £10 million and they have completed a minimum of 10 transactions per quarter over the last 4 quarters. Additionally officers completing such transactions must be suitably qualified and experienced.
10. Since not opting up to Professional status would restrict the types of investment into which the Council may enter, the Council has applied to all relevant institutions and been granted professional status with all organisations applied to.
11. It is important to note that professional status under the new legislation requires the Council to assume more direct responsibility for its investment decisions but these are essentially encompassed in the due diligence the Council already applies to all investments.

Borrowing and Debt Strategy 2018/19

12. Under the Prudential Code, individual authorities are responsible for deciding their level of borrowing. The system is designed to allow authorities with an affordable borrowing requirement, to borrow in order to pay for capital investment.
13. The arrangements also facilitate 'invest to save' schemes where they are affordable, prudent and sustainable.
14. The parameters for determining the level of prudential borrowing are:
 - A balanced revenue budget that includes the revenue consequences of any capital financing i.e. interest, debt repayment and running costs of any new project; and
 - That the impact of the Authorised Borrowing Limit on Council Tax or council rents is reasonable.

15. The draft Capital Programme for 2018/19 to 2021/22, which appears elsewhere on the Agenda; includes the following expenditure which is currently planned to be financed by borrowing:
- £68.7 million loans to the Housing Company, primarily to finance the purchase of New Build homes for Affordable Housing at Barton and other housing of which £57 million is available for drawdown;
 - £13.2 million for the acquisition or refurbishment of Investment Properties that will generate additional revenue income; and
 - £23.0 million to finance HRA capital expenditure.
16. The S151 officer has delegated authority to determine the need for external borrowing taking into account prevailing interest rates and associated risks. Borrowing may be undertaken to fund the approved Capital Programme or to fund future debt maturities and a combination of long-term and short-term fixed and variable rate borrowing may be considered which may include borrowing in advance of future years' requirements. In using the delegated authority, the S151 Officer will take into account the following factors:
- The on-going revenue liabilities created, and the implications for the future plans and budgets;
 - The economic and market factors that might influence the manner and timing of any decision to borrow;
 - The pros and cons of alternative forms of funding including internal borrowing;
 - The impact of borrowing in advance on cash balances and the consequent increase in counterparty risk.
17. Council officers, in conjunction with the Council's treasury advisors, Link Asset Services, monitor prevailing interest rates and market forecasts, thereby allowing the Council to respond to any changes that may impact on the timing and manner of borrowing decisions, to ensure these are optimised.
18. The Council currently has £198.5m of external debt held at fixed rates with varying maturity terms up to 2057. This debt relates to the Council's housing stock within its HRA. The first repayment is due in 2020/21. It is currently anticipated that debt to the same value will be taken out in order to replace the debt repaid.
19. The Council's Capital Financing Requirement (CFR) is an indication of the Council's underlying need to borrow to fund its capital investments; this borrowing can be undertaken internally using available resources or externally by borrowing from a financial institution or the Public Works Loans Board (PWLb). The estimated level of CFR for each year can be found in the Prudential Indicators in Appendix 2.

Borrowing Strategy 2018/19

20. The Council currently has £25.1 million of internal borrowing. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary funding source. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

21. The Head of Financial Services will continue to monitor interest rates and adopt a pragmatic approach to changing circumstances:
- If it is considered that there is a likelihood of a significant fall in long and short term rates (e.g. due to a marked increase of risks in respect of recession or deflation), then long term borrowing will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
 - Alternatively, if it is felt that there is a significant risk of a sharp increase in long and short term rates than currently forecast, then external borrowing is likely to be taken earlier.

Borrowing in Advance of Need

22. Any decision to borrow in advance will be within approved Capital Financing Requirement estimates, and demonstrate value for money. Prior to borrowing in advance the risks and benefits of undertaking the borrowing will be considered. Actual borrowing will be subsequently reported through either the mid-year performance report or annual report as appropriate. Due to the amount of Prudential Borrowing in the Capital Programme, the potential benefits of borrowing in advance will be closely monitored.

Minimum Revenue Provision (MRP) Statement 2018/19

23. Prudential borrowing increases the Council's Capital Financing Requirement (CFR) or underlying need to borrow. Whether the Council actually borrows to finance capital expenditure is a treasury management decision unconnected to the capital financing decision. In practice, the Council is likely to use a combination of internal and external borrowing in the medium term to fund the Capital Programme. The amount of external borrowing undertaken will depend on the borrowing requirement compared to the projected level of cash balances. The Council is required to make a prudent charge to its revenue account for borrowing. This charge is known as the Minimum Revenue Provision (MRP) and reflects the repayment of principal borrowed.
24. Regulations require the Council to approve an MRP policy on an annual basis. The following statement is recommended for 2018/19:
- a) For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure¹, existing practice, outlined in the former Department for Communities and Local Government (DCLG) regulations will apply.
 - b) For capital expenditure that relates to the assets transferred from the Housing Revenue Account (HRA) to the General Fund (GF) MRP will be based on the estimated useful life of the assets, taking into account the number of years the assets have been in existence, and previous funding allocated to them.

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

- c) For all Unsupported Borrowing² incurred after 1 April 2008 the MRP policy will be the Asset Life Method (with the exception of d) below, i.e. the MRP will be based on the estimated life of the asset and borrowing will be charged to the revenue account in equal instalments over the life of the asset.
- d) In respect of the Council's investments in a Directly Managed Property Fund or loans to other organisations such as a company in which the Council has an interest, under s25(b)/s25(d) of The Local Authorities Capital Finance and Accounting (England) Regulations 2003 the Council will make no MRP provision as it is anticipated the investment will be repaid in full. The investment and CFR position will be reviewed on at least an annual basis and if there is a likelihood of capital loss, a prudent MRP provision will then be made.

Investment Strategy 2018/19

Interest rates

- 25. Average cash balances for the year to 31st December 2017 were £93.7m, having fluctuated between £72.9m to £106.2m.
- 26. In November 2017, base rate increased to 0.5% from 0.25% where it had been since August 2016. It is yet to be seen whether the latest rise is the beginning of a gradual rate rise over the coming year. Economic forecasts suggest that base rate will rise to 0.75% around June 2018 and that it will continue to increase thereafter, but the Council's advisers believe that base rate will not rise again until late 2019; the situation will therefore be closely monitored. The Council's target average interest rate return is 0.6% above base rate which is estimated at 1.1% for 2018/19.
- 27. As with the previous financial year, most existing investment deal terms are for 6 months. However, the Council does have some longer-term investments up to one year and durations of future loans are likely to increase in line with the criteria set out by the Council's Treasury advisers.
- 28. Investments are made in accordance with the Council's Treasury Management Strategy such that returns are balanced against security of investment and liquidity of cash to ensure funding of day to day cash flows and yield. Consequently, procedures are in place to determine the maximum periods that funds may be invested for, as well as the nature of those investments. The Council works to achieve the optimum rate of return on its investments commensurate with proper levels of security and liquidity.
- 29. Investment instruments identified for use are listed in Appendix 1 under the Specified and Non-specified investment categories. Counterparty limits are set in accordance with the Council's Treasury Management Practices (TMPs).
- 30. The Council utilises the creditworthiness services provided by Link Asset Services. The model combines the credit ratings, credit watches and credit outlooks provided by the credit rating agencies - Fitch, Moody's and Standard and Poor's in a

² Unsupported borrowing is any borrowing not covered by Government grants.

weighted scoring system which is then combined with an overlay of Credit Default Swap³ (CDS) spreads and sovereign ratings. The end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the duration of investments.

31. The Council is alerted to changes to ratings by Link Asset Services' creditworthiness service and takes the following action in respect of updates:
- If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, it is withdrawn immediately from further use.
 - If a counterparty's credit rating is placed on negative watch or negative outlook, officers carry out a review to determine whether the institution is still worthy of inclusion on the counterparty list. If there is any doubt, the counterparty is temporarily suspended pending the credit rating agency's full review.
32. As part of the creditworthiness methodology a minimum sovereign rating of AA- from Fitch (or equivalent from other agencies if Fitch does not provide one) has been determined.
33. In addition to the recommendations from Link Asset Services, the S151 Officer and Treasury Management Team have agreed to limit the amounts invested with any one country (excluding the UK) or sector as follows:
- No more than 20% of the previous year's average investment balance (to 31st December) with any one counterparty or group or £15 million, whichever is the greater
 - Maximum of 10% of total investments to be with institutions in other countries that meet the required criteria.
34. To ensure that the Strategy is not breached and to also be aware of any new opportunities, the Council's counterparty list is reviewed on a daily basis taking into account market information and changes to the methodology used. The list is maintained by the Treasury Management Team, and reported to the S151 Officer on a regular basis.
35. The Investment Strategy provides delegated authority for the S151 Officer to determine the most appropriate form of investment dependant on prevailing interest rates and counterparty risk at the time.

Specified and Non-Specified investments

36. In approving the Investment Strategy, Members are approving the types of investments the Council can undertake. Investments are classified as either Specified or Non-specified and are shown in more detail in Appendix 1.
37. The Strategy defines a Specified Investment as one that is in sterling, no more than one year in duration or, if in excess of one year can be repaid earlier on request and with counterparties that meet the Council's credit rating criteria. Additionally, once

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

the duration of a Non-specified Investment falls below 366 days, it also falls into the Specified category.

38. Non-specified investments are any other type of investment including property funds. Whilst generally these investments will earn a higher rate of return they are inherently more risky in nature and therefore limited to either a maximum of 25% (currently £23.4 million) of the previous full year's average monthly investment balance to 31st December, or £24 million, whichever is the greater.
39. Investments may be arranged in advance and there has been a significant rise in "forward deals" in recent times. Trades arranged up to four weeks in advance of the start date are still classified as Specified Investments provided the duration of the investment from the start date to the maturity is no longer than 365 days. Trade dates are factored into the duration of the investment if arranged more than four weeks in advance because there is an increased risk due to funds being contractually committed.

Loans to companies in which the Council has an interest

40. Any loan for capital purposes to a company in which the Council has an interest is categorised as capital expenditure by the Council. This means that the Council can take out external borrowing to fund the loans as necessary. The Council could fund such loans from many sources; however, the majority will be funded from internal and external borrowing. The Council will not make any MRP provision in respect of loans to a Company in which it has an interest on the basis that the loan will be repaid in full on the agreed terms (see paragraph 24d). The Council will undertake these loans under powers other than its investment powers.
41. Interest rates charged on the loans will be set with reference to:
- The level of collateral;
 - An assessment of the credit worthiness of the company; and
 - State Aid rules
42. Loan agreements will be put in place for any loans to Companies in which it has an interest. The agreements will detail:
- The general terms under which the loan is advanced;
 - Loan repayment requirements;
 - What security there is on the loan with reference to collateral; and
 - Any loan covenants that must be adhered to.
43. The Council's Section 151 Officer will monitor the financial performance of the Companies on a regular basis and use this information to assess any risks of loan default. Where a risk of default becomes apparent, the Section 151 Officer will assess any MRP that may be required in respect of the loan.

Banking and Treasury Management Arrangements in relation to the Companies

44. Subject to approval by the Company Boards it is proposed that the bank accounts relating to the Council's wholly owned companies are grouped with the Council's bank accounts for the purposes of cash flow management and investment. In order to put this into place, the Boards of the Companies would have to adopt Treasury

Management principles in line with the Council's Treasury Management Strategy. This has the following advantages:

- The cashflows of the companies could be managed within the Council's current arrangements for treasury management
- Overdrafts would not need to be arranged and paid for either for the Companies' bank accounts
- Working capital draw down could be minimised based on actual cashflow required to balance the accounts to nil (calculated on a notional basis with no need for cash transfers)
- Assuming adoption of the Council's Treasury Management principles, the Companies could earn interest on any positive balances in line with that achieved by the Council (excluding investments in property funds)
- There would be no need for the Companies to comply separately with MiFID II to undertake investments which, due to the lack of treasury management history and an investment portfolio that does not meet the minimum levels, would not be able to be achieved, thus limiting their investment options
- The Council would not need to apply for FCA registration and therefore would not need to incur the additional costs of doing so. Additional costs would be chargeable to the Companies, but is an unnecessary additional expense providing agreement is reached on Treasury Management principles and processes.

Ethical Investment Policy

45. The Council adopted an ethical investment policy in 2015/16. No changes are proposed to the policy which is set out below:

The Council will not knowingly invest directly in businesses whose activities and practices pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the Council's mission and values. This would include, inter alia, avoiding direct investment in institutions with material links to:

- a. Human rights abuse (e.g. child labour, political oppression)
- b. Environmentally harmful activities (e.g. pollutants, destruction of habitat, fossil fuels)
- c. Socially harmful activities (e.g. tobacco, gambling)

Prudential Indicators

46. The Council is required to set out a number of indicators, relating to the affordability and prudence of its Treasury Strategy. These indicators are detailed in Appendix 2 for the period 2018/19 – 2021/22, and will be monitored and reported on an annual basis.

Other implications

47. Environmental Impact – following the inclusion of the Ethical Investment Policy, this ensures that through our investments we will not knowingly, directly invest in businesses that undertake harmful environmental activities.

Financial implications

48. All financial issues are addressed in the body and appendices of the report.

Legal issues

49. This report fulfils four key requirements:

- The reporting of the Prudential Indicators setting out the Council's expected capital activities (as required by the CIPFA Prudential Code for Capital Finance in Local Authorities).
- Agreeing the Council's Minimum Revenue Provision (MRP) Policy, which sets out how the Council will pay for capital assets through revenue each year (as required by guidance under the Local Government and Public Involvement in Health Act 2007).
- Agreeing the Treasury Management Strategy, which links day to day Treasury Management to the Capital Programme and the Treasury Management Prudential Indicators. The key indicator is the Authorised Limit, the maximum amount of debt the Council could afford in the short term, but which would not be sustainable in the longer term. This is the Affordable Borrowing limit required by S3 of the Local Government Act 2003.
- Agreeing the Investment Strategy, this sets out the Council's criteria for choosing investment counterparties and limiting exposure to the risk of loss.

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

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

Level of risk

52. The risk register is attached at Appendix 3.

Equalities impact

53. There are no equalities impacts relating to this report.

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Background Papers: None

Treasury Management Practice (TMP) 1 – Credit and Counterparty Risk Management

The Department of Communities and Local Government (CLG) issued Investment Guidance in 2010, and this forms the structure of the Council's policy below.

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

Oxford City Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that robust due diligence procedures cover all external investment. The Council will keep under review the sensitivity of its treasury assets and liabilities to inflation, and will seek to manage the risk in the context of the whole organisation's inflation exposure.

Investments that are not part of treasury management activity

The following principles are required to be adopted as part of the Council's TMP1 in accordance with the Treasury Management Code of Practice 2017:

- The Council recognises that investment in other financial assets and property primarily for financial return and not treasury management purposes, requires careful management and monitoring. Such activity includes loans supporting service outcomes, investments in subsidiaries, and investment property portfolios.
- The Council will ensure that all of its investments are covered in its Capital Strategy, and will set out, where relevant, the Council's risk appetite and specific policies and arrangements for non-treasury investments. It will be recognised that the risk appetite for these activities may differ from that for treasury management.
- The Council will compile a schedule setting out a summary of existing material investments, subsidiaries, joint ventures and liabilities including financial guarantees and the Council's associated risk exposure.

In relation to the above, this will be compiled based on the 2017/18 final accounts and will be in place by 1st April 2018..

Annual Investment Strategy - The key requirements of both the Code and the investment guidance are that Councils set an annual Investment Strategy, as part of their Treasury Strategy for the following year, covering the identification and approval of the following:

- The guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments the Council will use.
- Non-specified investments the Council will use, clarifying the greater risk implications, and the overall amount of various categories that can be held at any time.

Maturity periods are defined as the remaining length of an investment period. Arranging a deal in advance by up to four weeks is not considered to add to the duration of the investment.

In addition to the investments identified below as Specified and Non-specified investments, the Council may provide loans to a company in which it has an interest. These loans are outside the limits specified in the tables below and may be matched by equivalent external borrowing. The loans will then be given at a rate that at least covers the Council's costs and that is compliant with State Aid requirements.

Specified Investments – These investments are sterling investments that would not be defined as capital expenditure and don't exceed a maturity period of one year, or where the maturity period is longer, the Council has the right to be repaid within twelve months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. They include investments with:

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

Additionally, and in accordance with the Code, the Council has set duration and value limits as follows:

Specified Investments - Limits on value and period

	Minimum credit criteria/colour banding	Max % of total investments / £ limit per institution	Max maturity period
Debt Management Office – UK Government	Not applicable	100%	365 days
UK Government Gilts	UK Sovereign rating	20%	365 days
UK Government Treasury Bills	UK Sovereign rating	20%	365 days
Bonds issued by multilateral development banks	UK Sovereign rating	20%	6 months
Money Market Funds	AAA	£25m	Liquid
Local Authorities, Fire and Police Authorities		20%	365 days
Term deposits with banks and rated building societies	Blue Orange Red Green	£15m or 20% of total investments whichever is the greater	Up to 1 year Up to 1 year Up to 6 Months Up to 100 days
Certificate of Deposit or corporate bonds with banks and building societies	Blue Orange Red Green	£10m or 20% of total investments whichever is the greater	Up to 1 year Up to 1 year Up to 6 Months Up to 100 days
Enhanced Cash funds		20%	6 months
Corporate bond funds		20%	6 months
Gilt Funds	UK sovereign rating	20%	6 months

The colour ratings above for the Term Deposits with banks and rated building societies and Certificates of Deposit or Corporate Bonds with banks and building societies link the durations in the right hand column to colour coding used in Link Asset Services's Credit List i.e. blue and orange coloured institutions recommend investments of upto a year according to the Link Asset Services Credit List

Non-Specified Investments – Non-specified investments are any other type of investment not defined as Specified. The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Overall Non-specified investments (excluding loans to a company in which the Council has an interest) will not exceed more than 25% of the previous year's total investment portfolio or £24 million, whichever is the greater. The level of investment in a particular counterparty will be measured based on the amount of the initial investment. Non specified Investments would include any sterling investments with:

Non-Specified Investments - Limits on value and period

	Minimum Credit Criteria	Max % of total investments/£ limit per institution	Max maturity period
Local Authorities, Fire and Police Authorities		15% of total investments	Up to 2 years
Fixed term deposits with variable rate and variable maturities	Orange	15% of total investments	Up to 1 year
Fixed term deposits with variable rate and variable maturities	Yellow Purple	£10m or 20% of total investments	Up to 5 years Up to 2 years
Commercial paper issuance covered by a specific UK Government (explicit) guarantee		10% of total investments	Up to 1 year
Fixed term deposits with unrated Building Societies	Asset Base over £9bn	£3m – 20% of total investments	100 days
Commercial paper other		15% of total investments	Up to 1 year
Corporate bonds		15% of total investments	Up to 1 year
Other debt issuance by UK banks covered by UK Government (explicit) guarantee		15% of total investments	Up to 1 year
Floating rate notes		15% of total investments	Up to 1 year
Indirect Property funds		25% of total investments or £24 million, whichever is the greater	Medium to long term
National Homelessness Property Fund		25% of total investments or £24 million, whichever is the greater	Medium to long term

The colour ratings above for the Term Deposits with banks and rated building societies and Certificates of Deposit or Corporate Bonds with banks and building societies link the durations in the right hand column to colour coding used in Link Asset Services's Credit List i.e. investments with yellow coloured institutions are recommended for upto 60 months (5 years) according to the Link Asset Services Credit List.

The Monitoring of Investment Counterparties - The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services on a weekly basis, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Section 151 Officer, and if required new counterparties which meet the criteria will be added to the list. The Council also monitors counterparties against the limits specified below:

<u>Duration Limits (based on Fitch ratings)</u>		
Long Term Rating	Short Term Rating	
	F1+	F1
AAA	2 years	365 days
AA+	2 years	365 days
AA	2 years	9 months
AA-	2 years	9 months
A+	365 days	9 months
A	9 months	6 months
A-	6 months	3 months

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Prudential Indicators

A. Capital Expenditure Plans

1. The Council's capital expenditure plans are the key driver of treasury management activity. Estimates of capital expenditure for the period 2018/19 to 2021/22 based on the Council's draft Capital Programme are summarised below and this forms the first of the prudential indicators. The revenue consequences of associated borrowing and any on-going maintenance costs are accommodated within the Council's revenue budgets.
2. Capital expenditure can be paid for immediately, by applying capital resources such as capital receipts, capital grants, external funding or revenue contributions, but if these resources are insufficient any residual expenditure will be covered by Prudential Borrowing and will add to the Council's borrowing need, or Capital Financing Requirement (CFR).
3. Estimates of resources such as capital receipts may be subject to uncertainty i.e. anticipated asset sales may be postponed or reduced due to changes in the property market or planning issues.
4. Elsewhere on the agenda the draft Capital Programme is recommended for approval. The table below summarises the proposed expenditure and how it will be financed. Any shortfall of financing results in a borrowing need.

Table 1:- Capital Expenditure and Financing

	2018/19 Estimate £000's	2019/20 Estimate £000's	2020/21 Estimate £000's	2021/22 Estimate £000's
Expenditure				
General Fund	65,836.4	36,505.5	28,665.9	15,835.9
HRA	19,390.5	24,246.0	18,723.0	15,747.0
Total expenditure	85,226.9	60,751.5	47,388.9	31,582.9
Financed by:				
Developer Contributions	3,139.0	750.0	200.0	0.0
Capital Grants	1,811.0	2,272.4	1,000.0	1,000.0
Capital Receipts	19,374.0	11,424.5	13,431.0	3,152.0
Revenue	11,862.4	2,023.6	5,691.9	5,230.3
Major Repairs Reserve	13,958.5	10,246.0	10,433.0	3,101.0
Sub Total	50,144.9	26,716.5	30,755.9	12,483.3
Prudential Borrowing	35,082.0	34,035.0	16,633.0	19,099.6
Total funding	85,226.9	60,751.5	47,388.9	31,582.9

B. Capital Financing Requirement (CFR).

5. The CFR is the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying need to borrow.

Table 2:- Capital Financing Requirement

	2018/19 Estimate £000's	2019/20 Estimate £000's	2020/21 Estimate £000's	2021/22 Estimate £000's
General Fund	73,895	97,893	109,961	120,248
HRA	199,916	209,751	213,934	222,354
	273,812	307,645	323,896	342,602

Movement in CFR	35,019	33,833	16,251	18,707
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C. Ratio of Financing Costs to the Net Revenue Stream

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

Table 3:- Ratio of financing costs to net revenue stream

	2018/19 Estimate £000's	2019/20 Estimate £000's	2020/21 Estimate £000's	2021/22 Estimate £000's
General Fund	-10.2%	-12.0%	-12.7%	-13.2%
HRA	17.5%	17.3%	16.9%	16.3%

D. Incremental Impact of Capital Investment Decisions on Council Tax and Rents

Council Tax

7. The estimate of the incremental impact of capital investment decisions on the Council Tax is shown below; it illustrates the impact of capital investment decisions on the Band D Council Tax.
8. The figures in Table 4 below have been calculated by looking at those schemes that are in the current Capital Programme and looking at the impact they will have on Council Tax after taking into account capital receipts, grants and revenue contributions
9. The Council will not enter into any uncommitted capital scheme until the source of funding is confirmed, e.g. Capital receipts, grants, S106 or prudential borrowing. This will ensure we can avoid any unplanned revenue consequences as a result of capital expenditure.

Table 4:- Impact of Capital Expenditure on Council Tax

	2018/19 Estimate £000's	2019/20 Estimate £000's	2020/21 Estimate £000's	2021/22 Estimate £000's
Overall net impact on Council Tax Band D per week	0.52	0.36	0.18	0.16

Housing Rents

10. The estimated incremental impact of capital investment decisions on weekly housing rents is shown in Table 5 below. The figures have been calculated by looking at those schemes that are currently in the Capital Programme and deducting alternate funding resources.

11. The key driver for setting housing rents is legislation.

12. The expenditure on the HRA Capital Programme has the following impact on Council rents:

Table 5:- Impact of Capital Expenditure on Housing Rents

	2018/19 Estimate £000's	2019/20 Estimate £000's	2020/21 Estimate £000's	2021/22 Estimate £000's
Overall net impact on Weekly Housing Rents	0.05	0.87	0.37	0.75

E. Authorised Limit for External Debt

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

Table 6:- Authorised Limit for external debt

	2018/19 Estimate £000's	2019/20 Estimate £000's	2020/21 Estimate £000's	2021/22 Estimate £000's
General Fund	131,000	131,000	131,000	131,000
HRA	241,118	241,118	241,118	241,118
Total	372,118	372,118	372,118	372,118

14. Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. It is considered prudent to withhold £10m of the borrowing headroom as a contingency for potential changes in capital costs and interest charges although the authorised limit allows for borrowing up to the limit. These limits are:

Table 7: HRA Capital Financing Requirement Limit

HRA Debt Limit	2018/19 Estimate £000's	2019/20 Estimate £000's	2020/21 Estimate £000's	2021/22 Estimate £000's
Total	241,118	241,118	241,118	241,118

F. Operational Boundary for External Debt

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

Table 8:- Operational boundary for external debt

	2018/19 Estimate £000's	2019/20 Estimate £000's	2020/21 Estimate £000's	2021/22 Estimate £000's
General Fund	74,000	98,000	110,000	121,000
HRA	200,000	210,000	214,000	223,000
Total	274,000	308,000	324,000	344,000

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

16. Table 9 below shows the Council's net borrowing position compared to its Capital Financing Requirement. As can be seen, the figures show that the Council is currently borrowing below its financing requirement which indicates a need to borrow in the medium term. The Council needs to ensure that its total borrowing net of any investments, does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for the current and next two financial years. This allows some flexibility for limited early borrowing for future years.

Table 9:- Borrowing compared to CFR

	2018/19 Estimate £000's	2019/20 Estimate £000's	2020/21 Estimate £000's	2021/22 Estimate £000's
Borrowing 31 March	198,528	232,528	250,528	270,528
CFR	273,812	307,645	323,896	342,602
Borrowing v CFR	75,284	75,117	73,368	72,074

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

17. The Council can confirm that it has complied with the Code throughout 2017/18 and will continue to do so.

I. Upper Limit on Fixed and Variable Interest Rate Borrowing and Investments

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

Table 10:- Upper limit on borrowing and investments

	2018/19 Estimate %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %
Upper limit on fixed rate borrowing	100	100	100	100
Upper limit on fixed rate investments	100	100	100	100
Upper limit on variable rate borrowing	100	100	100	100
Upper limit on variable rate investments	100	100	100	100

J. Upper and Lower Limit for the Maturity Structure of Borrowing

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

Table 11:- Upper and lower limit on borrowing maturity

	Estimate Upper %	Estimate Lower %
< 12 months	30	0
12 months up to 2 years	30	0
2 up to 5 years	80	0
5 up to 10 years	100	0
10 years +	100	0

Table 12:- Upper limit for investments longer than 365 days

	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Upper limit for investments for periods longer than 365 days	Higher of £24m and 25%	Higher of £24m and 25%	Higher of £24m and 25%	Higher of £24m and 25%

20. The table above shows the upper limit for principle sums invested for periods longer than 365 days; this indicator is used to reduce the need for early sale of an investment, and is based on the availability of funds after each year end. This has been set at 25% (based on the last calendar year) due to the continuing uncertainty of the market and to reduce the risk posed by longer term investments.

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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	5	3	5	3	5	3	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.	Uncertainty in the commercial property market following Brexit and slowdown in general economic activity.	Capital depreciation will decrease the overall value of the investment.	5-Aug-16	4	3	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 fall with very little prospect of upward movement in the next 12 months.	Economic growth forecasts remain subdued leading to low interest rates. Consequently lower risk counterparties tend to offer low investment rates.	The Council may not achieve its target level of interest.	5-Aug-16	2	3	2	3	2	3	3 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	2	1	2	1	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	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	Daily Treasury functions will not be carried out	5-Aug-16	2	3	1	2	1	2	2 Invoke the business continuity plan to minimise the effects of a network issue.
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	3 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 utilises money market and enhanced cash 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.

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To: City Executive Board
Date: 13 February 2018
Report of: Nigel Kennedy, Head of Financial Services
Title of Report: National Non-Domestic Rates Discretionary Relief Policy 2018-2022

Summary and recommendations	
Purpose of report:	To agree an updated National Non-Domestic Rates Discretionary Relief policy.
Key decision:	Yes
Executive Board Member:	Councillor Susan Brown, Corporate and Customer Services
Corporate Priority:	An efficient and effective council
Recommendation(s): That the City Executive Board resolves to:	
1. Approve the updated National Non-Domestic Rates (NNDR) Discretionary Rate Relief policy as attached at Appendix 1 and;	
2. Agree to grant 100% discretionary relief for Public toilets from 1/4/18 if the bar is lifted on giving rate relief to local authorities by then	
Appendices	
Appendix 1	Proposed NNDR Discretionary Rate Relief Policy 2018-2022
Appendix 2	Value of Reliefs granted at March 2017
Appendix 3	Risk register

Background

1. A Billing Authority should have a readily understood policy for deciding whether or not to grant Discretionary Rate Relief, and for determining the amount of Relief.
2. There have been a number of changes to Rate Reliefs which the Council has implemented since 2015 (when the last policy revision took place). The revised policy; attached at Appendix 1; reflects these changes which include: removing Retail Relief, Long Term Empty Property Relief, New Build Empty Properties and Flooding Relief as these were time limited and covered by the previous policy, and adding in Relief for Public Toilets and Local Newspapers (the latter time limited to 2 years).

3. The Council has a separate Revaluation Discretionary Rate Relief Policy approved by the City Executive Board on 15th August 2017 which covers Small Business Relief, Public House Relief and Revaluation Discretionary Relief. The purpose of this policy and the associated schemes is to create a transitional period to ease the burden of rate rises on businesses over the next 2 -4 years. (Due to the low take up of the Revaluation Discretionary Relief the Head of Finance, having reviewed the scheme is now looking to award the grant in accordance with the agreed criteria without the need for an application but still subject to State Aid rules).

Purpose of Discretionary Relief

4. The main purpose of Discretionary Relief is to achieve specific policy outcomes such as:
 - a) Reducing costs to charities
 - b) Supporting certain sectors
 - c) Removing costs associated with development
 - d) Keeping services local
 - e) Regeneration benefits to the City
5. The principal consideration when making an award is that any Discretionary Rate Relief granted is in the best interests of the residents and taxpayers of Oxford City and that it delivers against a specific policy objective.

Purpose of the Policy

6. The purpose of the Policy attached at Appendix 1, is to determine the level of Discretionary Rate Relief to be granted to certain defined ratepayers within the City Council's area. .
7. The Policy contains details of the Reliefs available, how to apply for them, and the process should an application be unsuccessful.

Management of the Process

8. The Policy will be available for the public to view on the Council's website.
9. Once a Ratepayer has been awarded Discretionary Rate Relief, the decision can only be revoked by giving at least one year's notice to the Ratepayer with the date of revocation.
10. The Council's normal practice is to grant Discretionary Rate Relief for one year at a time. Ratepayers are advised of this, and prior to the start of a new financial year we invite those currently in receipt of Discretionary Rate Relief to re-apply for Relief. Supporting evidence or documentation will be requested where required.
11. Unsuccessful applicants are able to request a reconsideration of the decision.
12. Following a review of the decision to refuse Discretionary Rate Relief it can only subsequently be challenged by an application for Judicial Review in the High Court.

Financial Implications

13. Since the Business Rates Retention Scheme came into force on the 1st April 2013, Central Government funds 50% of any Discretionary, Mandatory and Part

Occupied Relief granted, with the City Council funding 40%, and the County Council funding 10%.

14. Funding for other reliefs is by Section 31 grant.
15. The current cost to the City Council of granting Discretionary Rate Relief is £18,745.79 however; this figure will fluctuate throughout the year with businesses ceasing to receive relief and new ones being awarded relief (Appendix 2).
16. In some cases, such as Relief for Public Toilets, Central Government are funding 100% of the Relief through a Section 31 grant. This was seen previously with support for Reliefs for Flooding and Retail properties as examples.

Legal Issues

17. The Policy at Appendix 1 outlines the areas in which there is an element of local discretion together with Oxford City Council's approach to the various awards that can be made. The Policy has been drafted with due regard to:
 - a) the Council's wider financial position and how it affects Council Tax payers generally;
 - b) the organisations and businesses that currently receive or may apply for Relief in the future; and
 - c) the funding that is made available by Central Government to provide full financial support for the Council to award certain categories of relief
18. The Policy also incorporates the principle consideration that when an award of any Relief is granted it is done in the best interests of the residents and taxpayers of Oxford and produces a local benefit.

Risks

19. If the scheme was changed significantly, there would be insufficient budget to meet the cost of granting Discretionary Rate Relief.

Environmental Impact

20. There is no environmental impact from the granting of discretionary rate relief.

Equalities

21. As the policy will consider every application on its merits, no impact assessment is necessary

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Background Papers: None	

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Oxford City Council Discretionary Rate Relief Policy

01/04/2018 to 31/03/2022



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- 4. Registered community amateur sports clubs (page 7)**
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- 6. Membership and entry fees (page 9)**
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1. Introduction and scope

This policy document outlines the areas of local discretion and Oxford City Council's (The Council) approach to the various awards. This approach has regard to the impact:

- On the Council's wider financial position and how that affects Council tax payers
- On the organisations and businesses that currently receive or may apply for Relief in the future
- On Oxford City residents if Relief is awarded and the regeneration benefits to the City

The principal consideration when making an award is that any Relief granted is in the best interests of the residents and taxpayers of Oxford City and produces a local benefit.

2. The Discretionary Rate Relief Scheme

Discretionary Rate Relief is granted in accordance with:

- Section 43 of the Local Government Finance Act (LGFA) 1988; and
- Section 47- 49 of the Local Government Finance Act (LGFA) 1988 as amended by the Localism Act 2011

Clause 69 of the Localism Act amended section 47 of the Local Government Finance Act (LGFA) 1988 to allow local billing authorities to fund their own local discounts entirely as it sees fit within the limits of the primary legislation and European rules on state aid. These powers can be used to encourage new business and investment, regeneration projects, as well as to support local shops or community services.

The cost of awarding discretionary rate relief is split between Central Government (50%), the County Council (10%) and the City Council (40%). However in certain circumstances Central Government fund 100% of the cost of awarding relief as detailed in Appendix A.

The powers under Section 47 of the LGFA 1988 can also be used to grant specific Reliefs that Central Government initiate, namely Local Newspaper Relief and with effect from 1 April 2018 Public Toilets Relief.

Guidance was given to local authorities in 1990 and 2002 recommending that the authority should have readily understood policies for deciding whether or not to grant relief, and for determining the amount of relief to certain organisations which operate within specified criteria. This criteria covers:

- Charitable bodies already in receipt of Mandatory Relief at 80% – the Council has further discretion to ‘top up’ this Relief to 100% of the Rates due.
- Registered community amateur sports clubs already in receipt of Mandatory Relief at 80% – the Council has further discretion to ‘top up’ this Relief to 100% of the Rates due.
- Non-profit making organisations – the Council has discretion to grant Discretionary Rate Relief of between 0-100% of the Rates due.
- Property that is in a qualifying rural settlement and is a qualifying food shop, general store, Post Office, sole public house or sole petrol station already in receipt of Mandatory Relief of 50% – the Council has discretion to ‘top up’ this Relief to 100% of the Rates due. At present there are no qualifying rural settlements within the City.

The Council has approved that the level of Discretionary Relief will be 80% of the rates bill after allowing transitional relief (the same amount as Mandatory Relief),

and that in normal circumstances it will not grant any Discretionary Relief to Charities over and above the 80% Mandatory Relief.

In making decisions about applications for Discretionary Rate Relief the Council may:

- Grant Relief up to a maximum of 100% of the Rates due
- Grant Relief for a sum less than 100% of the Rates due; or
- Refuse any application for Discretionary Rate Relief

Appendix A details how these reliefs are funded.

3. Charitable bodies (charities)

A Mandatory Rate Relief of 80% is granted to charities in the following circumstances:

Where the:

- Ratepayer of a property is a charity or the trustees of a charity;
- and
- The property is wholly or mainly used for charitable purposes (including charity shops, where the goods sold are mainly donated and the proceeds are used for the purpose of the charity)

Registration under the Charities Act 1993 is conclusive evidence of charitable status. Bodies which, under the 1993 Act, are exempted from registration or are exempt charities are also eligible for Mandatory Relief. Providing the above criteria are met, 80% Mandatory Rate Relief is granted.

In cases where a charity is in receipt of Mandatory Rate Relief of 80% the Council has further discretion to 'top up' this Relief to 100% of the Rates due.

Costs are split between Central Government (50%), the County Council (10%) and the City Council (40%) as shown at Appendix A.

4. Registered Community Amateur Sports Clubs (CASC)

A Mandatory Rate Relief of 80% is granted to registered CASCs. To qualify as a CASC, the club must fulfill all of the following criteria. It must be:

- Open to the whole community
- Run as an amateur club
- A non-profit making organisation; and
- Aiming to provide facilities for, and encourage people to take part in, eligible sport

In cases where a CASC is in receipt of Mandatory Rate Relief of 80%, the Council has discretion to grant up to 20% additional Rate Relief as a Discretionary top up.

The Council will consider applications for a Discretionary Rate Relief top up from CASCs based on their own merits on a case by case basis. The principal consideration is that any Relief is granted in the best interests of the residents and taxpayers of Oxford City and produces a local benefit as the Council must bear a percentage of the cost of any Relief granted. However in determining the application the following matters will be taken in to consideration:

- How the CASC supports and links into the Council's corporate vision and priorities.
- A CASC should have an open access policy. If a club effectively discriminates by only accepting members who have reached a particular standard, rather than seeking to promote the attainment of excellence by enhancing access and the development of sporting aptitude, then it does not fulfill the requirements
- Although clubs should be open to all without discrimination, single sex clubs may be permitted where such restrictions are not discriminatory in intent but a genuine result of physical restraints (such as changing room facilities) or the requirements of the sport. In such cases, the organisation will be required to provide proof of such limiting factors
- Membership and fee structure

It should be noted that sports clubs and other organisations which run a bar are unlikely to be awarded Relief if their main purpose is the sale of food or drink. However, if the sale of food or drink by the organisation aids the overall operation and development of the organisation in achieving its objectives, this would be permissible as long as the principal objectives of the organisation meet the eligibility criteria detailed above. If the bar makes a profit, this profit must be reinvested to support the organisation in achieving its principal objectives. Financial information will be required to evidence any profit and its use.

5. Non-profit making organisations

The Council has the power to grant Discretionary Rate Relief of up to 100% to other non-profit making organisations. The main objectives of the organisation must be related to:

- Relief of poverty
- Philanthropy or religion
- Education
- Social Welfare
- Science
- Literature
- Fine arts
- Recreation

Or be otherwise beneficial to the community.

An organisation must be able to demonstrate how it:

- meets local needs and benefits local people; and
- provides a valuable service to the community; and
- is open to all sections of the community
- operates in such a way that it does not discriminate against any section of the community;
and:
- is not conducted or established for the primary purpose of accruing profit.

The Council will consider applications for Discretionary Rate Relief from non-profit making organisations based on their own merits, on a case by case basis. However the principal consideration is that the Relief is granted in the best interests of the residents and taxpayers of Oxford City and produces a local benefit as the Council must contribute to the cost of each award as shown at Appendix A.

6. Membership and entry fees

If the organisation applying for Discretionary Rate Relief requires membership or an entry fee, the Council will consider whether:

- Membership is open to everyone, regardless of race, ethnic origin, sex, marital or parental status, sexual orientation, creed, disability, age, religious affiliation or political belief
- The subscription or fee is set at a level which is not prohibitively high and considered to be affordable by most sections of the community
- Fee reductions are offered for certain groups such as, for example, under 18's or pensioners
- Membership is encouraged from groups who face social barriers, such as, for example, young people not in employment, education or training; people above working age; or people with disabilities
- Facilities are made available to people other than members

7. Period of Relief

Discretionary Rate Relief

Discretionary Rate Relief will usually be granted for a period of one financial year. Successful applicants will be sent a letter confirming that their application for Discretionary Rate Relief has been granted. This letter will also explain that Relief has been granted for twelve months only.

The granting of Relief will be reviewed annually and those in receipt of Discretionary Rate Relief will be asked to supply or confirm relevant information for the purpose of the review.

If a Ratepayer in receipt of Discretionary Rate Relief ceases to meet the eligibility criteria outlined in this Policy, they will cease to receive Discretionary Rate Relief. The Council will give such Ratepayers twelve months written notice prior to the withdrawal of Discretionary Rate Relief. The ratepayer may request reconsideration against this decision.

Time limited reliefs will only be granted for a relevant period.

8. Applications

Discretionary Rate Relief

Applications for Discretionary Rate Relief must be supported by, and include:

- The main purposes and objectives of the Business, as set out in, for example, a written constitution, a memorandum and/or articles of association, or a set of membership rules
- A full set of audited accounts relating to the two years preceding the date of application. Where audited accounts are not available, projected figures should be provided certified as being a 'true and fair view' by the company secretary or company accountants may be used
- Details of how the Business meets the criteria outlined in the guidelines below:

As a guide, to be eligible for Discretionary Rate Relief, a charity/organisation must not normally have enough financial resources available in unrestricted funds to continue to operate for more than 12 months, nor should it have sufficient financial resources in unrestricted reserves to continue to operate for more than 12 months, unless a business plan exists detailing how these additional reserves are to be used to benefit the local community.

In such cases, the applicant must be able to prove that it offers a service which the City's residents depend on, and which they would be unlikely to find elsewhere in the City.

Application forms will be available on our website at:

http://www.oxford.gov.uk/PageRender/decB/Discounts_and_Exemptions_occw.htm

All completed application forms should be returned to the Business Rates Team at Oxford City Council.

By email:

brates@oxford.gov.uk

By post:

Oxford City Council
Business Rates
109-113 St Aldates
Oxford
OX1 1DS

9. Applications for other Reliefs

Hardship Relief

The Council has the power to reduce or remit the Business Rates charged in certain circumstances where the Ratepayer is enduring temporary financial difficulties. This is known as Hardship Relief.

The Council may grant Hardship Relief if it is satisfied that:

- The Ratepayer would sustain financial hardship if the Council did not do so:
and
- It is reasonable for the Council to grant Relief, with regard to the interests of its residents and Council Tax payers

Hardship Relief is a temporary measure which should not be used to artificially sustain a failing business. Hardship Relief will be awarded where the ratepayer is facing temporary financial difficulties and where the community would be significantly disadvantaged if the business were to close.

Successful applicants will be sent a letter confirming that their application for Hardship Relief has been granted including the period and amount of Relief.

Application forms for Hardship Relief must be accompanied by a full set of audited accounts relating to the two years preceding the date of application. Where audited accounts are not available for the current financial year, projected figures certified as being a 'true and fair view' by the company secretary or company accountants may be used. It is recommended that applicants submit audited accounts dating back further than two years, if such information is available.

Section 44a Relief (partly occupied properties)

The Council has discretion under section 44a of the Local Government Finance Act to award Rate Relief where part of a property is unoccupied for a temporary period. The definition of 'temporary period' is not prescribed with the law and therefore Oxford City Council has the discretion to decide the period of Relief should be awarded. The amount of Rate Relief that is awarded is determined by statute and is calculated by reference to the Rateable Value attributed to the unoccupied area by the Valuation Office Agency, part of Her Majesty's Revenue and Customs (HMRC).

Applications will only be considered in respect of unoccupied parts of a property that can be clearly defined and are reasonably segregated from the occupied part of the property.

No award shall be made where it appears to the Council that the reason that part of the property is unoccupied is wholly or mainly for the purposes of applying for Rate Relief.

Rate Relief under this section will not be awarded in respect of partly occupied property where the partial occupation of the property may arise due to the ordinary day to day nature of the business (for example the operation of a warehouse).

The period of Relief will not exceed either 3 or 6 months depending on the type of property the claim has been made for, in line with the current legislation for part-occupied properties.

A Ratepayer making an application under section 44a should do so in writing and should include:

- A plan of the property showing the dimensions of the occupied and unoccupied area of suitable quality to enable the Valuation Office Agency to apportion the Rateable value of the property between the occupied and unoccupied areas. Applications will not be considered until such time as the plan is provided
- The period to which the application relates
- Contact details in order to inspect the site where necessary

Local Newspaper Relief

This relief was introduced from 1 April 2017 for a 2 year period and is a temporary measure to support local newspapers to adapt to technological changes within the industry. The relief is only applicable for the financial years 2017/18 and 2018/19.

This relief offers a £1,500 business rates discount for office space occupied by local newspapers in England, up to a maximum of one discount per local newspaper title and per hereditament, and up to state aid limits.

Relief for Public Toilets

Subject to amended legislation, from 1 April 2018 Local Authorities can use discretionary relief powers to grant relief of up to 100% for publically owned toilets.

This is unusual as normally relief cannot be awarded to local authorities. The relief will be fully funded by Central Government.

Discretionary Rate Relief Using Powers Conferred by the Localism Act 2011

The Council is now able to grant Relief within the limits of the primary legislation and European rules on state aid.

From time to time Central Government initiates Reliefs on a time limited basis to support businesses. These can be awarded under the powers of the Localism Act and the City Council can automatically grant relief to qualifying businesses. The granting of these Reliefs is in relation to specific categories of property and 100% funding for these Reliefs is provided by Central Government.

Using the general exception from the state aid rule where the aid is below the “de minimis” level, the Council will limit awards to a maximum of €200,000 to any one business or corporate group over any three year period.

The Council will consider applications for a local discount under the Localism Act based on their own merits, on a case by case basis. However the principal consideration is that the Relief is in the best interests of the residents and taxpayers of Oxford City and produces a local benefit as the Council must contribute to the cost of each award. Costs are split between Central Government (50%), the County Council

(10%) and the City Council (40%) as shown at Appendix A.

Applications could be considered, for example, where the property is used for purposes which are of benefit to the wider local community but do not fall in any other categories for relief, and it would be in the interests of the Council Tax payer to make an award, as the Council has to meet a proportion of the costs as shown at Appendix A. It could also be used to support regeneration projects within the City and bring empty properties back into use.

Information on reliefs available can be found on our website at:

www.oxford.gov.uk/PageRender/decB/Discounts_and_Exemptions_occw.htm#6

10. Approval

The initial assessment to award or refuse Relief will be made by a Revenues Officer and agreed and signed off by the Service Manager or Head of Service.

Any officer involved in the decision-making process for Discretionary Rate Relief or Hardship Relief must declare if they have an interest in or an association with any Ratepayer applying for Discretionary Rate Relief.

Applicants will be notified in writing of any decision within 28 days. A revised Business Rates bill will be sent where appropriate.

Unsuccessful applicants will be notified that they can request a reconsideration of the decision.

These reconsiderations will be reviewed by the Revenues Manager and signed off by the Service Manager or Head of Service.

11. Policy Review

The Council reserves the right to review and revise this Policy at any time as a result of information gained as a result of operating the policy, or following any changes to legislation.

12. Communications

The Council will publicise Discretionary Rate Relief in the following ways:

- On our website
- In leaflets and explanatory notes that accompany the annual rates bill: and at
- Ratepayer consultation meetings

Funding of Reliefs

With the introduction of the Business Rates Retention Scheme from 1st April 2013, local authorities now share in the gains and losses associated with changes in Business Rates income. The Government hopes that localising Business Rates in this way will incentivise Local Authorities to adopt strategies to promote businesses and generate additional Business Rates income. The introduction of Business Rates Retention has a major impact on the funding arrangements for all Reliefs available which are now financed as follows:

- 50% by Central Government
- 40% by Oxford City Council
- 10% by Oxfordshire County Council

This excludes Transitional Relief/Premium, Local Newspaper Relief and Relief for Public Toilets which are funded separately by Central Government.

Appendix 2

Discretionary Relief Awards 2016/17					
Relief Type	No of Cases	Value of Award 2016/17	Awarded in year for previous years	Total	Cost to OCC 40%
Discretionary Rate Relief	8	£46,864.42	£0.00	46,864.42	£18,745.79
Mandatory Rate Relief	541	£20,617,351.06	£0.00	£20,617,351.06	£8,246,940.42
Part Occupation Section 44A Relief	2	£23,036.97	£0.00	£23,036.97	£9,214.79
309 Rural Rate Relief	0	£0.00	£0.00	£0.00	£0
609 Hardship Relief	0	£0.00	£0.00	£0.00	£0
Local Discounts (Retail Relief, Flood Relief, Long Term Empty, New Build Empty)	0	£0.00	Not available	£0.00	£0

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Appendix 3: Risk Register

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Business Rate Reliefs	Any change to the existing Discretionary Rate Relief Policy could result in insufficient budget to meet the cost of granting relief. However as the costs are shared with Central Government and the County Council, it could also be an opportunity to fund reliefs that help the ratepayer to support council objectives, such as regenerating an area	Opportunity and threat	An increase in demand for relief	If the scheme was changed significantly, there could be insufficient budget to meet the cost of granting Discretionary Rate Relief.	21.11.17	Nigel Kennedy	3	2	1	2	1	2	At the moment this is low risk but any change to Discretionary Reliefs would mean additional finance would need to be found. The updated policy does not propose any changes to the existing policy therefore there should not be an increase in applications	Monthly monitoring of total of relief granted	1/4/18	Live	50%	Tanya Bandekar

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To: City Executive Board
Date: 13 February 2018
Report of: Head of Community Services
Title of Report: Grant Allocations to Community and Voluntary Organisations

Summary and recommendations	
Purpose of report:	To allocate grants to community and voluntary organisations through the Community Grants Programme.
Key decision:	Yes
Executive Board Member:	Councillor Dee Sinclair, Culture and Communities Councillor Susan Brown, Customer and Corporate Services
Corporate Priority:	Strong and Active Communities.
Policy Framework:	Oxford City Council Corporate Plan
Recommendations: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> Approve the recommendations for the commissioning programme as set out in Appendices 1 and 2. Delegate authority to the Head of Community Services, in consultation with the Executive Members for Customer and Corporate Services and Culture and Communities, to approve the recommendations for applications received to the grants open bidding programme for the period of 2018-21 and allocate funding to art and culture organisations that apply for funding through this theme from April 2019. Delegate authority to the Executive Director for Organisational Development and Corporate Services in consultation with the Executive Members for Customer and Corporate Services and Culture and Communities to allocate the development fund in the Advice and Money Management commissioning theme for the period of 2018-21. 	

Appendices	
Appendix 1	2018/21 recommendations for the community and voluntary organisations grants commissioning programme
Appendix 2	2018/19 recommendations for the Inclusive Arts and Culture commissioning theme.
Appendix 3	CEB report risk register

Introduction

1. Oxford City Council supports the local community and voluntary sector with grant aid which supports the Council in meeting its corporate plan objectives. In 2016/17 our £1.4m grant programme helped fund groups to match or lever in an additional £7,960,060 into the city in return their work helped improve the quality of life for many Oxford residents.
2. A review of the community grants programme took place during 2017. The results of the review were reported to the City Executive Board on the 21 November 2017 and can be found at

<http://mycouncil.oxford.gov.uk/ieListDocuments.aspx?CId=119&MId=4313&Ver=4>.

It was at that meeting that the Board approved a three year grant programme from 2018 to 2021 for community and voluntary organisations working in Oxford.

Grants and Commissioning Programme Budget

3. The total indicative budget for the CVO's grants and commissioning programme, as currently proposed in the consultation budget from April 2018 to March 2021, is set out below.

Table 1

	18/19 to 20/21 Budget for each year
Advice & Money Management commissioning theme	£518,379
Homelessness commissioning theme	£442,279
Inclusive arts & culture commissioning theme	£235,262
Community Safety commissioning theme	£61,082
Community & voluntary sector infrastructure support commissioning theme	£43,736
Inclusive leisure & play for disabled children and young people commissioning theme	£15,000
Open Bidding	£115,232
Small grants programme to run during the year.	£30,000
Total	£1,460,970

Commissioning

4. Commissioning themes, which remain the same as in previous years, were selected to prioritise grant funding for those most disadvantaged communities in our city and to reflect the themes in the Corporate Plan.
5. The Grants Officer works with a number of lead officers from other service areas that have specialist knowledge of specific commissioning themes. Funding agreements will be put in place with each of the commissioned organisations and a feature of the agreement will be that funding in any given year will be subject to an assessment of performance.

6. This report recommends allocations for the 3 year commissioning programme ending 31 March 2021.

Advice and Money Management Commissioning Theme

7. Under this theme the City Executive Board are recommended to continue providing grant aid to the advice centres we currently fund to provide independent advice that supports residents facing social and financial problems. This follows the recommendation of an independent review of Oxford advice services commissioned earlier this year. Both the council and funded organisations have stated their commitment to delivering these recommendations.
8. Their service specifications will focus on supporting the delivery of the Council's Financial Inclusion Strategy which includes maximising client's income, reducing and managing client debt and improving client's skills in managing income and accessing services online.
9. From April 2018 an annual funding pot of £44,918 has been created to support service development within these organisations. This comprises 5% of the funding that advice centres have received in previous years (£24,918 per annum) along with an additional £20,000 that was previously allocated to other activity in this theme. Whereas other funders of advice services in Oxford, have cut their funding, the Council is investing in the sector by creating this development fund.
10. The Development Fund will be available from April 2018 for commissioned advice services to make partnership bids in order to deliver the recommendations of the report referenced in paragraph 7 which includes:
 - Work to reduce visits which are not of value to the customer
 - Improving the outcomes obtained in the following areas:
 - Removing barriers to employment
 - Improving digital skills
 - Reducing fuel poverty
 - Improving access to advice services for areas of the city without local provision
 - Developing digital advice services
11. Along with the recommendation in paragraph 9, the City Executive Board are requested to delegate authority to the Executive Director for Organisational Development and Corporate Services in consultation with the Executive Members for Customer and Corporate Services and Culture and Community to allocate the funding.

Community Safety Commissioning Theme

12. During the past year a working group has been developed to look at how abuse services will be delivered across Oxfordshire. The group is made up of representatives from Oxford City Council, District Councils, Oxfordshire County Council and the Office of Police and Crime Commissioning.

- 13 From April 2018 Oxfordshire County Council will commission a domestic abuse service on behalf of the working group. A budget of £600,000 has been created to deliver this service across the County.
- 14 Our contribution is £35,082 which will deliver an outreach service for Oxford, a helpline and 5 dispersed accommodation places for victims who are unable to access a refuge such as males, disabled people or someone who does not speak English. There will also be a complex needs service which will provide one-to-one support to help people move on to a safer environment.

Community and Voluntary Sector Infrastructure Support Commissioning Theme

- 15 This commissioning theme is currently out to open bidding, requesting bids from organisations who can provide support to Oxford based community and voluntary organisations to gain sustainability in their funding, attract and effectively manage volunteers, build their capacity and achieve good governance.
- 16 The City Executive Board are requested to delegate authority to the Head of Community Services in consultation with the Executive Members for Customer and Corporate Services and Culture and Community to allocate funding for this theme.

Homelessness Commissioning Theme

- 17 A report will be submitted to the City Executive Board in March 2018 with the proposed allocations for both the Preventing Homelessness grant and the Council's Homelessness grant commissioning budget to voluntary sector organisations

Inclusive Arts and Culture Commissioning Theme

- 18 For the financial year 2018/19, it is recommended to continue funding the arts and culture organisations we have funded during the previous grants cycle and use this year to work with them to prepare for an open bidding process to which they will have the opportunity to apply for two year funding from April 2019.
- 19 The City Executive Board is recommended to approve the recommendations for the commissioning programme as listed in Appendices 1 and 2 and to delegate authority to the Head of Service for Community Services, in consultation with the Executive Member for Culture and Communities, to allocate funding to art and culture organisations that apply for funding through this theme from April 2019.

Annual Open Bidding

- 20 Generally we would also include in this report recommendations for applications received to the annual open bidding grants programme. Due to the review of the grants programme that took place earlier in the year the opening of this programme was delayed and at the time of writing this report the open bidding grants programme is currently open with a closing date of the 8th February 2018. The officer grants panel are due to meet for the evaluation process from the week commencing 20 February 2018.
- 21 We are promoting the programme as widely as possible through a social media campaign and by displaying leaflets in noticeboards and community centres

informing the public about the programme. We are also promoting the programme through our community networks.

22. To enable grant funding to be awarded through this programme and paid out at the beginning of the new financial year the City Executive Board are requested to delegate authority to the Head of Community Services, in consultation with the Executive Members for Customer and Corporate Services and Culture and Communities, to approve the recommendations for applications received to the grants open bidding programme. This will include applications made for one year and three year funding.

Rents

23. Some organisations recommended through the commissioning programme occupy Council premises. Their rent will be deducted from any funding awarded to them. These are set out in Table 2 below.

Table 2

Organisation	Recom'd Grant * (£)	2018/19 rent	Balance to organisation
Agnes Smith Advice Centre	£81,026	£7,250	£73,776
Film Oxford	£25,000	£5,000	£20,000
Fusion Arts	£28,128	£8,837	£19,291
Modern Art Oxford	£70,000	£70,000	0
Oxford Community Work Agency	£116,480	£8,100	£108,380
Rose Hill & Donnington Advice Centre	£85,955	£3,000	£82,955
Total	£406,589	£102,187	£304,402

*see Appendices 1 & 2

Climate Change / Environmental Impact

24. Successful applicants are made aware of the Council's commitment to reducing its carbon footprint and encouraged to take similar action.

Equalities Impact

25. Some examples of how equality is positively enhanced by the grants programme include funding services for:

- Survivors of rape, sexual abuse and domestic violence
- Lesbian, gay, bisexual and transgender people through recommending continued funding for the Oxford Friend helpline
- People with disabilities, particularly children and young people with disabilities through recommending funding for Parasol inclusive play
- Older people, through recommending support for specific activities
- BME groups, through funding dedicated work with asylum seekers and refugees.

Level of Risk

26. Successful applicants must agree to and sign terms and conditions before funding is released. Within these terms they must agree to:
- Spend the funding on the project described in their application
 - Repay any unspent grant
 - Keep financial records and receipts
 - Return monitoring information
27. Each organisation awarded grant funding will be monitored by an officer. Please see Appendix 4 for the risk register.

Financial Impact

28. The allocations of grant funding as proposed are dependent on agreement of the Council's budget in February 2018.
29. The total amount of the grants budget over three years currently recommended in this report is £3,345,182. £345,000 has been allocated for the open bidding grants programme where the process is currently taking place. A total of £90,000 for the small grants programme that will run each year of the three year grants programme commencing from April 2018. £470,524 is allocated for arts & culture commissioning from April 2019 (see Table 1 above) and a report will be submitted to the City Executive Board in March 2018 with the proposed allocations for both the Preventing Homelessness grant and the Council's Homelessness grant commissioning budget (£1,326,837) to voluntary sector organisations working with rough sleepers and homeless people.

Legal Implications

30. Each community or voluntary group awarded a grant will enter into an agreement with the Council. These agreements outline their responsibilities in regard to the funding including targets and outcomes they have agreed to deliver for this financial support.

Report author	Julia Tomkins
Job title	Grant & External Funding Officer
Service area or department	Community Services
Telephone	01865 252685
e-mail	jtomkins@oxford.gov.uk

Background Papers: None

APPENDIX 1

April 2018 to March 2021

Recommendations for the Community and Voluntary Organisations Grants Commissioning Programme

Theme

Community Safety

Strategic Objective

Strong, Active Communities

Organisation & project description	Grant awarded 2017/18	Recom'd for 2018/19	Recom'd for 2019/20	Recom'd for 2020/21
<p><u>Donnington Doorstep Family Centre</u></p> <p>The proposal is for them to deliver a programme of work with the BME community across the City to enable the community to have a better understanding of safeguarding at what it means to them.</p> <p>Working with mothers and if possible fathers from different ethnic communities across the city in open and closed sessions, 1 to 1 and group sessions.</p> <p>Working with existing and building new relationships with local partner agencies to identify resources and develop toolkits on behalf of Oxford City Council.</p>	£8,000	£8,000	£8,000	£8,000
<p><u>Domestic Abuse Commissioning Group</u></p> <p>This is our contribution to commissioning domestic abuse across Oxfordshire in partnership with local District Councils, Oxfordshire County Council and the Office of the Police and Crime Commissioner.</p> <p>Oxfordshire County Council will commission this service and administer the funding our contribution helps makes up a budget of £600,000 for this service.</p> <p>For Oxford this will deliver an outreach service, a telephone helpline service and 5 local dispersed accommodation places for victims unable to access a refuge.</p>	£35,082	£35,082	£35,082	£35,082
<p><u>Oxford Sexual Abuse & Rape Crisis Centre</u></p> <p>A telephone helpline service which is run by a team of trained volunteers. Enabling victims of sexual violence to deal with the effects of these crimes in their lives and improve access to information.</p> <p>The helpline is open 4 times a week and is the only agency providing specialist services for survivors of sexual abuse and rape. They are developing their service to include an ISVA and therapeutic counselling.</p> <p>The funding will be used to contribute to the core running costs for this work.</p>	£15,000	£15,000	£15,000	£15,000

APPENDIX 1

Organisation & project description	Grant awarded 2017/18	Recom'd for 2018/19	Recom'd for 2019/20	Recom'd for 2020/21
Oxford Friend A confidential telephone helpline service for the Lesbian, Gay Men, Bisexual & Transgender (LGBT) community in Oxford. Which is run by a team of trained volunteers who are all part of the LGBT community. The helpline is open three times a week and is the only agency providing this type of service for a high risk marginalised group of people in Oxford. The funding will be used to contribute to the core running costs for this work.	£3,000	£3,000	£3,000	£3,000
Community Safety Theme Total	£61,082	£61,082	£61,082	£61,082

Theme Inclusive Play & Leisure for Children and Young People with Disabilities

Organisation & project description	Grant awarded 2017/18	Recom'd for 2018/19	Recom'd for 2019/20	Recom'd for 2020/21
Parasol Project A project providing integrated play, recreational and social opportunities for children and young people with learning and /or physical disabilities in Oxford City. The project has a good track record of delivering play and leisure opportunities for children and young people with disabilities. Integrating them with their non disabled peers. This organisation also supports other play facilities across the city by providing trained 'enablers' (an enabler is someone who will support individual disabled children or young people to access mainstream activities). The funding will contribute to the delivery of this work.	£15,000	15,000	£15,000	£15,000
Inclusive Play & Leisure for Children & Young People with Disabilities Theme Total	£15,000	£15,000	£15,000	£15,000

APPENDIX 1

Advice & Money Management Commissioning Strategic Objective Strong and Active Communities

Organisation & project description	Grant awarded 2017/18	Recom'd for 2018/19	Recom'd for 2019/20	Recom'd for 2020/21
<p><u>Blackbird Leys Neighbourhood Support Services</u> (also known as Agnes Smith Advice Centre)</p> <p>This advice centre is located in Blackbird Leys and aims to ensure the best practices in the delivery of free independent, impartial and confidential advice.</p> <p>The area of delivery is Blackbird Leys and the surrounding area and funding will contribute towards the organisation's core running costs (including £7,250 rent payable to Oxford City Council),</p>	85,290	£81,026	£81,026	£81,026
<p><u>Oxford Citizens Advice Bureau</u> Located in the centre of Oxford, the Citizen's Advice Bureau (CAB) offers self-help and assisted information. CAB is a free confidential advice service including signposting, generalist and specialist casework for client's city wide.</p>	£200,000	£190,000	£190,000	£190,000
<p><u>Oxford Community Work Agency (OCWA)</u> Located in Barton in the Neighbourhood Centre, this organisation is an independent community advice and information centre. This organisation comprises of Barton Advice Centre and Oxfordshire Welfare Rights.</p> <p>The focus of OCWA is the provision of specialist advice in social welfare law and debt advice, supporting individuals who live locally in Barton, Headington, Risinghurst and throughout Oxford.</p> <p>Funding will contribute towards the organisation's core running costs (including £8,100 rent payable to Oxford City Council)</p>	£122,611	£116,480	£116,480	£116,480
<p><u>Rose Hill & Donnington Advice Centre</u> Located in Rose Hill this advice centre aims to relieve poverty in Rose Hill, Donnington and the surrounding area by providing information, advice and assistance on all matters relating to welfare benefits & debt.</p> <p>Funding will contribute towards the centre's core running costs (including £3,000 rent payable to Oxford City Council) </p>	£90,478	£85,955	£85,955	£85,955
Previously reserved each year for priorities identified during the year, Now recommended as a funding pot to support service development identified in the review by Advice UK	£20,000	£44,918	£44,918	£44,918
Advice & Money Management Theme Total	£518,379	£518,379	£518,379	£518,379

APPENDIX 2

Inclusive Arts & Culture Commissioning Strategic Objective Strong and Active Communities

Organisation & project description	Grant awarded 2017/18	Recom'd for 2018/19
<p><u>Fusion Arts</u> A project that fosters and promotes the improvement and development of knowledge, understanding and appreciation of the arts for the benefit of the public and in particular community groups, young people, older people and people with special needs.</p> <p>Their aim is to deliver inclusive projects with outcomes that bring people together in established cultural venues and events. The funding will be used to deliver community focused projects.</p> <p>Funding will be used to deliver this work (including £8,837 to pay rent payable to Oxford City Council)</p>	£28,128	£28,128
<p><u>Modern Art Oxford</u> This organisation, located in Pembroke Street, was established to promote modern visual arts to the public. Working with artists they deliver a community & education programme aiming to increase the enjoyment and understanding of contemporary art.</p> <p>This funding will be used to pay rent charges payable to Oxford City Council which in turn releases funds generated by the organisation to contribute to the programme delivery, especially around their community and local artist engagement.</p>	£70,000	£70,000
<p><u>Oxford Contemporary Music</u> A project working with artists and musicians to promote high quality new music to the public through the delivery of community focused projects.</p> <p>The organisation is core funded by the Arts Council and any funding awarded will be used to lever in other sources of funding. .</p>	£10,000	£10,000
<p><u>Film Oxford</u> A project making film and digital media more accessible. Delivering training to increase opportunities for individuals into this industry.</p> <p>Funding will be used to deliver this work (including £5k to pay rent payable to Oxford City Council).</p>	£25,000	£25,000
<p><u>Experience Oxfordshire</u> Our funding traditionally contributes towards the core running costs of the organisation rather than the delivery of public-facing work. This can no longer be prioritised. Remaining funding focuses on supporting marketing of cultural organisations and key city events to a tourist audience.</p>	£2,000	£2,000

APPENDIX 2

Organisation & project description	Grant awarded 2016/17	Recom'd for 2017/18
<p><u>Oxford International Link (OIL)</u> An umbrella organisation co-ordinating twinning links and events throughout the year, providing good partnership working and brings a lot into the city in both funding and culture.</p> <p>The funding will be used to contribute towards the running costs of these events and to allocate grants to the twinning links for their community activity.</p>	£6,000	£6,000
<p><u>Oxford Playhouse</u> An organisation aiming to raise public awareness and appreciation of the arts through theatre, dance and music. It boasts a good national and international reputation and delivers a range of participatory opportunities for the community including youth theatre, access performances for people who are hard of hearing, deaf, blind and partially sighted and support for local artists and family friendly initiatives.</p> <p>The funding will contribute towards community based/focused projects.</p>	£24,000	£24,000
<p><u>Arts at the Old Fire Station</u> The Arts at the Old Fire Station is a charity and social enterprise offering support for emerging artists and a gallery with a wide range of exhibitions, a theatre offering music and drama and a studio for all kinds of dance and workshops for artists.</p> <p>The funding will contribute to the delivery of this work.</p>	£32,134	£32,134
<p><u>Pegasus Theatre</u> An organisation promoting the appreciation of the arts in particular for the benefit of children and young people. The organisation boasts a strong reputation, good partnership working and good track record delivering high quality accessible arts. It delivers projects with children and young people targeting socially excluded groups.</p> <p>The funding will be used to contribute to the delivery of their work with children and young people.</p>	£25,000	£25,000

APPENDIX 2

<u>Organisation & project description</u>	Grant awarded 2016/17	Recom'd for 2017/18
<p><u>OVADA</u> OVADA provide opportunities for artists to create new work, support the transfer of skills, knowledge & experience, encourage collaborations between artists, develops partnerships, exhibits work and builds new audiences for contemporary art.</p> <p>OVADA has strong links to local schools and to further and higher education providers in Oxford and have developed a workshop programme with City of Oxford College. Their wider programme includes opportunities for students to work in the space, alongside professional artists and practitioners. OVADA will offer day courses and workshops to these young people.</p> <p>The funding will contribute to the delivery of this work.</p>	£5,000	£5,000
<p><u>Ark T Centre</u> The Ark T Centre delivers art exhibitions, creative workshops, dance and music. There's a recording studio for young musicians, a rehearsal space for theatre and dance, a performance and concert area and studios for a group of resident artists.</p> <p>Around 900 people come into the Centre each week, some sharing in projects that are open to the public and others in programmes that are run for specific groups.</p> <p>The funding will contribute to the delivery of this work.</p>	£5,000	£5,000
<p><u>Oxford Philharmonic</u> Funding is specifically to enable Oxford Philharmonic to increase the number of free family concerts they deliver from 2 to 3 each year, to continue to offer discounted tickets for young people for concerts (with at least 100 free tickets per year to be distributed through the Communities team), continue to deliver work in hospitals and primary schools, and contribute at least one event / activity to the city's Light Festival in November each year.</p>	£3,000	£3,000
<u>Arts & Culture Theme Total</u>	£235,262	£235,262

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APPENDIX 3

CEB Report Risk Register

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

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

No.	Risk Description Link to Corporate Obj.	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Current Risk	
1	Grant funding awarded is not spent on the activity or items it was awarded for. (Strong, Active Communities)	I 2	P 1	Terms & conditions for grant awarded not clear.	Mitigating Control: Award letter & terms & conditions are clear and where necessary itemised. Monitoring forms Level of Effectiveness: Medium because information may not be returned	I 1	P 2	Action: Reduce Action Owner: Julia Tomkins Mitigating Control: Keep check list and close monitoring Report through Community & Partnership Scrutiny Control Owner: Julia Tomkins	Outcome Required: Clear and detailed terms and conditions signed by each organisation or group awarded a grant. All monitoring forms returned Milestone Date: on going	I	P
2.	Risk to reputation (Strong, Active Communities)	3	3	Declined applicants unhappy with decision	Give clear reasoning as to why application was declined.	3	2	Action: Fair and transparent grants process evaluating each application against set criteria Action Owner: Julia Tomkins Mitigating Control: Work closing with media & communications team.- Jan to Mar 2018 Control owner:	Lessen impact of risk to reputation.		

								Julia Tomkins			
3.	Commissioned organisations unable to deliver service or project they have been funded to deliver	3	3	Loss of other funding to continue delivery	Maintain good working relationship and be aware of funding cuts within the relevant sectors	3	2	<p>Action: Reduce Provide support to source other funding</p> <p>Action owner Julia Tomkins & other commissioning officers</p> <p>Mitigating Control Maintain good working relationship</p>	Continued delivery of services		

To: City Executive Board
Date: 13 February 2018
Report of: Assistant Chief Executive
Title of Report: Annual Update Report on the Corporate Plan 2016 -20

Summary and recommendations	
Purpose of report:	To seek approval for the 2017 Annual Update Report on the Corporate Plan 2016-20
Key decision:	Yes
Executive Board Member:	Councillor Bob Price, Leader of the Council
Corporate Priority:	All Corporate Plan priorities
Policy Framework:	Policy Framework - Corporate Plan
Recommendation(s): That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Approve the Annual Update report on the Corporate Plan 2016-20, as set out in Annex 1. 2. Delegate authority to the Assistant Chief Executive to make minor textual/formatting changes to the Annual Update Report in advance of formal publication <p>Delegate authority for the Assistant Chief Executive to add new success measures to the Annual Update Report (point 13) once agreed with Service Heads and the Chief Executive.</p>	

Appendices	
Appendix 1	Annual Update on the Corporate Plan 2017-20
Appendix 1	<p>Oxford City Council Corporate Plan 2016-2020 can be found at :</p> <p>http://mycouncil.oxford.gov.uk/documents/s28130/Appendix%201%20Draft%20Corporate%20Plan%202016%20-%202020.pdf</p>

Introduction and background

1. The Corporate Plan is the Council's overarching strategy for delivering high quality services to the people of Oxford. The Corporate Plan 2016-20 was agreed by Council in February 2016. It sets out a clear vision, corporate priorities and objectives, and how the Council aims to achieve them. The Annual Update Report 2017 sets out what we have achieved against these themes in 2017 and our major objectives and priorities for 2018-20.
2. The Plan also provides a guide for the Council's extensive and important work with partners and aims to communicate the Council's vision and priorities to the wider community as a whole.
3. The Draft Annual Update Report attached in Annex 1 has been developed from input from Service Heads and Directors and members of the City Executive Board.
4. The content of the Draft Annual Update Report complements the draft Medium Term Financial Strategy, which will also be presented at the 13th February 2018 meeting of the City Executive Board. The two are developed in tandem to ensure that the Council's resources are aligned with its objectives.

The Annual Update Report on the Corporate Plan 2016-20

5. The Council's core ambition is to build a world class city for all of its citizens; to achieve this objective the Council has to continue to transform the way in which services are structured and delivered. The Council aims to create a successful economy and an integrated community which respects and celebrates diversity, protects and enhances the environment, and offers extensive accessible opportunities for residents' leisure time.
6. The Council's priorities for the next two years remain those that were identified in the Corporate Plan 2016-20:
 - A Vibrant and Sustainable Economy
 - Meeting Housing Needs
 - Strong and Active Communities
 - A Clean and Green Oxford
 - An Efficient and Effective Council.
7. The Plan recognises that many of the issues that are important to the well-being of our city and its people are not exclusively or directly controlled by the City Council. Achieving our objectives involves close partnership working with other local authorities, public agencies, community groups, local businesses and third sector organisations. This has become ever more important as reductions in public resources due to the government's austerity agenda, have affected the city, and new ways of delivering services are developed. The Council works with its partners to align our resource allocation and our plans. The Corporate Plan 2016-20 therefore includes the two cross-cutting priorities of Partnership and Devolution which have underpinned the Council's approach to most areas of its work.

Key challenges

8. The key challenges facing the city and the Council include:

- The economic and social consequences of the decision to leave the European Union.
- Working jointly with our neighbouring district councils, the Oxfordshire County Council, the Local Enterprise Partnership (LEP) and other partners to deliver the Housing & Growth Deal, announced in November 2017.
- Responding to the increasing pressures on those with low incomes, as the government's austerity measures and changes in social security systems continue.
- Increasing levels of family and single person homelessness, and overcrowded housing.
- Reductions in Oxfordshire County Council budgets, in particular in homelessness support, children's services and services for the elderly.
- Increasing internal financial pressures from the reduction in the level of grant that we receive from the Government from £1.5 m in 2017/18 to zero in 2019/20.

Key achievements

9. Some key achievements in 2017 were:

- Securing commitment from Government to a Housing & Growth deal for Oxfordshire worth £215 million
- Delivering efficiency savings of c£1.5 million
- Regeneration and investment in our housing stock including Barton Park, Blackbird Leys, upgrading of City Homes properties and refurbishment and recladding of the Tower Blocks.
- Approval of a £60 loan million to the Housing Company for the development and acquisition of around 500 new social rented homes over the next few years
- Continued improvement to leisure facilities including the new pavilion at Quarry Recreation Ground, upgraded tennis courts at Florence Park and development of Horspath Sports arena.
- Setting up an electronic billing system for utilities, saving around £70,000 per year on utility company billing errors.
- Improving the ability of customers to access information and transact with the City Council on-line with over 37% of all customer transactions now conducted on line.
- Winning the Association of Public Service Excellence national award for the best Streetscene Team and Best Recycling Team of the year
- Completion of a £2.2m Flood Alleviation Scheme for Northway and Marston
- Developing the Oxford Flood Alleviation Scheme for the western and southern parts of the city in partnership with the County Council and the Environment Agency to secure initial Treasury approval.
- Increasing recycling from 47.5% to 51.41%
- Setting up a Charitable Trust to take the Museum of Oxford into phase 2 of its redevelopment, with a substantial grant from the Heritage Lottery Fund.
- Successful re-accreditation of Investors in People, Gold Champion Status.

- Establishing a wholly owned trading company, Oxford Direct Services Ltd, that will trade externally as well as delivering core services for the Council such as street cleaning, refuse collection, building works, engineering and motor vehicle repairs

Priorities for 2018-19

10. Priorities for the Council in 2018-20 will be:

- To deliver the Housing and Growth Deal investment programme jointly with other Oxfordshire Authorities to increase the housing supply and the numbers of affordable homes, as well as securing major improvements in the transport infrastructure in the wider city areas.
- To launch the Local Authority Trading Company.
- To implement a new Children and Young People's strategy
- To develop a City-wide partnership to prevent homelessness and rough sleeping and help people access services and accommodation
- To make significant progress with the redevelopment of key sites in the West End including Oxpens and Oxford Station.
- To implement Oxford's flood alleviation scheme.
- To continue to modernise our community centres and enhance the range of activities and services provided in them.
- To submit and implement phase 2 of The Museum of Oxford redevelopment.
- To construct and commission a recycling transfer centre.
- To improve provision for safe cycling, and some under-resourced sporting activities such as gymnastics, boxing and dance.
- To produce a draft local plan to 2036 which incorporates the Council's expectations for significant improvements to the energy efficiency of new buildings and an improved city centre environment.

11. Some priority projects that will be delivered in 2018-20 are:

- A new three year grants programme for the voluntary and community sector.
- A new City Centre Strategy agreed with local businesses and residents.
- More Community Employment Plans to support disadvantaged people into employment and training.
- Measures to reduce air pollution.
- Continue to promote the take up of electronic billing of business rates, council tax and sundry debts.
- Continued expansion of our trading activities to create surpluses that can help fund core community services.
- Invest £100,000, match funded by the Clinical Commissioning Group, to tackle health inequalities in the City.

Corporate Performance Targets

12. The Corporate Plan 2016-20 also sets out a limited set of corporate performance measures for each of the Council's priority areas. An update on progress on the targets is included within the Annual Update Report. Where the success measure targets have not been met an explanation has been provided.

A Vibrant and Sustainable Economy

Success Measures	2017/2018 Targets	2017/2018 Projected Outcomes
Amount of employment space permitted for development	15,000sqm	Not achieved due to a reduction in large applications and the loss of employment space to residential use through Permitted Development Rights.
Net annual increase in number of businesses operating in the city	200	140 net increase (November 2017).

Strong Active Communities

Success Measures	2017/2018 Targets	2017/2018 Projected Outcomes
Number of people using our leisure centres	1.45 Million	Not achieved. Competition from other leisure providers has increased markedly.

Clean green city

Success Measures	2017/2018 Targets	2017/20178 Projected Outcome
Satisfaction with our street cleaning services	76%	66% Satisfaction rate. In response, the street cleaning services have been reorganised and extended hours implemented.

Efficient Effective Council

Success Measures	2017/2018 Targets	2017/2018 Projected Outcome
The percentage of customers satisfied at first point of contact	84%	Tracking at 81.86%. In response the “contact us” pages on the website have been improved and web chat has been implemented.

13. The following new success measures have been proposed for 2018/19 to align with current ones. The new measures will be added to the Corporate Plan update

Efficient Effective Council

14. A new target is proposed that will measure success in 'channel shift': the level of self-service transactions as a percentage of total contact with the Council to reach 40% in 2019/20 from a baseline of 30% in 2016/17.

Strong Active Communities

15. Proposed success measure: Number of people using leisure centres to increase by 3% for each of the priority target groups in 2018/19.

Publication of Annual Report Update of the Corporate Plan 2016-20

16. Once approved for adoption, the Annual Report Update on the Corporate Plan 2016- 20 will be made available in hard copy, accessible format and placed on the Council web site.

Legal Issues

17. There are no direct legal implications relating to the Draft Annual Update Report on the Corporate Plan 2016-2020.

Financial Issues

18. The Draft Annual update on the Corporate Plan is underpinned by the Council's draft Medium Term Financial Plan which outlines how the objectives within the Corporate Plan will be funded. The Council's draft Budget for 2018-2022 is presented elsewhere on this CEB agenda.

Environmental Impact

19. The commitment to improving Oxford's environment and reducing the environmental impact of the city is directly reflected in the Clean and Green Oxford corporate priority and underpins all of the Council's activities.

Level of Risk

20. The Corporate Plan 2016-20 is an overarching strategic document, which is underpinned by a series of supporting documents. Details of projects and actions which contribute to the delivery of corporate priorities will be found in the Council's service plans and other delivery plans. Risks are detailed in service and corporate risk registers.

Equalities Impact

21. An equalities impact assessment was undertaken on the Corporate Plan 2016-20. The City Council's overriding concern in formulating its budget and Corporate Plan has been to expand the options and opportunities available to the people of our city. We particularly aim to reduce inequalities and expand opportunities for those suffering from deprivation.

Report author	Caroline Green
Job title	Assistant Chief Executive
Service area or department	Assistant Chief Executive
Telephone	01865 529887
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Background Papers:
None

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1. A Vibrant and Sustainable Economy

A smart and entrepreneurial city with a thriving local economy supported by improved infrastructure, training and skills

Corporate Plan Priorities 2016-2020

Secure greater local control of decisions and investment in transport, housing, skills and business growth to meet the needs of our economy.

Promote growth and increased investment in enterprise and the knowledge economy.

Improve infrastructure, public transport and opportunities for safe walking and cycling to reduce congestion, and support economic and housing growth.

Provide effective support for new businesses and for local businesses to prosper and grow.

Improve workforce skills to meet local demand by working with Oxfordshire Skills Board to support education provision, traineeships, apprenticeships, career advice and better targeting of skills funding.

Promote and shape development to unlock land for housing and employment sites to meet the needs of the city.

Key Achievements in 2017

Working with Oxfordshire authorities and the LEP, secured commitment from Government for a Housing and Growth deal for Oxfordshire to provide £215 million funding for infrastructure and affordable housing and support for business growth and skills and inward investment.

With all six Oxfordshire councils published the Oxfordshire Infrastructure Strategy to identify, map and prioritise Oxfordshire's infrastructure requirements to 2040 and beyond.

Worked with the County Council and the Westgate Alliance to ensure the successful opening of the new Westgate Shopping centre, supporting the creation of 3,400 jobs.

Progressed the Oxford Station Masterplan with the Supplementary Planning Document adopted to guide development of the area.

Secured Local Growth Funds of £11.3 million for Oxford Station interchange and development, and Osney Mead Innovation Quarter with the potential to create 5,000 jobs. Approved investment of £14 million to redevelop commercial properties to provide new retail and office space.

As part of our OXWED joint venture completed the masterplan for a mixed use scheme at Oxpens and completed the first stage to select a development partner.

Produced the 'Oxford Business Guide 2017-19' with an interactive directory of businesses.

Progressed the development of the new Local Plan 2036 for Oxford, successfully taking it through the 'preferred options' stage with extensive community engagement and consultation in summer 2017.

Community Employment Plans resulted in 128 training, work

experience or apprenticeship placements.

Successfully managed a £1.1 million project to support vulnerable and disadvantaged residents into training and employment.

Secured planning permission for the extension of the Seacourt Park and Ride site.

Priorities for 2018 – 2020

Successful delivery of Oxfordshire Housing and Growth Deal.

Progress redevelopment of Oxpens and the station areas.

Secure more development of commercial office space for start-ups and small businesses.

Publish the draft Oxford Local Plan 2036 for public consultation.

Complete a City Centre Management Strategy with key partners.

Increase use of Community Employment Plans to support improved workforce skills and employability.

Deliver the Smart Oxford programme as agreed with partners.

Progress the Blackbird Leys regeneration scheme with new shops, new community

Success Measures	2017/2018 Targets	2017/2018 Projected Outcomes
Amount of employment space permitted for development	15,000sqm	Not achieved due to a reduction in large applications and the loss of employment space to residential use through Permitted Development Rights.
Number of jobs created or safeguarded in the city as a result of the City Council's investment and leadership	900	Achieved over target at 3,800
Net annual increase in number of businesses operating in the city	200	140 net increase (November 2017).

1. A Vibrant and Sustainable Economy

A smart and entrepreneurial city with a thriving local economy supported by improved infrastructure, training and skills

centre and affordable homes.

Promote the adoption of the Oxford
Living Wage by businesses.

2. Meeting Housing Needs

Improving Oxford residents' access to affordable and high-quality homes in good environments that are close to jobs and facilities

Corporate Plan Priorities 2016-2020

Tackle the city's housing crisis by promoting high quality development of the homes that Oxford needs in the city and in locations near to Oxford, with good transport links working in partnership with developers, universities and neighbouring District Councils.

Ensure that more affordable homes are built to meet the needs of different income groups and types of employment in the city.

Improve conditions for private tenants by actively enforcing standards for private rented housing and managing the impact on neighbourhoods of Houses in Multiple Occupation (HMOs).

Improve homes for the Council's own tenants by refurbishing our properties above national standards, making homes more energy efficient and improving the general environment of our estates.

Tackle homelessness and rough sleeping by securing appropriate accommodation and support for those affected, so that no-one has to sleep rough.

Key Achievements in 2017

Provided transitional funding of £200,000 to keep Simon House open for a further year while A2Dominion builds a new supported housing facility in Cowley.

Carried out 275 inspections of private rented properties to investigate serious threats to the health or safety of tenants. Planned for the introduction of the civil penalty system and increase inspections to 700 a year.

Commenced development at Barton Park, to deliver over 800 homes including 354 at social rent.

Secured £745,000 investment for the Blackbird Leys and Barton regeneration programmes.

Delivered a £21 million programme of major repairs and other upgrades to City Council homes.

Invested £9.5 million in the Tower Block refurbishment programme and responded to the changed Fire

Safety requirements following the Grenfell Tower disaster .

Agreed £60m loan to the Council's new Housing Company to supply around 500 new social rented homes.

Increased our stock of temporary accommodation and reduced the number of households in temporary accommodation to the lowest level since 2012.

Recommissioned the homeless pathway services following County Council budget cuts.

Started work on the Trailblazer initiative, bringing agencies together to provide targeted prevention, outreach work and advice services for those at risk of becoming homeless. Reduced risk of homelessness for 900 households.

Safeguarded residents tenancies by making 463 Discretionary Housing Payment awards from a fund of £509,495.

Improved our performance on dealing with planning applications and now exceeding all government targets for applications and planning appeals being dealt with.

Priorities for 2018 – 2020

Progress the Housing and Growth Deal investment programme jointly with other Oxfordshire Authorities to support delivery of more affordable housing.

Provide more affordable housing through the Council's Housing Company and Registered Providers and by working in partnership with Universities and public bodies.

Increase resources to tackle homelessness, through the Trailblazer initiative and the prevention services to deliver the required provisions of the Homelessness Reduction Act 2017.

Develop a City-wide partnership to mount an effective response to the increased level of homelessness and

Success Measures	2017/2018 Targets	2017/2018 Projected outcomes
Number of new homes granted permission	400	On track
The percentage of HMOs licensed in the city	75	On track
Limit our use of temporary accommodation at 2015 levels	120	Achieved, only 96 in temporary accommodation

rough sleeping.

2. Meeting Housing Needs

Improving Oxford residents' access to affordable and high-quality homes in good environments that are close to jobs and facilities

Progress the planned major refurbishment and estate regeneration projects which will improve energy efficiency and the satisfaction of residents.

Develop a new Tenancy Strategy and a revised Council Tenancy Agreement in line with emerging legislation.

Increase enforcement on unauthorised dwellings (beds in sheds) and substandard and unlicensed accommodation in the HMO and private rented sector properties.

3. Strong and Active Communities

Socially cohesive and safe communities

Corporate Plan Priorities 2016-2020

Tackle inequalities through improved prosperity and by targeting resources to those who need most support.

Provide high quality community and leisure facilities and seek to increase participation in regular physical activity to improve health and the quality of life.

Improve opportunities for young people to engage in positive activities and to achieve to the best of their abilities.

Celebrate diversity and work with our different communities, understanding their needs, supporting voluntary and community groups and delivering popular cultural events and activities.

Promote safe neighbourhoods and tackle anti-social behaviour through education and early engagement with problems, backed by enforcement action if required.

Safeguard and support vulnerable people including improving quality of life for older people and protecting children, families and adults at risk of exploitation or crime.

Key Achievements in 2017

Attracted over 140,000 people to our cultural events, including the Christmas Light Festival, Common People, Dancin' Oxford, May Morning, St Giles' Fair and the Lord Mayor's Carol Concert.

Supported 21 Syrian refugee families through the National Resettlement Scheme and won funding to support our community cohesion programme and 'English as a Second Language' courses.

Opened the new £1.2 million Quarry Community Sports Pavilion and the resurfaced tennis courts at Florence Park with court lighting

Secured match funding of £50,000 from WREN for major improvements to facilities at South Oxford Community Centre.

Established the Museum of Oxford Charitable Development Trust to raise funds for the redevelopment project that will create a "people's museum" for the city.

Attracted around 75,000 people to the nationally accredited *Explore*

Oxford galleries; worked with over 100 volunteers to deliver the Museum of Oxford's heritage and outreach programmes which engage around 2,500 people.

Supported community development in Blackbird Leys including public events such as Leys Festival and the Mela held at Rose Hill.

1,200 anti-social behaviour and environmental cases resolved by the Community Response Team and Antisocial behaviour Investigation Team. Cases ranged from litter and fly-tipping to neighbour disputes and protection of vulnerable people.

Secured further NHS funding of £92,000 to develop preventative activities targeted at highest users of GP services as part of Barton Healthy New Town Project.

Renewed the Council's Financial Inclusion Strategy providing a structured programme to tackle debt, fuel poverty, and help residents at risk of financial exclusion to gain skills and increase their income.

Developed our new Springboard Money and Springboard Digital

services to support the move to Universal Credit.

Agreed a new three year programme of support for advice organisations in the city, and increased their funding by £20,000 annually.

Together with 'Feeding The Gaps' and 'Good Food Oxford' created a database of services providing free or subsidised food in the city.

Priorities for 2018 – 2020

Complete the £4.9 million refurbishment of Horspath Sports Park to provide new football, cricket and softball pitches, practice areas, a pavilion and changing rooms

Implement the new strategy for children and young people.

Invest £100,000 to be match funded by the Clinical Commissioning Group to tackle health inequalities in the City.

Plan for the modernisation of East Oxford and Bullingdon community centres and extend the services offered in all centres.

Commission a new three year grants programme .

Increase the range of users and income from the Town Hall.

Deliver the next phase of the Museum of Oxford redevelopment.

Success Measures	2017/2018 Targets	2017/2018 Projected Outcomes
Resident satisfaction with their area as a place to live	>81%	Achieved 84% of residents satisfied with their area
The number of people taking part in our Youth Ambition programme	5,700	On track to achieve over 6,000
Number of people using leisure centres	1.45 Million	Not achieved. Competition from other leisure providers has increased markedly.

3. Strong and Active Communities

Socially cohesive and safe communities

Work through the Community Safety Partnership to tackle priorities such as racial abuse, exploitation, anti-social behaviour, drug use and violent crime.

With partners deliver a successful community cohesion programme and English as a second language courses to improve integration of recent migrants to the city and seek a further two years of funding.

4. A Clean Green Oxford

An attractive and clean city that minimises its environmental impact by cutting carbon, waste and pollution

Corporate Plan Priorities 2016-2020

Save energy and reduce carbon emissions through energy saving and renewable energy schemes that bring down energy bills, tackle fuel poverty and reduce the city's carbon footprint.

Tackle congestion and pollution that frustrates growth and damages peoples' health through a better public transport offer, our low emission zone and by promoting safe cycling and walking routes.

Improve the cleanliness of our streets, neighbourhoods and open spaces so that Oxford is an attractive, clean and safe place which residents, visitors and those who work in the city enjoy.

Reduce the total amount of waste and increase the proportion of the waste stream that is recycled providing excellent recycling services and facilities across the city and working with partners to promote recycling.

Protect the city from extreme weather events and flooding by working with partners to invest in effective flood defences

Key Achievements in 2017

Retained all 6 Green Flag awards for our parks, which recognise the best green spaces in the country.

Won the 'Association of Public Service Excellence Award' for the best Streetscene Team and best Recycling Team of the Year.

Further increased recycling from 47.5% in 2016 to 51.41% in 2017.

Completed the Northway and Marston Flood Alleviation Scheme, reducing the flood risk to 110 homes.

Continued work on the Oxford Flood Alleviation Scheme, with the Environment Agency, to reduce the flood risk to over 1,200 homes.

With the County Council completed a feasibility study and public consultation on introducing a Zero Emission Zone.

Won £370,000 funding to deliver electric taxi charging infrastructure in the city.

Reduced City Council carbon emissions by 5% by, for example, installing our largest solar PV system at Cowley Marsh Depot. We now produce 9.8% of our electricity from our Solar PV system.

Won £100,000 of matched funding from central government giving us a total fund for carbon reduction of £800,000.

Our partners in the LEAP project installed 275 small energy efficiency repairs, saving vulnerable residents £3,712 on their energy bills. Estimated income generated for these residents is £33,000.

Helped households at risk from fuel poverty by installing over 600 energy

efficiency measures by leveraging in financial support.

With partners launched a telephone help line to help vulnerable residents with high energy bills to make energy saving improvements to their home.

Levered in £35,000 for private rented sector energy efficiency improvements resulting in 356 energy efficiency improvements in 56 homes.

Completed the £14 million OxFutures 1 programme which delivered investment into community owned renewable energy projects across Oxfordshire.

Launched the new £3.2 million OxFutures programme to develop a low carbon and energy efficient economy and to increase access to lower cost, sustainable, local energy.

Priorities for 2018 – 2020

Construct the Recycling Transfer Station at Redbridge.

Support the Environment Agency in the next stage of the Oxford Flood Alleviation Scheme.

Develop plans to tackle air pollution through work on the Zero Emission Zone proposals and joint campaigning with Friends of the Earth and Oxford schools.

Success Measures	2017/2018 Targets	2017/2018 Projected Outcome
Amount of non-recyclable waste produced in the city per households decreases each year	423kg	Achieved
Satisfaction with our street cleaning services	76%	66% Satisfaction rate. In response, the street cleaning services have been reorganised and extended hours implemented.
Implementation of measures to reduce City Council's carbon	5%	Achieved

4. A Clean Green Oxford

An attractive and clean city that minimises its environmental impact by cutting carbon, waste and pollution

Promote the uptake of low emission vehicles through the delivery of EV on- street charging and EV taxi charging infrastructure.

Seek to secure environmental gains through the iTree project and publish Sustainable Urban Drainage design guidance.

Further explore innovation renewable energy eg. local energy production, battery storage and grid balancing projects, solar carports, and renewables/waste led heat networks.

Increase referrals to our one-stop telephone help line 'Better Housing Better Health' to advise householders and help vulnerable people to heat their homes to a healthy level.

Continued improvement in the ecological management and biodiversity of the city's parks and open spaces.

5. An Efficient and Effective Council

A customer-focused organisation, delivering efficient, high quality services that meet people's needs

Corporate Plan Priorities 2016-2020

Deliver high quality services to residents and businesses ensuring the flexibility to deal with uncertainty about future funding.

Invest in digital technology to provide customers with more flexible and lower cost ways of accessing information and services.

Manage our property and assets effectively to generate savings and maximise returns.

Manage our contracts and procurement processes effectively to deliver best value for money and continue to develop our anti-fraud capability to protect the public purse.

Recruit, develop and value a diverse workforce which reflects the make-up of the community that we serve, tackling barriers to employment and career progression.

Set up an electronic billing system for utilities, saving around £70,000 per year and help address excess energy use at Council owned sites.

Achieved Customer Service Excellence re-accreditation.

The first council in the country to be awarded 'excellent' status by UK quality standard QUEST, for our sports and physical activity provision.

Successful re-accreditation of Investors in People, Gold Champion status, reflecting the Council's effective management development programme.

Improved the ability of customers to access information and transact with the City Council on-line; over 37% of all customer transactions now conducted on line.

£70,000 of financial savings realised through ICT contracts and efficiencies gained in the way we deliver our services through multi-skilling staff.

Renegotiated the City Council's pay deal to ensure a fair deal for staff and a stable basis for the Council's forward financial planning.

Achieved £1.6 million of savings from fraudulent activity including the recovery of 29 illegally sublet council dwellings.

Surpassed collection targets of Council Tax, Business Rates and Rents.

Implemented the roll out of Universal Credit for working age claimants from October 2017, including assistance with signposting applicants and assisting claimants to move over to DWP systems.

Established a discretionary business rates scheme funded by Government Grant for changes in businesses rates arising from recent revaluation exercise.

Enabled Customer Services staff to sign up customers for electronic billing and direct debits whilst customers are on the phone.

Upgraded our Financial Management System to improve council efficiency. Trialled a Get Online Week to help people get on-line. Plans in place to launch an online centre at Rose Hill Community Centre 3 days a week.

Established a wholly owned company, Oxford Direct Services Ltd, for external trading and delivery of core services such as street cleaning, refuse collection, building works, engineering and motor vehicle repairs

Priorities for 2018 – 2020

Launch Oxford Direct Services Ltd, to deliver efficient, value for money, public services and generate long term sustainable growth in income through external trading.

Continue the promotion of electronic interaction with the public for billing of business rates, council tax and sundry debts.

New target established to measure 'channel shift' – success measure of 'The level of self-service transactions

Key Achievements in 2017

Success Measures	2017/2018 Targets	2017/2018 Projected Outcome
Level of staff engagement based on best companies staff survey results	Positive	Achieved
The percentage of customer satisfied at first point of contact	84%	Tracking at 81.86%. In response the "contact us" pages on the website have been improved and web chat has been implemented.
Delivery of the Council's cost savings and income targets	£3.230,00	On track

as a percentage of total contact with

5. An Efficient and Effective Council

A customer-focused organisation, delivering efficient, high quality services that meet people's needs

the Council to 40% by 2019/20 from a baseline of 30% in 2016/17.

To promote and trade the Councils Counter Fraud services with other organisations.

Retain our Investors in People, Gold Champion Status.

Launch Oxford 2050, a vision for city, to guide strategic planning for the council as well as others in the city.

To: City Executive Board
Date: 13 February 2018
Report of: Head of Community Services
Title of Report: Pre-consultation draft of the Children & Young Persons Strategy (2018-2023)

Summary and recommendations	
Purpose of report:	To ask the City's Executive Board to agree to the commencement of the consultation process for the draft Children & Young People's Strategy 2018-2023
Key decision:	Yes
Executive Board Member:	Councillor Marie Tidball
Corporate Priority:	Strong, Active Communities
Policy Framework:	Oxford City Council's Corporate Plan
Recommendation: That the City Executive Board resolves to:	
1) Agree the pre consultation version of the Children & Young People's Strategy; and 2) Commence the consultation process on the draft Children & Young People's Strategy.	

Appendices	
Appendix 1	The draft Children & Young People's Strategy
Appendix 2	Risk Register
Appendix 3	Equality Impact Assessment

Introduction and background

1. Our vision is that every child and young person can fulfil their potential and become happy, safe, successful, healthy and active citizens¹.
2. The draft strategy shows how we will use our resources and work with our partners to achieve this.
3. We have developed three principles that underpin our vision for the Children and Young People's Strategy which will guide our service development and delivery, these are:
 - a) Preventative-led provision;
 - b) Equality, inclusion and engagement of young people;
 - c) Facilitating effective partnership working.
4. To deliver these principles we will pilot a new way of working that builds on the strong partnerships that we have developed. We will implement a framework called Ready by 21 that enables the structured collaboration of all the groups that support a young person's journey into adulthood such as schools, community groups, health providers, local authorities, families and young people themselves.
5. Using the Ready by 21 Framework we will share and scrutinise data about young people and work with our partners to gain a collective insight into the root causes of the societal problems facing young people and agree how we can work better together to have the greatest long-term impact.
6. We will trial this approach alongside a zoning methodology where we will focus on certain areas of the city – this will help our learning and enable local differences to be understood.
7. Once finalised the strategy will influence the Council's policy framework to ensure all our services reflect the needs of young people.

Developing the draft strategy

8. The development of the draft strategy has been highly participative and has used up to date local and national data.
9. We have used the information from our annual review of the needs of the city's young people, which includes the views of young people which we obtain through our Youth Voice Programme.
10. Using this data, we drafted a short scoping document that showed the areas that the strategy would cover. This was then fleshed out in a series of meetings with senior council officers and councillors.
11. The scoping document was then sent to some of the city's secondary head teachers for their feedback; it was also discussed in a partnership meeting with the County Council and with a focus group of young people.

¹ This aligns with the strategic aims of the County Council's Children and Young People's Plan (2018; forthcoming)

12. The principles we developed were then tested and supported by a range of partners in the 2017 Working Together Event which has now enabled the strategy to be drafted ready for consultation.

The consultation process

13. We will launch the consultation in the local media, put the strategy on our website site and promote the consultation through social media.

14. We will hold focus groups with young people and ask them how we can best obtain the views of other young people who may be less likely to attend a focus group.

15. The draft will also be sent to all the city's secondary schools and to all other key partners.

16. The consultation process will run until the end of April 2018. We will then update the strategy and bring it back to the CEB for confirmation.

Level of Risk

17. The risk register is shown in appendix two.

Environmental

18. There are minimal environmental impacts.

Equalities Impact

19. The initial Equalities Impact Assessment is shown in appendix three.

Financial Implications

20. The strategy action plan shows the financial position for the strategy.

Legal Implications

21. There are minimal legal implications.

Report author	Ian Brooke
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Background Papers: none	

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Appendix 1

Oxford City Council Children & Young People's Strategy

***“Working together to help every child &
young person fulfil their potential”***

2018-2023

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Foreword

Our City and the wider County have international significance as a result of our high concentration of human capital, knowledge and innovation. These factors drive growth in our region and mean we have an important role to play in the country's knowledge-economy – attracting investment in new industry and facilitating trade. However, this growth must be matched by services, housing and infrastructure which meet our population's needs and aspirations. Oxford's children and young people are the future of our city. This strategy is designed to help meet their needs and to work with them to fulfil their ambitions and to achieve the best outcomes for them.

The new Children and Young People's Strategy builds on the earlier Youth Ambition Strategy by setting out what else we do across our services, to work with and support young people, and how we support partners and young people to achieve the best outcomes for them. Ready by 21 is an innovative framework, about education, families, communities and partners working together to make sure young people succeed, in order to ensure that all children and young people will be ready for college, work and life¹. Preventative-led provision is central to our strategy, which focuses on using our services to achieve place-based interventions and overcome siloed practices by facilitating excellent partnership working.

Oxford is a vibrant city but young people from disadvantaged circumstances are still more likely to experience fractured transitions from education to employment. That's why we want to ensure this is a cross-cutting strategy which enables all our services to consider the outcomes to empower children and young people in our city to thrive. Listening to the voices of a diverse range of young people, and taking your views into account, will be an essential part in helping us to achieve this.

This strategy is an exciting opportunity to respond to the many challenges faced by children and young people in Oxford and to make our city an even better place to live so that every child and young person can fulfil their potential and become happy, safe, successful, healthy and active citizens.

Councillor Marie Tidball

City Executive Board Member for Young People, Schools and Public Health

¹ The Forum for Youth Investment: forumfyi.org?readyby21/home

Executive Summary

Our *Children and Young People's Strategy* shows how we will use our services and resources to support young people growing up in Oxford over the next five years. The strategy will influence the Council's policy framework to ensure all our services reflect the needs of young people.

We have developed three principles that underpin our vision for the Children and Young People's Strategy which will guide our service development and delivery, these are:

1. Preventative-led provision;
2. Equality, inclusion and engagement of young people;
3. Facilitating effective partnership working.

To deliver these principles we will pilot a new way of working that builds on the strong partnerships that we have developed. We will implement a framework called Ready by 21 that enables the structured collaboration of all the groups that support a young person's journey into adulthood such as schools, community groups, health providers, local authorities, families and young people themselves. This approach recognises our limitations and how we need to work effectively with partners and encourage them to effectively play their roles.

Using the Ready by 21 Framework we will share and scrutinise data about young people and work with our partners to gain a collective insight into the root causes of the societal problems facing young people and agree how we can work better together to have the greatest long-term impact. This is an ambitious step which is likely to require our resources to be refocused on a small number of priority issues that our needs assessment shows will have the greatest impact.

We will trial this approach alongside a zoning methodology where we will focus on certain areas of the city – this will help our learning and enable local differences to be understood.

The actions we will undertake to achieve our vision and support young people to fulfil their potential are shown in Appendix One.

Introduction

Our vision is that every child and young person can fulfil their potential and become happy, safe, successful, healthy and active citizens². This strategy shows how we will use our resources and work with our partners to achieve this.

The Council's Corporate Plan explains our priorities in tackling the challenges children and young people face and our commitment to ensuring this vision is fulfilled for Oxford's young people. The strategy is the Council's primary policy for children and young people. The delivery of the strategy will be monitored by the City's Youth Partnership Board and the Oxford Strategic Partnership³.

In 2013, Oxford's 'usual resident population' was 155,000. The city's population grew by 12% over the decade 2003-2013; the 2016 population is estimated to be 161,000, and is projected to continue to grow rapidly. In common with many other cities in the UK, Oxford has major social inequalities. The 2015 Index of Deprivation ranked Oxford 166 out of 326, which is just within the bottom half of the deprivation rankings for local authorities in England. The situation for young people in Oxford across health, housing, educational attainment and employment is explained in section B of the strategy.

We need a Children and Young People's Strategy because young people in Oxford face numerous pressures and challenges in various aspects of their lives. Young people face significant challenges to achieving economic independence, wellbeing, and finding support to deal with these challenges are disproportionately experienced by their age group compared to the population as a whole⁴ (see section B). Consequently, our strategy covers young people living in Oxford, aged 0-25 for the period 2018 to 2023.⁵

We have learnt a lot since we launched the Youth Ambition Programme in 2013; such as, the importance of using positive language, to reinforce their involvement in activities, and that we need to be constantly learning about young people and the services they need from their engagement and feedback. The focus of Youth Ambition was prevention, this strategy builds on our preventative work and sets out what else we do across our services, to work with and support young people, and how we support partners and young people to achieve the best outcomes for them.

There is a shift in focus by the Department for Communities and Local Government (DCLG) from *Troubled Families* to more preventative work and *Thriving Families*. This has influenced our approach to continue to focus on preventative-led provision. The *Ready by 21* Framework provides a collective impact methodology of structured collaboration with our partners. This framework will enable us to achieve population level impact on three key outcomes for children and young people: *healthy and*

² This aligns with the strategic aims of the County Council's Children and Young People's Plan (2018; forthcoming)

³ The Oxford Strategic Partnership is body that brings key individuals from the public, business, community and voluntary sectors to share a clear and ambitious vision for the city.

⁴ See *A World of Good, the Challenge of Being Young in Modern Britain* (YMCA, 2016)

⁵ See also our Oxford City Council report *Early Years: A Framework for Provision and Support Priorities in Oxford City* (2017; unpublished)

safe; connected; and productive. Using this framework, we will play our part to help young people reach adulthood equipped for further education, work and life.

By providing high quality affordable housing, safe and inspiring parks and clean streets, we can create the best possible environment for young people to grow up in. While our services are available to everyone, we focus our grants and Youth Ambition activities on the areas of the city that have the greatest need so we can address social inequalities. That is why we are going to use a 'zoning' methodology, to increase the focus and impact of our work. 'Zoning' means we will work with partners to focus on certain areas of the city to achieve improvements in the Ready by 21 outcomes most needed by that particular area of Oxford.

All too often, when young people say there is nothing to do, the reality is that they often do not know what is available, how to access it, or have the confidence to take part. Oxford's rapidly changing and diverse population means that we have to work even harder to understand the needs of young people and to effectively communicate to them what is available for their age group. That is why our second principle focuses on equality, inclusion and engagement of young people. We will continue to improve the inclusivity of our services and ensure they are accessible to all young people.

The County Council have a statutory role in providing positive activities and provide a range of targeted activities for young people. The City Council's role in providing services for young people is relatively small, nevertheless, we will ensure our services provide well-coordinated pathways for young people and encourage our partners to do the same. This recognises that through better aligning our activities across the public and voluntary sectors we will have a greater impact. The city has a dynamic Youth Partnership Board; it is chaired by a secondary school head teacher and attended by public, private and charitable sector organisations alongside young people themselves. The strategy shows how we will establish common goals with our partners, support the work of the Children's Trust, integrating safeguarding into everything we do and use our services to support schools.

Our Youth Ambition team undertakes an annual assessment of the needs of young people. The 2017 assessment identified young people's needs across the following areas: physical, mental and sexual health and wellbeing; crime and anti-social behaviour and employment, education and training. Part B) of the strategy summarises the problems and the causes for each of these areas and sets out our plans to address them, using the Ready by 21 Framework, to enable Oxford's children and young people to be healthy and safe, connected and productive. Part C) of this strategy describes the governance and the measures of success by which we will hold ourselves to account for the plans outlined in this strategy.

Oxford's children and young people are the future of our city; this strategy is designed to help meet their needs and to work with them to fulfil their ambitions. Our 2017 Working Together event provided the opportunity to discuss the principles underpinning this strategy with partners, as well as the Ready by 21 Framework and zoning. Their feedback has been used to shape this strategy. We would like to thank everyone who has helped to create this strategy, in particular the young people who have given us their views and our partners.

A. Our Vision - *every child & young person young person is able to fulfil their potential*

The following strategic principles show how we will play our role in achieving this vision

Principle 1 - Preventative-led provision

Research shows sport and culture positively benefit young people's physical and mental wellbeing and helps them to grow into happy and resilient adults⁶. Our cultural and sports services present opportunities to inspire young people. The Council often goes above and beyond what most councils offer to improve the lives of young people. Our fee concessions ensure that our services are accessible to everyone such as our free swimming for under 17 year olds. We provide world class play areas and our community and leisure centres provide a wide range of activities for people of all ages. For eight year olds and above, we also provide holiday activities, and our Youth Ambition Programme engages 11-19 year olds in positive activities. Youth Ambition grants also fund activities to support young adults aged 20-25 who have complex needs. A full list of our services for young people is shown in Appendix Two.

Oxford City Council is best placed to support the provision of universal positive activities that help children and young people to thrive in life. Our services help to prevent young people becoming vulnerable and needing specialist support. This is complementary to the statutory services provided by Oxfordshire County Council. At the heart of all our preventative work is the need to ensure that our services and the employees delivering them are meeting the required safeguarding standards as shown in our Oxfordshire Safeguarding self-assessment audit 2017.

The diagram below shows a dashboard of need. The City Council services operate in the universal section, although as shown by the arrows, the circumstances and needs of young people are constantly changing. This means universal providers need to become better aware of how to identify young people when they become vulnerable and their needs become more complex and make appropriate referrals to statutory services such as the MASH (the Multi-Agency Safeguarding Hub).

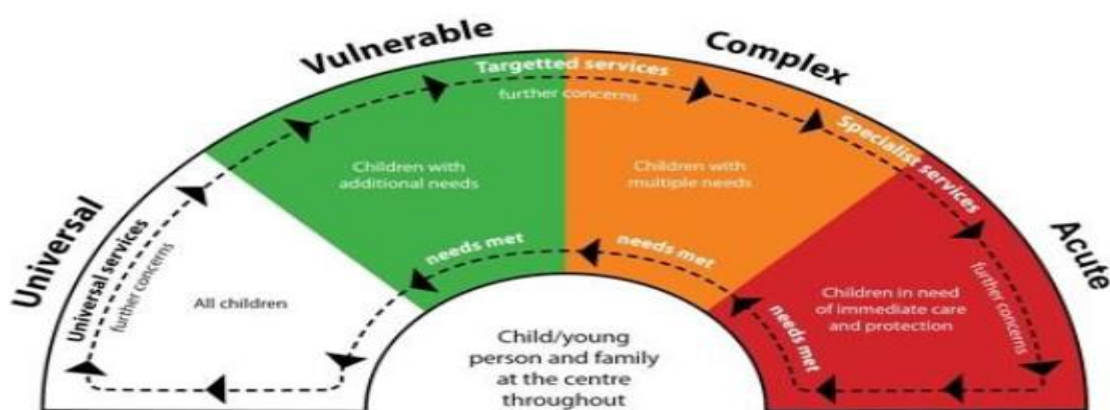


Figure 1 – the dashboard of need

⁶ Department of Culture Media and Sports CASE programme (2012) <https://www.gov.uk/guidance/case-programme#case-programme-the-resources>

Oxford City Council's Plans

We are motivated by the need to close the gap in social inequality and attainment faced by children and young people in our city. Research shows that the positive outcomes experienced by children and young people can be more reliably predicted by counting the number of positive and negative factors in a young person's life. The likelihood that a young person will achieve the best outcome for them is reduced when they experience a higher number of negative influences ("risk factors"), whereas they are more likely to achieve the best outcome for them as the number of positive influences in their life ("protective factors") increases.

Oxford City Council will focus on supporting interventions that increase protective factors, and therefore over time result in better outcomes for young people. Thus there is an opportunity to further integrate our Youth Ambition work with our related services such as housing, leisure, culture, community centres and our parks and outdoor spaces.

The Department of Culture Media and Sports CASE⁷ website contains 12,000 case studies and data that show the value sport and culture have on our lives. The city is fortunate to have some great sport clubs and cultural organisations. The sports clubs are a huge part of Oxford and deliver a raft of social, physical and mental health benefits and are in the main delivered by volunteers. We will continue to work closely with the clubs and groups to offer them support when needed and help them to be sustainable and flourish. Our approach is detailed within our [Leisure & Wellbeing](#) and [Culture](#) Strategies.

Principle 2 - Equality, Inclusion & Engagement of Young People

The Equality Act 2010 replaced previous equalities legislation, streamlining all legal requirements on equality that the public, private and voluntary sectors need to follow, and sets out protection against discrimination on the basis of eight protected characteristics for people who use these services: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. Oxford City Council has a duty and is committed to applying the Equality Act in all our work and we are committed to eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by this Act. In doing so, this enables us to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and fostering good relations between persons who share a relevant protected characteristic and persons who do not share it. We are committed to fulfilling these requirements and celebrating the vibrant diversity of our city.

In 2017, a third of all students in Oxford city (5,640 pupils) had a first language other than English, with Urdu being the second most commonly spoken language (3.2% of students). Saint Gregory the Great Secondary School in East Oxford, for example, now has over 100 different languages spoken.

⁷ Department of Culture Media and Sports CASE programme (2012) <https://www.gov.uk/guidance/case-programme#case-programme-the-resources>

While this diversity enhances the culture of the schools, it brings with it the need for extra resources and a renewed commitment to inclusive teaching and learning approaches and a diverse range of role models which effectively represent local communities. In 2017 there were 2,585 pupils known to be eligible for free school meals in Oxford, research shows that young people from disadvantaged circumstances are more likely to experience fractured transitions from education to employment.⁸

All young people have identities and life experiences shaped by several different factors. Real inclusion involves removing barriers to accessing opportunities, through iterative and adaptive processes which harness external relationships, skills and events to implement a programme of change.⁹ That's why engaging directly with a diverse range of young people to shape our services, and other partners in the sector, is so important.

Communication is central to working with all young people. It helps build trust and maintain relationships. Effective communication extends to involving children in the design and delivery of services and in decisions that impact them. While Oxford offers a huge range of opportunities for young people, our research shows that many young people do not know what is available, how to access it, or in some cases, lack the confidence to take the first step in getting involved in the services on offer.

Oxford City Council's Plans

Achieving real inclusion starts with what an organisation is good at, that's why we will continue to improve the inclusivity of our services and ensure they are accessible to all young people irrespective of their gender, ethnicity, sexual orientation, ability or beliefs. Professionals need a broader understanding of the cultural differences across our young people if they are to keep them safe and positively engaged. Our communications with young people must also reflect the vibrant diversity of our city. In addition, continuing to improve the inclusion of diversity groups in our mainstream services, we will develop our sessions and services so they are fully accessible by producing ongoing audits that are supported by young people from underrepresented groups.

We will ensure our decisions take account of the views of young people through effective engagement and consultation and we will involve young people in relevant meetings. In 2016, the Youth Partnership Board held its first Working Together conference; the event was attended by the majority of organisations working with children and young people in the city. Attendees felt communication between partners and the promotion of services to young people needed to be more effective and joined up. Our zoning methodology will support this joined up communication and the Youth Partnership Board will develop an easily accessible activity offering that promotes shared messages to young people. To stay up-to-date with communication methods we need to increase our resource in the area of social media if we are to effectively communicate our messages. These messages need to be appropriately targeted and positive if they are to be understood and acted upon by young people. Therefore, we will expand the use of the Bungee App (an app that promotes positive activities for young people in Oxford, as well as key information on issues affecting them) so

⁸ Yates, S., Harris, A., Sabates, R. and Staff, J (2010 pp 1-22) Early occupational aspirations and fractured transitions in Journal of Social Policy

⁹ S.Frost, (2014), *The Inclusion Imperative*, Kogan: London, United Kingdom

it is open for use by partners and young people. We will change our social media page to one page called 'Youth Activities' which will be open to all partners to use to promote activities across Oxford. The County Council have a statutory requirement to promote positive activities and we will work closely with them to ensure we create complementary services.

Principle 3 - Facilitating Excellent Partnership Working

During the development of this strategy we looked to see what best practice we could learn from other local authorities. While we obtained some useful learning, it was clear that within the resources we have, we are already achieving significant outcomes. For example, the social value from our Youth Ambition Programme is £12 million each year (see Appendix 3). These outcomes have been achieved in the main through the productive partnerships we have established.

While the City's Youth Ambition Programme has proved very successful, we must remember its limitations and that the total budget for the programme is just £240,000 per annum. To ensure this investment has the maximum impact, we will work with the County Council and other partners to implement a shared approach to our work with children and young people.

Effective partnership working requires a good understanding of partners and their future plans. The following section describes the main partners and their responsibilities. Section B of this strategy explains how we work with them to enable young people in our city to fulfil their ambitions and to achieve the best outcomes for them.

Oxfordshire County Council and County-wide Strategic Groups

The Government places statutory duties upon the local authorities who have the responsibility for Children's Services to secure sufficient provision of leisure-time activities for young people's well-being, including youth work. Oxfordshire County Council is the local authority which has the legal obligation to fulfil this role. In recent years the County's work has shifted its focus to supporting acute need.

Over the last year, the County Council has made budget cuts of £8 million to children's services; this has been achieved by reducing their support to children's centres and early intervention hubs. They now provide four 0-19 Children and Family Centres in the city (Rose Hill, Barton, Blackbird Leys and East Oxford). The other children's centres are now community led and are seeking to find ways to become sustainable in the difficult financial climate.

The Children's Trust¹⁰ endeavours to enable multi-agency strategic planning across the county for children and young people; the trusts priorities are:

- Priority 1: Early help and early intervention
- Priority 2: Educational attainment for vulnerable groups of children
- Priority 3: Managing transitions into adulthood

¹⁰ See *Partnership Report on the Oxfordshire Children's Trust*, (Oxford City Council, July 2017)

The City Council is represented on the Children's Safeguarding Board and Children's Trust which enables the effective sharing of information to protect the safety of vulnerable children and young people. The City Council's Children and Young People's strategy shows how we will support the delivery of these priorities.

Schools

Many of the city's schools are now part of academies, or multi academy trusts (MATs). There is no 'one size fits all' approach to academies and, as the programme has evolved, alternative models and structures have emerged. In a single academy trust, one school becomes an academy, or two schools combine to form a single academy. A multi-academy trust is where a group of schools is governed through a single set of members and directors.

The largest MAT in the city is Dominic Barberi which is a company set up to lead seven Catholic Academies in Oxfordshire. St Gregory the Great (the only 4-19 year all through Academy in Oxfordshire) is the lead secondary school and the trust includes two city primaries and a further five primaries from Oxfordshire.

The Cherwell School heads up with River Learning Trust, which contains two of the city's primaries and a primary school in Witney. Oxford Spires Academy is sponsored by the CfBT Education Trust. The Oxford Academy sponsors are Beecroft Trust (a charitable initiative of venture capitalist Adrian Beecroft), the Diocese of Oxford, and Oxford Brookes University. Some of the primary schools are in separate trusts, and are not directly linked to a secondary school, or remain as local authority governed schools.

Oxfordshire County Council has a far reduced role with schools though it coordinates strategic responses to issues including Special Education Needs and Disability (SEND) and High Needs. So our work needs to dovetail with the County Council and link directly with the schools themselves. Many schools in the city have a high proportion of High Needs and SEND students. Oxford City Council is represented on the Oxfordshire Strategic Schools Partnership and the High Needs Steering Group. We are also piloting a partnership with an individual secondary school to provide additional targeted assistance.

Voluntary and community groups

There are numerous groups working with young people in the city; the main ones are shown in appendix four. The Council's Community Centres Strategy highlights their importance and the how much the Council values their contribution to our city. The Council invests £1.4 million each year in grants and commissioning services that support the delivery of the Council's Corporate Plan. Many of these services support young people and we are also continuing to provide Youth Ambition grants.

In 2016, we worked with Oxfordshire Youth and the Student Hub to undertake an in-depth study into challenges facing voluntary groups working with young people. This study found that the main issues they were facing were finding on-going funding, effectively demonstrating their impact and finding new volunteers. Working with voluntary and community groups will be essential for our work to achieve collective impact.

Using the Ready by 21 Framework to improve our partnership working

One of the objectives of the 2013 Youth Ambition Strategy was to establish an in-depth understanding of the needs of young people to ensure we were effectively targeting our resources. We have repeated this assessment every year using extensive primary and secondary research. Over the past four years, this information has been used to shape Council policy, target our grants, and has been shared with other organisations working with young people in the city.

These findings and learning will be integrated into the holistic Ready by 21 Framework, tailored for the needs and ambitions of children and young people in Oxford City. Ready by 21 is an innovative framework for structured collaboration, about education, families, communities and partners working together to make sure young people succeed, in order to ensure that all children and young people will be ready for college, work and life. We have worked with the County Council to develop a collaborative methodology, using Ready by 21 to ensure we achieve joined-up service delivery.

In order to implement Ready by 21, we will focus on the three key outcomes for children and young people: healthy and safe; connected; and productive (see Fig. 2 below).



Fig. 2 Ready by 21 Outcomes Framework

These three key outcomes map directly to the Department for Digital, Culture, Media and Sport (DCMS) outcomes for children and young people:



Fig. 3 DCMS - outcomes for children and young people

Ready by 21 provides clear standards to achieve collective impact, tools and solutions to help leaders make progress, and ways to measure and track success along the way.¹¹ It will be supported by our zoning methodology.

Using a Zoning Methodology to achieve Ready by 21 Outcomes

The zoning methodology reinforces the Ready by 21 Framework's approach of structured collaboration by focusing on partners working together on shared outcomes across a locality area. This approach is place-based, with a focus on change and improved outcomes for children and young people where many different stakeholders, people and organisations work together across the public, private, and charitable sector in a given locality area.¹² The partners working together in each zone will be dependent upon the issues that the data shows we need to focus on. We will focus on priority areas within the City and facilitate partnership working in these zones, bringing different sectors together, and helping partners focus on key issues. The findings from the social inequalities data from the particular locality zone may mean that we need to change how we prioritise our resources within these zones as we better understand the root causes of problems.

This zoning approach will deliver two key objectives:

- i) **Support those communities who need it most:** this will begin to address the high levels of inequality found across Oxford City. 10 of Oxford's 83 'Super Output Areas'¹³ are amongst the 20% most deprived areas in England. These areas, which are located in the Leys, Littlemore, Rose Hill and Barton, experience multiple levels of deprivation – with low skills, low incomes and poorer levels of health. Other areas of the city also have different challenges and may benefit from this approach. Around 23% of Oxford's under 16s live in low-income households and eight neighbourhoods are within the 10% worst affected in England for child poverty.
- ii) **Deliver solutions which respond to the specific needs of the community:** different areas in the City face different challenges and have different resources and provision. A zoning approach will enable us to better target our support. Our use of zones does not need to be tied to traditional ward boundaries and likely to work better if they are wrapped around issues that transcend geographic areas.

Oxfordshire County Council is piloting a community impact zone in Banbury. We will work with the County and local schools to set up a pilot impact zone in Oxford to focus on improving the outcomes for children and young people in that locality. At the 2017 Working Together event partners agreed that where possible we should define our zones around thematic issues such as child drug exploitation, rather than tied to specific ward boundaries. There was consensus that there should be a place-based zone in a triangular area that encapsulated part of East Oxford, Cowley and Blackbird Ley's. This area better reflects the movement of children and young people around the city to access school and other services.

¹¹ <http://www.readyby21.org/>

¹² For further information on this approach, see *Building impact movements Place-based systems change for children and young people in North Camden* (North Camden Zone, Winch *et al*, 2017)

¹³ These are geographic areas used for statistical reporting www.ons.gov.uk

This place-based multi-actor “systems change” requires effective partnership working, both across our City Council services and with other partners in a locality, to support this zoning approach.

Oxford City Council’s Plans

Effective partnership working underpins this strategy. We have made good progress over recent years and have a well-established Youth Partnership Board. The Board has a clear plan and tries to ‘think big’ – using the wide-ranging skills of our partner organisations to produce innovative solutions and initiatives. The Board is of strategic importance to the city as it reports into the Oxford Strategic Partnership.

Partnership working can be described in many ways. Put simply, we need a common understanding of the needs of young people and to coordinate our resources to achieve shared objectives. It is helpful to view the life journey of a young person through the lens of a system. Creating positive change in complex systems is a ‘wicked’ challenge that is beyond the ability of individual organisations acting in isolation.

The Lankelly Chase Foundation emphasises the need to move beyond interventions that paper over the cracks and layer yet more complexity onto an already complicated and confused system. *Systems change* describes an approach towards improving outcomes that recognises the need to engage with the whole system, instead of attempting to move small parts of the system individually. Therefore, systems change requires many stakeholders operating in concert.¹⁴

A large body of practice has now developed under the banner of *collective impact*; this is the commitment of partners from different sectors to a common agenda. In *collective impact*, stakeholders develop a shared vision and joint approach around an ambitious but clearly defined goal, coordinate their activities and measurement approach, maintain communication, and share a common enabling infrastructure or ‘backbone’.

To achieve this change, the research shows two cross-cutting conditions for success emerge -

- Enabling systems change capacity and
- Continuous research and development

This strategy covers all the Council’s services that support young people. As such, there are numerous interconnections. Over the first year of the strategy we will undertake a full systems review.

In order to ensure we provide excellent coordination of City Council services for young people and that children young people are integral to our city’s 2050 Vision, we will set up strategy steering group made up from all service areas working with young people. We will ensure we work with relevant partners to carry out the actions to implement this strategy work by playing an effective role on county-wide strategic boards and in our support of the Youth Partnership Board (see Appendix 1 - Action plan on Excellent Partnership Working).

¹⁴ Lankelly Chase Foundation (2015)

Oxford City Council is working with agencies at a local level to ensure that there is effective joint working within the Youth Ambition Programme, with the Children's Centres to support early intervention services and directly with schools to see what help and support we can provide to them. Whilst the City Council cannot replace these services, Oxford City Council has been actively looking to support those Children's Centres that are based in the city. To that end we have invested £50,000 into supporting the network of Children's Centres. This money has been used in a way that it will have a long-lasting effect, add capacity to the City's Community-led Children's Centres and to develop Oxford City Council's vision for children 0-5. Our shared impact framework for 0-5 can be found in our report Early Years (2018; forthcoming).

All of our partnership working will be informed by the *Ready by 21* Framework to fulfil our vision that every child and young person in our city can fulfil their potential and become happy, safe, successful, healthy and active citizens. To avoid any duplication and to ensure this investment has the maximum impact, we will work with the County Council and other partners to implement a shared delivery framework. Using the zoning approach in the proposed pilot zone (see above) one of our priority areas will enhance the collective impact of our partnership working and we will work with the voluntary and charity sector to effectively target the Youth Ambition Grants towards the areas outlined in our needs assessment (see above).

We will increasingly use our youth provision to help enhance young people's life skills. To deliver this approach we will review the youth partnership meetings we have in some of our priority areas and see how they can use the zoning and Ready by 21 philosophy in these specific localities. If this is successful, then over the course of the strategy we will expand the approach.

B. Identifying children and young people's needs and achieving the best outcomes for them

In 2016 the YMCA report, *A World of Good, the Challenge of Being Young in Modern Britain*, identified ten challenges facing young people in Britain following their survey of 1,600 young people aged between 16 and 25. It found many young people did not have opportunities to fulfil their potential in the education system and lacked adequate access to training and employment, affordable housing, long term financial security and technology.

Young people also said they faced issues related to body image, family problems, and negative stereotyping associated with their background and protected characteristics. Additionally, they identified the pressures of materialism, 24/7 social networking, substance abuse and crime. Of these ten challenges, the research found that the emerging trends of lack of affordable housing and the stresses created by 24/7 social networking were the challenges young people felt were getting worse the quickest¹⁵.

With the needs of young people changing quicker than ever we must evolve our services so they can best meet these needs. We must have an up-to-date understanding of the vulnerabilities and risks that young people face so we can help to keep them safe. To achieve this, we will continue to undertake a systematic assessment and analysis of young people's needs and create and publish an annual needs assessment.

A core theme of the Youth Ambition Programme was based on the National Youth Agency's publication - *Valuing young voices, strengthening democracy* (2010), which outlines the benefits of giving young people a voice.¹⁶ We have worked with thirteen young people to write a participation plan that outlines how young people are involved within the programme. We will continue to find ways to enable young people to influence decisions that impact them and help develop them to have the confidence and capability to do so. We will also involve young people in assessing how well our services meet their needs.

The needs and interests of young people will be the starting point for all youth work delivered by Youth Ambition. Differences in need can be the result of many factors, including gender, race, disability, socio economic circumstances and locality in which they live. Therefore, research and planning necessarily take place at a number of levels. Young people are central to the process of research, analysis and planning that leads to an effective youth work offer and we will work hard to ensure they are involved in a very real way.

Our work identifying young people's needs reflects national data. Nevertheless, going forward we need to increase our understanding of the impact of 24/7 social media, increasing our support for young people suffering from mental health problems and continue to make our activity sessions more inclusive.

¹⁵ YMCA, (2016), *A World of Good, the Challenge of Being Young in Modern Britain*.

¹⁶ *Valuing young voices, strengthening democracy* (2010) *The contribution made by youth engagement*

The Prince's Trust youth index, the largest survey of its kind, found that young people without a positive role model of the same gender are 67% more likely to be unemployed than their counterparts who do have such a figure in their lives. Setting a good example is possibly the most valuable gift to a young person; we will continue to identify a range of diverse role models and provide opportunities for young people to be inspired by them.

Our Youth Ambition team have a workforce development plan to ensure that management, employees and volunteers have the necessary knowledge, skills, capabilities and values to effectively deliver and improve services to children and young people. We will improve the training for our workforce so they are better able to support young people suffering from mental health problems (and other issues identified within the needs analysis) and encourage other service providers to do the same. We will undertake further training on social media so we can use it more effectively to communicate with young people, alongside improving our understanding of the pressures it places on young people.

Youth Ambition is committed to providing the highest levels of service possible to young people. To continually improve the quality of our services, we will use a quality assurance process that involves young people. We will obtain the National Youth Agencies quality assurance mark 'Better Outcomes for Young People' for our Youth Ambition Programme. The quality mark will result in tangible evidence of the impact of the organisation in improving outcomes for young people. At a time of reducing resources and a sharp focus on value for money, evidence of impact is increasingly important.

As young people's needs and circumstances change they move in and out of specialist provision, such as that provided by the County Council. This means we need to be able to identify young people with greater needs so we can ensure their broader needs are also being met, this requires effective communication with our partners. As specialist provision continues to reduce, and the needs of young people increase, universal providers will continue to be placed under greater strain. This strategy encourages partners to work closer together around common goals to try to mitigate the impact of this.

HEALTHY - Section 1 of Ready by 21

a) Mental Health & Wellbeing

One of the greatest health concerns facing young people in our city is the sharp rise in mental health issues; referrals to the Child and Adolescence Mental Health Service increased by 34% in 2016.

Personal and social factors such as stressful life events, bullying and physical illness alongside the relentless barrage of pressure from social media are all contributing to this increase. This leads to low self-esteem and lack of confidence, anxiety, depression and eating disorders. More positively though, there is less stigma attached to mental health which contributes to increased reporting by young people.

A study by Demos (Mind over Matter, 2015) suggests that schools are failing to support the mental wellbeing of the children in their care. The study concluded that final year secondary students are half as likely to be happy with their lives as 14 year olds and considerably less likely to think their parents and teachers believe in them.

b) Physical Health

A range of health inequalities are prevalent in Oxford's population; life expectancy is 7.7 years lower for men in the most deprived areas of the city compared to the least deprived areas.¹⁷ Research has found that 19% of children in their last year of Primary School, Year 6, are classified as obese. Whilst this is similar to the national average of children living in urban areas, these figures are concerning as 79% of children who are obese in their teens are likely to remain obese as adults, leading to health problems including type 2 diabetes and heart disease.¹⁸ Alcohol-specific hospital stays are much higher than the England average, with a rate of 74.7 per 100,000 in Oxford compared to 36.6 per 100,000 in England.

There have been significant changes in young people's lifestyles over recent decades; one notable shift is the reduction in the time children are spending outdoors. In the UK the likelihood of children visiting any green space at all has halved in a generation, which leads to a range of negative health consequences on their physical, social and emotional development.¹⁹

c) Sexual health & relationships

In Oxford in the early 2000's there was a high rate of conception amongst young people aged under-18, the rate has now dropped to levels similar to, or below, the England average. However, there are still high rates in some areas of the city. There is no doubt that children are now exposed to sexual images at a far younger age, across a wider range of media than ever before, including music videos, website and social media.

¹⁷ Department of Health, Public Health Observatories (2014) Oxford Health Profile
<http://www.apho.org.uk/resource/view.aspx?RID=50215&SEARCH=oxford&SPEAR>

¹⁸ NICE, *Obesity in children and young people: prevention and lifestyle weight management programmes* (2017)

¹⁹ Natural England. (2010) *Wild Adventure Space: its role in teenagers lives*

Therefore, it is more important than ever that young people are able to access advice and information so they are able to have happy and healthy relationships and make informed choices about protecting their sexual health.

In 2015, *The Guardian* reported child sexual abuse had risen by 60% in the last four years. At the same time the number of arrests for child sexual abuse offences in England and Wales has fallen by 9%. Vulnerable young people are at a far greater risk of being groomed and we must continue to strengthen our safeguarding practises and increase awareness of warning signs that a young person is being exploited, or at risk of exploitation.

Oxford City Council's Plans

We will work with partners such as Good Food Oxford to help tackle obesity. We will promote Oxford as a Sugar Smart City and we have signed a declaration to show our commitment. This includes healthy vending machines, responsible advertising and encouraging people to drink water in our facilities and at events and encourage our partners to do the same. We will also continue to support food banks and introduce more healthy food options at our youth activities. We will continue to monitor the number of fast food premises near schools and encourage them to provide healthy options.

Over the past decade, the City Council has invested heavily into improving the lives of the city's residents and has transformed many of our services. A good example can be seen with our leisure centres, which now receive 53% more visits than in 2008.

An all Party Parliamentary Group on a Fit and Healthy Childhood recommends accessible, sustainable and informative programmes of physical activity as essential components of child health and wellbeing²⁰. Our parks are now vibrant and active places with modernised play areas, pavilions, tennis courts and fitness trails, offering far more opportunities that encourage young people to take part in positive activities. These opportunities provide young people with far more choice on how they spend their leisure time.

When we combine this increased choice of activities with the significant increases in usage we have already achieved in our leisure centres, it is challenging to find new ways to continue to increase usage. Thus, in order to do so, we will need to continue to improve our services to encourage young people to choose to use our facilities. We will also have to work more with young people to develop new activities for us to provide to ensure our services meet their needs. We will continue to work with Fusion Lifestyle (our leisure centre operator) to ensure the activities in our leisure centres are appealing and involve young people in helping to develop what's on offer and the times we run sessions. We will work to explore innovative funding models to try to draw investment to the City such as social impact bonds²¹ in order to improve young people's life chances.

We need to ensure our fantastic parks and green spaces remain safe and well maintained, and continue to improve them so they offer something for everyone. In practice, this means providing a

²⁰ All Party Parliamentary Group on a Fit and Healthy Childhood (September 2017)

²¹ A social impact bond is a contract with the public sector in which a commitment is made by an investor/funder to pay for improved social outcomes that result in public sector savings

range of exciting events, diverse and inclusive activities, well run sports clubs and encouraging young people to connect with nature.

New challenges have emerged where vulnerable young people are being sexually, physically and mentally exploited, there also seems to be an increase in young people being groomed to sell drugs. Local feedback echoes the problems that the Casey Review (2016) found to be a factor in the exploitation of young people, where there is a total disconnect between generations. Safeguarding young people must be everyone's responsibility. We will work with the County Council's public health team to see how we can better support their work with mental and sexual health, and look at opportunities to support this through our forthcoming Big Lottery bid and work with the Oxfordshire Clinical Commissioning Group on Health Inequalities.

"We will help to improve the physical and mental health of children and young people, increasing their resilience to overcome life's challenges"

CONNECTED - Section 2 of Ready by 21

a) Access to Housing

Young people have been hit hard by the housing crisis, the rate of homeownership has halved for 25 year olds in the last 20 years²² and more than 150,000 young people ask for help with homelessness every year. In 2013, 49% of 20 to 24-year-olds in the UK lived with their parents. This is an increase from 2008 when 42% of 20 to 24-year-olds lived with their parents. There are many obstacles for young people trying to find accommodation, especially as they often have low incomes. Buying a home is too often not an option with high house prices and difficulties obtaining a mortgage. Whilst we have over 7,500 homes as Oxford's local housing authority, and are working with Oxfordshire Growth Board to secure funding to build more, demand for housing in Oxford continues to grow, with over 3,300 households on the [Housing Register for affordable housing](#). This means there's still not enough social rented housing for young people. Accessing private rented housing is often difficult, with high rents and deposits and many landlords unwilling to let to young people who they perceive as a higher risk.

Oxfordshire's Young People's Supported Housing Pathway is commissioned by Oxfordshire County Council in partnership with Oxfordshire's five District Councils. A Joint Housing Steering Group oversees the strategic operation of the Pathway and related work.

In partnership with the five District Councils in Oxfordshire, the County Council commissioned housing related support services which support the authority to both collectively meet its statutory duties and to help other vulnerable young people, as agreed by the partnership, to avoid homelessness and to achieve and sustain their independence. This includes single young people and parents aged 16 to 24 years. From 18 years old, young people can also access The Single Homeless

²² Local Government Association (2016)

Pathway which provides supported housing for adults in Oxfordshire. Allocation and access between the two pathways is decided on a case by case basis.

b) Reducing crime & anti-social behaviour

Children under 10 years old, who display aggressive or very disobedient behaviour, may be referred to their doctor and to Child and Adolescent Mental Health Services (CAMHS), or they may be referred to behaviour management specialists within education. In some situations children's social care services may become involved and provide Family Support Workers to help parents manage behaviour.

There are also a number of government initiatives which do focused work with the families of children with behaviour problems. The 'Troubled Families' initiative is the most recent example to be funded and coordinated by the Department for Communities and Local Government (DCLG). A worker, or team, is assigned to co-ordinate services for a family with multiple difficulties including: children or adults who are involved in anti-social behaviour or crime, children who are truanting or absent from school, adults who are unemployed, and adults who are suffering from mental health problems. Local authorities receive a government contribution of up to £4,000 per family for getting children back into school, reducing youth crime, or getting adults into work or training. In Oxfordshire, this scheme is implemented by the County Council.

There are a number of factors that increase the likelihood young people being involved crime or antisocial behaviour. Our research shows peer pressure, a lack of positive role models, division between generations and drug dealing culture around some schools are the most prevalent.

Secondary school children in England are now more likely to have tried drugs than cigarettes, according to a national survey. The 2016 statistics, from NHS Digital, found 21% of 11-15-year-olds saying they had tried recreational drugs at least once in their lives, a six percentage point rise on the 2014 survey results. In Oxford, as in many other parts of the country, there is an increase in the number of young people being targeted by organised crime gangs to participate in the use and distribution of Class A drugs, often within schools themselves. This Child Drugs Exploitation (CDE) issue is prevalent across some schools serving less deprived communities as well as those in the more deprived areas of the city.

In 2017 the NSPCC reported there were over 24,000 Childline counselling sessions with children about bullying, over half of lesbian, gay and bisexual young people experience homophobic bullying at school and more than 16,000 young people were absent from school due to bullying. This shows the need to not only address the issues, but to have a more diverse range of role models visible to young people.

Oxford City Council's Plans

The Housing and Homelessness Strategy includes a focus on early intervention and preventing homelessness. The Housing and Communities Teams are in the process of developing new and improved ways of communicating with young people to raise their awareness of homelessness and the associated issues of anti-social behaviour, poor education, and poor employment opportunities.

This includes increasing young people's awareness of housing issues by establishing Homeless Prevention work into the curriculum for 15/16 year olds at Oxford's Schools.

Oxford City Council is a Trailblazer authority and part of a national two year programme which is focussed on upstream prevention. The team are working on identifying early intervention and systemic change to prevent households from becoming homeless, including joint work with partners including health and the criminal justice system, using both current data and predictive modelling. The initial primary target group has been identified as single people under 35 years old. We will also continue to work hard with our partners, through the Growth Board, to increase the housing supply and continue to use our licencing scheme to raise standards in private rented housing, benefiting the quality of housing for young people in the city.

Our Community safety team are working with partners to protect vulnerable young people from being exploited. We use a raft of powers to protect these young people such as closure notices to protect them from being exploited in their own homes.

Our Streetwise partnership with Thames Valley Police is designed to protect vulnerable people, both those who are homeless and also from being exploited through the crime that can result from begging, such as children and young people being involved in selling and using drugs.

Some of our most successful work has been when our anti-social behaviour team have worked with our Youth Ambition Team to support young people to make positive changes to their behaviour. This is an approach we will build on within our restorative justice work, using mediation to resolve and prevent issues escalating and we will also explore how we can use positive role models within this work.

“We will support the cultural and emotional development of children and young people so they are able to become happy, well rounded citizens”

PRODUCTIVE - Section 3 of Ready by 21

a) Education and training

Oxford has some of the best private schools and one of the best universities in the world. This makes the widening attainment gap in our city, especially for disadvantaged students, at some of the city's schools, even more unacceptable.

The number of school-aged children in Oxford has increased by 13% in the last six years, from 14,505 in 2011 to 16,400 in 2017. Within this, there was a 17% increase across the city's 31 primary schools; we are therefore due to see further strain on secondary school class sizes. These larger class sizes and reduced funding will place further pressure on our schools. Schools are also managing absenteeism - in 2016, 855 pupils were classed as persistently absent from Oxford's secondary and 975 from primary schools.

New secondary school accountability measures were introduced in 2016. The attainment of pupils living in Oxford City is 48 (called Attainment 8), which is below the national average of 50.1. These School attendance levels and Key Stage One writing attainment are areas of major concern, as is school funding, curriculum changes and the recruitment and retention of outstanding teachers. Progress from key stage two to key stage four was +0.05 which is above the national average.

In 2017, three schools require improvement and four are rated as inadequate.²³

Poor attainment is directly linked to low income. People living in Oxford who are in their 20s are now 18% worse off financially than 20 year olds just five years ago.²⁴ A study by the Sutton Trust found, for example, that over a third of boys on free school meals, who are in the top 10% of performers at the age of 11, have fallen outside the top 25% of pupils by the age of 16.²⁵

Teacher retention rates are undermined by Oxford having the greatest gap between household income and house prices in the UK, with houses costing 16.7 times the average annual wage in 2017.

The Joseph Rowntree Foundation Report Counting the cost of UK poverty (2016) shows that schools spend an additional £10 billion each year in seeking to counterbalance the negative impacts of poverty, through initiatives such as free school meals and Pupil Premium funds. This is nearly 20% of the total schools' budget.²⁶

National changes in education have led to the arts and sport being reduced from the curriculum to enable an increased emphasis on subjects such as English and mathematics. However, the CASE evidence shows that the arts and sport subjects have far reaching benefits and are essential ingredients in helping young people reach their potential.

A survey in 2017 by the Chartered Institute of Management Accountants (CIMA) found eight out of 10 British school-leavers 'lack essential business skills' such as numeracy. More than 80% of young people require "significant training" before being put to work, according to the 4,000 finance professionals questioned. The figure is worse than last year, when 75% of school-leavers were said to need this level of help after being hired. The top areas of weakness for new recruits are people skills and business skills, followed by technical skills.

Transition to work and employment

Although Oxford has high levels of employment and employment opportunities, parts of the city are disconnected from these opportunities and unemployment rates are three times higher for 16-25 year olds when compared with the rest of the UK population²⁷. The world of work is changing rapidly

²³ The Department for Education (2017) Schools census

²⁴ London School of Economics (May 2015)

²⁵ The Sutton Trust (2015) *Missing Talent*

²⁶ Heriot Watt and Loughborough Universities (2016) *Counting the cost of UK poverty*

²⁷ Office for National Statistics (2016)

with digitisation and automation and our young people need the skills to be able to flourish in a fast changing environment.

In January 2013, the Prince's Trust undertook a major survey of young people and found that NEET young people reported that they were depressed 'often or most of the time'.²⁸ Unemployment has been found in a number of studies to have a long term 'scarring' effect on young people, impacting upon their future health and economic well-being.²⁹³⁰ Once in employment, 72% of 18-21 year olds are reported to be earning less than the living wage³¹.

The removal of the Connexions Service has resulted in patchy careers advice in schools and colleges. This reduces the chances of young people knowing what careers exist and has resulted in young people not having the job search skills, such as knowing where to look for vacancies and how to make applications. It is hoped that the Government's new careers strategy may provide opportunities to address the issue of patchy careers advice and improve employer engagement.

The strict curriculum and heavy scrutiny placed on schools reduces the opportunities for young people to develop the soft skills and employability skills employers require, such as confidence, resilience, adaptability and an understanding of specific roles and the employment environment.

Oxford City Council's Plans

A key focus of the Council's work with partners to break the cycle of deprivation is ensuring that young people have the skills they need to gain employment. Central to achieving this ambition is having high quality schools in the city. While there are fundamental challenges within our schools, we have shown that by working in partnership we can make a valuable difference.

In addition to our improved services, and in recognition of increasing need, we introduced Youth Ambition and Education Attainment Programmes in 2013. Youth Ambition now provides activities and services to over 6,000 less advantaged young people and delivers £12 million of social value every year. The programme is seen as best practice and has won national awards. The Council has achieved these successes by understanding local needs and effective partnership work.

While the City Council's role in improving educational attainment within schools is very limited, we believe the best way we can support schools is to use the services we provide to make their lives easier, allowing schools to spend more time focusing on attainment. Where we have started to use this approach it has worked well, and we have developed trusting and productive relationships.

To create our School Partnerships we, therefore, have worked with a number of the city's head teachers to create a menu of services (Appendix 5), under the following headings:

- 1) *Strategic support*
- 2) *Readiness for work*
- 3) *Sport, Recreation, Arts & Culture*

²⁸ The Princes Trust Youth Index (2013)

²⁹ TUC (2012) *Generation Lost: Youth unemployment and the Labour Market*

³⁰ Centrepont (2017)

³¹ KPMG (2015) *Six Million Brits are earning less than a living wage*

We will pilot a more formal partnership approach with schools and create a partnership plan and allocate a senior officer to a secondary school to support them with strategic issues. During the pilot we will assess the effectiveness of the approach and obtain a better understanding of the resources that are needed if we were to expand the approach to the city's other secondary schools.

All of the city's cultural organisations have outreach programmes in places targeted at young people. In addition to this we have established a Cultural Education Partnership. The partnership enables art and cultural organisations, educational institutions and the council to come together to create a joined-up art and cultural offer, to share resources and bring about a more coherent and visible delivery of cultural education. The Cultural Education Partnership reports directly into the Youth Partnership Board. This complements the governance structure and impact of the Youth Partnership, which is chaired by a secondary head teacher and has representatives from business and Local Enterprise Partnership representatives.

There is a growing need to match skills training to the needs of local employers. In turn, this can help to reduce poverty and the fractured transition from education to employment. In order to facilitate this pathway into work for young people in the city from our local schools, our Schools Partnership will support the Oxfordshire Local Enterprise Partnership (OXLEP) to connect secondary schools with business.

A good example where we are working in partnership to support young people not in education, employment or training (NEET) is the Unlocking Potential project. It is a countywide project to support young people to quickly develop self-confidence, self-esteem, work readiness and employability. The project is led by Oxford City Council, working with a delivery partnership led by Aspire, and including a range of voluntary organisations and the County Council. It is funded by the Lottery and European Social Fund money. The project was commissioned by OxLEP and runs from January 2017 to December 2019. The project aims to support 220 young people aged 17-19 who have been unemployed for six months or more by engaging them in activities which lead to training and employment pathways.

We will take a leadership role with apprenticeships and build on the positive progress we have already made across the council recruiting local apprentices. We will continue to build on the future leaders programme in Youth Ambition so young people are able to enter the workforce in development roles.

We will work with partners on the Youth Partnership Board to improve and expand the work experience placements we offer and encourage partners to the same. We will explore an Oxford City Award for schools for the greatest preparation for work and for students engaged in highly successful work experience.

“As an employer we will act a model of good practice providing meaningful opportunities for young people and use our services to support and enrich learning experiences for less advantaged young people”

C. Impact: Collecting Data, Measuring Quality and Sustaining Success

We are very aware that our vision need a long term focus and that there are a vast range of ever changing variables that impact how a young person develops. As such, we are very careful in our how we use data and how we link the work we undertake to improved outcomes for young people.

We will use performance indicators, case studies and our social impact methodology to demonstrate progress.

Our zoning approach will help us to continue to improve how we demonstrate the life chances of children and young people.

We will also quality assure our Youth Ambition Programme using the National Youth Agencies assurance framework. This is a detailed assessment against a range of criteria such as the governance and safeguarding of our work with young people through to how well we involve them in decisions that impact.

We have built up a range of sessions in our Youth Ambition Programme and a high level of participation, while this is very positive, we need to focus more on quality and inclusion and therefore the impact of what we do, and this is why we are targeting maintaining the same level of usage.

Alongside this, we have also developed two sets of measures to monitor the effectiveness of this strategy. The first set (C&YP 1-4) looks at the numbers and engagement of young people and the second set (C&YP 5-9) looks to show the impact and value we are making to the lives of young people living in Oxford.

What we will achieve

Ref	Measure	2018 target	2022 target
C&YP1	Numbers of young people engaged in the Youth Ambition Programme and a representative balance of users	6,000	6,000
C&YP2	Satisfaction with the activities we provide for young people.	> 90% satisfied	> 90% satisfied > 50% excellent
C&YP3	Young people's voice and influence	> 80% of grant and recruitment decisions within Youth Ambition impacting young people are made with the active involvement of young people.	> 100% of grant decisions impacting young people are made with the active involvement of young people.
C&YP4	Evidence of impact for increased participation of young people in decision making.	Six examples per year.	Ten examples per year.
C&YP5	Health & Wellbeing	Stabilise the under 17s usage at our leisure centres.	Increase the under 17s usage at our leisure centres by 10% from the 2018 figure
C&YP6	Satisfaction with the support we give to schools	Set baseline	The schools we partner with say our support is outstanding.

Results - long term, what's changed?

Ref.	Measure	2018 Target	2022 Target
C&YP7	Social value of the Youth Ambition Programme	>£12 million per year	>£12.2 million per year
C&YP8	Housing	To be developed during the consultation	To be developed during the consultation
C&YP9	Safety	To be developed during the consultation	To be developed during the consultation
C&YP10	Improved opportunities at the schools where we have a partnership in place	To be developed during the consultation	To be developed during the consultation

Fig. 4 Achieving Positive Experiences for Young People's using our services

D. Conclusion

Across the County, children's services are in a state of change and the new structures and ways of delivering services have not yet been embedded. Oxford City Council is actively engaging with the Children's Trust and within key working groups to ensure that the needs of the city are considered at a strategic level and to monitor the impact of outcomes for children in the city.³²

The City Council has made positive progress with its work with young people. This strategy shows how we will continue to do so and build on the process we have made with our partners to improve the life chances of young people, and especially those in greatest need. We have developed measures where we can demonstrate the impact of our role, rather than trying to measure things where we have a limited involvement.

By taking a genuine partnership approach, trying new ways of working and ensuring we have an up to date undertaking of the issues facing young people we are well placed to play our part in making Oxford a great place for all children and young people to grow up in and have the opportunities to fulfil their potential.

Appendix 1 – What we will achieve

EXCELLENT PREVENTATIVE PROVISION

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Develop our sessions and services so they are fully accessible	Audit our community facilities Develop ongoing audits that are supported by young people from underrepresented groups	Audits start 2018 Involve young people 2019	2022 2022	Youth Ambition Manager	Officer time Officer time
Maximise the benefits for young people at our leisure centre	Review the leisure contract to ensure it is effectively meeting the needs of young people	Commence the review Add new activities into the programme	2018 2019	Leisure & Performance Manager	Officer time
Increased usage by young people at community centres	Improved activities and promotion of these activities	Develop a young person led audit programme Implement the findings	2018 2019	Community centres Manager / Young people	Officer time
Reduce childhood obesity	Become a Sugar Smart City Targeted sessions within community facilities	Launch 2018 Review current sessions programmes Launch new sessions	Continuous 2018 2018	Sport and Physical Activity Manager	Officer time
Improve how we use our cultural services support the needs of young people	Improve the current offering	Review the current offering Launch as part of the new Culture Strategy	2018 2019	Cultural Development Manager	Officer time
A productive Cultural Education Partnership	The partnership enables art and cultural organisations, educational institutions and the council to come together to create a joined-up art and cultural offer.	Start our delivery programme	2018	Cultural Development Manager	£15,000 (external funding)
Improved mental and sexual health	Work with public health to see how we can better support their work with mental and sexual health	Review the inclusion of these areas into a lottery bid Identified and implemented ways how we can support these agendas using our preventative services	2018 2018	Head of Service Head of Service	Officer time Officer time

EXCELLENT PARTNERSHIP WORKING

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Excellent coordination of City Council services for young people	Set up strategy steering group made up from all service areas working with young people	First meeting	2022	Head of Service	Officer time
Young people are safe and secure	All council staff have undertaken relevant levels of safeguarding training A joined up approach to safeguarding	Annually review and continue to provide role specific training Active participation on the county safeguarding boards	Rolling programme Continuous	Safeguarding co-ordinator Assistant Chief Executive	Officer time Officer time
A well-coordinated, sustainable offer for under 5s	Support the city's children's centres Continued programme of play area improvements	Implement a programme of support to foster sustainability Programme agreed and reviewed annually	2020 Rolling programme	Head of Service Green Spaces Manager	£50,000 £100,000 a year
Maximise the benefits for young people at our leisure centre	Review the leisure contract to ensure it is effectively meeting the needs of young people	Commence the review	2018	Leisure & Performance Manager / Young people	Officer time
Effectively targeted grants	Target the Youth Ambition Grants towards the four areas in the needs assessment Make sure our broader grants and commissioning programme has the areas in the needs assessment at its heart	Review grants Improved criteria Review grants	Summer 2018 2019 2018	Grants officer Youth Ambition Manager Grants officer	£50,000 £1.45 million
Improved co-ordination of young people's activities	Develop youth partnerships (or the most suitable model) in each target area that feed into the Youth Partnership Board Annual Working Together event Joined up funding bids	Review meetings already in place Pilot using the Ready by 21 Framework Event held Submit a bid every two years	2018 2019 Every November First bid from the Youth Partnership Board 2018	Youth Ambition Manager Youth Ambition Manager Youth Ambition Manager Chair of the Youth Partners Board	Officer time £500 a year for each group £500 Officer time
Ensure high quality delivery of activities	Implement quality assurance process for programmes we deliver and commission and encourage other to take it up	National Youth Agency Assessment	2020	Youth Ambition Manager	Officer time

Increased usage by young people at leisure and community centres	Improved activities and promotion of these activities	Develop a young person led audit programme Implement the findings	2018 2019	Leisure & Performance Manager / Young people Active Communities Manager	Officer time
Improve schools capacity to increase attainment by offering partnership support	Pilot a more formal partnership approach with schools and create a partnership plan. During the pilot we will assess the effectiveness of the approach and obtain a better understanding of the resources that are needed if we were to expand the approach to the city's other secondary schools.	Partnership plan in place at Saint Gregory the Great Evaluate the pilot Start working with a second school Have a partnership plan with all five secondary schools	2018 2019 2020 2023	Head of Service Head of Service Head of Service Head of Service	Officer time
Help to connect schools with supportive networks	Within the schools partnership pilot include improving enterprise links	Include within the St Gregory the Great pilot	2018	OXLEP representative	Officer time
More apprenticeships	Continue our programme	Review apprentice opportunities	2023	Economic development manger	Officer time
Improved work experience	Develop more structured placements and share good practice	Review current practices	2019	Economic development manger	Officer time

Implementing the Ready by 21 framework to support our partnership working

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
A shared framework of delivery that is shared across different partners in different sectors	Using the shared delivery framework to guide our strategic plan. Raising awareness of the framework with our partners through the Youth Partnership Board and the Youth Ambition Grants.	Communications strategy for internal and external partners	2019	Partnerships and Policy Head of Service	Officer time
Improved co-ordination of young people's activities	Develop youth partnerships using the Ready by 21 framework in each target area that feed into the Youth Partnership Board	Pilot using the Ready by 21 Framework	2019	Youth Ambition Manager	£500 a year for each group
Pilot the zoning approach in a local area in the City	Developing a partnership with Oxfordshire County Council and other local partners to focus on specific issues	2018 Setting up pilot zone in the City using Ready By 21 Framework	2020	Youth Ambition Manager	Officer time

Using Social Impact Zones to support our partnership working

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Pilot the zoning approach in a local area in the City	Developing a partnership with Oxfordshire County Council to focus on specific issues Setting up a local youth partnership with clear goals and resources	2018 Setting up pilot zone in the City 2020 evaluation of pilot zone to date	2020 2020	Youth Ambition Manager	Officer time
Improve how we use data and information	Undertake a data collection and review exercise to continue to drive our priorities. Ensure an annual review carries out a feedback process which responds to this data to drive the impact and outcomes of this strategy.	Coordinate Population level data mapping of Children and Young People in Oxford. Working with partners to continually review and update our work plan	2019 2020	Data Analyst Youth Ambition Manager	Officer time

EQUALITY, INCLUSION & ENGAGEMENT OF YOUNG PEOPLE

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Develop our sessions and services so they are fully accessible	Audit our community facilities Develop on-going audits that are supported by young people from underrepresented groups	Audits start 2018 Involve young people 2019	2023 2023	Youth Ambition Manager	Officer time Officer time
Our decisions take account of the views of young people	Effective engagement, consultation and involve young people in relevant meetings	Develop a young person's committee. Develop 10 young people every year so they can effectively participate	2019 2020	Youth Engagement Officer	Officer time
Improve our communicators to young people	Undertake a council wide review	Review undertaken Implement a new cross council approach to our communications with young people	2019 2020	Council comms lead and the Youth Participation Officer	Officer time
Effective use of social media	Review and improve how we use social media to communicate with young people	Social media review	2019	Council comms lead and the Youth	Budget bid in 2018

		Implement new social media plan Review progress	2020 2021 & 2023	Participation Officer	
A well-used App	Continue to improve our activity app	An annual review	2023	Youth Ambition Manager	Officer time
Relevant messages for young people	Involve young people in our communications to them	Pilot a young person led communications panel	2018	Council comms lead and the Youth Participation Officer	Existing resources
Clear messages to address the major issues	Joined up messages with partners to tackle key issues	A shared communications plan with partners	2022	Youth Participation Officer and leads from partners	Officer time
Effective communication to all young people	Review how we communicate with new and emerging communities	Review complete Implement new plan	2019 2020	Youth Participation Officer and Communities Officer	Existing resources

Appendix 2 – Oxford City Council Services for Young People (hyperlink each one)

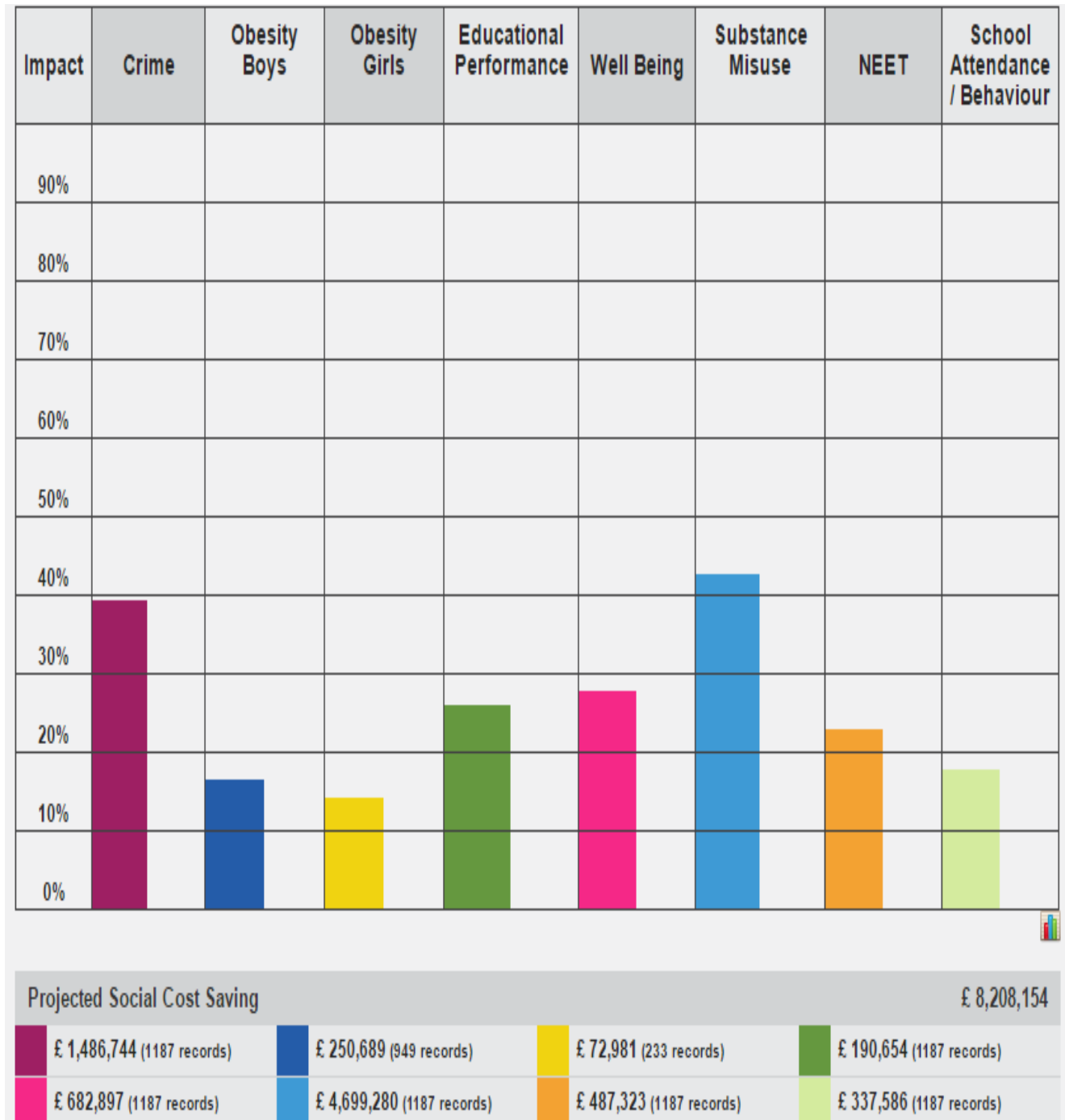


Core council services that impact a young person's quality of life

HOUSING / ENVIRONMENT / STREETS / PARKS / PLANNING

SAFEGUARDING UNDERPINS EVERYTHING WE DO

Appendix 3 - How our Youth Ambition Programme improves the lives of disadvantaged young people



Appendix 4 - The system using Ready by 21

Healthy and safe	Connected	Productive	Leading	Working
Parks	Culture	Schools	National Citizens Service	Training providers
Sports development	Youth Ambition	Colleges	Princes Trust	Employers
Housing	Community Centre	Universities	Oxfordshire Youth	Oxfordshire Skills Board
Regeneration team	Play	Children centres		Employment, education and training teams
Community Safety	Community Associations	Behaviour, inclusion and attendance		Job Centre Plus
Social care	Voluntary youth organisations	Sports clubs		
Youth Offending Service				
CAMHS				
Doctors				
Police				

Appendix 5 - Oxford City Council's schools offer

Strategic Support

Opportunity	Detail
City Council senior manager liaison	A member of the council's senior management team will be the school's key point of contact to provide support on all council related issues
City Council / Schools Partnership	A partnership meeting a few times a year with the council's senior manager, the Locality Officers and Local Councillors with a focus on supporting the school
Advice on external funding	Support to obtain external funding for aspects such as play areas and sports facilities
Financial reviews	A team of senior managers will take a fresh look at the school's financial positions and make recommendations on what changes could be made to improve it
Improve schools facilities and grounds	A range of high quality traded grounds and building service – we save schools money and the quality of services they receive

Sport, Recreation, Arts & Culture

Opportunity	Detail
Cultural education partnership	Link into cultural partners who want to use the arts to support schools
Forest Schools	Outdoor education at sites such as Rock Edge in Headington
Youth Voice	Students can get involved in Bungee Radio and participate in Council meetings, so their views influence decisions that affect young people e.g. grant funding panels
Create Development	A programme of positive activities that covers seven areas such as emotional and cognitive development
Sports projects	Such as skater hockey and cycling projects
Free use of the Town Hall	Schools can use this inspirational historic venue free of charge on Tuesdays

Readiness for work

Opportunity	Detail
Work Experience	We have numerous different roles and are well set up to take placements. We will look to assist those students in the greatest need wherever possible
Apprenticeships	We have excellent apprenticeships in areas such as youth work, trades or business administration. We expect Council Apprentice Ambassadors to go back into schools to deliver awareness workshops, have conversations about their experiences and develop interest in apprenticeships which could lead to work experience or support with making applications

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Appendix 3

Form to be used for the Full Equalities Impact Assessment

Service Area: Community Services		Section:	Date of Initial assessment: 5 th October 2017	Key Person responsible for assessment: Ian Brooke	Date assessment commenced: 5 th October 2017
Name of Policy to be assessed:			Children and Young People's Strategy		
1. In what area are there concerns that the policy could have a differential impact			<i>Race</i>	<i>Disability</i>	<i>Age</i>
			<i>Gender reassignment</i>	<i>Religion or Belief</i>	<i>Sexual Orientation</i>
			<i>Sex</i>	<i>Pregnancy and Maternity</i>	<i>Marriage & Civil Partnership</i>
Other strategic/ equalities considerations			<i>Safeguarding/ Welfare of Children and vulnerable adults</i>	<i>Mental Wellbeing/ Community Resilience</i>	
2. Background: Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact Assessment.			<p>Oxford City Council previously had two key documents relating to its work with children and young people. These were the Children and Young People's Plan that ran from 2014 until 2017 and the Youth Ambition Strategy that ran from 2013-2017. It was decided that rather than renewing the two documents, the Council would develop one strategy, the Children and Young People's Strategy.</p> <p>Oxford City Council works with children and young people (CYP) through many different services, including:</p>		

	<p>youth work, grants, sports and physical activity, events, housing, community safety, culture, leisure and many more.</p> <p>We want to ensure that we take positive and proactive steps to ensure that we provide safe and caring environments, free from discrimination. Equality is about ensuring individuals or groups are not treated differently or less favourably, on the basis of their specific protected characteristic.</p> <p>Diversity aims to recognise, respect and value people's differences and to contribute and realise their full potential by promoting an inclusive culture for all. We want to go further than 'not discriminating' and ensure that we work to actively promote the equal rights of all members of society within our services. Our service should be a place where CYP are valued as equal partners; and individual staff and the whole organisation see themselves as part of a wider set of services for CYP.</p> <p>Our experience tells us that although all nine characteristics are important, children and young people are more likely to face discrimination relating to their gender, race, disability and sexual orientation. The purpose of this assessment is to review the potential negative impact this strategy could have on children and young people and make recommendations to ensure this doesn't happen.</p>
<p>3. Methodology and Sources of Data:</p> <p>The methods used to collect data and what sources of data</p>	<p>Face to face</p> <ul style="list-style-type: none"> • Youth Ambition Manager and Team • Active Communities Manager <p>Literature review</p> <ul style="list-style-type: none"> • Equalities Act 2010 • Youth Ambition: Equality and Diversity Statement • Arts Council England: Equality and diversity in arts and culture with, by and for children and young people • University College London: Children and young people's perception of gender discrimination • Young Equals: Making the case – why children should be protected from age discrimination and how it can be done

	<ul style="list-style-type: none"> • Un Convention on the rights of the child
<p>4. Consultation</p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> • Why you carried out the consultation. • Details about how you went about it. • A summary of the replies you received from people you consulted. • An assessment of your proposed policy (or policy options) in the light of the responses you received. • A statement of what you plan to do next 	<p>Oxford City Council involves CYP in the key decisions that affect them through its Youth Voice Service, which is co-ordinated by the Youth Ambition Team, but serves the entire organisation. In 2017 they worked alongside an associate of the National Youth Agency and a team of eight children and young people to co-create an equality and diversity statement and anti-discriminatory practice guidelines. Much of the consultation conducted throughout that process has been used to write this assessment.</p> <p>For the purpose of writing the assessment we also undertook a thorough literature review, reading reports, essays and articles. This ensured that we have the most relevant and up to date research on equality and diversity and best practice. As yet, we have not consulted with partners on the impact assessment, and therefore, cannot include a summary of the replies we received. However, we have identified key partners to undertake this work with, during in the consultation phase.</p> <p>Our plan, once the full equalities impact assessment is complete, is that we will use the information to cross reference our strategy, policies and team plans. Where potential for discrimination is identified we will adjust our strategy, policies and plans to include measure that will mitigate against such discrimination ever taking place. The impact of our work on equality and diversity is monitored and evaluated in meetings that take place every six week, chaired by the Youth Ambition Manager.</p>

5. Assessment of Impact:

Provide details of the assessment of the policy on the six primary equality strands. There may have been other groups or individuals that you considered. Please also consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults

Race	Disability	Age
Neutral	Neutral	Neutral
Gender reassignment	Religion or Belief	Sexual Orientation
Neutral	Neutral	Neutral
Sex	Pregnancy and Maternity	Marriage & Civil Partnership
Neutral	Neutral	Neutral

Safeguarding

Oxford City Council's ethos is to target its resources on its most disadvantaged and vulnerable residents. In some cases, such as the Youth Ambition Programme, we target young people experiencing complex needs. Therefore, in order to protect and safeguard these CYP we:

- Ensure all staff have safeguarding training at the appropriate level and that there is a system for updating training once it expires
- That staff have read, understand and have access to key policies and procedures
- That safeguarding issues are discussed in 1-1's and team meetings, and that a record of these discussions is kept
- That services have safeguarding champions who support staff with safeguarding issues and who report concerns

Children and Young with disabilities

Oxford City Council wants CYP with disabilities to be enabled and encouraged to participate fully in the whole

range of services we offer. Children and young people with disabilities may face a range of barriers and discrimination in accessing our services, such as: being less involved in local networks that encourage their participation, facing abuse from other CYP and not being able to access facilities. Therefore, services need to make special efforts to enable and encourage disabled CYP to participate. Measures we will take include:

- Contacting local specialist schools and clubs to give them information about what is on offer.
- Including positive images of people with disabilities in our promotional material. Posters or DVDs are helpful but the most powerful image is young people with disabilities playing an active and full role within services.
- Staff and volunteers who have been training and have access to guidelines in order to challenge, and work to address, these negative attitudes and behaviours.
- Training and providing additional support to CYP who don't have experience of inter-acting with CYP.
- Providing specialist provision if necessary, but supporting and preparing CYP to make the transition into universal services.
- All staff will be encouraged to undertake any available disability awareness training.

Gender

Gender stereotypes can have a significant effect of how CYP think, feel and act. Boys can be seen as strong and independent and girls as vulnerable and needing to be protected. Sport, educational excellence and leadership can all be viewed as male domains and being supportive, talking about emotions can be seen as feminine which has led to a disproportionate amount of males committing suicide. All of Oxford City Council's work with CYP must be anti-sexist, and provide all CYP with positive perceptions of both men and women. The measures that we will put in place in order to ensure this are:

- The imagery in buildings, such as posters, films and magazines should provide positive gender messages for all CYP.
- Services must consider the needs of both young women and young men, involving both in decision-making processes.

- It is important that all staff understand the way in which power is given to, or taken by, particular groups of young people in order to meet their demands, possibly to the detriment of other less dominant individuals or groups.
- Being mindful of the roles CYP are encouraged to take on in groups and the behaviour patterns that are accepted/encouraged and to understand that many societal 'norms' can work against gender equality and we must therefore actively work to demonstrate equality by our actions.
- Provide opportunities to enable young men and young women to examine gender issues. For many young women and young men it may be most appropriate to explore their role in society and the way in which their gender affects this within a single sex group. The opportunity to be part of a single sex group may enable personal issues to be discussed at greater depth and may provide a more comfortable environment in which to explore issues.

Race

Oxford has a large proportion of people from black and minority ethnic groups and has a wonderful diversity of cultures, religious belief and social life styles. However, CYP from BME groups can face a range of barriers to leading successful lives, including a higher than average representation in the criminal justice system, being less likely to access mental health services and being underrepresented in leadership positions within society. In order to ensure that racial discrimination does not take place we will:

- Seek to celebrate that rich diversity and encourage the CYP we work with to understand, acknowledge and appreciate people of all races, creeds and cultures.
- Our practice will be anti-racist and promote anti-racist practice amongst our client groups.
- Trained staff to address the needs of a changing society and that our policies and guidance keeps up with that change. For example, the current rise in racist behaviour towards Muslims needs to be discussed with teams so that they have a positive plan of action about how to address any such issues with local young people.
- Staff must remain vigilant and immediately report possible approaches from adults/older young people seeking to radicalise local CYP.
- Social and political education programmes concerned with anti-racist practice must be promoted

within all work with young people.

- Any racist graffiti found must be erased as soon as possible. Any racist remarks, including jokes, must be addressed appropriately.
- Services should encourage positive links between groups of CYP from different cultural, racial and/or religious backgrounds incorporating education to support this work into programmes.
- At every opportunity, positive images of different ethnicities should be promoted through stimulus material such as menus, videos, magazines/books, general décor of buildings, programmes of activities etc.
- All staff should be encouraged to seek out and undertake training on antiracist practice.

Sexual orientation

CYP who are lesbian, gay, bi-sexual, transgender or queer can face discrimination on many fronts. LGBTQ CYP self-harm more, are more likely to be subjected to hate crime and bullying, are looked down upon in certain cultures. Therefore it is vital that our services are tolerant, accepting and caring and that homophobia is challenged. We will:

- Youth Ambition to supporting work around sexual identity and sexuality with young people as an integral part of its curriculum.
- Not make assumptions about the sexual orientation of any CYP, parent/carer or colleague. It is essential to start any relationship with a CYP from an understanding that they may not be heterosexual and may be struggling to work out their sexual identity.
- Promotional material should use non-heterosexual images portraying other types of relationships
- Services should not refer only to boyfriend/girlfriend relationships.
- Facilities and activities should provide information, access to helplines to support CYP being discriminated against because of their sexual orientation.
- Homophobic bullying will be challenged immediately and dealt with according to the Council's anti-bullying guidelines.
- Ensuring managers play a key role in supporting good practice and developing appropriate strategies

	<p>with the staff team to encourage and support effective practice.</p> <ul style="list-style-type: none"> • Staff should be encouraged to attend sexual orientation training. <p>All instances of discriminative behaviour must be recorded and reported – using the incident report form. Any child, young person or parent/carer who reports a hate crime should immediately be referred to the local reporting centre or Police.</p> <p>Age</p> <p>Oxford City Council delivers services for CYP that cover a wide age range from 0-24, which can cause problems and barriers to participation. Evidence suggests that CYP, typically, don't have equal access to services, including health, public leisure services and justice. CYP also often don't have a say in decisions that affect them. Therefore to mitigate against this we will:</p> <ul style="list-style-type: none"> • Continue our youth voice service to ensure that CYP have a voice on key decisions that affect them such as recruitment, provision of services and grant decisions. • Our grants programme will target a wide range of age ranges within the 0-24 bracket, for example the holiday activities grant is targeted at 8-19, but the Youth Ambition fun at 19-24. • Involve CYP in the planning, delivery and evaluation of services. • Where appropriate we will deliver services for specific age range, for example it may not be appropriate for 8 years to play football with 21 year olds.
6. Consideration of Measures:	<p>In the previous section we identified the discrimination that CYP from protected characteristics may face accessing our services. I will now identify a range of measures that services will adopt in order to ensure CYP</p>

<p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>feel safe, cared for and involved:</p> <ul style="list-style-type: none"> • Robust quality assurance systems that use a range of methods to obtain information such as observations of practice and interviews with staff, CYP and partners. This information will be collected, analysed and used to inform continuous improvement. • Collecting and using management information on CYP participating from protective characteristics and analysing that information to ensure there is adequate representation from them and action planning to include underrepresented groups. • Maintain partnerships with statutory bodies, such as the police and county council and the voluntary and charity sector and influencing partners to work together to meet the needs of CYP. • Collecting feedback from CYP through an annual satisfaction survey that will be used to continuously improve. • Developing the workforce so they have support and the adequate training and development to meet the needs of the CYP they work with. • Doing an audit of the premises we use for work with CYP and ensuring it doesn't exclude groups with protective characteristics. • Ensuring effective data sharing and communication systems are in place.
<p>6a. Monitoring Arrangements:</p> <p>Outline systems which will be put in place to monitor for adverse impact in the future and this should include all relevant timetables. In addition it could include a summary and assessment of your monitoring, making clear whether you found any evidence of</p>	<p>The measures identified in the equalities impact assessment will be included in the services equality and diversity statement, where they are not included already. In order to progress the actions key performance indicators will be developed.</p> <p>The impact of the assessment; the equality and diversity statement and procedures will be monitored and evaluated in the equality and diversity meetings that take place every six weeks and are chaired by the Youth Ambition Manager. Every six months the service reviews its work on equality and diversity and creates a report.</p>

discrimination.					
7. Date reported and signed off by City Executive Board:					
8. Conclusions: What are your conclusions drawn from the results in terms of the policy impact		The council has many services that work with CYP, including Youth Ambition, Sports and Physical Activity, Culture and Events and many more. Over the last four years these services have improved their ability to meet the needs of CYP immeasurably and are now regarded as best practice in many areas. That being said, it is important that work to ensure CYP with protected characteristics are free from discrimination and that we have a positive and proactive approach to reducing inequality, remains a focus point. This equalities impact assessment includes a range of recommendations to implement to ensure this is the case, along with effective monitoring systems.			
9. Are there implications for the Service Plans?	YES/NO	10. Date the Service Plans will be updated		11. Date copy sent to Equalities Lead Officer	
.13. Date reported to Scrutiny and Executive Board:		14. Date reported to City Executive Board:		12. The date the report on EqIA will be published	

Craig Morbey
Signed (completing officer)

Ian Brooke
Signed (Lead Officer)

Please list the team members and service areas that were involved in this process:

Equalities Lead Officer
Service Manager
Lindsey Cane, Legal Services Manager

To: City Executive Board
Date: 13 February 2018
Report of: Head of Housing Services
Title of Report: Use of Receipts from the Sale of 156 Walton Street (HRA assets)

Summary and recommendations	
Purpose of report:	This report seeks approval for the receipt from the disposal of a HRA property to be used for the purpose of purchasing larger properties to address overcrowding issues.
Key decision:	Yes
Executive Board Member:	Councillor Mike Rowley, Housing Councillor Ed Turner, Finance and Asset Management
Corporate Priority:	Meeting housing needs An efficient and effective Council
Policy Framework:	None.
Recommendation(s): That the City Executive Board resolves to:	
<ol style="list-style-type: none"> Recommend that full Council include an additional budget in the HRA capital programme of £1,035,000 for the acquisition of social housing properties from the open market, funded by the receipt from the sale of 156 Walton Street; and Grant delegated authority to the Head of Housing Services to negotiate and agree such transactions, including any works required to any acquisitions, to maximise the benefit of the receipt. 	

Appendices	
Appendix 1	Risk Register
Appendix 2	Initial Equalities Impact Assessment

Introduction and background

1. City Executive Board agreed on 11 May 2017, to dispose of 156 Walton Street and use the receipt to purchase additional homes in the city subject to a further report on the most expedient route. This report sets out that route.

156 Walton Street

2. The marketing exercise has been successful and a bid of £1,045,000 was accepted for the property. Fees from the sale (agents fees, legal fees and EPC) amounted to £10,000, leaving a net receipt of £1,035,000

Best use of receipts

3. Two options have been explored namely
 - The straight purchase of additional units within the Housing Revenue account for let at social rent
 - The giving of the receipt as a grant to the Council's Housing Company together with the provision of a further loan to allow OCHL to purchase an increased number of units.
4. In conclusion, option one is being recommended as the business case for the second option is dependent on the letting of the properties at above social rent which may then present an affordability issue for these large families given the welfare benefit changes and the overall benefit cap.

Acquisitions

5. There is a specific unmet need on the housing register for family homes of 4 bedrooms or larger with a number of households in high priority bands requiring such accommodation due to serious overcrowding. The need is unmet as there is little social rented stock left of this size and turnover is exceptionally low, especially for 5 bedrooms or larger where lets are extremely rare. It is proposed that acquisitions would be targeted on addressing the acute overcrowding issues currently facing certain households. It is anticipated that the receipt could realise at least 2 larger homes, possibly 3. It is also intended to apply some existing budget for extensions/ conversions as necessary to help deliver some 5-6 bed units if they are not available in the market, (i.e. to purchase smaller properties that are capable of extension, and then to extend them).
6. It is anticipated that this acquisition activity will be undertaken in the 2018/19 year, but the market for suitable larger properties, at an acceptable cost to the Council (and to achieve a replacement ratio of at least 2 for 1), is extremely limited.

Financial implications

7. As the sale of this property is a voluntary disposal i.e. non-Right to Buy the Council does not have to pool the receipts with central government as long as they are used in their entirety on the provision of affordable housing or supporting regeneration activities.
8. The recommendation above to use the receipt for the acquisition of additional HRA properties is effectively "new" capital expenditure and as such is subject to Full Council approving this additional scheme in the Council's capital programme.

Legal issues

9. There are no specific legal considerations

Level of risk

10. Appendix 1 considers the risks.

Equalities impact

11. Appendix 2 details the equalities implications

Report author	Stephen Clarke
Job title	Head of Housing Services
Service area or department	Housing
Telephone	01865 252447
e-mail	sclarke@oxford.gov.uk

Background Papers: None

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Appendix 1 – CEB Report re using Walton Street receipt to acquire more units (HRA) – Risk Register

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Properties not available in market	Properties of the right size and price are not available in the market	Threat	Market volatility	Properties not purchased	1/08/17	Stephen Clarke	2	2	2	2	2	1		Market Analysis Identify additional budget for extensions if necessary	1/9/17	Completed	100	Alan Wyld

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Appendix 2 – CEB report - using sale receipt to acquire units (HRA)

Initial Equalities Impact Assessment

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

No groups have been identified as being potentially disadvantaged by these proposals. The equality impacts will all be positive as acquisition of additional properties will lead to the provision of further affordable housing for those who cannot access market housing, with a particular focus on large households who are currently overcrowded.

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

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

No changes are being considered.

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

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

Not applicable

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

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

No adverse impacts identified

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

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

No changes identified

Lead officer responsible for signing off the EqIA: Stephen Clarke

Role: Head of Housing Services

Date: 3/10/17

To: City Executive Board
Date: 23 January 2018
Report of: Executive Director Sustainable City
Title of Report: CPN Review

Summary and recommendations	
Purpose of report:	To review the application of antisocial behaviour enforcement, with particular reference to people thought to be rough sleeping, and to review the Council's underpinning enforcement policies.
Key decision:	Yes
Executive Board Member:	Councillor Tom Hayes Lead member for Community Safety
Corporate Priority:	Strong and Active Communities
Policy Framework:	Oxford City Council Corporate Plan
Recommendations: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Endorse the report, including the findings of the CPN Review and Cross-Party Panel; and 2. Authorise the Head of Community Services, in consultation with the Board Member for Community Safety, to update the Antisocial Behaviour Policy and Antisocial Behaviour Procedures in line with the recommendations made. 	
Appendices	
Appendix 1	Overview of Oxford City Council approach to tackling antisocial behaviour
Appendix 2	Overview of Oxford City Council approach to tackling homelessness and rough sleeping
Appendix 3	Council Motion (2 October 2017)
Appendix 4	Community Protection Notice Use in Oxford
Appendix 5	Principles of enforcement

1.0 Introduction and background

1. In October 2017 Council approved a motion requesting that CEB review the processes for the issuing of Community Protection Notices. The Motion as approved is set out in Appendix 3.
2. The motion at Council arose from concerns expressed by some members of the Council about the appropriateness of using such powers in respect of vulnerable people, especially those sleeping rough in the city.
3. The Council carried out a review of the small number of cases that resulted in Community Protection Notices (CPNs) being issued on those sleeping rough.
4. In addition the Board Member initiated a cross-party review panel to examine the respective policy positions on enforcement against antisocial behaviour to ensure community protection.

2.0 Objectives

5. Oxford City Council is committed to both supporting homeless people, especially the roofless to be able to end their homelessness and tackling antisocial behaviour in a way that applies to everyone regardless of their housing status. The objectives of the report are to set out:
 - The Council's approach to resolving situations where it is believed that antisocial behaviour is having a detrimental effect, of a persistent and continuing nature, on the quality of life of those in the locality
 - The Council's duties, policies, and practice in respect of engagement and support for people sleeping rough in the city (see section 4.0 and Appendix 2)
 - The results of the review of Council's practice in tackling antisocial behaviour by people sleeping rough, and whether this is in line with agreed Council policy and strategy (see section 6.0)
 - The results of the audit of the small number of cases where CPNs have been served by the Council against antisocial behaviour engaged in by rough sleepers, and conclusions of this review. (This can be found in section 5.0 and most helpfully read alongside the profile of life on the street in Appendix 2 section 3.0.)
 - Consideration of whether any further safeguards, reinforcing the existing support and engagement undertaken by officers, should be adopted in the Council's practice for tackling antisocial behaviour by people sleeping rough (see section 6.0)

3.0 Overview of key findings

6. Oxford City Council is committed to reducing antisocial behaviour and building stronger cohesive communities. Working with partner agencies – including Thames Valley Police - and communities, the Council takes a stand against antisocial behaviour, moving away from the situation where people tolerate problems to one where everyone enjoys the highest quality of life and work together to tackle problems.
7. Oxford City Council is a compassionate and caring Council and is working with partners to end the need for anyone to sleep rough on the city's streets. We believe rough sleeping is harmful and dangerous to individuals and society. It is damaging to a person's physical and mental health and therefore assertive outreach should offer people all possible opportunities to move off the street.
8. CPNs and other enforcement measures may be used in response to behaviour that is antisocial – in that it is unreasonable, persistent, and has a detrimental effect on the quality of life of the locality. The Council categorically will not serve a CPN on somebody just because they are sleeping rough or are homeless.
9. A senior officer review of all five cases in 2016 and 2017 involving the issuing of CPNs against behaviour by rough sleepers was carried out by the Corporate Affairs Lead Officer and then reported to the Executive Director Sustainable City. The CPN Review found that in all cases the Council's policies in respect of these matters had been followed appropriately.
10. A Cross-Party Panel, led by The City Executive Board Member for Community Safety considered the CPN Review findings, and the policies underpinning the enforcement actions taken. The Panel agreed with the CPN Review and its conclusions. It also endorsed the current Corporate Enforcement Policy and Antisocial Behaviour Policy with their explicit requirement to act proportionately to the risk – with consideration of a person's support needs and safeguarding risks always being the priority.
11. The Panel also made a number of recommendations – some which reflect current practice – to ensure senior officer oversight when considering enforcement notices against people who are thought to be rough sleeping. It also recommended updating written procedures to enable them to have the confidence and give them safeguards to deal with a number of risks including unattended bags, items causing a hazard such as blocking a fire exit and antisocial behaviour. The existing Antisocial Behaviour Procedures will be revised to include these procedures.
12. The Panel did not support a new policy approach for addressing antisocial behaviour or community protection issues by homeless people.

4. 0 Background

13. There are two core elements which define the background to this report. The first is the Council's responsibility to all of Oxford's businesses, visitors and residents to provide a safer city; and the second is the growing homeless population in Oxford, which the Council has a moral and statutory duty to protect, support, and treat with dignity and without discrimination.

A protective Council: Building a safer Oxford

14. Oxford City Council is committed to reducing antisocial behaviour and building stronger cohesive communities. Working with partner agencies – including Thames Valley Police - and communities, the Council takes a stand against antisocial behaviour, moving away from the situation where people have to tolerate problems to one where everyone enjoys the highest quality of life and work together to tackle problems.
15. Antisocial behaviour is that which is detrimental to the quality of life of people in a locality and is persistent and unreasonable. This can include graffiti, fly tipping, verbal or racial abuse, drug dealing or misuse, vandalism, and behaviour that causes harassment, distress or alarm to others.
16. Oxford City Council tackles antisocial behaviour with several tools, and that can include the use of CPNs. Under the law CPNs can be issued to anyone aged 16 or over, a business, or organisation committing an action which presents a hazard or risk to the community or spoils its quality of life. A CPN can be issued by authorised Council officers, police officers, police community support officers (PCSOs) or social landlords, if designated by the Council.

A compassionate Council: Caring for homeless people sleeping rough

17. Levels of homelessness are rising across the country, with the housing charity Shelter estimating that 300,000 people wake up homeless. In the most extensive review of its kind, Shelter estimates that Britain's homeless population has grown by 13,000 in one year alone, with at least one family losing a home every ten minutes.
18. Rough sleeping is a visible manifestation of this homelessness crisis. Levels of street homelessness are rising across the country with the number of people rough sleeping in England more than doubling between 2010 and 2016.
19. Oxford and a number of other cities are experiencing both a sharp increase in homelessness and rough sleeping. In the street count conducted by Oxford City Council and homelessness organisations in November 2017, 61 people were found to be sleeping rough. This is nearly double the 33 people found to be

sleeping rough on the night of the count in 2016. In addition to the official street count, the Council and homeless organisations estimate that 89 people could be sleeping rough on any given night, up from 47 people in 2016.

20. The Council's approach to tackling homelessness and rough sleeping is focused on early intervention and prevention approaches; ensuring suitable accommodation and support for people in housing crisis; and assistance to move-on. The Council's Housing Team was awarded the 'Gold Standard' by the National Practitioner Support Service 'Gold Standard Challenge' in 2017. This puts the Council into the top 3% of all Local Authorities in England to have achieved this award.
21. The Council's commissioning strategy recognises the role of partnership working. Services are commissioned using the Council's Homelessness Prevention Funds. Currently funding stands at just under £1.4m per year, rising to £1.6m per year in 2019/20 (subject to consultation and approval of the Mid Term Financial Plan).
22. This includes an assertive outreach service [Oxford Street Population Outreach Team] which is commissioned by the Council and delivered by St Mungo's. The service makes regular ongoing contact with rough sleepers and assists them to access the services and support that will help them to escape from a life on the streets.
23. The Council also commissions a wide range of other 'wrap around' services aiming to prevent homelessness in the first place, tackle rough sleeping and assist individuals who are moving off the streets to sustain their accommodation and move on to live independent lives.
24. The Council recently launched a city-wide Conversation with a range of individuals and groups interested in helping to find solutions to the increase in rough sleeping in the city. Following the successful first meeting on 28/11/17, steps are being taken towards the formation of a city-wide partnership that can work together to deliver effective, long-term solutions to rough sleeping and homelessness.

Balancing the legal duty to ensure a safer Oxford and the duty to protect rough sleepers

25. In July 2017, CPNs were served on bags blocking fire escapes in Cornmarket Street because they posed a risk to those working inside. The CPNs advised the owner(s) of the bags to remove them on the basis that they were "causing an obstruction...that may constitute a hazard". The owners of the bags received two days' notice to remove the belongings from the specific fire escapes. After two

days the owners had removed everything blocking the fire escapes apart from a soiled duvet and cardboard, which the Council then removed.

26. The case generated significant media coverage and following this. In October 2017, Council debated the issue and unanimously adopted a motion (see Appendix 3) that recognised there are circumstances where issuing a CPN where the recipient is homeless is necessary and requested the City Executive Board to review the process in order to provide sufficient checks and balances.
27. The carried motion reflected the concerns of members of Council – echoing the concerns of some Oxford residents and beyond - about the appropriateness of using CPNs against antisocial behaviour engaged in by vulnerable people generally and homeless people sleeping rough in particular. The concerns about the use of CPNs reflect wider concerns about the extent to which homeless people sleeping rough on Oxford's streets are treated with dignity and without discrimination.
28. CPNs are issued in response to actions taken that present a hazard or risk to the community or antisocial behaviour that spoils its quality of life. The Council categorically will not serve a CPN on somebody just because they are sleeping rough or are homeless.
29. There have been individuals sleeping rough engaging in behaviour that meets the legal test for being antisocial (and consistent with the requirements of serving a CPN): because it is unreasonable, persistent, and has a detrimental effect on the quality of life of the locality. Nonetheless, the Council's position is clear in that we are intent on meeting our duties to support those sleeping rough to be able to get off the streets whatever their behaviour through the support and resources we provide.

Street Wise initiative

30. Thames Valley Police believe that there are significant links between begging and drug abuse and dealing in the City, some of it associated with so-called 'County Lines' activity. This involves organised crime gangs from the metropolitan cities targeting vulnerable people in provincial cities and supplying them with Class A drugs for use and for dealing.
31. This serious issue is compounded by increasing evidence of Child Drugs Exploitation (CDE) where the organised crime gangs target minors to help distribute the Class A drugs around the city.
32. As a high priority, Thames Valley Police and Oxford City Council have been working jointly through the Street Wise project to seek to disrupt this linkage between begging and drugs.

5.0 Review and monitoring of the cases where CPNs have been served against anti-social behaviour engaged in by rough sleepers

33. A senior officer review of all five cases in 2016 and 2017 involving the issuing of CPNs against behaviour by rough sleepers was carried out by the Corporate Affairs Lead Officer and then reported to the Executive Director Sustainable City.

In summary the review found:

- CPNs were very rarely used in council officers' interactions with street homeless people. Only five were issued over 2016-2017, while there would likely have been in excess of 30 people sleeping rough on any night during that period
- In all cases the individuals concerned were known to the housing service and were being engaged by the assertive outreach programmes aimed at ending the need to sleep rough
- There was a clear use of engagement both by the outreach services and community safety teams to resolve issues before enforcement was used
- Because of this approach, many other potentially risky situations during this period were resolved informally
- Where action was taken the speed and length of engagement was proportionate to the impact on "quality of life"
- Where formal action was taken this was preceded by informal approaches. In all cases there existed an element of risk in respect (at least one of the following)of:
 - Obstruction of pavements and passageways putting pedestrians at risk and impeding legitimate street cleansing activities
 - Obstruction of safe access and egress to premises including fire escapes and routes
 - Occupation and therefore denial of access to public services (e.g bus shelters)
 - In most cases the risk was exacerbated by the indiscriminate distribution of drug paraphernalia.

34. The Corporate Affairs Lead Officer concluded and the Executive Director concurred that in all cases the Council's policies in respect of these matters had been followed appropriately.

35. Five underlying themes were identified as being associated where enforcement action had been taken:

- "bedding down" in the working day ie between broadly 0800 and 2000
- The accumulation of belongings

- The dealing in and administration of Class A drugs in public places
- Indiscriminate discarding drug paraphernalia
- Failure to engage and comply with requests to mitigate impact on others

Officers will in drafting revised guidance, reflect on how these underlying issues may be addressed.

6.0 Review of Council Enforcement Policies

36. Having established that the Council's enforcement policies were correctly applied in the five specific cases examined in the CPN Review, the City Executive Board Member for Community Safety undertook a review of the policies underpinning the actions taken. In this he was assisted by members who formed a cross-party working group. That group also sought a view as to whether the Council's policies should be amended.

Member Panel Review meeting

37. The panel's findings are detailed below.

The Panel endorsed:

- The current Corporate Enforcement Policy which underpins the Council's approach to enforcement, with its explicit requirement to act proportionately to the risk, the consideration of a person's support needs and safeguarding risks are always the priority
- The current Antisocial Behaviour Enforcement Policy which mirrors the Corporate Enforcement Policy
- The findings of the CPN Review and its conclusions that officers acted in accordance with both of the above policies
- The policies are used to address problematic behaviour and are not used to resolve a person's housing needs or the act of sleeping rough. The policies recognise the overlap between behaviour and housing status in that officers are expected to consider whether support of a person's vulnerabilities would elicit behavioural change
- The use of enforcement powers to address behaviour in line with the policies, i.e. lowest level of intervention is used suitable to the case, following a process of engagement
- Enforcement on any person could result in fixed penalty notices issued by the Council, prosecution at court that could result in fines and the application for

further orders to address behaviour such as Criminal Behaviour Orders. However, it was clear that compliance was the driver not issuing fines.

The Panel recommended:

- A formal process of senior officer oversight when considering enforcement notices against people who are thought to be rough sleeping, for a period of six months. This reflects current practice. After six months this oversight will be reviewed to determine whether it is necessary.
- All CPNs are signed by a manager in the Community Safety Service, not by frontline officers. This is current practice.
- Procedures will be written for officers to enable them to have the confidence and give them safeguards to deal with:
 - Unattended items
 - Items causing a hazard such as blocking a fire exit route
 - Begging
 - Antisocial behaviour – this is already covered within the Antisocial Behaviour Policy
- The existing Antisocial Behaviour Procedures will be revised to include these procedures
- The existing Antisocial Behaviour Policy will be updated in line with the Council's Policy Review timetable – it is due for review
- The Council's policies could be amended to make it clear that enforcement activities shall not be used to harass or disrupt rough sleepers
- Refresher training on the Council's policies for enforcement officers
- Continuous Professional Development for all staff involved in enforcement to include welfare support resulting from staff facing difficulties in discharging their duties

The Panel did not support:

- A Senior Officer appeal process after the serving of a CPN.
- A further review of CPN use
- A new policy approach for addressing antisocial behaviour or community protection issues by homeless people

7.0 Additional Information

Financial implications

38. There are no financial implications arising from this report.

Legal issues

39. Anti-social behaviour is a broad term used to describe the day-to-day incidents of crime, nuisance and disorder that make many people's lives a misery. The Council's responsibilities in relation to ASB and nuisance are derived from The Crime and Disorder Act 1998. The act requires that the Council must work with the police and other agencies to reduce crime and disorder in its area. The Council plays a leading role in tackling ASB in Oxford. The Antisocial Behaviour, Crime and Policing Act 2014 provides the Council with a raft of powers to tackle ASB. These include civil injunctions, community protection notices, public space protection orders, closure powers and accelerated possession proceedings in cases where ASB has been proven by another court. The existence of these powers confers an expectation that the Council will use its powers to investigate and deal with issues in its area. This Council's response to this is set out in the Council's Antisocial Behaviour Policy. The Act also gives those suffering ASB the right to require a review of the actions of public bodies if they believe that effective action has not been taken.

Level of risk

40. There are reputation and legal risks associated with striking an appropriate balance in enforcement of anti-social behaviour and community protection issues. These are explored in the report.

Equalities impact

41. See attached assessment.

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Background Papers:		
1	Anti-social behaviour policy	OCC - July 2014
2	Corporate Enforcement Policy	OCC – December 2015

Overview of Oxford City Council approach to tackling antisocial behaviour

1.0 Antisocial Behaviour in the Public Realm

1. Antisocial behaviour is a broad term used to describe the day-to-day incidents of crime, nuisance and disorder that can impact an individual or the wider community.
2. Antisocial behaviour can include litter and vandalism, public drunkenness, aggressive dogs, and noisy or abusive neighbours. Such a range of behaviours means that responsibility for dealing with antisocial behaviour has historically been shared among agencies, particularly the police and the local authority.
3. Oxford City Council is committed to reducing antisocial behaviour and building stronger cohesive communities. Working with partner agencies and communities, the Council takes a stand against antisocial behaviour, moving away from the situation where people have to tolerate problems to one where everyone enjoys the highest quality of life and work together to tackle problems.
4. The Crime and Disorder Act 1998 imposed duties on local authorities to work with other agencies, most notably the police, to manage crime and disorder in their areas. The aim of the act was to better co-ordinate the efforts of agencies and to commence a process of transferring responsibility for dealing with low level, crime, nuisance and antisocial behaviour from the police to local authorities.
5. Since that time there has been legislation which has given new responsibilities, duties and powers to local authorities. There has also been a trend to bring together various duties and powers under disparate legislation under new powers commonly referred to antisocial behaviour controls. A current example is that the previous Orders regarding the control of alcohol in public places are now replaced with Public Space Protection Orders. A summary of the council's engagement on this work is set out in Appendix 4.

The Legal Framework for CPNs

6. The Government introduced the Antisocial Behaviour, Crime and Policing Act 2014 which brought new powers into force to enable the police, councils, social landlords and other agencies to tackle antisocial behaviour, and enable victims and communities to feel safe in their own homes and neighbourhoods.

7. These new powers replaced by-laws and powers that historically had been used to deal with relatively low level issues in communities. The overall objective was simpler, more effective powers to tackle antisocial behaviour.
8. The purpose of the 2014 legislation was to:
 - Focus the response to antisocial behaviour on the needs of victims
 - Ensure victims are at the heart of the local response, whereas they previously had been made to feel helpless and bounced from one agency to the next
 - Put in place a uniform, streamlined and quicker to implement set of controls
 - Empower communities to tackle antisocial behaviour by delegating decision-making about what is considered acceptable to the local level
9. The Act greatly expanded law enforcement powers in addressing antisocial behaviour. The stated aim was to put victims first by enabling frontline agencies to more rapidly implement powers that would give victims respite from anti-social behaviour faster.

Process for serving a CPN against antisocial behaviour

10. A community protection notice can be issued where responsible authorities have met the legal tests associated with the powers.

These include reasonable grounds to be satisfied that the conduct is:

- having a detrimental effect on the quality of life of those in the locality
 - persistent or continuing in nature
 - unreasonable
11. Before a CPN can be issued, the person, business or organisation suspected of causing the problem is given a written warning called a Community Protection Warning (CPW) that advises the intended recipient that the police or local authority requires them to cease antisocial behaviours. It can include positive requirements, such as keep an area tidy or attend a support group.

The notice will list the following requirements:

- to stop doing something specified and/or to do some specified action
 - to take reasonable steps to achieve a specified result - this will be aimed at either preventing the effect of the unacceptable conduct continuing, or preventing the likelihood of it recurring
12. The CPW states that a community protection notice will be issued unless their conduct changes and ceases to have a detrimental effect on the community. The warning must also detail that a breach of a CPN is a criminal offence.

13. Failure to comply with the warning can lead to the issue of a CPN. A breach of the CPN can result in a Fixed Penalty Notice and/or prosecution in the Magistrates Court, and gives the Council the power to take remedial action to resolve the problem.
14. Only the Magistrates Court can fine a person for breaching a CPN.
15. An appeal against a CPN or its terms can be made to the body responsible for fining a person—the Magistrates' Court—within 21 days of issue.

For information, the Council's Antisocial Behaviour Policy in paragraph 4.3 provides guidance to the approach to be taken in addressing antisocial behaviours. Further guidance is set out in the Corporate Enforcement Policy, and a relevant section is reproduced in Appendix 5 for convenience.

Process for serving a CPN against antisocial behaviour by street homeless people

16. Both of these policies stress the need for enforcement to be appropriate, proportionate and used as a last resort.
17. Both of these policies also stress that the Council must not shy from its responsibilities to maintain community safety and must treat all sections of the community, including those who are committing antisocial behaviour, equally. The policies rightly require that officers reflect on the vulnerabilities and needs of individuals when taking enforcement decisions.

2.0 Community safety concerns shared by residents and businesses

18. The Council's Antisocial Behaviour Service receives over 5,500 contacts a year via its generic email address, saferoxford@oxford.gov.uk
19. An increasing number of these are complaints relating to the public realm in the city centre and East Oxford. The types of community protection cases involved include discarded or unaccompanied items, obstruction and drug paraphernalia. Antisocial behaviour cases regularly include drug use and dealing, begging, alcohol-related disorder and rowdy behaviour.
20. All cases are dealt with in accordance with the Council's Corporate Enforcement Policy and, in cases involving rough sleepers, through liaison with homelessness and other services. In all cases, regardless of whether the person has secure housing or has been identified as homeless, officers try to ascertain whether a person has any vulnerability, including physical or mental health concerns,

whether children are affected by the case, the individual's housing status, and any risky behaviours.

21. It is in the best interests of the Council to understand these issues in order to find the right solution. This solution is often found in extra support, not exclusively enforcement, or a combination of both.

3.0 The most frequent issues encountered in the public realm and how those issues are resolved

22. The Council legally has a lead role in addressing anti-social behaviour such as public disorder, rowdy behaviour, drug use, and alcohol-fueled behaviour in a public place.
23. Council officers work with external partners to address behaviours, relying on enforcement powers such as City Centre PSPO, CPNs, and those provided by the Environmental Protection Act 1990.
24. At first, council officers follow established Council policies acting informally. Issues are often dealt with at this stage, meaning the Council is able to avoid the need for recourse to enforcement powers.

Community safety issues relating to begging

25. The police believe that there are significant links between begging and drug abuse and dealing in the City, some of it associated with so-called 'County Lines' gang activity. This involves organised crime gangs from the metropolitan cities targeting street homeless in provincial cities and supplying them with Class A drugs for use and for dealing.
26. The issue is compounded by increasing evidence of Child Drugs Exploitation (CDE) where the organised crime gangs target minors to help distribute the Class A drugs around the city.
27. As a high priority public protection issue, Thames Valley Police and Oxford City Council have been working jointly through the Street Wise project to seek to disrupt this linkage between begging and drugs.

The TVP/Oxford City Council Street Wise initiative

28. The Street Wise initiative uses a three-strike approach to begging offences, where the police believe there is a connection to drugs. On a first offence, the person is advised and referred to support agencies. On the second offence, a Community Protection Warning is given with support service advice. On the third offence, the nature of the offence determines whether the person will be prosecuted under the Vagrancy Act, Public Spaces Protection Order, or a Community Protection Notice issued. The latter would be used if there were

wider community protection concerns to address (for example, if the begging was associated with the inappropriate disposal of drug paraphernalia and the risks to public health that entails).

29. Such begging can also be associated with the visible taking of Class A drugs in public spaces which causes alarm to the public using those spaces. Sometimes, there have been reports of visible drug injection to particular parts of an individual's body involving indecent exposure and resulting in persons becoming unconscious in the public space, necessitating attendance by the ambulance services to protect the individual's health.

Discarded or unattended items

30. Between September and mid-October 2017 Thames Valley Police received 37 calls from the public concerning unattended items in Oxford. Due to security concerns these are treated with caution and absorb significant police time and cause disruption to life in the city.
31. The Council's Street Cleaning Team regularly deals with unattended items that have been discarded or left in the street. This is in accordance with our local authority duty to keep the streets clean and tidy. The Council's Street Cleaning Team makes judgements about whether discard items can be disposed of or are unattended but wanted belongings.
32. Where items are assessed as unattended personal belongings by Street Cleaning Team member, they are tidied up to facilitate street cleaning activities and subsequently monitored. If the items remain untouched in the same place for more than a few days, suggesting that they have been abandoned and are no longer needed or used, they are stored elsewhere, using powers under the Refuse Amenities Act or CPNs. These belongings can be retrieved by their owner(s) at any time shortly after the removal.

Obstruction causing a hazard or denial of a public service

33. During the past two years, there have been a small number of cases involving people sleeping rough or storing their possessions in places that cause a hazard or stop other members of society from exercising their rights.
34. These cases have involved the blockage of fire escape routes in occupied buildings, the repurposing of bus shelters as a place to sleep throughout daytime hours, and the storage of possessions on busy pavements with high footfalls that has created difficulties for the public, who have had to walk into the road of busy streets.

Anti-social behaviour relating to alcohol and substance abuse and misuse

35. In a small number of cases, persons engaging in antisocial behaviour relating to alcohol and substance misuse ignore informal interventions. Where all other appropriate and informal approaches are exhausted a CPN is served.
36. It is a requirement of the legislation that the person in receipt of the notice is made aware of the sanctions that may be applied by a magistrate's court if they do not comply with the terms of the notice.
37. This requirement is sometimes misunderstood as the Council seeking to apply a financial penalty to the recipient of the notice. The Council's aim is reasonable compliance and the Council itself does not have the power to levy a penalty. That would be a matter for the courts in the event of their successful prosecution of persons. The courts would take into account relevant Home Office guidance on penalties, and this emphasises that they are supposed to exercise all due consideration for the reasonable likelihood of obtaining the levied amount from the individual based on their particular situation(s).

Appendix 2

Overview of Oxford City Council approach to tackling homelessness and rough sleeping

1.0 Services and assistance available to rough sleepers in Oxford

1. Oxford City Council believes that rough sleeping is harmful and dangerous to individuals and society. It is damaging to a person's physical and mental health and people should therefore be offered all possible opportunities to move off the street.
2. Life on the street is unhealthy and risky. We need to support people to escape the streets because anything else potentially leads to an early demise.
3. Oxford City Council has set a new strategy to tackle homelessness and rough sleeping in the city. The draft Housing and Homelessness Strategy (2017-22) addresses the city-wide impacts of what is a national issue and will see a net increase in the number of beds to be made available to support rough sleepers with a connection to Oxford.
4. The strategy is focused on early intervention and prevention approaches; ensuring suitable accommodation and support for people in housing crisis; and assistance to move-on. This includes a commissioning strategy that recognises the role of partnership working.
5. The Council recently launched a city-wide Conversation with a range of individuals and groups interested in helping to find solutions to the increase in rough sleeping in the city. Following the successful first meeting on 28/11/17, steps are being taken towards the formation of a city-wide partnership that can work together to deliver effective, long-term solutions to rough sleeping and homelessness.

Working in partnership with voluntary groups and charity partners, Oxford City Council already has developed the following principles to tackle rough sleeping:

- **No first night out** – working with partners to prevent people from ending up on the street.
- **No second night out** – a swift intervention to make sure that anyone we may have missed does not have to spend a second night sleeping rough.
- **No living on the streets** – personalised services so that every person routinely sleeping rough is treated as an individual and supported to get off the streets for good.

- **Provide an effective pathway** – so that there is accommodation and where necessary supported housing available to move people into for the long term after they've been temporarily in a hostel to get them immediately off the streets.
 - **No return to the streets** – to reduce evictions from supported housing, where those placements go wrong, by working even more closely with partners, particularly in mental health services.
 - **Crisis provision** – ensure we have enough crisis accommodation, including reviewing winter and severe weather provision.
 - **Reconnecting people with their home areas** – around 50% of people sleeping rough on our streets have no local connection. We will help them find the support they need in their own areas, rather than sleeping on Oxford's streets, or expecting a long-term solution in the city.
6. An assertive outreach service [Oxford Street Population Outreach Team] is commissioned by the Council and delivered by St Mungo's. The service makes contact with rough sleepers and assists them to access the services and support that will help them to escape from a life on the streets.
 7. The Council also commissions a wide range of other 'wrap around' services aiming to prevent homelessness in the first place, tackle rough sleeping and assist individuals who are moving off the streets to sustain their accommodation and move on to live independent lives.
 8. Services are commissioned using the Council's Homelessness Prevention Funds, currently at just under £1.4m per year, rising to £1.6m per year in 2019/20 (subject to consultation and approval of the Mid Term Financial Plan). All funded organisations are required to provide a service that fits within the strategic objectives of the Council's Homelessness Strategy.
 9. In March 2017, the Housing Team was awarded the 'Gold Standard' by the National Practitioner Support Service 'Gold Standard Challenge'. This puts the Council into the top 3% of all Local Authorities in England to have achieved this award.
 10. The Council also undertakes a considerable amount of other work to prevent and relieve homelessness across numerous teams. From April 2018, under the Homelessness Reduction Act 2017, statutory duties will also increase substantially, including giving the Council a greater duty to prevent and relieve homelessness for "non-priority" clients (including many single people that fall into this grouping).

2.0 Local Connection and the Adult Homeless Pathway

- 11.** In order to access supported accommodation for single homeless/rough sleepers in Oxford, an individual needs to have a local connection as set out in the City's Allocations Scheme. This reflects a national approach that recognises that - should a local authority do otherwise in this environment - there is a high risk that a large number of people from across the country, without a local connection to that local authority would go there, or be referred from other areas of the country (particularly those that offer fewer services). This would result in that local authority facing disproportionate burdens and cost – a burden that would fall on local tax-payers.
- 12.** If an individual does not have a local connection they may be able to access services by demonstrating that they have a 'pathway connection'. This is a less strict set of criteria that seeks to establish if the individual has a connection to Oxford, generally through having resided in (rough sleeping excluded) Oxford for a period of time, working in Oxford or having close family in Oxford. The pathway connection recognises that homeless and vulnerable people sometimes live chaotic and unsettled lives, but that this should not block access to the emergency housing that is provided through homeless accommodation.
- 13.** As outlined in the draft Housing & Homelessness Strategy 2018 to 2021, the Council intends to continue to apply a 'local connection' approach to all its commissioned services, and will operate [via the Oxford Street Population Outreach Team] a reconnection service for persons that have a local connection to another area, reconnecting clients to services in those areas for help and assistance.
- 14.** As the County Council continues to withdraw from commissioning and funding services for the rough sleepers and the City Council has to step up its activities some of this reconnection work will now also take place within Oxfordshire back to other districts, as well as beyond it. The Council is also committed to exploring what options are available to feasibly accommodate and/or support those who have no local connection to Oxford or anywhere, and who have no recourse to public funds but who are homeless and sleeping rough on Oxford's streets. In addition, at times of severe winter weather, the Severe Winter Emergency Procedure (SWEP) provides accommodation for rough sleepers regardless of whether or not they have a local connection.

3.0 Profiles of the homeless population and rough sleeping population

15. Oxford has unfortunately seen high numbers of homeless people for many years, including high numbers of homeless people sleeping rough. This is due to a number of factors.
16. The most common cause of homelessness in Britain is the loss of rented accommodation, where the main reason is the ending of a private short-hold tenancy. What's happening in London, Brighton, Manchester, and Birmingham has been happening in Oxford for exactly the same reasons.

Other factors can drive individuals into the homelessness trap:

- Losing accommodation because of a relationship breakdown
 - Losing accommodation because friends or relatives no longer provide support
 - Vulnerability, including physical and mental ill health, alcohol and substance misuse and addiction, experience of care, and experience of the criminal justice system
 - Structural factors such as poverty, inequality, unaffordability of housing, housing supply, unemployment and underemployment, and social security changes and spending cuts.
17. The individual and structural factors frequently are interrelated. For example, individual vulnerability can arise from or be exacerbated by structural unfairness such as poverty. Similarly individual factors such as a relationship breakdown can be put under pressure by structural factors such as social security changes and spending cuts.
 18. The “homeless community” is a misnomer. The people on the streets of Oxford have a wide variety of needs. There are people from European Accession countries who have worked in the city for many years; there are those who view it as a lifestyle choice. Some have very severe mental health issues and will not access accommodation available to them. Some have very high substance misuse dependencies that affect their engagement with support agencies.

Profile of people on the street

19. As part of the Council's ambition to start a citywide conversation about homelessness, a number of steps have been taken, including the analysis of existing data and collection of additional or new types of data.
20. It's important to establish and then share the facts on Oxford's homelessness crisis, although they may be difficult to digest for many.

Three types of data have been established or drawn on:

Oxford CHAIN

- 21.** The number of people rough sleeping in the city is primarily monitored by the Oxford CHAIN (Combined Homelessness and Information Network) database, with reports produced monthly and quarterly.
- A total of 518 different individuals were seen sleeping rough in the City during the period of April 2016 to March 2017. 325 people (62.7% of the total number) were seen sleeping rough for the first time.
 - Not every person seen begging on Oxford's streets will be sleeping rough. Of those that are sleeping rough, data from CHAIN tells us that the majority of rough sleepers in the city are male, white and British.

Street Count

- 22.** A street count undertaken on an annual basis for reporting the number of people seen bedding down to the Department for Communities and Local Government (DCLG). As required by DCLG, the count took place between 1 October and 30 November, and the figure uncovered reflects more or less the reality on Oxford's streets right now. All local authorities across the country follow the same guidelines.
- 33 people were seen bedded down during the street count that took place in 2016 but this has increased to 61 for 2017.
 - Of these, six had a connection to Oxford, 13 had a connection to other Oxfordshire districts, and 21 had no connection to any area of the county. A further 21 people were of unknown connection at the time of the count. The majority of people found on the count were UK nationals, and 11 were from other EU countries.
 - Only six people were new to rough sleeping or unknown to services, while 33 were already known to services and had spent between two nights and six months sleeping rough. A further 22 are known to have been rough sleeping for over six months.
 - In addition to the official street count, the Council and homeless organisations estimate that 89 people could be sleeping rough on any given night in Oxford, up from 47 in 2016.

Council engagement with rough sleepers

- 23.** Council officers and members of the Outreach team talk to rough sleepers in the city on a daily basis and are able to form a clear understanding of their needs. A very low percentage of people seen bedded down and assessed had no support needs.

- 68% of rough sleepers assessed by the Outreach team during the period January to March 2017 had mental ill health issues, often in addition to misusing alcohol and/or drugs.
- A snapshot of life on the streets over three days in March which was updated over a single day in October. The people identified in March were tracked in October to find out how the rough sleeping population was changing over a period of a few months.

March 2017: The needs of 82 people known to be involved in street culture in the city centre were identified. 13 were housed and 13 had no local connection to Oxford. Of those rough sleeping just under 50% did not engage with local services to support them back into the accommodation pathway or address their addictions. 58 people misused drug or alcohol, 19 of which were known to beg; no one else was identified begging.

October 2017: 45% of the people sleeping rough in March were still sleeping on Oxford streets. Three-quarters of those still on the streets had drug or alcohol misuse issues and 51% have mental health issues. Of those people who were not engaging with services in March, 42% are still sleeping rough, and 10 of these have a local or pathway connection. 14 people who were rough sleeping have been accommodated, six are in prison and tragically two of the original cohort have died.

Concluding Remarks on the profile of the rough sleeping population

24. These different types of data demonstrate that rough sleeping is not simply the result of a lack of affordable housing in Oxford and the wider county. It is a complex challenge and proposed solutions must address wider social issues (including drug and alcohol misuse along with complex mental health issues).
25. Above all, the scale and complexity of the challenge calls for a wide range of partners, ranging from the city and county statutory agencies, homelessness and third sector organisations, businesses, the universities and student groups, and the wider public, to work together towards the common purpose of ending rough sleeping in Oxford, giving support to vulnerable people affected by individual and wider social issues, and also maintaining community safety, including for vulnerable people sleeping rough.
26. Oxford City Council needs to encourage people sleeping rough to engage with support services. Just over half of the 67% rough sleeping with a local connection that entitles them to support services were in fact engaging those services. This is worrying because a large number of individuals identified in the snapshot exercises had entrenched addiction issues and approximately half experienced suspected mental ill health of various types.

27. If people choose not to engage with support services and get off the street, the Council has an extra responsibility to ensure that very vulnerable people are safe and free from intimidation and harm.

4.0 Provision of beds in the city

Homeless hostel provision

28. There are currently two homeless hostels in the city – O’Hanlon House and Simon House – with a total of 108 beds. From 1 April 2018 and until 31 March 2020, the following number of bed spaces will be funded for City Council use under the pooled budget arrangements:

- 27 in O’Hanlon House
- 22 in Simon House - the City Council has confirmed it will continue to fund around 22 beds at Simon House whilst a new 22-25 bed fit-for-purpose hostel (with 15 additional units of move-on housing) is built on a new site
- 31 in Connection Support dispersed housing
- 21 in Mayday Trust dispersed housing

Total 101 beds

29. In addition, the City Council provides beds from its own funds to meet demand in Oxford:

- 41 in dispersed housing Project 41
- 10 in Mayday Trust dispersed housing
- 5 in specialist housing adopting the ‘Housing First’ model
- 10 in Acacia Housing (also adopting the Housing First model)

Additional 66 beds

30. This total of 167 beds for rough sleepers with a connection to Oxford excludes a further 10 spaces in sit up services, as well as winter provision. The churches have also committed to provide 10 additional places for the latter from January to March.

31. The pooled budget also funds the following provision across the county for the District Councils:

- 29 in O’Hanlon House (beds proportioned between Districts for District use)
- 13 in Banbury for Cherwell District Council
- 6 in Chipping Norton for West Oxfordshire District Council

- 13 in Abingdon for South Oxfordshire and the Vale of White Horse District Councils
- 32.** Oxfordshire County Council decommissioned the Lucy Faithful House hostel in 2015 and its 61 beds have been re-provided through a dispersed housing service around the city run by Mayday Trust (31) and Connections (31). The building itself is in poor condition and no longer suitable as a modern hostel for the future. The City Council will be developing the site for much needed affordable housing. In October this year, the City Executive Board (CEB) considered a report requesting permission to demolish it and take forward the development via the Council's housing company.

Council Motion (2 October 2017)

Council resolved to adopt the following motion:

1. This Council believes that all Oxford residents, whether living in houses, in hostels or on our streets, have the right to be treated with dignity and without discrimination.
2. Council notes the good work done by Council officers and voluntary organisations to support homeless residents in this city.
3. Council takes note of the Petition signed by more than 1,800 people, calling for the reopening of Lucy Faithfull House and accepts that the Petition shows a powerful concern by Oxford citizens for community cohesion and for a better way of life for those on our streets.
4. Community Protection Notices (CPNs) are used to address unreasonable behaviour that is detrimental and persistent. Fire hazards in a central Oxford street with a high footfall are detrimental to everyone working in the building and people in the vicinity if there was an incident. In the case referred to in the petition, Council welcomes the judgement of officers that the fire safety of people working within the building should take precedence.”
5. Council acknowledges that all enforcement decisions are taken on a case by case basis, in accordance with the Council’s Corporate Enforcement Policy which places a requirement on council officers to resolve cases using the lowest possible intervention suitable to circumstances of the case. Contrary to recent publicity, only the court can fine a person for breaching a CPN. This Council is not taking anyone to court.
6. This Council recognises there may indeed be circumstances where issuing a CPN is necessary and in order to provide sufficient checks and balances, this Council requests that the City Executive Board review the process with a view to including appropriate checks such as:
 - No CPN should be issued by a Council employee (or contracted staff) without a dual sign-off, one from either the Chief Executive, Deputy Chief Executive or a Director, and the other from the Head of Law and Governance; and that
 - Before signing, the signatories must continue to satisfy themselves that the CPN is considered, appropriate, proportional, and humane and that all other reasonable courses of action have been explored, as already happens.

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Appendix 4

Community Protection Notice Use in Oxford

1. The Anti-Social Behaviour, Crime and Policing Act 2014 introduced a range of new powers to address anti-social behaviour. The guidance for the act can be found here: <https://www.gov.uk/government/publications/anti-social-behaviour-crime-and-policing-bill-anti-social-behaviour>
2. The guidance states that these powers are intended to put victims first by providing quicker and more flexible tools for the police and local authorities to respond to problems within their communities.

Community Protection Notice (CPN)

3. CPNs were introduced to address persistent, unreasonable behaviour detrimental to the quality of life of those in the area. A Notice is preceded by a Community Protection Warning (CPW) that advises the recipient that the police or local authority require the person to cease certain behaviours. It can include positive requirements, such as keep an area tidy or attend a support group.
4. A breach of the CPW results in the serving of a CPN, often but not always identical in its requirements. A breach of the CPN is a criminal offence and can result in a Fixed Penalty Notice and/or prosecution in the Magistrates Court, and gives the Council the power to take remedial action to resolve the problem. Contrary to recent publicity surrounding the use of CPNs in Oxford, only the court can fine a person for breaching a CPN. Fines are up to a maximum of £2500 for a person, or unlimited for a business.

Use of CPNs and PSPO in Oxford

Since April 2017 Oxford City Council has issued:

	April 2015-16	April 2016-17	April – October 2017
CPW	156	140	109
CPN	38	24	24
FPN	0	1	4

5. The most common reasons for using CPNs are waste, other environmental problems and noise complaints.
6. CPN usage can be compared to Newham BC whose statistics for October 2014 to October 2015 are illustrated in the table below. The most common use of CPNs was noise, street drinking, rough sleeping and waste in gardens.

CPW	9,109
CPN	1,486
FPN	37
Prosecution	N/A

7. In 2015, Slough Borough Council issued 200 CPWs and 50 CPNs mainly for street drinking, aggressive begging, nuisance neighbours and noise complaints.
8. Our Antisocial Behaviour Service deal with around 1,500 cases per year; CPNs are used in relatively few cases. We find that giving advice and intervening at the earliest opportunity often avoids formal sanctions. Similar to Newham, about 1 in 5 CPWs are breached and lead to a CPN. This ratio is repeated from CPN to FPN.
9. The Council's approach to challenging behaviours restricted by the PSPO adheres to the Corporate Enforcement Policy which requires officers to take the lowest form of intervention suitable to the case. To support this approach a Frequently Asked Questions slip was created and issued to people who are in breach of the PSPO restrictions. The FAQ answers a number of questions and contains the full Order on the rear of the sheet. Since the introduction of the Order on 1st February 2016, the compliance rate on first engagement is extremely high as illustrated in the table below. There have been no prosecutions at court.

Type of restriction	FAQs issued	FPNs issued
Alcohol disorder	9	0
Aggressive begging	38	0
Cycling in a restricted area	308	0
Dog control	9	0
Pedlar restrictions	92	4
Street entertainment restrictions	15	0
Remaining in a toilet restriction	0	0
Urination or defecation	0	0

10. The numbers of FAQs for cycling do not reflect the number of requests by Council officers for people to stop cycling in the restricted area.
11. Although there has been no FAQs issued for toilet restrictions there is a serious and growing problem regarding drug misuse and discarded paraphernalia in public toilets in the city centre.

Principles of Enforcement

1. Oxford City Council operates under various statutory and non-statutory codes of practice in respect of its enforcement activities:
2. The Council will have regard to the Regulators Code and statutory principles of good regulation. The Council's position is that the responsibility for compliance with the law clearly rests with duty holders, i.e. individuals and businesses.
3. Subject to any other legal requirements, we will ensure that we exercise our regulatory activities in a way which is:
 - i) Proportionate – our core duty is to protect the public and safeguard children and vulnerable adults from harm. Our enforcement activities will reflect the level of risk to the public and enforcement action taken will correspond to the seriousness of the offence. We will seek to resolve cases at the lowest level of intervention appropriate to the case.
 - ii) Accountable – the way we carry out enforcement activities will be open to public scrutiny, with clear and accessible policies, and fair and efficient complaints procedures. We will use enforcement activity to assist businesses and others in meeting their legal obligations without unnecessary expense and to support economic growth.
 - iii) Consistent – we will enforce the law in a fair, equitable and consistent manner with a view to maintaining public support for the Council's regulatory role. We will have regard to any action being taken by other bodies.
 - iv) Transparent – we will ensure that our advice to those we regulate is clear and reliable to help them understand their legal obligations and we will seek to raise awareness about what is expected of them and the need to comply. We will consider what action is appropriate for each regulatory matter and offender.
 - v) Targeted – We will seek to change the behaviour of the offender and eliminate any financial gain or benefit from non-compliance where practicable. Our resources will be focussed on higher risk enterprises and activities, reflecting local need and national and corporate priorities. We will seek to restore the harm caused by regulatory non-compliance where appropriate and expedient, and deter future non-compliance.

Version 1.0 Adopted December 2015

Decisions on enforcement action

4. We will take a graduated approach to enforcement, unless there are circumstances where more formal enforcement action is necessary.

5. We will have regard to statutory guidance and national codes of practice when considering enforcement action.
6. When deciding whether to prosecute The Council will have regard to the provisions of The Code for Crown Prosecutors, in particular the need for a realistic prospect of conviction and whether prosecution is in the public interest.
7. Individual regulatory services may supplement this policy by developing more specific and detailed service procedures based on statutory provisions.

To: City Executive Board
Date: 13 February 2018
Report of: Executive Director – Sustainable City
Title of Report: Oxford Flood Alleviation Scheme

Summary and recommendations	
Purpose of report:	To present for approval the proposed land disposals and discounts in relation to the Council's commitment of up to £1,000,000 in-kind contributions from land disposal and compensation foregone to facilitate the Oxford Flood Alleviation Scheme.
Key decision:	Yes
Executive Board Member:	Cllr Bob Price, Board Member for Corporate Strategy and Economic Development
Corporate Priority:	Clean and Green Oxford
Policy Framework:	Corporate Plan and Budget
Recommendation(s): That the City Executive Board resolves to:	
<ol style="list-style-type: none"> Approve the disposal of land (as identified in Appendix 1) to the Environment Agency for the purposes of the Oxford Flood Alleviation Scheme. Such disposal to be below market value but subject to receipt of appropriate consents and the inclusion of appropriate restrictive covenants; with the Council also foregoing any land compensation in relation to the severance to the retained land. The values of the land identified in Appendix 1 being set out in Appendix 2. Approve the total net in-kind contribution to be made by the Council to the Environment Agency of £450,500. Approve the use of the Council's powers under the Local Government Act 1972 and General Disposal Consent 2003 to dispose of the land identified in Appendix 1 below market value. Grant delegated authority to Executive Director - Sustainable City, in consultation with the Heads of Finance and Law and Governance, to enter into appropriate legal agreements with Environment Agency to give effect to the above matters. 	

Appendices	
Appendix 1	CONFIDENTIAL Plan of impacted land owned by Oxford City Council
Appendix 2	CONFIDENTIAL Land values
Appendix 3	Risk Register

Introduction and background

1. At its meeting on 6 April 2017, the City Executive Board authorised the increase of Oxford City Council's project contribution towards Oxford Flood Alleviation Scheme (OFAS) by up to £1m funded from in-kind contributions from land disposal and compensation foregone.
2. The Environment Agency (EA) and partners are working towards a funding target of £121.11m as set out in the Outline Business Case. This includes £116.36m for design and construction and £4.75m for future maintenance. Oxford City Council has already committed to a contribution of £1.5 million capital to help fund the scheme. The scheme is funded from a variety of sources including Government grant, Oxfordshire County Council, Local Enterprise Partnership as well as Oxford City Council. At present the funding gap is approximately £4.35M but active work continues to close this gap. This in-kind contribution is part of the already committed funding and does not assist in closing the existing funding gap.
3. OFAS will reduce the flood risk of over 1,200 properties in Oxford. The in-kind contribution of up to £1m represents the Councils' continued commitment to the scheme and assistance in proving the schemes affordability.
4. The Environment Agency is intending to use Compulsory Purchase powers to secure access to land that is required for the scheme. The Council through agreeing the transfer of rights and ownership as detailed in this report will obviate the need to compulsory purchase Council land which will reduce costs to both the scheme and the Council.
5. This takes forward the decision in principle of April 2017 and details the proposed land disposals and discounts in relation to the Council's in-kind contribution from land disposal and compensation foregone up the value of £1m to facilitate the Oxford Flood Alleviation Scheme for CEB approval.

Lands Strategy

6. There are 68 parcels of land owned by Oxford City Council which are impacted either permanently or temporarily, positively or negatively, by the OFAS. These parcels are outlined in red on the plan found in Appendix 1.
7. Where EA want the ability to increase area of land take, due to detailed design changes, it is proposed that the city council will allow up to a 5% increase on total areas subject to reasonable need and such areas adjoining land already agreed to be in the scheme. This will be outlined in Heads of Terms document between Oxford City Council and Environment Agency.
8. 21 parcels of land are proposed to be disposed at no cost to the Environment Agency, with Oxford City Council transferring its freehold. These parcels are shown on the plan found in Appendix 1. The trigger for transfer of land disposals will be

the completion of legal agreements between the two parties and approval of Full Business Case by HM Treasury for the Oxford Flood Alleviation Scheme.

9. 42 parcels of land are proposed to be retained by Oxford City Council with the Council granting rights to the Environment Agency to carry out works and access to maintain. These parcels are dotted on the plan found in Appendix 1.
10. 2 parcels of land are expected to be bettered by the OFAS. These parcels are shaded on the plan found in Appendix 1.

Financial implications

11. The additional contribution of up to £1m as authorised by CEB on 6th April 2017 is to be funded from in-kind contributions by which we mean waiving land disposal and compensation costs which would be incurred to the Environment Agency by Oxford City Council in the delivery of the Oxford Flood Alleviation Scheme.
12. The total value of the 21 parcels of land that will be disposed at no cost to the Environment Agency is £262,000. Values for individual parcels are provided in detailed in Appendix 2 (Confidential appendix). Land values have been confirmed by independent valuers.
13. The total value of compensation foregone in relation to the severance to the 42 parcels of retained land is £229,000. Values for individual parcels are provided in detailed in Appendix 2 (Confidential appendix).
14. The total value of the land which sees betterment from the OFAS is £40,500. Values for individual parcels are provided in detailed in Appendix 2 (Confidential appendix).
15. Thus the total in-kind contribution proposed to be made by the Council is £450,500 (value of land lost *plus* value of compensation *minus* betterment).
16. This in-kind contribution does not include the appropriate reimbursement of costs incurred by the Council during the Negotiated Settlement (e.g. professional fees). Compensation for these costs will be sought from the Environment Agency.
17. This in-kind contribution does not include the waiving of compensation payable to the relevant tenants impacted by the OFAS. The principle will be for these tenants to seek compensation directly from the Environment Agency.
18. This in-kind contribution does not include temporary losses of the scheme on Council property. For example it does not include the temporary loss of car park income at Redbridge Park and Ride due to the siting of a temporary construction compound within the car park footprint. Compensation for these costs will be sought from the Environment Agency during the construction of the scheme.
19. In Common Law, if you own land adjoining, above or with a watercourse running through it, you have certain rights and responsibilities as the 'riparian owner' to maintain and manage that watercourse for the prevention of flooding and appropriate water management.

Legal issues

20. It is the intention for land matters in relation to the OFAS to be handled via negotiated settlement between the City Council and the Environment Agency rather than through Compulsory Purchase Order.

21. Land disposal will be for the sole purpose of the OFAS development and suitable covenant put on the disposal order agreement.
22. For the cases where the City Council is disposing of land designated as Open Space (Seacourt Nature Reserve and Kendal Copse), this would be subject to discharging our duties under Section 123 (2a) of Local Government Act 1972- Disposal of Open Space Land. Namely the appropriate advertising of our intention in the local press for 2 consecutive weeks prior to disposal.
23. For the cases where the City Council is disposing of land designated as a statutory allotment (Botley Road Allotments, Osney Allotments), this would be subject to discharging our duties under Section 8 of the Allotments Act 1925. Namely that the local authority shall not sell, appropriate, use or dispose of the land for any purpose other than use for allotments without the consent of the Secretary of State. There are 3 mandatory criteria in Section 8 for Secretary of State to deem consent:
 - i) the Secretary of State is satisfied that adequate provision will be made for allotment holders displaced by the action of the Council; or
 - ii) the Secretary of State is satisfied that such provision is unnecessary; or
 - iii) the Secretary of State is satisfied that such provision is not reasonably practicable.
24. Where there is a loss of allotment land this will be re-provided on adjoining land. The allotments societies have been consulted on the details of these plans.
25. For cases where the City Council is disposing of the freehold of land to the Environment Agency at no cost, the City Council will be enacting its powers under the Local Government Act 1972: General Disposal Consent 2003 disposal of land for less than the best consideration that can reasonably be obtained. The City Council deems this appropriate use of powers as the Council considers that the disposal for the purposes of delivering the Oxford Flood Alleviation Scheme is likely to contribute to the achievement of:
 - i) the promotion or improvement of economic well-being;
 - ii) the promotion or improvement of social well-being;
 - iii) the promotion or improvement of environmental well-being; and
 - iv) the best price reasonably obtainable for each of the parcels of land does not exceed £2,000,000.

In these cases the Council will transfer the deed and title of the land to the Environment Agency by agreement, reserving rights for the Council where appropriate.

26. For cases where the City Council wishes to retain the freehold of land but is foregoing the compensation in relation to the severance and/or disturbance to the retained land, the City Council will enter into a rights based agreement with the Environment Agency.
27. These specific and separate legal agreements will be entered into by Executive Director- Sustainable City in consultation with the Heads of Finance and Law and Governance.

28. It is important to remember that the Environment Agency will continue with a Compulsory Purchase Order across the whole of the scheme unless settled agreements are reached.

Level of risk

29. Please see Risk Register in Appendix 3.

Equalities impact

30. No Equalities Impact Assessment is considered necessary after undertaking the screening process.

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Service area or department	Environmental Sustainability
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Background Papers: None

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Appendix 3: Risk Register - OFAS

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
Financial	Ongoing maintenance and management liability once scheme completed	Threat	In Common Law, if you own land adjoining, above or with a watercourse running through it, you have certain rights and responsibilities as the 'riparian owner' to maintain and manage that watercourse for the prevention of flooding and appropriate water management.	Pressure on internal service budgets	21.12.17	Nigel Kennedy	3	4	-	-	2	2		Manage this potential risk by feeding back to EA on their draft maintenance and management plans and financing mechanism. Forecast any impact as early as possible and financially plan for it in the relevant service budgets.	+5 years after the construction of the scheme finishes	G	ongoing	Tim Sadler Jo Colwell Nigel Kennedy Lyn Barker
Environmental/ Social/ Economic	Environment Agency do not bridge funding gap and therefore scheme does not go ahead.	Threat	Funding gap as Central Government will not fully fund the scheme and expect partnership funding contributions.	Scheme does not go ahead and 1500 properties remain at risk of flooding.	09.01.17	Environment Agency	4	4	-	-	2	2		Council continuing to advocate the project to other potential funders in its capacity as a named Partner and standing member on Programme Executive, Programme Board and Project Board.	ongoing	A	ongoing	Tim Sadler Jo Colwell
Reputational	Councils' contribution perceived to be lacking compared to other funders	Threat	Lack of understanding as to City Council's role in relation to Flooding. County Council are the Lead Local Flood Authority not the City Council.	Poor publicity for the Council.	21.12.17	Tim Sadler	2	3	-	-	2	2		Council's on-going presence on the Scheme as a named Partner and standing member on Programme Executive, Programme Board and Project Board. Have clear messaging regarding the scope of City Council responsibility around flooding.	ongoing	G	ongoing	Tom Jennings Tim Sadler Jo Colwell

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Minutes of a meeting of the CITY EXECUTIVE BOARD on Tuesday 23 January 2018

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Committee members:

Councillor Price (Chair)

Councillor Brown

Councillor Hollingsworth

Councillor Smith

Councillor Tidball

Councillor Turner (Deputy Leader)

Councillor Hayes

Councillor Rowley

Councillor Tanner

Officers:

Gordon Mitchell, Interim Chief Executive

Tim Sadler, Executive Director Sustainable City

Jackie Yates, Executive Director Organisational Development and Corporate Services

Anita Bradley, Monitoring Officer

Nigel Kennedy, Head of Financial Services

Helen Bishop, Head of Business Improvement

Laura Higgins, Planning and Regulatory Team Leader

Frances Evans, Strategy & Service Development Manager

John Mitchell, Committee and Member Services Officer

Vic Frewin, Interim Head of IT

Ian Wright, Service Manager Environmental Health

Also present:

Councillor Andrew Gant, Liberal Democrat Group Leader

Apologies:

No apologies were received

131. Declarations of Interest

There were no declarations of interest.

132. Addresses and Questions by Members of the Public

None received.

133. Councillor Addresses on any item for decision on the Board's agenda

None received.

134. Councillor Addresses on Neighbourhood Issues

None received.

135. Items raised by Board Members

None received

136. Scrutiny Committee Reports

Preventing Elderly Isolation

Cllr Gant said the Scrutiny discussion had been supported well by officers and the Board Member. The Committee had looked at some specific matters as well as the more general ones reflected in the recommendations. He welcomed the positive response to the recommendations from the Board Member.

The Chair noted that isolation was not just a function of age or ethnicity and should be considered across the piece. This was a subject which warranted some more concrete action and to that end he would ask for it be picked up by the Oxfordshire Strategic Partnership.

137. Community Infrastructure Levy - Preliminary Draft Charging Schedule

The Head of Planning, Sustainable Development & Regulatory Services has submitted a report to seek approval to consult on a new Community Infrastructure Levy (CIL) Preliminary Draft Charging Schedule.

Introducing the report Councillor Alex Hollingsworth, Lead Member for Planning and Regulatory Services said there was often confusion between the Community Infrastructure Levy (CIL) and Section 106 funding. Developers can ask for one to be applied but not both. CIL was the government's preferred method of collecting pooled contributions to fund infrastructure and had the advantage of accessing the money at the outset.

The Planning Policy Team Leader said that consultation about the development of the wide "Regulation 123" list could be as wide or as narrow as the Council wished. Cllr Hollingsworth said that it was not a 'wish list' but rather a list of projects to which money can be put. Prioritisation was important given the significant funding gap (over £130m) between the projected CIL income and the aggregate funding gap of infrastructure.

The Planning Policy Team Leader said that the economic viability study mentioned in the report was important as it would allow developers to see the impact of CIL and, therefore, whether or not a development would be viable.

The City Executive Board resolved to:

1. **Approve** the Community Infrastructure Levy (CIL) Preliminary Draft Charging Schedule (PDCS) for consultation; and
2. **Authorise** the Head of Planning, Sustainable Development and Regulatory Services, in consultation with the Executive Board Member, to make any necessary editorial corrections not materially affecting the document prior to publication.

138. Draft Housing Assistance and Disabled Adaptations Policy 2018

The Head of Planning, Sustainable Development and Regulatory Services has submitted a report which seeks approval from the City Executive Board to implement the proposed changes to the Housing Assistance and Disabled Adaptation Policy.

Cllr Rowley, Board Member for Housing, introduced the report by explaining that its purpose was to expand the existing policy and increase the number of residents able to remain in their homes and to facilitate speedier hospital discharges than would otherwise be the case. Among other things the policy would increase the maximum Adapted Homes Grant to £8,000.

The Chair noted the importance of ensuring that the changes were well communicated and sight should not be lost of the importance of paper based communications in Community Centres, doctors' surgeries etc.

The City Executive Board resolved to:

1. **Approve** the draft Housing Assistance and Disabled Adaptation Policy.

139. Housing and Homelessness Strategy 2018-21

Councillor Smith arrived at the start of this item.

The Head of Housing Services had submitted a report which notes the amendments made to the draft Housing and Homelessness Strategy 2018-21 following 6 weeks of public consultation and seeks the City Executive Board's approval of the amended draft Strategy (and its associated appendices).

Councillor Rowley, Lead Member for Housing, reminded the Board that the pre-consultation version of the strategy had come to a previous meeting of the Board. The Strategy which had an emphasis on joint working with partners and service users now took account, among other things, of the Homelessness Reduction Act. He had been pleased to accept some helpful suggestions of detail put forward by the Housing Panel.

The Strategy & Service Development Manager noted that the significant size of the Strategy was a result of having combined three previous Strategies into one.

The 'City Conversation' in November, while too late to contribute substantively to the Strategy, had been useful in informing Members' and officers' thinking about these matters. Cllr Rowley said that a steering group of partners had been formed after the

City Conversation which was due to report back in April. Information about the City Conversation had been published on the Council's website. He confirmed that it was intended that there should be a military veterans' representative on the Steering Group.

Cllr Hollingsworth thought that the aspiration of getting to the point where people do not have to be homeless or sleep rough in the City if they do not want to should be made explicit. This aspiration had emerged from the City Conversation. It was agreed that the first bullet point of section 5 of the Strategy should be amended to reflect the views expressed in the City Conversation.

The City Executive Board resolved to:

1. **Note** the amendments made to the draft Housing and Homelessness Strategy 2018-21 in response to feedback from the public consultation; and
2. **Recommend to Council to adopt** the amended draft Housing and Homelessness Strategy 2018-21 and its associated appendices.
3. **Delegate authority** to the Head of Housing Services to make minor editorial changes as recommended by the Housing Panel of the Scrutiny Committee at its meeting on 16 January and by the City Executive Board at its meeting on 23 January, and to update the Strategy and Action Plan as required in accordance with the monitoring and review process set out in Chapter 10 of the Strategy

140. Award of Kitchen Contract

The Managing Director Oxford Direct Services had submitted a report to seek project approval and delegated authority for the Executive Director of Sustainable City to award a contract for the Supply of Kitchen Units, Worktops and Accessories.

Councillor Mike Rowley, Lead Member for Housing, said that the Council spent c. £300k per annum on kitchen units, worktops and associated accessories. The report proposed a change in the current invoicing route which had the potential to save c. £45k per annum.

The City Executive Board resolved to:

1. **Give project approval** for the Supply of Kitchen Units, Worktops and Accessories; and
2. **Delegate** to the Executive Director of Sustainable City, authority to award a contract for the Supply of Kitchen Units, Worktops and Accessories to the Council.

141. Lucy Faithfull House

The Head of Housing Services had submitted a report to seek approval in the first instance for the transfer of the freehold interest in Lucy Faithfull House to the Council's Housing Group of companies and making available the necessary loan finance for the development of the site to proceed, whilst leaving the possibility to develop the site within the HRA as a secondary option.

Councillor Mike Rowley, Lead Member for Housing, reminded Members that the principles of the proposals in the report had been previously agreed by the Board.

The Board were pleased to support the recommendations which would result in a welcome increase to the City's affordable housing opportunities while noting the importance of giving careful thought to allocations to these properties. Smaller units might present opportunities to move tenants from elsewhere in the City, so freeing up larger properties.

The City Executive Board resolved to:

1. **Approve** the disposal of the freehold interest in Lucy Faithfull House to the appropriate company within the Council's Housing Group ("OCHL") and delegate authority to the Chief Executive in consultation with the Monitoring Officer and the Head of Financial Services to approve the terms of the disposal;
2. **Recommend** to Council to include a budget of £13m in the General Fund Capital Programme for the provision of a loan to OCHL for the purpose of developing the site for residential accommodation as detailed in the Council's Consultation Budget Report presented elsewhere on the agenda; and
3. **Recommend** that if progress of the preferred option of development within OCHL is deferred for whatever reason then the option of development using the HRA as the delivery vehicle is considered.

142. Project Approval – End User Device Refresh

The Head of Business Improvement had submitted a report which seeks project approval and delegated authority for the Executive Director of Organisational Development and Corporate Services to award a contract for refresh of end user devices for City Council Officers.

Councillor Susan Brown, Deputy Leader and Lead Member for Customer and Corporate Services, explained that the majority of the Council's end user devices needed to be updated; necessary software changes were imminent; and there were economies of scale to be derived from large scale purchasing. All of which led to the preferred option of replacing all relevant assets in one go and in 2018/19.

The City Executive Board resolved to:

1. **Give project approval** for the Procurement of End User Devices for City Council Officers; and
2. **Delegate to** the Executive Director of Organisational Development and Corporate Services, in consultation with the portfolio holder, authority to award a contract for the supply and implementation of End User Devices for City Council Officers.

143. Minutes

The Board resolved to APPROVE the minutes of the meeting held on 20 December as a true and accurate record.

144.Dates of Future Meetings

Meetings are scheduled for the following dates:

- 13 February
- 20 March
- 17 April

All meetings start at 5pm.

The meeting started at 5.00 pm and ended at 6.00 pm

Chair

Date: Tuesday 13 February 2018

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

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