

Date: 29 January 2009

TO: All Members of the Executive
FOR ATTENDANCE

TO: All Other Members of the Council
FOR INFORMATION

Dear Sir/Madam

Your attendance is requested at a meeting of the **EXECUTIVE** to be held in the **GUILDHALL, ABINGDON** on **FRIDAY, 6TH FEBRUARY, 2009** at **2.30 PM**.

Yours faithfully



Carole Nicholl
Head of Democratic Services

Members are reminded of the provisions contained in the Code of Conduct adopted on 30 September 2007 and Standing Order 34 regarding the declaration of Personal and Prejudicial Interests.

A G E N D A

A large print version of this agenda is available. Any background papers referred to may be inspected by prior arrangement. Contact Steve Culliford, Democratic Services Officer on telephone number (01235) 540307; e-mail: steve.culliford@whitehorsedc.gov.uk.

Please note that this meeting will be held in a wheelchair accessible venue. If you would like to attend and have any special access requirements, please let the Democratic Officer know beforehand and he will do his very best to meet your requirements.

Open to the Public including the Press

Map and Vision **(Pages 5 - 6)**

A map showing the location of the venue for this meeting, together with a copy the Council Vision is attached.

STANDING ITEMS

1. Apologies for Absence

To receive apologies for absence.

2. Minutes

To adopt and sign as a correct record the minutes of the Executive meetings held on 3, 5 and 11 (re-convened meeting) December 2008 (previously circulated).

3. Declarations of Interest

To receive any declarations of Personal or Personal and Prejudicial Interests in respect of items on the agenda for this meeting.

Any Member with a personal interest or a personal and prejudicial interest in accordance with the provisions of the Code of Conduct, in any matter to be considered at a meeting, must declare the existence and nature of that interest as soon as the interest becomes apparent in accordance with the provisions of the Code.

When a Member declares a personal and prejudicial interest he shall also state if he has a dispensation from the Standards Committee entitling him/her to speak, or speak and vote on the matter concerned.

Where any Member has declared a personal and prejudicial interest he shall withdraw from the room while the matter is under consideration unless

- (a) his/her disability to speak, or speak and vote on the matter has been removed by a dispensation granted by the Standards Committee, or
- (b) members of the public are allowed to make representations, give evidence or answer questions about the matter by statutory right or otherwise. If that is the case, the Member can also attend the meeting for that purpose. However, the Member must immediately leave the room once he/she has finished; or when the meeting decides he/she has finished whichever is the earlier and in any event the Member must leave the room for the duration of the debate on the item in which he/she has a personal and prejudicial interest.

4. Urgent Business and Chair's Announcements

To receive notification of any matters which the Chair determines should be considered as urgent business and the special circumstances which have made the matters urgent, and to receive any announcements from the Chair.

5. Statements and Petitions from the Public Under Standing Order 32

Any statements and/or petitions from the public under Standing Order 32 will be made or presented at the meeting.

6. Questions from the Public Under Standing Order 32

Any questions from members of the public under Standing Order 32 will be asked at the meeting.

7. Financial Monitoring

(Pages 7 - 8)

Appended to the agenda is a schedule of requests for virements and permanent budget adjustments. Some of these have been approved under delegated authority by the Strategic Director; others require the Executive's approval.

Recommendation

that the virements and permanent budget adjustments set out in the agenda report be approved.

KEY DECISIONS

8. Corporate Plan 2009-12

(Pages 9 - 36)

To receive and consider report 146/08 of the Principal Performance Management Officer.

9. Local Authority Carbon Management Plan

(Pages 37 - 90)

To receive and consider report 147/08 of the Deputy Director (Housing and Community Safety).

10. Treasury Management and Investment Strategy for 2009/10

(Pages 91 - 102)

To receive and consider report 148/08 of the Strategic Director.

11. Revenue budget 2009/10 and capital programme to 2012/13

(Pages 103 - 150)

To receive and consider report 149/08 of the Head of Finance to recommend to Council the revenue budget 2009/10 and capital programme to 2012/13.

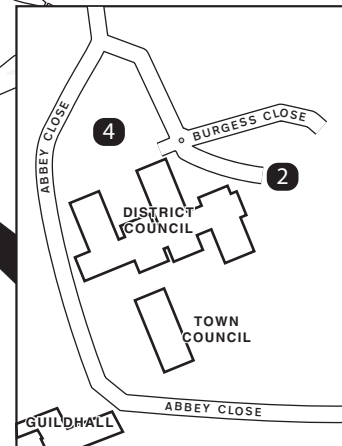
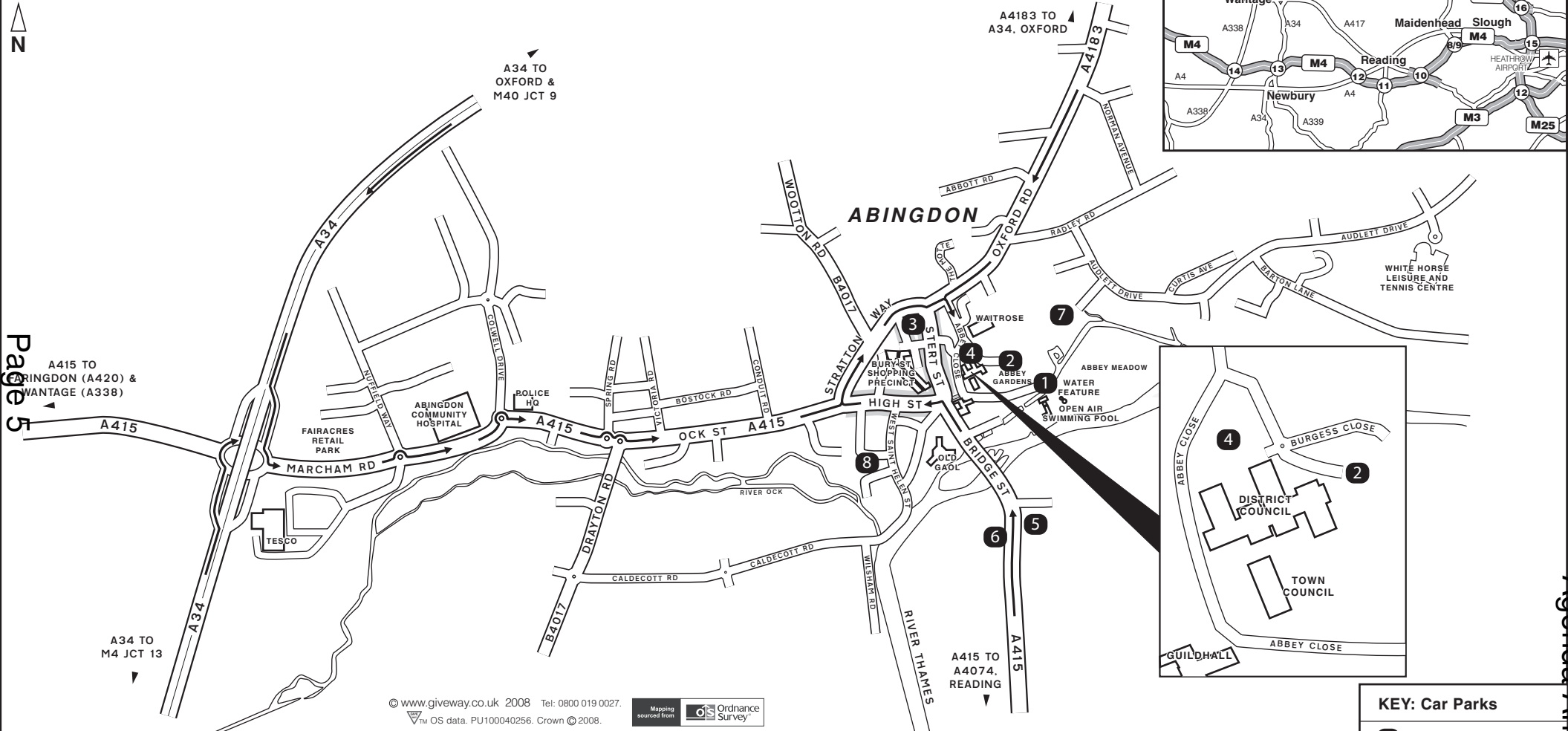
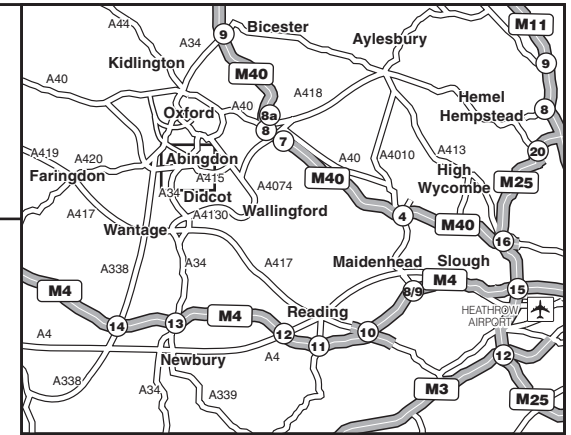
OTHER MATTERS

12. **Corporate Governance Report - Third Quarter 2008/09**
(Pages 151 - 167)

To receive and consider report 150/08 of the Management Team.

Exempt Information Under Section 100A(4) of the Local Government Act 1972

None.



KEY: Car Parks

1	Abbey Close
2	Cattle Market
3	Charter Multi-storey
4	Civic
5	Rye Farm
6	Hales Meadow
7	Audlett Drive
8	West St Helen Street

By rail – the nearest main line railway stations to Abingdon are either Didcot Parkway (seven miles) or Oxford (eight miles). Radley railway station is located on the main line between Oxford and Didcot and is three miles from Abingdon town centre. For details of train times visit www.nationalrail.co.uk or call 08457 484950

By bus – there are a number of bus routes serving Abingdon town centre. For details of services and timetables, visit Oxfordshire County Council's website at www.oxfordshire.gov.uk. Contact details for bus operators can be found on the travel information pages on our website www.whitehorsedc.gov.uk

Parking – details of car parks charges can be found on our website



The Council's Vision Statement

Our Vision and Aims-

Our Vision is to build and safeguard a fair, open and compassionate community

The Vale of White Horse District Council aims to:

Strengthen local democracy and public involvement through access to information, consultation, and devolution of power so that everyone can take part in our community and contribute to the decisions which affect our lives

Create a safer community and improve the quality of life among Vale residents

Encourage a strong and sustainable economy which benefits all who live in, work in or visit the Vale

Help disadvantaged groups and individuals within the Vale to realise their full potential

Provide and support high quality public services which are effective, efficient and responsive to the needs of people within the Vale

Protect and improve our built and natural environment

*Adopted by the Vale of White Horse District Council
16th November 2005*

Virement Requests for Executive Approval
(and requests approved under delegated powers for noting)

Key to Type

- 1 Within a subjective within a cost centre
- 2 Within a Cost Centre but across subjective headings
- 3 Within the cost centres of a service area
- 4 Across service areas
- 5 Over £10,000

Budget Virements and Ledger Maintenance requests received at 9 January 2009

Date	Account From	Cost Centre Code	Cost Centre Name	Account To	Cost Centre Code	Cost Centre Name	Virement Total £	Virement Percentage	Reason	Type	Authorised by Director/ Deputy Director	Requires Executive Approval
Budget Virements												
17/11/2008	Various	CN21	Faringdon Cash Office	1001	CN21	Faringdon Cash Office	7,190	96.0%	Virement to reflect actual savings resulting from the closure of Faringdon Cash Office (SPP 52X). Originally the savings were taken entirely from salaries.	2	Y	Y
17/11/2008	1001/1003/1005	CN21	Faringdon Cash Office	1001/1003/1005	CN41	Abingdon LSP	10,100	45.0%	To amend the salary allocation of LSP Manager and Team Leaders following the closure of Faringdon Cash Office (SPP 52X).	5	Y	Y
24/11/2008	2604	PA41	Parks & Open Spaces	2604	PS71	Property Management (Non-operational)	2,300	0.6%	To transfer part of the Grounds Maintenance budget in Parks to Property Management to better reflect the actual split of expenditure	4	Y	N
26/11/2008	9107	PS31	Estates Management	2000	PS31	Estates Management	28,000	n/a	This creates an expenditure budget for the repair of fire damaged garages at Portway, Wantage and a matching income budget for the insurance.	5	Y	Y
28/11/2008	1001/1003/1005	CN41	Abingdon LSP	1100	CN41	Abingdon LSP	6,770	1.6%	Use of unspent salary budget (due to vacancy) to cover the cost of agency staff.	1	Y	N
10/12/2008	4504	CH31	Performance Management	4512	CH31	Performance Management	300	13.4%	To cover half the cost of changes to SODC Performance Management database to allow Vale use	1	Y	Y
22/12/2008	4400	CH21	Organisational Development	4610	HR11	Training & Development	5,000	19.0%	To transfer funding from Organisational Development to allow development through attending conferences	3	Y	Y
22/12/2008	1001/1003/1005	HR21	Recruitment & Selection	1002	HR21	Recruitment & Selection	7,370	7.0%	To fund short term overtime instead of filling vacant post	1	Y	Y
05/01/2009	1005	CS11	CCTV	1003/1100/1207	CS11	CCTV	13,500	6.3%	To transfer underspend on superannuation (not all staff in pension scheme) to cover overspends on national insurance, shift allowances and agency staff	5	Y	Y
05/01/2009	4400	CH11	Organisational Change	3008/3010	CH11	Organisational Change	2,150	1.6%	To transfer underspend on Fees & Hired Services to cover overspend on car allowances/mileage	2	Y	N
05/01/2009	4307	CH11	Organisational Change	4426	CH11	Organisational Change	500	0.4%	To transfer underspend on Stationery to cover overspend on purchase of IT consumables	1	Y	N

83,180

Total Virements

Date	Account From	Cost Centre Code	Cost Centre Name	Account To	Cost Centre Code	Cost Centre Name	Virement Total £	Virement Percentage	Reason	Type	Authorised by Director/ Deputy Director	Requires Executive Approval
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Ledger Maintenance

19/12/2008	2201	CT21/CT31/CT61	Member Services/Town & Parish	2201	CT11	Committee Management	5,300	100.0%	To consolidate Room Hire budgets from Democratic Services cost centres into one account /cost centre	3	Y	Y
19/12/2008	4102	CT21/CT31/CT61	Support/Members Support Admin	2201	CT11	Committee Management	2,700	100.0%	To consolidate Catering budgets from Democratic Services cost centres into one account /cost centre	3	Y	Y
22/12/2008	4400	HR21	Recruitment & Selection	1600	HR61	Health & Safety	1,800	37.0%	To move the budget for vision tests and contributions to spectacles (required by the Display Screen Equipment regulations) to a more appropriate account/cost centre	3	Y	Y

Total Ledger Maintenance 9,800

Summary	
Total Type 1	14,940
Total Type 2	9,340
Total Type 3	14,800
Total Type 4	2,300
Total Type 5	51,600
Total	92,980

REPORT OF THE PRINCIPAL PERFORMANCE MANAGEMENT OFFICER
TO THE EXECUTIVE
6TH FEBRUARY 2009

Corporate Plan 2009-12

1.0 Introduction and Report Summary

- 1.1 The Corporate Plan 2009-12 is a key document which details our Vision, Strategic Objectives and Corporate Priorities for the next three years. It has been developed following widespread consultation with Members, the Senior Management Team and residents. The plan clearly describes our Strategic Objectives and Corporate Priorities. For each of our Corporate Priorities key targets, actions and measures show how they will be achieved. Attached to this report (Appendix A) is a draft of key sections of the plan.
- 1.2 The contact officer for this report is Robert Woodside, Principal Performance Management Officer, telephone (01235 520202 ext 499). Email address: **robert.woodside@whitehorsedc.gov.uk**

2.0 Recommendations

- 2.1 *that the Council be recommended to:*
- (i) *agree the six Strategic Objectives and associated Corporate Priorities, key targets, actions and measures;*
 - (ii) *delegate authority to the Chief Executive, in consultation with the Leader of the Council, to agree the final version of the plan; and*
 - (iii) *agree an amendment to the Council's Vision statement, to improve clarity and compactness, by dropping the six aims since these are largely incorporated in the body of the new Corporate Plan*

3.0 Relationship with the Council's Vision, Strategies and Policies

This report relates to the Council's Vision in that it supports all of its objectives and does not conflict with any Council Strategies. It supports all of the strands of the Vale Sustainable Community Strategy.

4.0 Corporate Plan 2009-12

- 4.1 The Corporate Plan is a key document which details our Vision, Strategic Objectives and Corporate Priorities for the next three years. It has been developed following widespread consultation with Members, the Senior Management Team and residents. The plan clearly describes our Strategic Objectives and Corporate Priorities. For each of our Corporate Priorities, key targets actions and measures show how they will be achieved. Performance against these detailed measures, including National Indicators

and Local Performance Targets, will be reported quarterly to the Executive and Scrutiny Committee.

- 4.2 The plan will use common vocabulary and terminology with South Oxfordshire District Council. This will make it easier for the shared Senior Management Team and shared services to operate across both councils.
- 4.3 In December 2008, Mori ran 3 extended discussion groups of residents looking at the proposed Strategic Objectives and Corporate Priorities of the Council. The groups were held in Abingdon, Wantage and Faringdon and gave a wide range of feedback, including residents views of the Council. Overall, there was positive support for the objectives and priorities included in the attached draft of the Corporate Plan. One of the key messages was that the Council needs to improve communication with our residents about the services that we provide and our achievements. This is now a Corporate Priority within the 'Managing our Business' Strategic Objective. The comments and views raised at these discussion groups will be used to help develop and improve the services delivered by the Council.
- 4.4 It is proposed that the Council's Vision statement is streamlined. The primary heading will be retained "Our Vision is to build and safeguard a fair, open and compassionate Community", but in the interests of clarity and compactness, the 6 detailed aims are to be dropped as they are largely incorporated in the new Corporate Plan.
- 4.5 The final version of the plan will be published in late March / early April. This will essentially be a web based document, however a limited number of hard copies will be produced.

ROBERT WOODSIDE
Principal Performance Management Officer

Background Papers: None

Value for the Vale

Providing high quality value for money services for our residents

Corporate Plan 2009-12

Foreword

by the leader and chief executive

We are pleased to present our Corporate Plan for 2009-12, which sets out our objectives and priorities for the next three years, and outlines how we intend to achieve them. It is an ambitious programme of work, but one we are sure our dedicated staff and councillors will work hard to deliver.

One of the key challenges we face is the current economic climate and addressing the many ways it will impact on residents. The plan strives to ensure that the Vale remains a sustainable and vibrant place to live and work during this period, by supporting people and the local economy where possible, and ensuring that we are ready to take advantage of the upturn when it occurs.

For the coming year we want to start tackling head-on some of the issues that people in the Vale feel are important, such as market town vitality and the problems of flooding and other issues associated with climate change. We want to make sure that there are more affordable homes, and that our towns and villages are cleaner, greener and safer communities.

One of the key challenges we face is delivering high quality and good value services with increasingly limited resources. We will continue to search for new ways of getting the best value for our council tax payers.

We are lucky that we live in a beautiful area with vibrant towns and villages and an economy that is relatively resilient in the face of economic stress. We want to continue to do what we can to improve the quality of life for everyone living and working in the Vale.



Tony de Vere – Leader of the Council
tony.devere@whitehorsedc.gov.uk

If you want to make any comments on this Corporate Plan please feel free to email



either of us.

David Buckle – Chief Executive
david.buckle@whitehorsedc.gov.uk

Introduction

This Corporate Plan relates to the period 2009-12 and covers the current administration up to the next elections in May 2011. Following the next election, a new four year Corporate Plan will be developed.

This plan forms the link between the vision and the services that the council tax payers of the district tell us they want. It is expressed as six strategic objectives, each associated with a set of corporate priorities. We use these to help us decide how resources should be deployed, as a basis for our Community Strategy, and to determine how we work within the Local Area Partnership to achieve broader goals that benefit the residents of the Vale.

“Our Vision is to build and safeguard a fair, open and compassionate community”

The objectives and priorities described in this plan have been recently validated in user forums across the district. Feedback from these meetings has been incorporated into the plan. There will be regular opportunities for the residents and local groups of the Vale to express their views and the council will continue to respond to their needs and wishes on the performance and focus of their council. We hope you find the plan informative and we welcome any views on its content or structure.

Working in Partnership

We are responsible for delivering a wide range of services to our residents, people who work within our district and visitors. Some of these services we provide directly, but many are delivered in partnership with other organisations. These include public bodies such as the police, with private sector companies for services like waste collection and with the voluntary sector who are often used for the provision of specialist services.

Vale Sustainable Community Strategy and Local Development Framework

The council approved a Sustainable Community Strategy in November 2008 called 'Working together for a better Vale'. It was prepared by the Vale Partnership, which brings together representatives from the public, private and voluntary sectors in the Vale. This long term plan will address current issues, but will also look to improve the quality of life in the Vale in the years ahead.

Underpinning the actions in the strategy is the need for sustainability. This is generally defined as meeting the needs of the present generation without compromising the ability of future generations to meet their own needs. The partnership's vision for the future is for a sustainable Vale:

- With prosperous, inclusive and thriving communities that have good access to a range of housing, jobs and services.
- Where everyone can feel safe and enjoy life.
- Where our needs can be met without compromising the natural and built heritage or the ability of future generations to meet their needs.

The strategy is a commitment by the council and its partners to work together with available resources to provide services that will help to improve quality of life and maintain communities where people want to live and work, now and in the future. Some of the issues will be tackled through policies and proposals in the Local Development Framework (LDF). This is an important plan which will help shape the future of the Vale up to 2026. It contains a Core Strategy which sets out a long term vision and key objectives for the district up to 2026. Major new sites for housing, employment and retail development will be identified in the plan, as will the infrastructure needed to support them.

The Oxfordshire Local Area Agreement 2008-11

This is a three year agreement between the government and a wide range of key partners across Oxfordshire. The aim is to develop partnership working which will lead to improvements in service delivery. The agreement is being managed by the Oxfordshire Partnership which is the county wide local strategic partnership. The key priorities of the agreement are, in part, measured by performance against 35 National Indicators. Targets have been agreed with the government and if these are met the partnership will share reward grant at the end of the three year period. There are direct links with many of the national Indicators included in the agreement and our corporate priorities. Full details can be found later in this plan.

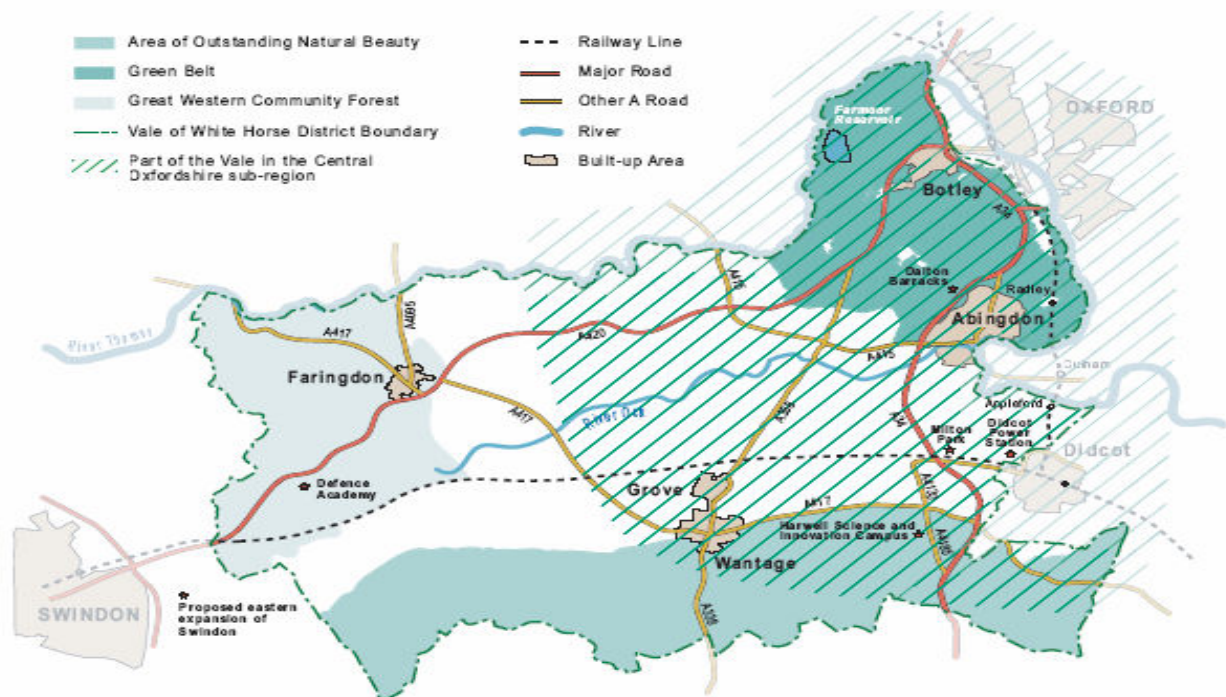
Working with South Oxfordshire District Council

The two councils have a long history of joint working together, and more recently, shared services. For example, a shared finance service has been in place since 2006. This includes a joint revenues and benefits contract with Capita and internally provided accountancy, finance client side, benefit fraud and audit services. We will be extending joint working further with the introduction of a joint waste collection and street cleaning service in 2010.

Both councils have agreed to create a shared management team. Substantial savings will arise from having a reduced number of senior managers. These savings will help both councils address budget challenges for later years identified in their respective medium term financial plans. Councils are under increasing financial pressure through reducing government grants, limits on council tax increases and increasing expectations from customers. These pressures are heightened by the Government's expectation of further efficiency savings from every council. Both councils face challenges to set balanced budgets for 2009/10 and later years whilst seeking to improve frontline services in our priority areas.

The creation of a shared management team will lead to annual joint savings of around £750,000. In addition, there are a number of non-financial benefits which are equally important. Best practise will be encouraged across both councils. Having a common senior management structure will make it easier to achieve joint delivery of services in areas where the two councils positively decide that they wish to do this where a single service delivery arrangement could deliver financial and operational benefits. Finally there is a potential set of benefits around the profile that will result from shared working. The new management team is responsible for delivering services to a population of nearly 250,000, larger than any single district council in the country.

The Vale of White Horse in context



The Vale of White Horse is located in the upper Thames Valley and is one of five districts within Oxfordshire. The council takes its name from the famous 3,000 year old monument carved on the crest of White Horse Hill, Uffington. It is the oldest of all the white horses in England. The Vale is bounded to the north and east by the River Thames and to the south by the Berkshire Downs. The district covers some 224 square miles (580 square kilometres) of country that is attractive and mainly rural in character.

The flood plains of the Thames and its tributaries cover extensive areas of the district. With some 4,500 homes that could be affected by flooding, this is a serious issue in the Vale. Flooding could become more frequent and cover larger areas as a result of climate change.

The Vale's Population

The population of the Vale was estimated as 117,000 in 2007. About half the population lives in the three historic market towns of Abingdon, Faringdon, and Wantage, plus North Hinksey (Botley) and the expanded village of Grove. The remainder is distributed in more than 60 villages and hamlets throughout the Vale. In common with much of the country the Vale has an ageing population with a little over 16% of its population over 65 years old.

The population of the Vale is projected to reach 139,000 by 2026. The proportion of the population that is over 65 will rise by 47% whereas the proportion of those 14 and under will rise by only 11.3%. In common with national trends, the Vale will see an increasingly ageing population, with growing numbers of smaller and single person households.

The Vale has a relatively small black and minority ethnic population, compared to the national average. The 2001 Census shows that 6.7% of the district population (7,765 people) describe themselves as members within ethnic groups other than white British. Of these, those most represented in the district include Irish (1,176), people from other white ethnic groups (3,821), Chinese (499) and Indian (415). The percentage of people who describe themselves as other

than white British people within the district is lower than the Oxfordshire average (10.1%) and about 2% lower than the South East as a whole (8.7%). In terms of disability, just over 13% of our residents have a limiting long-term illness / disability.

Housing

There has continued to be a sustained increase in the number of households. This reflects the national trend towards smaller and more rapidly forming households. The Vale has over 48,600 households of which nearly a quarter consist of a single person. Average private household size is expected to fall from 2.4 in 2006 to 2.29 in 2026, meaning that in 2026 there will be just over 59,000 private households, which is a rise of 24% over the 2006 figure. The level of owner occupation is 76.2% (March 2004) which is above the national average of 74.4%.

Compared with the national average the housing stock is relatively modern and in generally good condition. Between 1996 and 2007 nearly 4,000 homes were built in the Vale, of which almost 1,200 were affordable. Nevertheless, with house prices nearly nine times higher than average incomes, many local people continue to find it difficult to buy their own home or rent from a private landlord. The problem is particularly acute in the smaller communities where house prices are very high and few properties are available to rent from housing associations.

Employment and the Economy

The Vale's economy has remained strong throughout the 1990s and early years of the new century, and opportunities for employment have been good. There is an above average proportion of people who are economically active (86.6%) with above average earnings. Unemployment levels remain comparatively low. However, as with all areas in the country there are uncertainties about the economic future of the district as a result of the current credit crisis and economic down turn.

Science Vale UK in south central Oxfordshire is an area of economic growth that comprises:

- The Harwell Science and Innovation Campus. This includes the Diamond Synchrotron and the ISIS neutron source. Over 4,500 people work for around 100 companies at the site.
- Milton Park, which is one of Europe's largest multi-use business parks. It has over 160 companies employing around 6,500 people
- The towns of Wantage and Didcot
- The expanded village of Grove

The Science Vale UK Partnership has come together to ensure that the development momentum continues and that the area establishes itself as a world leading site for scientific, research and development and high technology businesses.

The Vale also has two key military related sites providing a range of jobs. These are the Defence Academy at Watchfield and Dalton Barracks on the edge of Abingdon. There are numerous rural business sites outside the main settlements and the rural economy is also supported by business activities which are directly related to the countryside, such as farming, forestry and equestrian activities. The Vale, in partnership with South Oxfordshire District Council, has secured joint grant funding in 2008 of £1.8 million to help revitalise and support rural businesses.

Strategic Objectives and Corporate Priorities

Strategic Objective: Meeting people's need for housing

Corporate Priorities

1. Enable affordable homes to be built in the district each year in line with the Vale's ambitious targets
2. Help people in housing need to resolve their housing problems

Strategic Objective: Supporting a vibrant local economy

Corporate Priorities

1. Work in partnership to sustain vibrant market towns
2. Support rural business and communities
3. Promote 'Science Vale UK' as a world leading area for science and technology

Strategic Objective: Managing our business effectively

Corporate Priorities

1. Provide value for money services that meet the needs of our residents and service users
2. Optimise access to our services
3. Improve communication about the council's activities and achievements

Strategic Objective: Rising to the challenge of climate change

Corporate Priorities

1. Minimise our impact on the causes of climate change
2. Respond to the effects of climate change, particularly flooding
3. Minimise the waste we produce and maximise recycling

Strategic Objective: Helping to maintain a safe Vale

Corporate Priorities

1. Help to maintain, or further reduce, low levels of crime and anti-social behaviour
2. Reduce the fear of crime and anti social behaviour

Strategic Objective: Keeping the Vale a clean place to live

Corporate Priorities

1. Deal effectively with litter and detritus
2. Tackle 'envirocrime', such as fly tipping, dog fouling and graffiti

Meeting people's need for housing

Enable affordable homes to be built in the district each year in line with the Vale's ambitious targets

Help people in housing need to resolve their housing problems

There are over 48,000 homes in the Vale and our housing stock is relatively modern and generally in good condition. Between 1996 and 2007, almost 4,000 homes were built, of which almost 1,200 were affordable. Affordable housing includes both low cost market housing and subsidised housing that is available to people who cannot afford to occupy houses generally available on the local market.

However, with house prices nearly nine times higher than average incomes, many local people continue to find it difficult to buy their own home or rent from a private landlord. The problem is particularly acute in the smaller communities where house prices are very high and few properties are available to rent from housing associations. The high cost of houses in the area and the fact that relatively few new houses are being built in rural locations mean that local villagers have limited access to suitable housing. A key challenge for the future will be to secure the provision of affordable housing to meet needs in the Vale's rural communities.

The council will facilitate the provision of affordable housing for people who live and work in the Vale. This will be done through the policies in the current Local Plan and in the new Local Development Framework, which will be agreed during 2009. The framework will include a target that 40% of all new housing will be affordable.

The council is committed to preventing homelessness in the district. Homeless acceptances have been reduced significantly over the last five years and, on average, over 200 households a year are prevented from becoming homeless. Our approach is prevention through early intervention using appropriate advice and a range of initiatives. We also intend to keep the number of households who are accommodated in nightly charge properties, for example in bed and breakfast, to a minimum.

The council was the first in Oxfordshire to set up a choice based lettings scheme for people on the housing waiting list. We are now working with other authorities to further increase housing mobility by setting up a scheme that enables Vale residents to apply for housing throughout Oxfordshire.

Supporting a vibrant local economy

Work in partnership to sustain vibrant market towns

Support rural business and communities

Promote 'Science Vale UK' as a world leading area for science and technology

As is seen from the context statement at the start of this plan, the Vale's mix of historic rural communities, growing urban areas, and thriving high technology centres provides a unique and buoyant mix of employment and location. We have one of the lowest unemployment rates nationally and are recognised as an attractive and safe area to live.

That said, the market towns in the district are all faced with significant competitive challenges from larger shopping complexes in nearby cities and conurbations, made worse by the increasing preparedness on the part of consumers to travel significant distances to shop. The council is determined to work with local communities to develop a strategy to support Abingdon, Wantage and Faringdon town centres in order to maintain and improve business and user confidence.

Outside the towns, rural communities in the Vale have their own challenges and this is recognised as a common issue for similar areas. The European Union has allocated £1.8 million under its rural development fund to southern Oxfordshire, including the Vale. The council will work, in partnership with South Oxfordshire District Council and others, to ensure that the funding that has been allocated is spent to the maximum benefit of rural residents. The funding will provide support to a wide range of projects and training for farmers, growers, food businesses and for improving tourism in rural areas.

The Science Vale UK project present a significant opportunity to make our area an international focus for inward investment, research and development. In 2006 the Government decided that the Harwell site should become the Harwell Science and Innovation Campus which forms a key component of the Science Vale project. The Government's aim is to develop the campus to ensure that the facilities located there are internationally competitive, support world-class science, and maximise opportunities for knowledge transfer.

Milton Park, one of the largest business parks in Europe, is also part of the project. It is a location for a cluster of knowledge based businesses employing more than 6,500 people. These two locations, together with areas earmarked for residential accommodation in Wantage and neighbouring Didcot, form the heart of the project. The council has decided that it will support the partnership developing Science Vale UK and work to increase its profile as a first choice location for business and research. We will work with our partners in the project to promote further investment.

Managing our business effectively

Provide value for money services that meet the needs of our residents and service users

Optimise access to our services

Improve communication about the council's activities and achievements

Local councils are not immune from broader economic realities. Like many households, the council is experiencing reducing income in real terms, and rising costs. However we continue to provide good quality services for one of the lowest council tax rates in the England. Against this background, we have a responsibility to ensure services are delivered effectively and efficiently, representing good value for money to the district's council tax payers. As part of this, we aim to have a sustainable financial base, captured in a five year medium term financial plan.

We work to ensure that taxes and charges are collected properly, and in a timely and equitable manner. We also continually review how our services are delivered and work to make them more efficient while maintaining and improving quality. In order to protect the local economy, we also pay our bills as soon as is practically possible. It is important residents know that we are being careful with their money.

We achieve this in a number of ways. Firstly, services are benchmarked for cost and quality against other similar authorities. This enables us to identify underperformance and to benefit from a best of breed approach to service delivery.

Secondly, we have put in place a rolling review of the business processes that support the services we deliver in order to weed out inefficiencies and redundant work. We challenge the managers of those services to reduce costs by innovation and deployment of technology, while sustaining high levels of service and set them annual targets for cost reduction.

Thirdly, we compare internal service delivery costs of service against independent external providers, outsourcing services where this makes financial sense for council tax payers.

Lastly, we look to collaborate where we can in order to take advantage of economies of scale. A clear example of this is a recent decision to form a joint senior management team with South Oxfordshire District Council. This initiative has already reduced management overheads as a percentage of total costs, and we remain confident that further significant savings will be realisable over the period of this plan as services are reviewed and combined where that makes sense. In addition, it has allowed both councils to jointly tender for waste services resulting in significant improvements in service at reduced costs. These benefits will be realised from 2009 onwards.

The council holds a number of assets, not least various civic properties based in the major towns across the district. These represent a significant cost and discussions have begun to see if a better way of managing the properties can be found. We are determined to significantly reduce the costs of sustaining them over the next few years.

The Vale is a diverse and disparate area and we work to ensure there is even handed access to services for council tax payers across the district. As part of this we are working to

increase the functionality of our website to allow residents to contact us, request and pay for services at times that suit them. That said, we recognise that care needs to be taken not to exclude residents that do not have access to this type of technology. We will review our Customer Contact Strategy during 2010 in order to ensure that a fair balance is struck between benefiting from the savings that increased use of technology offers and the quality, range and manner in which we deliver services.

The council has various statutory requirements placed upon it. Among these is a requirement to treat all employees and customers equally and fairly. We take this requirement seriously and will work to deliver an equality and diversity scheme action plan, including equality impact assessments that achieve this goal.

It is important that the council communicates effectively with residents, both in terms of consulting people about their priorities and needs, and in communicating progress that is being made. In this context, we intend to increase opportunities for local residents to comment on the council.

Rising to the challenge of climate change

Minimise our impact on the causes of climate change

Respond to the effects of climate change, particularly flooding

Minimise the waste we produce and maximise recycling

Climate change is one of the most important challenges facing society. Knowing what we do now about our effect on the climate, it is no longer possible to just hope that everything will be all right. The effects of climate change are already being felt and we have put tackling global warming at the heart of our agenda over the next four years.

The council agreed a Climate Change Strategy in October 2008. This provides the framework for the council to set about reducing the carbon footprint of its own activities and of the local community. We are working in partnership with the Carbon Trust, South Oxfordshire District Council and Aylesbury Vale Borough Council and have developed an ambitious Carbon Management Plan. The council established its carbon footprint in 2007 and we will deliver a 20% reduction in CO₂ by 2012. In delivering the Carbon Management Plan, the council will also make financial savings on its energy costs.

We also recognise that we need to respond to the effects of climate change. The devastating floods of July 2007 and 2008 are obvious examples. The council is working with local communities to ensure that they are well prepared for any future floods by providing technical advice and guidance. Already, many local community flood groups have been formed and some have been helped with grant funding.

The council has signed a new joint waste management contract with South Oxfordshire District Council and Verdant Group Plc which will be delivered from October 2010. Under the new contract the recycling rate will improve substantially. In 2008/9 a recycling rate of 37% was achieved and by 2011/12 this will rise to 46%. There will be many other benefits coming from the new contract including the weekly collection of food waste and a fortnightly collection of a wider range of recyclable materials. A modern fuel efficient fleet of vehicles will be used. The engines will be converted by a local company, Regenattec of Milton Park, to run on pure plant oil which is a sustainable biofuel. This will lead to a reduction in CO₂ of over 70%. Collection rounds will be devised to minimise the amount of fuel used and will cross the boundary between the two councils where appropriate. All of these developments will significantly reduce the amount of CO₂ produced by the council.

Helping to maintain a safe Vale

Help to maintain, or further reduce, low levels of crime and anti-social behaviour

Reduce the fear of crime and anti social behaviour

The Vale is a safe place in which to live, work and visit and overall crime levels are very low. We work with a wide range of organisations through the Vale Community Safety Partnership so that we all contribute in a co-ordinated way. Our aim is to build on the reductions in crime that have been achieved over recent years and to support a community in which people feel safe, regardless of age gender or ethnic background.

We want to reduce the fear of crime by making sure that local people are aware that the Vale has very low levels of crime. We will do this in a number of ways. For example, we will continue to develop and improve the Vale 'Nightsafe' scheme which involves working with licensees and others to reduce town centre violence. The work of neighbourhood action groups will also be important in reducing the fear of crime. A quarterly community safety newsletter will help to spread the message, as will running a number of specific crime reduction campaigns.

One of the things we will do over the next four years is to reduce irresponsible drinking and behaviour by helping to develop and implement a range of existing and new initiatives. Test purchasing exercises use 14 or 15 year olds, supported by local authority officers and the police, to see if licensed premises will sell alcohol to underage customers. If premises fail the test, fixed penalty notice fines are served on staff. For repeat offences licences to sell alcohol can be revoked. The young people's targeted alcohol project is being piloted in Wantage and it targets under 16s who are repeatedly caught drinking alcohol in public. They and their parents then have to attend an awareness raising workshop which highlights the health risks and potential safety consequences of drinking.

CCTV has a part to play in local crime reduction. We are committed to support and develop the use of CCTV in the Vale. Where the need for new cameras is identified we will develop a business case to gain funding for future developments.

Keeping the Vale a clean place to live

Deal effectively with litter and detritus*

Tackle 'envirocrime', such as fly tipping, dog fouling and graffiti

The Vale is set in an area of outstanding countryside and tourism makes a significant contribution towards the local economy. With this in mind, the cleanliness of the district plays an important part in maintaining the visual and economic well being of the area.

Our external contractor is responsible for collecting litter and detritus along roads and in public areas, the removal of fly-tipping and emptying litter bins. Over the last couple of years levels of cleanliness, as measured by national indicators, has improved significantly. It remains a priority for further improvements to be made. The Oxfordshire Local Area Agreement includes a national indicator which measures street and environmental cleanliness and there is a challenging target for improvement over the period 2008-12.

We have taken a strong stance against envirocrimes. These include offences such as fly-tipping, dropping litter and dog fouling. Vale Voice, our citizens' panel, has told us that there is widespread concern about environmental crimes generally. The two of greatest concern are litter and dog fouling. Our two environment wardens deliver a service striking an effective balance between education and awareness raising and enforcement. This is through the issue of fixed penalty notice fines or prosecution through the courts. One recent initiative has been the successful pilot in Grove of a 'dog fouling action area'. This gained widespread positive publicity in the local media and resulted in the issue of a fixed penalty notice. This scheme will now be rolled out to other towns and villages.

Our environment wardens work to raise awareness of how local people can improve environmental quality through community schemes such as local voluntary litter-picks in villages and towns. Our contractors help with this work, providing a wide range of equipment and then removing the waste at the end of the day.

* Detritus includes dust, mud, soil, grit; rotted leaf, grass cuttings and other bits of vegetation; and fragments of glass and plastics.

Our Spending Plans

Revenue Budget 2009/10

Every year balancing the budget is a challenge due to rising costs, decreasing Government grant and new requirements, for instance the free bus pass scheme for the over 60s and disabled people. This year the challenges are even greater because of the economic downturn. This means that income from investments, which usually pays for some of our services, is reducing as is income from things like planning application fees and car parking. We need about £16 million a year to run the council. About £7 million comes from the Government; the remaining amount comes from council tax, income from investments and fees and charges.

We are increasing council tax by 4.8%. Although this is an above inflation increase, we think it is necessary to avoid significant service reductions or higher fees and charges. Even with this increase, we will still be one of the lowest charging district councils in the country. It amounts to around 10p per week.

The following highlights some of the main elements in the budget.

Budget increases

Increasing costs, increasing service demands and income reduction add up to £1.1 million next year. The main reasons for this include:

- The free bus pass scheme for the over 60s and disabled people. This will cost £300,000 more than originally predicted.
- A drop in income of almost £200,000 from our land charges service, which people use when they are buying or selling houses.
- A drop of £150,000 in planning application fees as fewer developers and households apply.
- A drop of almost £100,000 in parking income with permits and pay and display parking.

Increased investment in our community

There are areas where the council wants to invest to improve the community and the services we offer. These include:

- Funding the Abingdon Partnership to improve the town centre
- Increasing disabled facilities grants to help people stay in their own home
- Increasing our support fund for organisations that apply for National Lottery and other organisations that need matched funding
- Supporting Abingdon Town Council's bid to improve the County Hall and museum
- Funding schemes to reduce the council's carbon footprint as part of our commitment to rising to the challenge of climate change

Cost reduction ideas

As with domestic budgets, we asked our officers to identify ways of saving money or increasing income. These have led to a reduction in costs of around a million pounds per year on-going. Some of the more significant items are detailed below.

- Creating a shared waste team to monitor the new waste and street cleaning contract with South Oxfordshire District Council
- Carefully reviewing whether we should fill jobs when they become vacant
- Reducing the size of internal corporate administration teams
- Transferring our out of hours service to Oxford City Council's call centre

How will we implement this plan and monitor progress?

Our Corporate Plan sets out the council's priorities and drives how resources are allocated over the lifetime of the plan. Each strategic objective is associated with a number of corporate priorities. The strategic objectives have not been ranked in any particular order to show relative importance. In order to ensure these priorities are achieved, and to allow councillors and officers to monitor progress, actions are identified, targets are set and performance is measured against these targets and then reported on. The next section describes the actions and targets associated with each corporate priority; Appendix 1 includes more details about the actual measurements and – where appropriate – when we expect them to be achieved.

There are two types of measures:

- National Indicators (NIs). These are part of a set of central government's national indicators that apply to all councils. The indicators which are included in the Oxfordshire Local Area Agreement 2008-11 have (LAA) included at the end of the indicator description.
- LPTs are local performance targets. These are described and measured locally where the officers and councillors feel there are important priorities to measure that are not covered by a national indicator.

Each of these indicators and actions are written into annual service plans that are agreed with senior officers and councillors within the council. All plans are monitored and progress is recorded in quarterly reports made to our Executive and Scrutiny Committee. These reports can be seen on our website.

Strategic Objective : Meeting people's need for housing	
Targets actions and measures	
Key targets and actions	Measures
Corporate Priority 1. Enable affordable homes to be built in the district each year in line with the Vale's ambitious targets	
Facilitate the provision of affordable housing for people who live and work in the Vale through the current Local Plan and the Local Development Framework once it has been agreed	NI 154 Net additional homes provided (LAA)
Ensure the development of new and other suitable types of affordable houses	NI 155 Number of affordable homes delivered (LAA)
Provide the right balance of rented, shared ownership and other types of intermediate housing. Use regular housing needs surveys to give an accurate picture of the district's housing requirements	LPT - Develop five rural affordable housing exception sites by the end of 2011
Provide new affordable housing in rural communities	
Corporate Priority 2. Help people in housing need to resolve their housing problems	
Provide high quality advice and support to help prevent households becoming homeless	NI 156 Number of households living in temporary accommodation (LAA)
Provide high quality temporary accommodation suitable for the needs of homeless people	NI 181 Time taken to process housing benefit/council tax benefit new claims and change events
Promote housing mobility by setting up a scheme that enables Vale residents to apply for housing throughout Oxfordshire	LPT – The number of households who are placed in temporary accommodation because they are homeless
Keep the number of households who are accommodated in nightly charge properties to a minimum	LPT – A reduction in the number of homelessness acceptances
	LPT - The average number of days that households are accommodated in nightly charge properties during the year
	Implement the sub regional Choice Based Letting Scheme by 31.5.09
	Eliminate the use of out of district bed and breakfast placements for young people by 31.12.2009
Strategic Objective : Supporting a vibrant local economy	
Targets actions and measures	

Key targets and actions	Measures
Corporate Priority 1. Work in partnership to sustain vibrant market towns	
<p>Prepare a market towns strategy for the Vale and action plans for Abingdon, Faringdon and Wantage, in collaboration with stakeholders, by the end of March 2010</p> <p>Support the creation of an Abingdon Town Partnership and part fund a partnership officer to manage an action plan</p>	<p>LPT 1 – Actions in the market towns that maintain or improve business confidence (measured by survey)</p> <p>LPT 2 – Vacant retail units - set a target for the % change year to year from a baseline date</p>
Corporate Priority 2. Support rural business and communities	
<p>Ensure that rural communities benefit from the EU rural development funding that has been allocated to southern Oxfordshire, including the Vale</p>	<p>LPT – The amount of funding allocated to projects within the Vale</p> <p>LPT – The number of jobs created / safeguarded as a result of projects delivered</p>
Corporate Priority 3. Promote ‘Science Vale UK’ as a world leading area for science and technology	
<p>Increase the profile of the area so that it is seen as a first choice location for high value added businesses and research and an attractive place to live</p> <p>Project manage the partnership developing Science Vale UK as a global hotspot for enterprise</p> <p>Promote additional investment in physical and social infrastructure for the benefit of residents and businesses</p>	<p>Co-ordinate the implementation of the agreed business plan 2008/11 which will include the following measures:</p> <p>LPT 1 – At least one new large science related enterprise employing more than 50 people locates in the area during the next four years</p> <p>LPT 2 – There is an overall growth in employment of at least 250 new jobs in the next four years</p> <p>LPT 3 – Level of business confidence (measured by survey). Over a four year period business confidence is maintained or improved.</p>

Strategic Objective : Managing our business effectively	
Targets actions and measures	
Key targets and actions	Measures
Corporate Priority 1. Provide value for money services that meet the needs of our residents and service users	
<p>Maintain the Vale's reputation for high quality services and low council tax</p> <p>Ensure delivery of the highest quality services and demonstrate VFM in all of our key services</p> <p>Agree and deliver a Business Process Improvement Programme</p> <p>Identify further joint working opportunities, principally with SODC, and deliver cashable efficiency savings</p> <p>Undertake reviews and bring forward proposals, in time for implementation in the 2010/11 budget, for a significant reduction in the costs of</p> <ul style="list-style-type: none"> ➤ Tilsley Park ➤ Abingdon Guildhall ➤ Wantage Civic Hall ➤ Faringdon Corn Exchange 	<p>NI 179 Value for money – total net value of ongoing cash-releasing value for money gains (LAA)</p> <p>LPT – percentage of residents satisfied with the overall quality of council services</p> <p>LPT – Average sickness absence per employee per annum</p> <p>LPT – average time to pay an invoice</p>
Corporate Priority 2. Optimise access to our services	
<p>Agree a new / updated Customer Contact Strategy, which promotes moving customers to the web wherever possible, in time for implementation in the 2010/11 budget</p> <p>Deliver the Equality and Diversity Scheme Action Plan, including equality impact assessments</p>	<p>NI 140 Fair treatment by local services (LAA) (Place Survey)</p> <p>LPT – the % of payments made on line or electronically</p>
Corporate Priority 3. Improve communication about the council's activities and achievements	
<p>Use Vale Voice, our residents panel, to measure progress with our strategic objectives and priorities.</p> <p>Improve communication with our residents and customers so that the council can demonstrate that it provides high quality VFM services.</p> <p>Communicate effectively with staff to ensure that they are engaged with and motivated by the council's activities</p>	<p>NI 5 - Overall/general satisfaction with local area (LAA) (Place Survey)</p> <p>NI 4 - % of people who feel they can influence decisions in their locality (Place Survey)</p> <p>LPT – Times best council staff survey</p>

Strategic Objective : Rising to the challenge of climate change	
Targets actions and measures	
Key targets and actions	Measures
Corporate Priority 1. Minimise our impact on the causes of climate change	
<p>To reduce the carbon footprint arising directly or indirectly from the council's operations</p> <p>Implementing the Carbon Management Plan and achieving:</p> <ol style="list-style-type: none"> 1. A reduction in carbon emissions of 20% by March 2012 (<i>baseline 2007</i>) 2. A 10% reduction in business mileage (council staff) by March 2010 <p>Investigate the purchase of renewable energy for Vale buildings in time for implementation in the 2010/11 budget</p> <p>Investigate the use of grey water schemes for Vale parks and gardens in time for implementation in the 2010/11 budget</p>	<p>NI 185 CO2 reduction from local authority operations (LAA)</p> <p>NI 186 Per Capita reduction in CO2 emissions in the LA area</p>
Corporate Priority 2. Respond to the effects of climate change, particularly flooding	
<p>Produce a Climate Change Adaptation Plan by 31.12.09 using the outcomes of the 'Profile of Climate Impacts' assessment</p> <p>Facilitate the creation of a Vale Flood Alliance of Local Community Flood Groups (as a self governing body)</p> <p>Deliver an agreed number of projects on 'ordinary water courses' (streams, brooks, ditches) which will reduce the impact of flooding</p>	<p>NI 188 Adapting to climate change (4 levels of performance)</p> <p>NI 37 Awareness of civil protection arrangements in the local area (<i>includes flooding</i>) (Place Survey)</p> <p>LPT – 100% take up of grants for capital schemes (flooding)</p>
Corporate Priority 3. Minimise the waste we produce and maximise recycling	
<p>Increase the percentage of household waste sent for recycling and composting</p> <p>Reduce the amount of waste produced per household</p>	<p>NI 192 Percentage of Household waste sent for reuse, recycling and composting (LAA)</p> <p>NI 191 Residual household waste per household (LAA)</p> <p>LPT – Consider including one measuring total waste arisings (this then gives the overall waste / recycling picture)</p>

Strategic Objective : Helping to maintain a safe Vale	
Targets actions and measures	
Key targets and actions	Measures
Corporate Priority 1. Help to maintain, or further reduce, low levels of crime and anti-social behaviour	
Develop and support a range of initiatives to reduce irresponsible drinking and behaviour Continue to develop and support the Vale 'Nightsafe 'scheme, working with licensees to reduce town centre violence Develop the young peoples targeted alcohol project to reduce alcohol abuse	NI 20 Assault with less serious injury rate (LAA) NI 15 Serious violent crime rate NI 16 Serious acquisitive crime rate NI 32 Repeat incidents of domestic violence (LAA) NI 30 Re-offending rate of prolific and priority offenders LPT - Alcohol test purchasing exercises – deliver an agreed number
Corporate Priority 2. Reduce the fear of crime and anti social behaviour	
Reduce the fear of crime by making sure that local people are aware that the Vale is a safe place to live Improve the partnership approach to crime reduction by further developing neighbourhood action groups	NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police (LAA) (Place Survey) NI 17 Perceptions of anti-social behaviour (Place Survey)

Strategic Objective : Keeping the Vale a clean place to live	
Targets actions and measures	
Key targets and actions	Measures
Corporate Priority 1. Deal effectively with litter and detritus	
<p>Ensure that the Vale retains a clean environment</p> <p>Improve community satisfaction with the cleanliness of the district</p> <p>Improve co-ordination between relevant contractors and the county highways department to improve the quality of litter picking of principal roads and open spaces</p>	<p>NI 195 Improved street and environmental cleanliness (graffiti, litter, detritus and fly posting) (LAA) – also included in priority 2</p> <p>LPT – Satisfaction with street cleanliness (former BVPI 89). Vale Voice Survey</p>
Corporate Priority 2. Tackle ‘envirocrime’, such as fly tipping, dog fouling and graffiti	
<p>Improve the local environment by reducing fly tipping</p> <p>Take robust enforcement action to reduce the overall number of ‘envirocrimes’</p> <p>Designate ‘dog fouling action areas’ where a co-ordinated programme of publicity, community engagement and enforcement will be used to reduce the problem</p> <p>Develop a more robust response to graffiti in the Vale</p>	<p>NI 196 Improved street and environmental cleanliness (fly tipping) (LAA)</p> <p>NI 195 Improved street and environmental cleanliness (graffiti, litter, detritus and fly posting) (LAA) – also included in priority 1</p> <p>LPT – % of ‘Grot Spots’ cleaned up within the target number of days</p> <p>Designate four ‘dog fouling action areas’ for 2009/10</p>

Targets are to be agreed as part of the service planning process. Discussions to take place between Strategic Directors, Heads of Service and Portfolio Holders.

Appendix 1

Summary of National Indicator Targets

Future year's targets will be subject to annual review and will be included in an annual update to this plan.

Meeting people's need for housing

National Indicator		Target 2009-10	Target 2010-11	Target 2011-12
154	Net additional homes provided (LAA)			
155	Number of affordable homes delivered (LAA)			
156	156 Number of households living in temporary accommodation (LAA)			
181	Time taken to process housing benefit/council tax benefit new claims and change events			

Managing our business effectively

National Indicator		Target 2009-10	Target 2010-11	Target 2011-12
179	Value for money – total net value of ongoing cash-releasing value for money gains (LAA)			
140	Fair treatment by local services (LAA) (Place Survey)			
5	Overall/general satisfaction with local area (LAA) (Place Survey)			
4	% of people who feel they can influence decisions in their locality (Place Survey)			

Rising to the challenge of climate change

National Indicator		Target 2009-10	Target 2010-11	Target 2011-12
185	CO2 reduction from local authority operations (LAA)			
186	Per Capita reduction in CO2 emissions in the LA area			
188	Adapting to climate change (four levels of performance)			
37	Awareness of civil protection arrangements in the local area (<i>includes flooding</i>) (Place Survey)			
192	Percentage of Household waste sent for reuse, recycling and composting (LAA)			
191	Residual household waste per household(LAA)			

Helping to maintain a safe Vale

National Indicator		Target 2009-10	Target 2010-11	Target 2011-12
20	Assault with less serious injury rate (LAA)			
15	Serious violent crime rate			
16	Serious acquisitive crime rate			
32	Repeat incidents of domestic violence (LAA)			
30	Re-offending rate of prolific and priority offenders			
21	Dealing with local concerns about anti-social behaviour and crime by the local council and police (LAA) (Place Survey)			
17	Perceptions of anti-social behaviour (Place Survey)			

Keeping the Vale a clean place to live

National Indicator		Target 2009-10	Target 2010-11	Target 2011-12
195	Improved street and environmental cleanliness (graffiti, litter, detritus and fly posting) (LAA)			
196	Improved street and environmental cleanliness (fly tipping) (LAA)			

National Indicators included in Oxfordshire Local Area Agreement – not linked to a corporate priority

NI 8 Adult participation in sport (established by survey)

NI 6 Participation in regular volunteering (LAA) (Place Survey)

REPORT OF THE DEPUTY DIRECTOR HOUSING AND COMMUNITY SAFETY
TO THE EXECUTIVE
6th FEBRUARY 2009

LOCAL AUTHORITY CARBON MANAGEMENT PROGRAMME

1.0 Introduction and Report Summary

- 1.1 This report asks the Executive to approve the attached draft Carbon Management Plan.
- 1.2 The Carbon Management Plan sets out how the Council can meet a proposed commitment to reduce carbon emissions from its own operations by 20% by 2012. In doing so the Council will meet its LAA2 commitments to reduce carbon emissions by 8 % by 2010 based on a 2008 baseline.
- 1.3 The contact officers for this report are Mark Saunders, Principal Energy Officer (01235-540603), e mail mark.saunders@whitehorsedc.gov.uk and Paul Staines, Deputy Director Housing and Community Safety, telephone (01235 547621) e mail paul.staines@whitehorsedc.co.uk.

2.0 Recommendations

- i) *The Executive approve the draft Carbon Management Plan.*
- ii) *The Executive adopt a new corporate target of reducing carbon emissions from its own operations by 20% by 2012.*
- iii) *The Executive note that in addition to the £150,000 capital already proposed in the capital programme, there is a further requirement for £130,000 additional capital expenditure to fully fund capital projects in the Carbon Management Plan. This comprises £80,000 for new Abbey House boilers already bid for by Property and Estates and a further £50,000 for other identified measures.*
- iv) *The Executive note the importance of the Corporate Property Review, to the delivery of projects within the Carbon Management Plan.*
- v) *It is proposed that the first annual review of the Carbon Management Plan in 2010 is presented to the Council's Scrutiny Committee and future reports are built in to the committees review programme.*

3.0 Relationship with the Council's Vision, Strategies and Policies

- 3.1 This report relates to the Council's Vision.
- 3.2 The report relates to the Council's Climate Change Strategy.
- 3.3 The issues raised in this report are also relevant to the following strands of the Community Strategy:

- Environment
- Housing
- Recreation, Culture and Leisure
- Transport
- Community

4.0 The Local Authority Carbon Management Programme

4.1 In 2008 the Council successfully applied to take part in phase 6 of the Carbon Trust's Local Authority Carbon Management Programme (LACMP).

4.2 The LACMP is a Government sponsored project that provides professional, technical and change management guidance to the Council as it progresses through a structured programme devised and operated by the Carbon Trust.

4.3 The LACMP will enable the Council to achieve the following.

- Establish an accurate baseline and realisable short and medium term targets for emissions reductions.
- Adopt a truly corporate approach to reducing emissions.
- Realise cost savings from energy reduction measures.
- Reduce carbon emissions, enabling the Council to meet its own and LAA2 emissions reduction targets.

4.4 The programme has two key outputs, firstly the generation of an accurate carbon baseline upon which future progress can be measured and secondly the production a Carbon Management Plan (CMP). This plan contains details of the actions proposed to meet the Council's carbon reduction targets together with associated carbon and cost savings.

4.5 Currently the Council has a long term target to reduce carbon emissions by 60% by 2050 based on a 2007 baseline and a short term LAA2 target of 8% by 2010/11. As part of the approval of the plan the Executive are asked to approve a new medium term target of a 20% reduction by 2012. It is proposed that this be the key target for the Council's CMP.

5.0 The 2007 Carbon Baseline

5.1 The Executive will recall that a report updating progress on the baseline was brought to this Committee in October 2008. The baseline raised some important points which are summarised below.

- The Council has a 2007 emissions baseline is 4251 tonnes costing £1.2 million in energy costs.
- Most Council emissions are outside our direct control, therefore any success in reducing emissions will rely on the cooperation of third party contractors, notably waste and leisure contractors. For example 41% of emissions are from the leisure centres operated by SOLL and CLS (70% of leisure emissions are from the White Horse Tennis and Leisure Centre). Similarly 32% of emissions are from waste fleet and grounds maintenance operations (85% of fleet emissions are from the waste contract).
- Most of the financial savings that will occur through pursuing carbon reduction measures will not accrue directly to the Council.

5.2 The full 2007 baseline assessment has been placed on the Council's intranet site.

6.0 The Value at Stake

6.1 A key component of the LACMP process is the establishment of the "added value" to the Council of proposed reductions in carbon emissions. This calculation, called the Value at Stake involves taking the Council's proposed emissions targets and working out what financial savings would accrue if these targets were met.

6.2 The LACMP is predicated upon the idea that the Council should be able to justify carbon emissions reductions financially as well as environmentally. For this reason the LACMP advocates prioritising measures which have a clear cost saving benefit to the Council as well as carbon reductions.

6.3 Officers on the Climate Change Project Team have completed these calculations and estimate that:

- If the proposed measures are not implemented, the Council and contractors can expect to incur cumulative additional energy costs exceeding £1million over 5 years.
- Should all actions be successfully implemented and savings accrue it is estimated that up to a quarter of this financial benefit would accrue directly to the Council from projects under our complete control.

7.0 The Carbon Management Plan (CMP)

7.1 The draft CMP is a guide to the implementation of various projects that if delivered would result in the Council achieving its carbon reduction targets. The CMP details the individual projects and the process the Council will need to adopt to embed carbon management in the organisation. The CMP highlights four areas critical to the Council reducing emissions. These are

- Contractor emissions
- Governance
- Funding
- Corporate property review
- Ongoing monitoring.

Contractor Emissions

7.2 The structure of the Council's emissions means that the projects which deliver the largest emissions reduction will be delivered through our leisure and waste contractors. For leisure projects this presents a challenge to the Council as, under current contractual arrangements, reductions in contractor's energy costs brought about by measures funded or part funded by the Council would not necessarily result in the Council receiving a financial benefit resulting from reduced costs. Officers have already begun to negotiate an appropriate savings sharing arrangement with leisure centre operators.

Governance

7.3 Since all the projects in the CMP will be delivered via Council Service Plans it is important that all relevant service plans take full account of the CMP. It is also important

that any future plans which could have an impact on Council carbon emissions are subject to a carbon impact assessment. This will be required to ensure emissions don't rise in new areas not covered by the CMP and undermine attempts to meet our targets. Officers will work with the performance management section of the Council, to embed a carbon impact assessment element into the Council's service planning process, and to establish a comprehensive and robust performance management process, embedded into the Council's Corporate Governance regime.

Funding

- 7.4 The Council has already proposed £150,000 capital until 2011, however further capital will be required to fully fund all the capital projects in the CMP over its life. Accordingly the Council will need to consider allocating a further £130,000 over the life of the plan. A bid has already been made by Property and Estates for £80,000 for replacement boilers at Abbey House, leaving £50,000 required for other projects identified in the plan. The timing of this additional resource is flexible but currently the rate of return on spending capital funding on energy saving projects (i.e. the savings secured) exceeds that which could be achieved through investing this money in the financial markets. It could therefore be prudent while interest rates are low to bring forward some of the larger capital projects in the plan to maximise returns.

Corporate Property Review

- 7.5 The Council is currently undertaking a review of its property assets. The outcome of the review, which is not yet finalised, will have an impact on the viability of certain projects, for example investment in energy savings measures. Completion of the review is therefore necessary in order that a fully informed decision on these projects can be made.

Ongoing Monitoring

- 7.6 Central to the success of this plan will be the establishment of a robust and accurate carbon and cost savings monitoring regime. The Carbon Management Plan will be reviewed annually as will the Council's LAA2 carbon reduction obligations. It is proposed that the first annual review in 2010 is presented to the Council's Scrutiny Committee and future reports are built in to the committees review programme.

8.0 Financial Implications

- 8.1 Implementing the CMP will result in reduced energy costs for the Council which could cumulatively be as much as £200,000 by 2012. This figure could be higher if appropriate savings sharing agreements can be reached with leisure centre operators.
- 8.2 As mentioned in 7.4 the CMP requires about £280,000 capital to fully fund capital projects contained within it. However with high and rising energy prices and low interest rates, now could be an opportune time to divert capital funds into projects which will deliver energy savings with the potential to payback the original cost within 5 years or in many cases sooner.
- 8.3 Revenue funding for relevant projects will come out of the climate change strategy revenue allocation already made by the Council.

9.0 Legal Implications

- 9.1 Under section 3 of the Climate Change and Sustainable Energy Act 2006, every local authority must, in exercising any of their functions, have regard to the most recently published energy measures report. The Council has, in preparing this report, had regard to the energy measures report for district Councils.

10.0 Conclusions

- 10.1 This report introduces the CMP which will guide the Council in securing significant emissions reductions in line with our own Climate Change Strategy target and the Oxfordshire LAA2 target. The CMP will also have clear financial benefits in the medium term.

PAUL STAINES
DEPUTY DIRECTOR (HOUSING AND COMMUNITY SAFETY)

Vale of White Horse District Council Carbon Management Programme

Carbon Management Plan (CMP)



Date: November 2008

Version number: 2

Owner: Mark Saunders

Approval route: Carbon Trust to Project Board to Executive Committee

Approval status: Draft – not approved

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Foreword from the Chief Executive and Political Sponsor

Climate Change is one of the most important challenges facing society. Knowing what we do now about our effect on the climate, it is no longer possible to just hope that everything will be all right. The effects of climate change are already being felt, we need to act now to reduce emissions of greenhouse gases.

To this end we are pleased that the Council has produced this Carbon Management Plan. 'Rising to the challenge of climate change' is one of the six strategic objectives of the Council and will demonstrate its commitment by setting ambitious targets for reducing CO₂ emissions. This plan signals a significant commitment by this Council to reduce its Carbon emissions in the medium and long term. In securing these targets the Council also hopes to save on its energy costs and invest these efficiency savings into delivering better services.

The Council is grateful for the support provided by the Carbon Trust and our partners South Oxfordshire and Aylesbury Vale District Councils without which this plan would have been considerably more difficult to produce.

Councillor Angela Lawrence
Portfolio Holder for Climate Change

David Buckle
Chief Executive

Foreword from the Carbon Trust

Cutting carbon emissions as part of the fight against climate change should be a key priority for local authorities - it's all about getting your own house in order and leading by example. The UK government has identified the local authority sector as key to delivering carbon reduction across the UK inline with its Kyoto commitments and the Local Authority Carbon Management programme is designed in response to this. It assists councils in saving money on energy and putting it to good use in other areas, whilst making a positive contribution to the environment by lowering their carbon emissions.

The Vale of White Horse District Council was selected in 2008, amidst strong competition, to take part in this ambitious programme. The Vale of White Horse Council partnered with the Carbon Trust on this programme in order to realise vast carbon and cost savings. This Carbon Management Plan commits the Council to a target of reducing CO₂ by 20% by 2012 and underpins potential financial savings to the council of around £1 million.

There are those that can and those that do. Local authorities can contribute significantly to reducing CO₂ emissions. The Carbon Trust is very proud to support The Vale of White Horse District Council in their ongoing implementation of carbon management.



Richard Rugg
Head of Public Sector, Carbon Trust



**CARBON
TRUST**



Management Summary

Introduction

Tackling climate change is a one of this Council's 6 corporate priorities. The Council was fortunate to secure a place on phase 6 of the Carbon Trusts Local Authority Carbon Management Programme (LACMP). The LACMP is a government sponsored project that provides professional technical and change management guidance to the Council as it progresses through a structured programme devised and operated by the Carbon Trust. The programme has two key outputs, the generation of an accurate carbon baseline upon which future progress can be measured and the production a Carbon Management Plan (CMP).

The 2007 Baseline

The Council has a 2007 emissions baseline is 4251 tonnes of carbon costing £1.2 million in energy costs. Most Council emissions are outside our direct control, therefore any success in reducing emissions will rely on the cooperation of third party contractors. 41% of emissions are from the leisure centres operated by SOLL and CLS (70% of leisure emissions are from the White Horse Tennis and Leisure Centre). 32% of emissions are from waste fleet and grounds maintenance operations (85% of fleet emissions are from the waste contract).

Targets

Currently the Council has a long term target to reduce carbon emissions by 60% by 2050 based on a 2007 baseline and a short term LAA2 target of 8% by 2010/11. It is proposed that a medium term target of a 20% reduction by 2012 be adopted as the key target for the Carbon Management Plan. The Carbon Management Plan contains projects selected to ensure the Council achieves it various emissions targets. If the proposed measures are not implemented, the Council and contractors can expect to incur cumulative additional energy costs exceeding £1million over 5 years associated with about 1000 tonnes of avoidable emissions. This figure is referred to as the value at stake.

The Projects

The Council is already carrying out a range of projects to reduce emissions, these have been identifies as 'existing projects'. Further projects are planned over the period 2009 to 2012 which will deliver a 19.8% emissions reduction. The structure of the Council's emissions mean that the projects which deliver the largest emissions reduction will be delivered through our leisure and waste contractors.

Finance

The Council has already proposed £150,000 capital until 2010, however further capital will be required in 2011/12. To fully fund all the projects in the CMP the Council will need to allocate a further £130,000. Most of this further funding is for replacing the boilers in Abbey House.

Implementing the plan and programme management

Critical to the success of the CMP is the ability of the Council to embed carbon management within the Council. Section 6 details how the Council will ensure carbon management is embedded within policy/strategy, communication, employee responsibility, data management and finance. The project programme in the CMP will be delivered via Council Service Plans with guidance from the Climate Change Project Team. Implementation will be monitored by both the Climate Change Project Board and the corporate governance process. Every year the Council will produce an annual carbon plan charting progress towards its 2012 target.

1 Introduction

The Carbon Management Plan (CMP) is a plan of key activities to deliver the strategic objectives and targets identified and committed to under the Local Authority Carbon Management Programme (LACMP).

This CMP is a critical part of LACMP and has been developed by the Vale of White Horse District Council under the guidance of the Carbon Trust. The plan sets out the sources of the Council's emissions, establishes targets and defines projects that will be implemented to achieve these targets over 5 years from 2008 to 2012 inclusive. The CMP will provide a basis for all carbon management activity with the Council and will be updated annually. The Council has followed the 5 step process developed by the Carbon Trust. The LACMP is an accomplished programme that has already helped many local authorities to achieve significant carbon emissions reductions.



The LACMP 5 step process

The Council has been pro-active in helping local residents to reduce energy consumption emissions since 1997 when it established the Vale Energy Team – a significant step for a small district council. With the increased concern about climate change the Council felt it had to make tackling this issue a corporate priority.

The large increase in emissions reduction required by all sectors in the community left the authority in no doubt that it had to demonstrate its own commitment to reducing emissions before it could expect similar levels of commitment from others

In May 2007 the Council signed the Nottingham Declaration on Climate Change and began implementing a climate change plan focusing initially at the Council's own operations. Reducing our carbon emissions is core part of the Council's Climate Change Strategy. Fortunately the Council secured a valuable place on phase 6 of the Carbon Trust's LACMP. This has enable us to progress much faster that had been planned and will ensure that the Council can take its experience to the Vale Strategic Partnership in 2009 with the intention of developing a district wide Carbon Management Plan with our strategic partnership.

2 Carbon Management Strategy

This section sets out the context and drivers influencing the development of the Carbon Management Programme, and the Council's strategy for delivering the programme.

2.1 Context and drivers for Carbon Management

Climate change is the biggest threat to the long-term viability of the planet to maintain a biosphere capable of supporting life as we currently experience it. There are now a powerful array of international national, regional and local drivers forcing individuals and organisations to reduce emissions and to adapt to climate change.

Climate Change is happening and its effects are already being felt.

International Drivers

International drivers for carbon management are likely to gain more traction with the recent election of a Democrat President in the United States. Currently international drivers include

- United Nations Framework Convention on Climate Change.
- The Kyoto Protocol and negotiations on its eventual replacement.
- EU Emissions Trading Scheme and the EU Energy Performance of Building Directive.
- Rising energy prices.

National Drivers

- UK Climate Change Programme and Carbon reduction targets.
- The Climate Change Act 2008.
- Climate Change and Sustainable Energy Act 2006, Sustainable Communities Act 2007.
- Renewables Obligation.
- New National Framework of Performance indicators for Local Authorities.
- Introduction of Display Energy Certificates.

Local Drivers

- Nottingham Declaration Commitments.
- The Council's Climate Change Strategy.
- The Local Area Agreement 2 (contains targets for NI 185 – CO2 emissions from local authority operations).
- The Sustainable Community Strategy and Local Development Framework.
- Efficient use of public funds and revenue savings required by the Council.
- Staff perceptions on climate change as evidenced by recent staff surveys.
- Joint Senior Management of the Vale of White Horse and South Oxfordshire District Councils.
- Rising cost of energy to the Council and its contractors.

2.2 Our low carbon vision

The Vale of White District Council wants to show leadership within the district in tackling climate change. The Council will do this by drastically reducing our CO2 emissions and adapting to future climatic variation. An additional benefit of reducing energy consumption will be a reduction in long-term operational costs and our exposure to increasing energy prices.

2.3 Strategic themes

In line with our vision above the Council has structured its approach to carbon management via the following 4 themes.

1. To act quickly in the short and medium term to reduce emissions.
2. To use the LACM process to build carbon management into our supply chain via our procurement strategy.
3. To use the LACM process to position carbon management as a key consideration for all decisions taken by the Council.
4. To build on existing partnerships to deliver greater district wide emissions reductions via the Sustainable Communities Strategy.

2.4 Targets and objectives

The Council has a range of short, medium and long term target as set out below

Short Term – Oxfordshire LAA2 Target

The Vale of White Horse District will reduce CO2 emissions from Council activities by 8% from a 2008 baseline by the end of 2010

Medium Term – The LACM6 Target

The Vale of White Horse District will reduce CO2 emissions from Council activities by 20% from a 2007 baseline by 2012. Annual reviews of the CMP in conjunction with the production of an Annual Carbon Report will enable the Council to review this target over time.

Long Term – The Council's Climate Change Strategy Target

The Vale of White Horse District will reduce CO2 emissions from Council activities by 60% from a 2008 baseline by 2050. This target is likely to change to a considerably more ambitious one as more information comes to light which shows that a much greater cut in emissions will be required if global average temperatures are to remain within safe limits. The Council will look to revising its long term target in line with the new government commitment to reduce national emissions by 80% by 2050.

3 Emissions Baseline and Projections

3.1 Scope

In order to know the amount of carbon reductions required the Council first had to quantify how much carbon it actually produced. The LACM stipulated that 2007 was to be the baseline year and that the Council had to comply with the minimum monitoring requirements under NI 185 as set out below:

“NI 185 is to include all CO2 emissions from the delivery of local authority functions. In terms of the meaning of the word in legislation “function” covers both the duties and powers of an authority. It covers all an authority’s own operations and outsourced services. Even if the services are being provided by an external body (e.g. a private company) they remain the function of the authority.

The table below shows emissions sources and their status in the Council’s CMP.

Category	Status	Comments
Buildings based emissions		
<i>Council offices, LSP, depots</i>	<i>Included</i>	<i>Required under NI185</i>
<i>Leisure Centres, pools</i>	<i>Included</i>	<i>Required under NI185</i>
<i>Car Parks</i>	<i>Included</i>	<i>Required under NI185</i>
<i>Community Buildings</i>	<i>Included</i>	<i>Required under NI185</i>
Transport based emissions		
<i>Employee & Councillor Business</i>	<i>Included</i>	<i>Required under NI185</i>
<i>Employee & Councillor Commute</i>	<i>Excluded</i>	<i>Not required, poor quality data.</i>
<i>Contractor Business</i>	<i>Included</i>	<i>Required under NI185</i>
<i>DSO and EH Fleet</i>	<i>Included</i>	<i>Required under NI185</i>
<i>Waste Fleet (Contractor)</i>	<i>Included</i>	<i>Required under NI185</i>
Waste based emissions		
<i>Municipal Waste</i>	<i>Excluded</i>	<i>Not required, very large emissions would have skewed programme outcomes.</i>
<i>Council and contractor waste</i>	<i>Excluded</i>	<i>Poor data, lack of monitoring. <u>Will look improve monitoring and include this in 2009</u></i>
Water based emissions		
<i>Council and contractor water use</i>	<i>Included</i>	<i>Not required under NI185 but data was available and links with water efficiency measures</i>
Housing based emissions		
<i>Social housing stock</i>	<i>Excluded</i>	<i>Not required under Ni185. Council has also transferred its stock to an RSL</i>

3.2 Baseline

The baseline year for Carbon Management Programme is the calendar year 2007, This was chosen as it was the nearest year for which it was deemed likely to get a complete set of energy use data. At the time DEFRA guidance stipulated that NI185 monitoring had to be on a calendar basis, this guidance was adopted by the Carbon Trust for the Carbon Management Programme. Subsequently DEFRA have amended the guidance to enable local authorities to choose calendar or financial year. The Vale of White Horse has decided to continue to use calendar year data.

The following baseline data sources were used in the baseline calculation

Category	Source	Owner	Assumptions
Buildings			
Main Council Office	Meter readings	Property and Estates	Accurate data
Civic Halls	Utility bills + meter readings	Leisure Facilities + Energy Officer	Estimated readings in some cases
Other Council buildings	Utility bills	Admin Team and Energy Officer	Estimated readings in some cases
Leisure Centres	Meter readings	Leisure contractors	Accurate data
Transport			
Council business mileage	Mileage claims	Transport Engineer + Energy Officer	Accurate data
Council public transport	Mileage claims	Transport Engineer + Energy Officer	Accurate data although possibly not complete
Contractor business	Mileage claims	Contractors (Capita CLS and SOL)	Accurate data
Waste fleet	Fleet fuel consumption	Waste Contractor Annual report	Accurate fuel use and mileage records
Council DSL EH fleet	Fleet fuel consumption	Environmental Health and DSO	Accurate fuel use and mileage records
Water			
Council buildings	Utility bills	Admin team and Energy Officer	Accurate data
Leisure centres	meter readings	Leisure contractors	Accurate data
Waste fleet	Meter readings	Waste contractor	Accurate data

The baseline emissions for the Council were calculated by using the DEFRA NI185 emissions tool which had been amended by the Carbon Trust for the purposes of the LACMP. The Council's total 2007 emissions were calculated to 4251 tonnes CO₂ and are broken down as follows

	Total	Buildings	Transport	Water
Baseline CO₂ emissions (tonnes)	4,251	2,759	1,467	25
Baseline Cost (£)	£1,208,422	£372,952	£742,781	£92,689

Table 3.2a – Summary table of emissions for baseline year 2007



The Council's emissions are dominated by emissions from buildings (figure 3.3a) and these are in turn dominated by emissions from the Council's leisure centres (figure 3.3b). One leisure centre accounts for 1,300 tonnes of carbon emissions or 1/4 of the Council's total emissions (figure 3.3c). Transport is the other major emissions component; this is dominated by fuel based emissions from the Council's waste contractor which at 1,200 tonnes account for a further 1/4 of the Council's emissions. As a consequence these areas feature heavily in this plan.

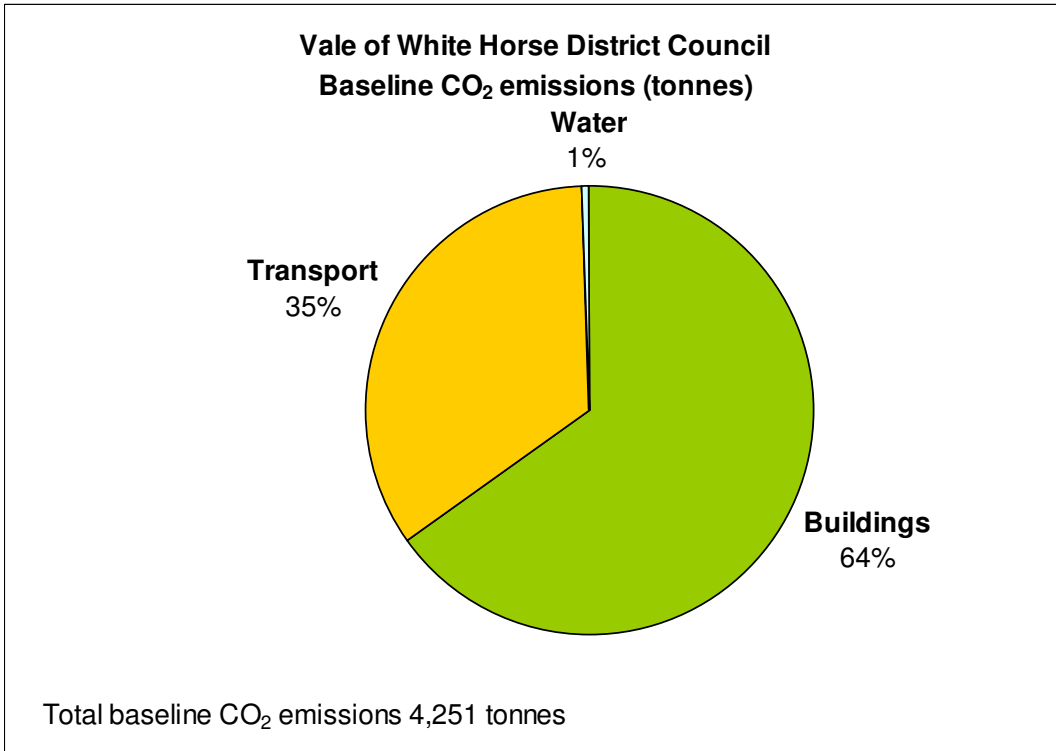


Figure 3.2a Summary of 2007 baseline emissions

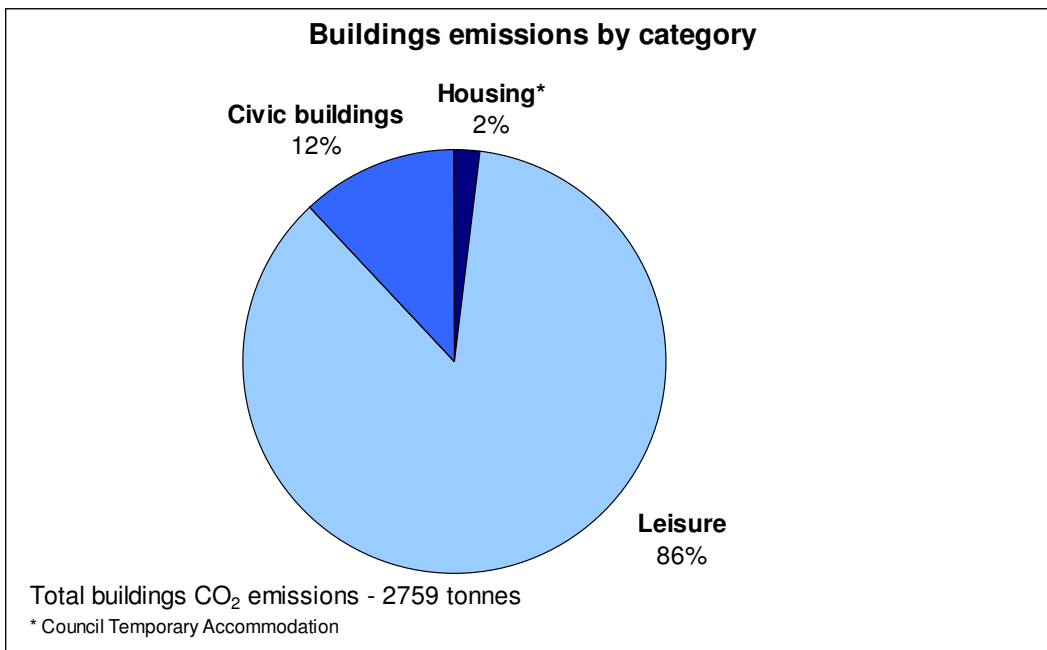


Figure 3.2b Summary of 2007 baseline buildings emissions

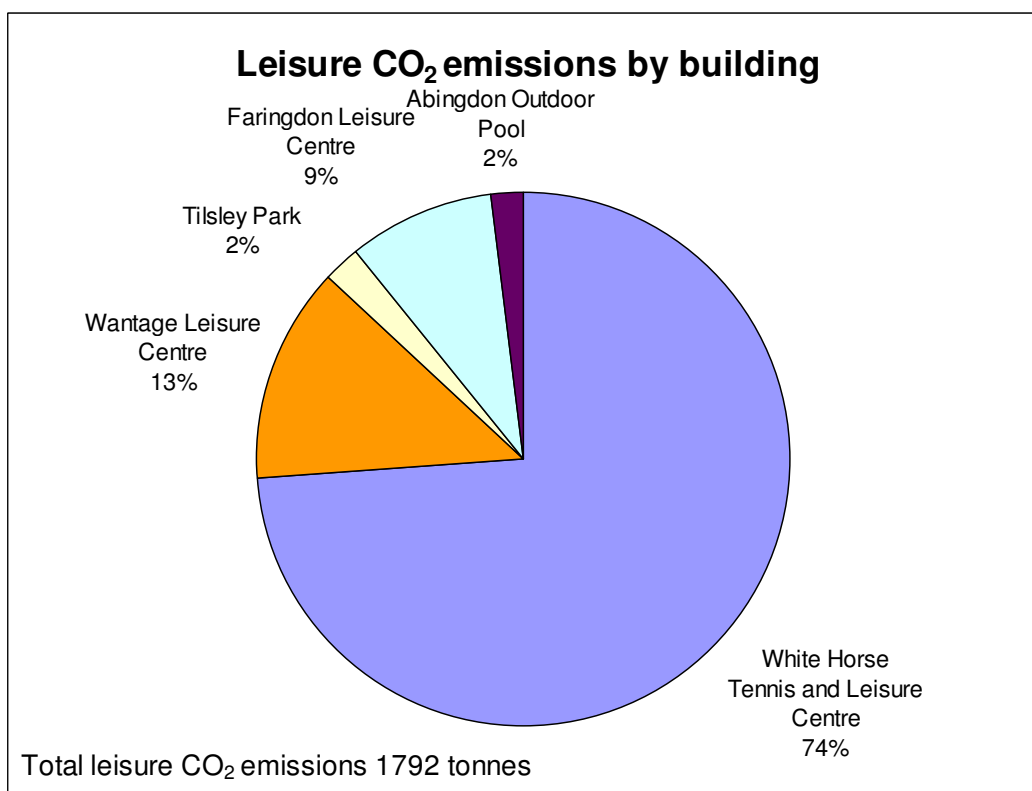


Figure 3.2c Summary of 2007 baseline leisure buildings emissions

3.3 Projections and Value at Stake

The LACMP enables the Council to model two different future scenarios. One based on implementing a range of measures to reduce emissions in line with our LACMP target and the other based on the Council adopting a business as usual approach, this is predicated upon some assumptions about future growth in energy use and prices.

Business as usual scenario

The business as usual (BAU) projection for CO₂ emissions over a 5 year period has been produced using the baseline toolkit provided by the Carbon Trust. These projections are based on the assumption the Council makes only limited attempts (as we have made in the past) to reduce energy use and even with these attempts would still see energy use rising. The following key assumptions have been made to calculate the BAU scenario, they are based on BER Energy paper 68 and are built into the algorithms of the baseline tool.

- Projected increase in gas and electricity prices of 8.4%
- Projected increase in transport fuel of 8.4%
- Projected increase in energy consumption 0.7% per year
- An increase in transport use of 1.8%

Figure 3.3a below shows the projected increase in CO₂ (the red line) from 4251 tonnes in 2007 to 4402 tonnes by 2012. Figure 3.3b shows the increase in costs (the red line) related to this emissions increase.

Reduced emissions scenario

The Council has set an LACMP target to reduce its CO₂ emissions by 20% by 2011/12 against a baseline year of 2007. This averages out at a saving of about 600 tonnes of CO₂ a year, starting lower (200) tonnes in 2008 and increasing so the in 2012 the Council will produce 1000 tonnes less carbon than in 2007. Potential actions to achieve this have been set out in section 5, also included are energy saving projects that have occurred in the calendar year 2008.

The graph below shows how emissions are expected to fall (the blue line) as a result of meeting the 20% target

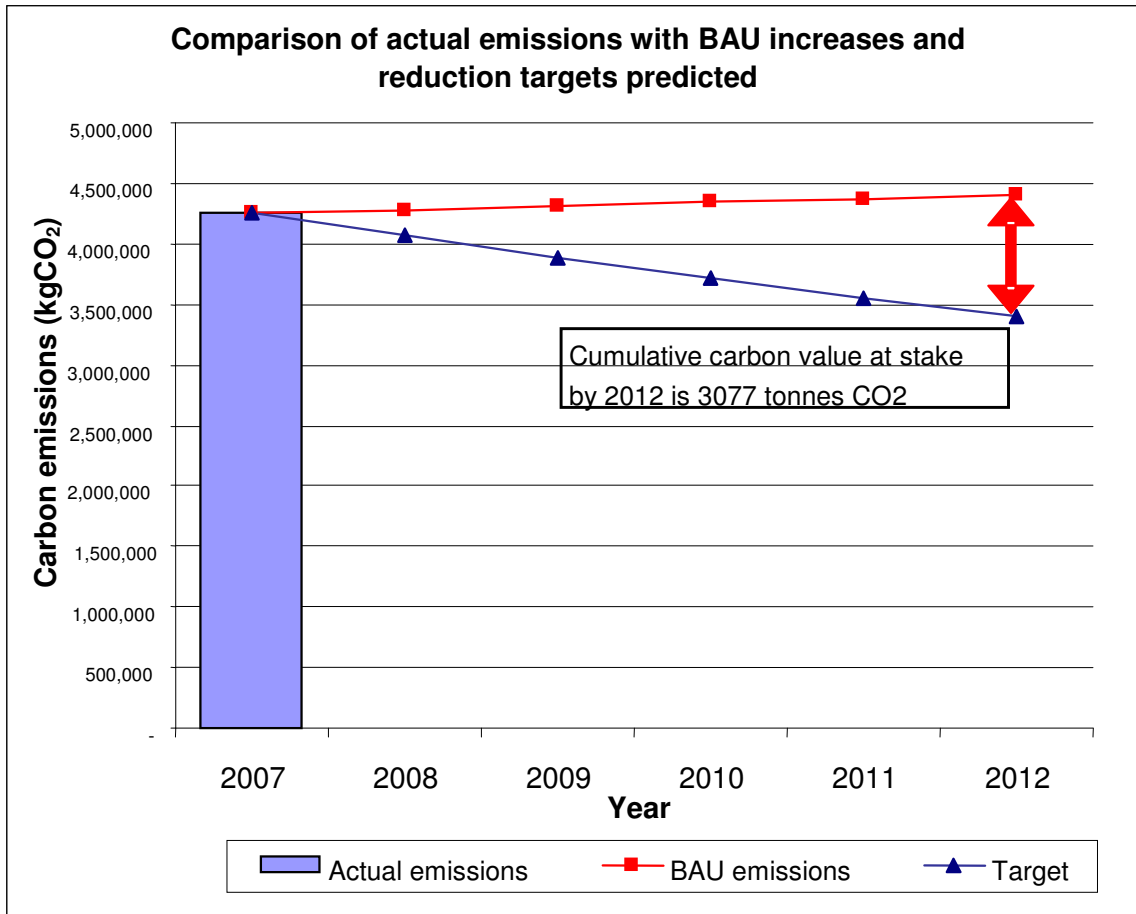


Figure 3.3a Comparison of actual, business as usual and targeted emissions

The Value at Stake

The value at stake graphs show the CO₂ emissions and financial cost 'at stake' when comparing the two scenarios. Table 3.3a below highlights how the cost of not doing the LACMP rises over the period of the programme. The carbon and financial value at stake is equivalent to the area between the red and blue lines in figures 3.3a and 3.3b respectively. The cumulative value at stake by 2012/13 is 3,077 tonnes of CO₂ and £1,178,911 of avoidable operational revenue cost mainly in the form of fuel and utility bills. Please note this value at stake figure includes fuel and energy savings associated with contracted services such as the leisure and waste contracts.

There is of course a capital cost associated with implementing measures to reduce CO₂. More information on this is included in section 5 on Carbon Management Plan Financing.



	2008	2009	2010	2011	2012
Total value at stake in tonnes CO2	215	422	622	815	1,001
Cumulative value at stake in tonnes CO2	215	638	1,260	2,076	3,077
Total financial value at stake £	66,345	141,199	225,433	319,998	425,935
Cumulative financial value at stake £	66,345	207,544	432,978	752,975	1,178,911

Table 3.3a Value at stake figures from LACMP Baseline Tool

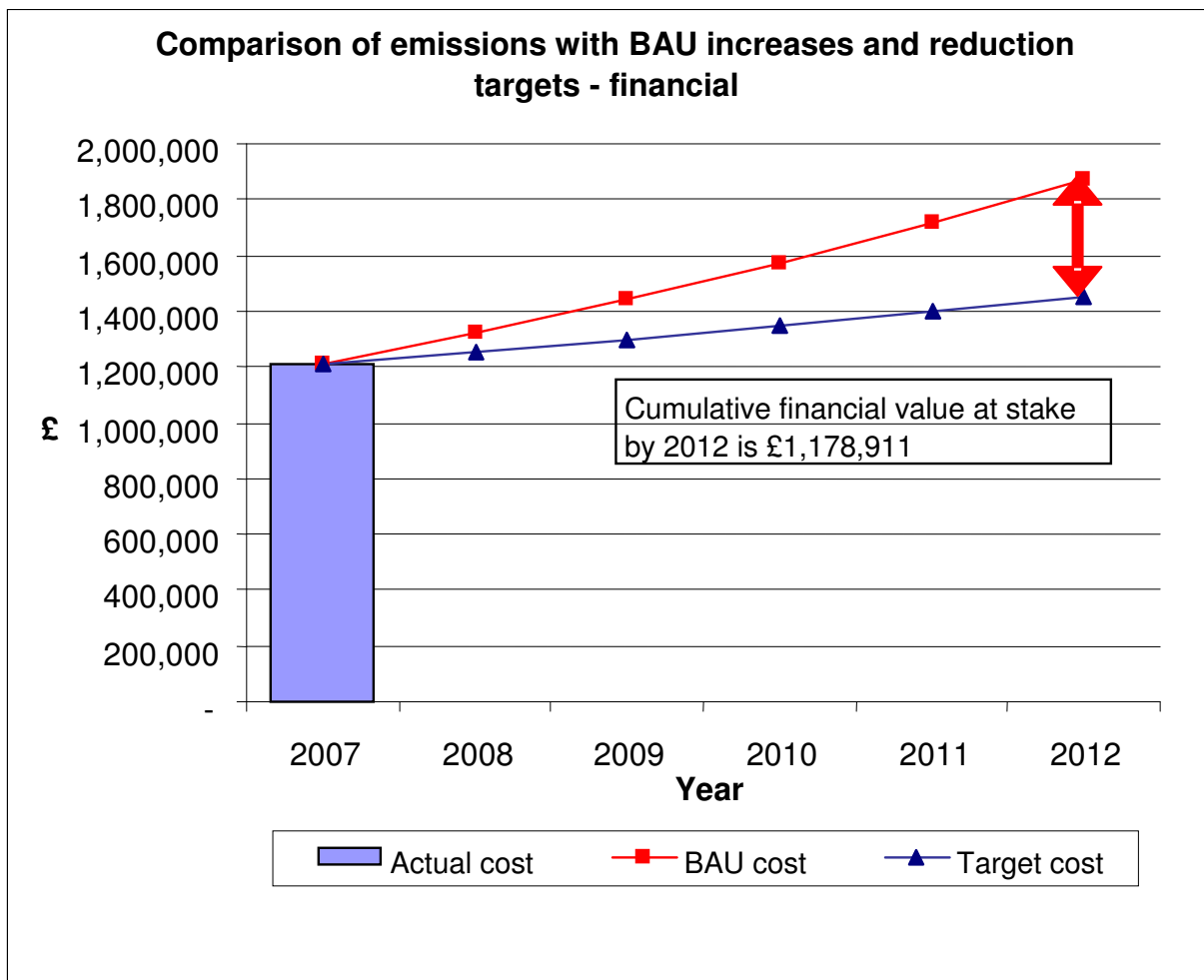


Figure 3.3b Comparison of actual, business as usual and target emissions costs

4 Carbon Management Projects

A list of carbon and energy reduction actions have been identified, developed and compiled through a series of workshops with key stakeholders and staff across the Council including key contractors for leisure facilities and waste. Initially this involved producing a long list which via further discussions was refined.

In identifying projects the project team have targeted those areas with the largest emissions. This means a significant proportion of the projected savings will be from leisure centres and the Council's new waste contract. It has also been recognised all parts of the organisation needs to be part of the programme so there has been an attempt to spread projects across a variety of service areas.

The agreed actions have been grouped under 4 categories:

- Existing Projects
- Planned / funded project
- Near Term Projects
- Medium to long term projects
- Other Projects

The tables below show the costs and savings for each project and also the percentage contribution it will make towards council's CO₂ emissions CO₂ reduction target. Each project is described in more detail with a project definition in Appendix B.

4.1 Existing projects

The table below shows those projects that have started in 2008 and will affect the 2007 baseline. Not all were identified as energy saving projects, but have contributed to the carbon reduction target. Not all of these projects will be complete within the calendar year however all have progressed sufficiently for them to be included here.

Ref	Project	Lead	Cost			Annual Saving		Pay back	% of Target	Year
			Cap'l	Rev'ue	Res'ce	Fin	CO ₂			
	Voltage Optimisation Abbey House	Property and Estates		16,000		4135	33	3.87	3.3	2008
	Reduce pool temperatures – All pools	Leisure Facilities Manager	-			6000	37	0	3.7	2008
	Lighting Controls Abbey House	Property and Estates		2350		626	5	4	0.5	2008
	Printer Rationalisation	ICT	-			2699	21	0	2.1	2008/9
	Inverters on pool pumps - Faringdon	Leisure Facilities Manager		1500		3400	27	.44	2.7	2008
	Replace Halogen bulbs - Abbey House	Property and Estates		2000		1316	10	1.3	1.0	2008
	Destratification fans in Abbey House	Property and Estates	-			340	3	-	0.3	2008
	Reduced lighting at White Horse Tennis and Leisure Centre	Centre Operator	-			2,040	16	-	1.6	2008/9
	TOTAL			21,850		20,556	152			

4.2 Planned / funded projects

The projects in the table below are either planned or already have funding earmarked for them. The projects which appear in red are planned for sites which the Council may dispose of in the next 2 years.

Ref	Project	Lead	Cost			Annual Saving		Pay back	% of Target	Year
			Cap'l	Rev'ue	Res'ce	Fin	tonne CO ₂			
1	Fuel Efficient Driver Training	Waste Contractor		5000		20,000	47	.25	4.7	2009
2	Server Virtualisation Abbey House	ICT	40,000			6391	50	6.26	5.0	2009
3	Business Mileage Reduction (All Council staff and Councillors)	Planning				13,000	8	-	0.8	2009
4	Thin Client Roll-out – Abbey House	ICT	10000			2628	21	Does not	2.1	2009
5	Awareness Campaign 5% (Council wide)	Corporate Policy		2000*		2663	20	.8	2	2009
6	New Waste Contract	Commercial				153000	350	-	35	2010
7	New landscape Contract	Commercial				18,137	41	-	4.1	2010
8	New temporary Accommodation	Property				3460	24	-	2.4	2011
9	Lighting Improvements (Guildhall)	Leisure		600		1360	11	.44 years	1.1	2009
10	Replace 100 CRT screens – Abbey House	ICT		10000		563	4	Does not	0.4	2009
11	Carbon management Policy / function	Corporate Policy		6000*		3800	26		2.6	2009
12	Lighting Efficiency - Abbey House	Property	10500			3264	26	?	2.6	2009 – 2012
13	Timers on MFDs Abbey House	ICT		300		714	6	.2	0.6	2009
	TOTAL		60,500	23,900		228,980	634			

* Ongoing revenue cost until 2011

4.3 Near term projects

The following table sets out projects which the Council intends to implement. Capital funding is earmarked for all schemes except Project 17, which due to its size and potential complexity would have to be the subject of a separate capital bid.

Ref	Project	Lead	Cost			Annual Saving		Pay back	% of Target	Year
			Cap'l	Rev'ue	Res'ce	Fin	CO ₂			
14	Pool covers at wet leisure centres	Leisure	45,680			7,887	49	5.79	4.9	2009 2010
15	Variable speed drives at wet leisure centres	Leisure	20455			17,500	138	1.1	13.8	2009 2010
16	Voltage Optimisation Wantage Civic Hall	Property and Estates	7,762			1,192	9	5.5	0.9	2010
17	New boilers / controls for Abbey House	Property and Estates	80,000			3,600	22	Does not	2.2	2011
18	Heating system adjustments in Guildhall and Civic Hall	Property and Estates		2000		1800	11	1.1	1.1	2009
	TOTAL		153,897	2000		31,979	229			

4.4 Medium to long term projects

The following projects are not yet planned in detailed and will need to be subjected to further investigation. The figures in the table below conservative estimates of potential savings based on comparison with similar projects elsewhere or from Carbon Trust best practice guidance.

Ref	Project	Lead	Cost			Annual Saving		Pay back	% of Target	Year
			Cap'l	Rev'ue	Res'ce	Fin	CO ₂			
	Additional loft Insulation Abbey House	Property and Estates	20,000			1500	9	Does not	0.9	2011
	Voltage optimisation White Horse Tennis and Leisure Centre	Leisure	20,000			8000	63	3	6.3	2012
	Leisure Centre Lighting improvements (All Centres)	Leisure	10,000			5000	30	2	3.0	2011
	Re-draught proof Abbey House	Property and Estates	15,000			1,200	7	8	.8	2011
	TOTAL		65,000			15,700	109			

4.5 Other Projects

These projects are not yet considered to be at the point where detailed investigation and viability can be assessed, all offer significant opportunities for further carbon reduction.

Ref	Project	Lead	Description



	Replacement CHP at White Horse Tennis and Leisure Centre	Leisure + Centre operators	In the coming years consideration will need to be given to the eventual replacement of the gas fired CHP unit at the White Horse Tennis and Leisure Centre. Biomass CHP is a possibility.
	Further rationalisation of property	Property and Estates	Further joint working between the Vale of White Horse and South Oxfordshire District Councils may present new opportunities to rationalise the use the Councils' combined estates.
	Efficiency improvements at Multi-story car park	Property and Estates	This could include installation of more efficient lighting and possibly voltage optimisation equipment.
	Guildhall Heating system improvement	Leisure + Property	If the Council retains the Guildhall in the longer term it may be necessary to carryout major improvements to the heating system. Biomass CHP is a possibility.

4.6 Projected achievement towards target

If all the projects in this plan (apart from the projects listed in section 4.5) are implemented, then the Council should reach its 20% emissions reduction target by 2012. The diagram below shows how progress towards the target progresses over the period. If the projects in section 4.5 were also implemented the Council could probably achieve a 25 – 30% reduction in Carbon emissions.

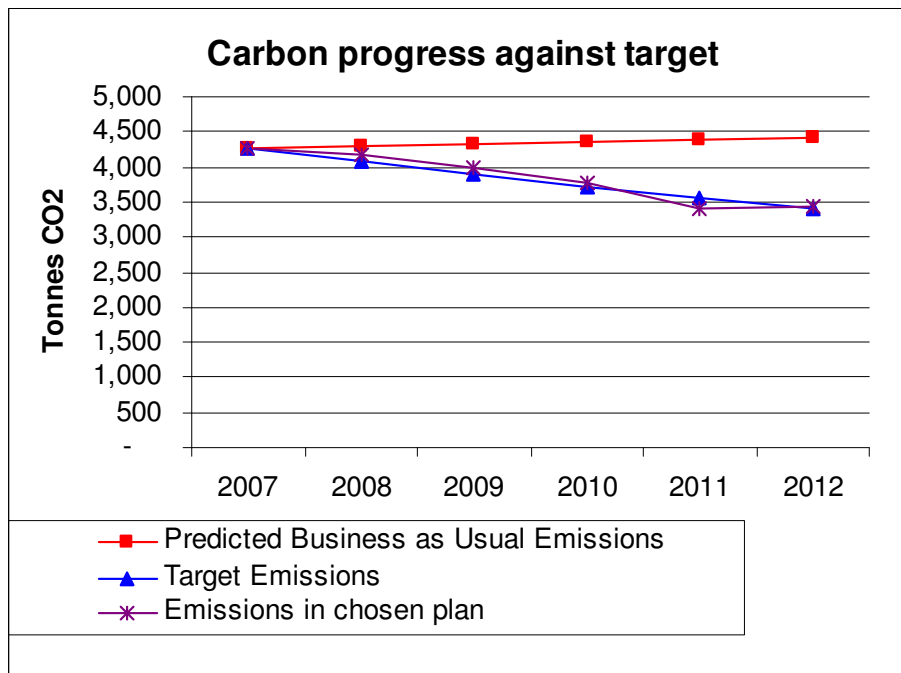


Figure 4.6a Progress towards the Council's Carbon reduction target.

Please note those projects which appear in red will likely happen irrespective of the LACMP. The revenue and capital costs associated with these projects have been written in to the CMP.

5 Carbon Management Plan Financing

Funding actions identified in this plan will primarily come from Council capital funding and where appropriate a limited amount of revenue funding, however it is recognised that revenue funding will be much harder to secure. The Council is at the present time unsure whether it will bid for Salix finance for those eligible aspects of this plan. Overall the total cost of this plan for the authority will be approximately £280,000 capital and £64,000 revenue funding over the period. With high and rising energy prices and low rates of return on investments in financial markets investing in energy saving measures offers comparatively high rates of return.

5.1 Assumptions

- Assumption 1- Cost of Electricity and Gas to rise by an average of 8.4% per year for the 5 years until 2012
- Assumption 2 - The carbon savings from the new waste contract will come at no additional costs to those that will be agreed in the contract. The financial savings from the new waste contract have been shown for completeness, however they
- Assumption 3 – The Council will be able to agree a savings sharing arrangement with leisure contractors and the incumbent waste contractor, thereby securing a return on investments for those projects where the contractor would otherwise incur non of the capital costs but would receive all of the revenue benefits
- Assumption 4 - Costs for electricity have been assumed at 6.8p kWh for all sites and 3p kWh for gas

5.2 Benefits / savings – quantified and un-quantified

	2008	2009	2010	2011	2012
Annual cost saving*	8,500	85,257	103,318	284,215	297,215
Annual CO₂ saving **	112	335 (559)	581 (1140)	970 (2110)	942 (3052)
% of target achieved	3.6	18	37	68	98

* These are gross figures (revenue costs have not been netted off) and have not been discounted. These figures also include savings that relate to the new waste and landscape contracts. In reality these will show as lower contract costs or efficiency savings that may not be cashable.

**Figures in brackets are cumulative savings.

Unquantified benefits:

Implementing the LACMP will obviously deliver a range of other benefits which cannot be measured in money terms. Below is a list of these benefits:

- Complying with LAA2 requirements – There may be financial rewards for reaching the LAA2 target. Further information on this is not yet available.
- Enhanced reputation of the Council in demonstrating that it leads by example.
- Lower maintenance costs with modern plant installed.
- Greater involvement by all members of staff in implementing the Council's new Climate Change priority.
- Increased awareness amongst staff, stakeholders and the general public.
- Council being able to exert more influence in other organisations to follow our example.

5.3 Additional resources

The Carbon Management Plan will be delivered within existing resources, There may need to be some re-allocation of job priorities in order to ensure that large critical projects are implemented on schedule.

The Council's Principal Energy Officer will take on the primary role of coordinating overall implementation of the plan.

5.4 Financial costs and sources of funding

£	2008/09	2009/10	2010/11	2011/12	2012/13
Annual costs:					
Total annual capital cost	-	75 000	75,000	130,000	-
Total annual revenue cost	21,850	15,900	18,000	8,000	-
Total costs	21,850	90,900	93,000	138,000	-
Committed funding:					
Committed annual capital	-	75,000	75,000	130,000	-
Committed annual revenue	*29850	**20,000	**20,000	**20,000	-
Total funded	29850	95,000	95,000	150,000	-
Unallocated funding					
Proposed additional capital	-	-	-	130,000	-
Unallocated annual revenue	-	-	-	-	-
Total unfunded	-	-	-	130,000	-

Figures above are not subject to a financial discount rate. Please also note the annual totals in this table to not match exactly with the figures in the projects tables in chapter 4 as many projects span more than one year.

* Revenue from various budgets used to fund measures in 2008/09

** The £20,000 committed revenue is part of the £40,000 annual revenue allocation from the Climate Change Strategy.

SALIX Finance

As yet there is no agreement as to whether the Council will bid for Salix funding in 2009. Many projects are compliant or almost compliant and a reasonable Salix bid could probably be made. However the Council is reliant on substantial revenue savings in the next few years and any predicted utility savings from carbon reduction measures could be built into the base budget. This would obviously run counter to a key Salix requirement to establish a revolving fund through which future projects could be financed.

How the Council will treat future revenue savings resulting from the LACMP have not yet been resolved. Should the Council wish to build the revenue savings into future budgets, it will have to allocate a further £130,000 of capital to fully fund the programme.



6 Actions to Embed Carbon Management in the Council

Creating a culture of carbon across the Council must be the ultimate aim of the LACM. The Council has used the Carbon Management Embedding Matrix to track its progress. The matrix is included in Appendix A where the white boxes indicate the current position of the Council. Each section below relates to a column in the Matrix. Our aim by the end of the programme is to be at the top of each column.

6.1 Corporate Strategy – embedding CO₂ saving across our organisation

The LACM6 has the full endorsement of the Council's Executive and Senior Management Team and is a central plank in the Council's Climate Change Strategy. This Plan will be published as well as placed on the Council's intranet and website similar to the same way we have published our carbon emissions baseline.

The Carbon saving targets agreed as part of this programme will be published as annual targets in the Corporate Plan. The implementation of the CMP will be managed centrally. All Service Plans already have broad climate change actions within them. These will be further enhanced with specific targeted actions in the 2009 draft service plans.

Extract from the Corporate Plan 2008-9

In December 2007 the Council adopted its Climate Change Strategy, an important document that sets out the Council's vision for an appropriate and proportionate response. This strategy will provide the framework for the Council to set about reducing the carbon footprint of its own activities while at the same time establishing the methodology for the Council to work in partnership with others in the District to reduce the carbon footprint of the local community.

This Council recognises the significance of Climate Change and will put tackling this at the heart of its agenda for the next four years. Accordingly the Council will implement a Climate Change Strategy to reduce greenhouse gas emissions and adapt to climate change impacts in the Vale.

We Aim to:-

- *Tackle the causes of climate change by reducing the amount of greenhouse gases arising directly or indirectly from the Council's operations and to use our local authority powers where possible to influence the actions of others.*
- *Deal with the effects climate change by adopting an approach to service delivery and Council operations which takes account of the predicted changes in climate and to use our local authority powers where possible to influence others to adapt to climate change.*

The Council's key objectives for the next four years are to:-

- *Implement a carbon management programme to reduce carbon emissions from the Council's operations. The objective for 2008/09 is to establish a baseline assessment and prioritise future actions, to include a review of the Green Travel Plan. This relates to National Indicator 185*
- *By 2009 implement a sustainable procurement protocol as part of the Council's new Procurement Strategy. This will include reviewing major contracts as and when they are renewed.*
- *Carry out a Local Climate Impacts Profile to assess the risks posed by future climate change to the Council and its services, and how the Council can effectively manage these risks. This relates to National Indicator 188.*
- *Use Council powers and influence to reduce per capita CO₂ emission. This will be done through enforcement measures associated with emerging planning policies, revised building regulations, reviewing grants / incentives provided through home energy conservation and fuel poverty work, reviewing Council fees and charges. This relates to National Indicator 186.*



- *Agree and implement a district wide climate change plan through the Vale Partnership and to play an active role in climate change initiatives of the Oxfordshire Partnership.*
- *Actively promote tackling climate change to the local community.*
- *Ensure Council strategies are consistent with the aims of the Climate Change Strategy. Of particular relevance is our Waste Management Strategy aim to significantly increase the amount of biodegradable waste recycled, increasing the total percentage recycled to 34 per cent by the end of April 2009*

In early 2008 the Vale of White Horse District Council and South Oxfordshire District Council decided to create a shared management team. The aim was twofold. Firstly, to secure significant financial savings which will lead to more resources being available to spend in priority areas, including climate change. Secondly, to create a stronger management team to deliver service improvements and facilitate joint working between the two Councils. More collaborative working with South Oxfordshire District Council on the Carbon Management Programme is one example of such work.

In August 2008 a new Chief Executive was appointed to lead the shared management team for the 2 Councils. For the Vale, one of his first priorities was to start a review of the Corporate Plan and priorities. Following initial discussions with the Executive, draft proposals were subject to wide ranging consultation. A new set of Strategic Objectives and Corporate Priorities were agreed as part of a new Corporate Plan in February 2009. One of the Strategic Objectives is 'Rising to the challenge of climate change'. This is underpinned by 3 corporate priorities and clear targets and actions for improvement. Progress against these targets and actions is reported quarterly as part of a Corporate Governance Reporting process. These reports are considered by the Senior Management team, Executive and Scrutiny Committee. All of these reports can be read on the Council's website.

Specific targets and actions relating to the 'rising to the challenge of climate change' priority are contained in service plans. Progress against Service Plans is reported half yearly to the Executive and Scrutiny Committee.

Service plan targets and actions then feed down into individual appraisals through the 'Commitments' and 'Personal Development Plan' schemes. In this way, all members of staff have a direct link to the Council's Climate Change Strategic Objective.

6.2 Programme Management – bringing it all together effectively

This factor of embedding carbon management covers the operational aspects of delivering the LACMP. Please see section 7 of this plan for more information on this part of the programme.

6.3 Responsibility – being clear that saving CO₂ is everyone's job

Taking action to reduce carbon emissions is every employee's responsibility. Every employee should feel able to challenge current practices if they feel there is a better way of doing things. The following table set out how responsibility for reducing emission is taken across the Council.

All employees	<ul style="list-style-type: none"> • Staff suggestions scheme – Staff have and will continue to be encouraged to propose energy savings ideas and to take highlight areas where they feel energy is being wasted. They can do this by contacting the Project Team or reporting through the staff suggestion scheme. • Annual staff satisfaction and biennial environmental awareness survey. • Carbon Management raised at quarterly staff briefings and monthly team briefings • Climate Change and Carbon Management now part of twice yearly induction training
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	<ul style="list-style-type: none"> • General clause on climate change to go in all job descriptions • Specific clauses on Carbon management to go in relevant job descriptions
Carbon Champions	<ul style="list-style-type: none"> • A secondary role for the Climate Change Project Team is act as ambassadors for the LACMP. They are responsible for promoting energy saving within their service area and backing up any promotional work. They are also on hand take staff suggestions and bring them to the Project Team.
Key Staff	<ul style="list-style-type: none"> • Specific clauses on Carbon management to go in relevant job descriptions. • These staff will have responsibility for managing individual projects. • Carbon management to be covered as part of personal development plan process. • Bespoke briefing / training on project implementation and achieving Carbon savings.
Senior Management	<ul style="list-style-type: none"> • Targets and actions set for their service areas. Directors and service managers to be responsible for projects in their own service areas. • All major projects, plans and policies to be Carbon Impacted Assessed on an annual basis. • Carbon Impact Assessment methodology to be devised.
Councillors	<ul style="list-style-type: none"> • All Councillors to receive a briefing on the LACMP and its impacts / benefits. • Councillor with the Portfolio for Climate Change is briefed on LACMP progress on a monthly basis. They are responsible for passing progress reports to the leading political group.
Contractors	<ul style="list-style-type: none"> • Where possible terms of contract will be changed or improvement plans agreed that will take account of the new actions in the LACMP and acknowledging that contractors will play an active role in securing emissions reductions for the Council.

6.4 Data Management – measuring the difference, measuring the benefit

Access to information on energy, fuel, water use and waste is vital to the success of the LACMP and to ensuring compliance with NI185 and LAA2. The following table sets out how data will be handled and who will do it.

Data Collection	<ul style="list-style-type: none"> • Each service area is responsible for collecting and collating data on energy consumed in delivering their services aside from the central monitoring of main Council buildings. All monitoring to be on a monthly basis or better if possible. • Contractors will be responsible for collecting and passing data to client managers on a monthly basis. • Automation of data capture will improve in 2009 with smart metering of all major sites. Mileage data for Council business travel will also be automated in 2009 with the introduction of an electronic mileage claim form. • Data collection reviews will take place 6 monthly to ensure all data collection techniques are as efficient and effective as possible. • Project Specific Data Collection – For some projects it will be necessary to monitoring aspects such as phased implementation as well as energy use e.g. phased lighting projects.
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Overall Collation	All data will be passed to the Energy Officer who be responsible for checking validity and importing data in to the baseline tool
Analysis	<p>Analysis of data will be done by the Principal Energy Officer in conjunction with the Energy officer and other officers such as finance officers.</p> <p>The Energy Officers will be responsible for feeding back ay data anomalies to the relevant service.</p>
Communicating and Reporting	<ul style="list-style-type: none"> All relevant high level performance data will be included in the quarterly corporate governance report. Key project specific data and overall performance will be placed in a special LACMP 'How are we doing' section on the Council's intranet as well as on notice boards. The Council will produce an Annual Carbon Report for the LACMP and for reporting our LAA2 NI185 progress.

6.5 Communication and Training – ensuring everyone is aware

Communications

The Council will rely on existing communications channels to relay LACMP information to stakeholders. More information of stakeholder communication and management is included in section 7.4 Ongoing Stakeholder Management.

The Head of Communications is part of the Climate Change Project Team so ensures opportunities for communicating with staff and residents are exploited at every opportunity. This includes the following:

- In terms of communication we already have a baseline survey conducted earlier this year which gave us good indicators of what staff were already doing well and where they needed further support. This provided a good starting point and will be repeated at regular intervals (at least every two years) to monitor progress and levels of awareness with respect to the Council's environmental performance.
- Staff will be regularly updated (and already are) about new initiatives and projects as they happen through our monthly staff newsletter The Horse's Mouth. This goes out electronically to all staff and is also available in paper copy on noticeboards. Our other monthly publication, Team Brief, is used as a cascade tool for managers to brief their staff. This is used to instruct staff if they need to do things in a different way, to encourage them to participate in any schemes or projects which may affect them and to encourage team discussions about the issues.
- A new staff intranet site is being developed which will include a special section about the LACMP and other related items, like the Green Travel Plan. This should operational by the end of the year.
- We also hold quarterly staff briefings where the senior management team discusses issues from the previous three months and anything arising in the next three months. Carbon management has already featured in the presentations and will continue to be a recurring subject for discussion and information.
- Any key changes, successes and achievements will be promoted to residents through our residents newsletter Vale Views, which currently comes out three times a year and is delivered to every household in the area. Press releases will also be distributed at key stages or for key projects.
- Special Events and the Vale and South Oxfordshire joint LACMP staff awaness campaign. The Council intends to host a special LACMP launch event to follow on from the Green Office Day held in 2008. This will highlight to all staff what the programme is and how they can get behind it. Other special events will also be held over the period to ensure momentum and motivation is maintained. Both the Vale and South Oxfordshire are also planning to run a joint staff awareness

/ publicity campaign in 2009. More information on this is detailed in Appendix B Project Definition 5

Training

In order to ensure all key staff understand the requirements of the LACMP as it moves properly into the implementation phase a short training programme will be developed. The training will cover all aspects of the programme and will be delivered after the formal programme launch in 2009.

Target group	Description
All Employees	<ul style="list-style-type: none"> Intranet based LACMP and Climate Change awareness training tool Voluntary attendance at LACMP seminar Carbon Management now part of induction training for all new starters
Senior Management	<ul style="list-style-type: none"> Special Briefing Sessions (2 already) and atleast a further 1 on LACMP implementation
Councillors	<ul style="list-style-type: none"> Special Councillor Briefing in early 2009

6.6 Finance and Investment – the money to match the commitment

This factor of embedding Carbon Management is covered fully in section five of this Plan.

In summary the Council will be using £150,000 of proposed capital expenditure in 2009 and 2010 to fund the most significant projects. A Salix bid could be made in March 2009 to seek match funding for appropriate schemes in order to maximise the leverage of the Council's capital allocation. It will also be necessary to front end load many of the projects reliant on capital funding to mitigate the risk of these projects failing for lack of funding in the future.

Revenue funding will be much harder to secure. For this reason the CMP has been structured to avoid additional revenue costs where possible. The Council recently approved additional revenue funding for the implementation of the Climate Change Strategy. Any additional revenue funding requirements will need to be funded from this source. Where appropriate joint working with South Oxfordshire District Council should enable better use of staff resource e.g. joint staff awareness / communication campaign.

6.7 Policy Alignment – saving CO₂ across our operations

The Council's Climate Change Strategy includes plans to review key policies in the light of both mitigation and adaptation measures. The following table sets out the policy / contract review timetable

<i>Policy / Strategy / Contract</i>	<i>Date reviewed or implemented</i>	<i>Reviewed or implemented by</i>
<i>Procurement (sustainable)</i>	<i>Mid 2009</i>	<i>Principal Energy Officer + Contracts and Procurement</i>
<i>Waste Contract</i>	<i>December 2008</i>	<i>Principal Energy Officer + Contracts and Procurement</i>
<i>Grounds Maintenance Contract</i>	<i>March 2009</i>	<i>Principal Energy Officer + Contracts and Procurement</i>
<i>Home Improvement Agency Contract</i>	<i>January 2009</i>	<i>Principal Energy Officer + EnergO Officer</i>
<i>Sustainable Communities Strategy</i>	<i>December 2008 – March 2009</i>	<i>Principal Energy Officer + Contracts and Procurement</i>
<i>Capital projects</i>	<i>Ongoing</i>	



<i>Travel Plan</i>	<i>Ongoing</i>	<i>Principal Transport Engineer</i>
<i>Planning Policies – SPD</i>	<i>June 2009</i>	<i>DD Planning and Principal Energy Officer</i>
<i>Asset Management Register</i>	-	-
<i>Home Energy Conservation</i>	<i>March 2009</i>	<i>Principal Energy Officer</i>
<i>Energy / Carbon Reduction Policy – see Project Definition 11</i>	<i>Early 2009</i>	<i>Principal Energy Officer</i>

7 Programme Management of the CM Programme

In early 2008 the Council established a project team and board according to the PRINCE project management methodology. The Climate Change Project Team is charged with implementing the Council's Climate Change Strategy across the organisation which includes the Carbon Management Programme. The project team reports to the project board which reports to the Senior Management Team. The project team is managing a diverse portfolio of projects including Green Travel Planning, climate change adaptation, communication with staff and most notably Carbon Management. The Vale of White Horse has no central policy or sustainability function; as such it was imperative that a broad team covering all service areas and potential areas of expertise be established to ensure the entire climate change programme could be delivered as cost effectively as possible.

As tackling the causes and effects of climate change is a new Council Priority, it is covered by the Council's corporate governance procedures and the corporate plan. Actions under the climate change priority are set out in the Council's Climate Change Strategy which was approved in December 2007. The Strategy is key corporate document affecting every other strategy and operation of the Council. It has specific actions relating to LACM and the Carbon reduction indicator NI185 is a LAA2 target

7.1 The Programme Board – strategic ownership and oversight

The Climate Change Project Board acts in overseeing role ensuring the project team delivers the various projects it is responsible for in accordance with the time table set out in the Climate Change Strategy.

The Project Board is

Paul Staines – Deputy Director Housing and Community Safety (Chair and Project Sponsor)

Mike Mackay – Deputy Director Contracts and Procurement (User representative)

Cllr Angela Lawrence – Portfolio Holder for Climate Change (Councillor Champion)

Steve Bishop – Strategic Director (Finance Champion for the LACMP only)

With the new shared senior management team between the Vale and South Oxfordshire. It will be necessary to review membership of the project board in early 2009.

Project Board Terms of Reference and Reporting

The aim of the Project Board is to ensure that the project remains on course to deliver the required outcome to the appropriate quality within cost and timescale.

The project board meets roughly once every two months. Its keys tasks are to

- Review the work of the project team progress of the programme and any associated risks
- Point out strategic level developments which could affect the Carbon Management Programme
- Feed progress reports through to senior management – the board should act as the conduit for information to senior management. Reports are taken to the Senior Management Team or the Executive on as needs basis. Most notably it presented information for the budget setting process to secure capital ear marked for LACM projects in 2009 and 2010. This has resulted in energy savings being built into the base budget giving a very strong impetus for the savings to be realised.
- Remove any obstacles to progress in implementing projects.
- Specifically review progress of the LACM and large projects within it, bearing in mind the board and team are responsible for the entire climate change programme.
- Championing the need for climate change across the organisation

The board will take monitoring reports to the senior management team on a quarterly basis. It will report to the Council's Executive Committee on an as needs basis. It has also prepared information for the budget setting process to secure capital ear marked for LACM projects in 2009 and 2010. This has

resulted in energy savings being built into the base budget giving a very strong impetus for the savings to be realised

7.2 The Carbon Management Team – delivering the projects

The Council established the Project Team in April 2008 prior to the launch of the LACMP. The team's primary responsibility is to implement the Council's Climate Change Programme. The Project Team is a group of officers with the appropriate skills to deliver, oversee or assist with the delivery of the various aspects of the programme, including tangible aspects, research, measures and reports.

Implementing the Council's Climate Change Strategy

The Council's Climate Change Strategy has two key aims, both aims relate only to the Council's operation:

1. To tackle the causes of climate change i.e. reduce the Council's greenhouse gas emissions
2. To deal with the effects of climate change – ensure the Council can cope with the climatic extremes likely to be brought about by climate change.

The strategy is a corporate priority and many of the actions in the strategy are cross cutting and affect virtually every service area. As a result it was considered vital that a corporate team of officers should be established in order to ensure that;

- due prominence is given to this new priority,
- progress is properly monitored,
- corporate actions are delivered consistently, and
- key officers have a forum for discussing issues.

Areas of work

The Climate Change Project Team will be responsible for delivering and/or overseeing the following aspects of the Council's approved Climate Change Strategy.

- Assisting with communicating the strategy to staff.
- Acting as the representative for respective service areas on relevant corporate climate change initiatives and to act as the main climate change contact within respective service areas.
- Assisting with the delivery of the Carbon Management Programme and implementing any relevant actions that flow from it.
- Assisting with the production of a Local Climate Impacts Profile for the Council and implementing any actions that flow from it.
- Feeding into the review of the Council's Travel plan
- Assisting with the planned expansion of Council in-house recycling.
- Reporting back on any specific actions
- Keeping an overview of climate change implications for respective service areas.
- Acting as a 'think tank' for other Council climate change actions.
- Taking an overview of progress of projects?

Meetings

The Project Team meets on a monthly basis. It may be necessary for smaller sub-groups to meet on a more regular basis to drive forward specific actions such the LACMP

It is proposed that meetings last no longer than 2 hours. It will be the responsibility of the Team Leader to organise meetings and agendas.

Representation



Each service area should be represented by at least one person on the Project Team. In most cases this person will also be directly involved in delivering a specific climate change action/project.

The Climate Change LACMP Project Team is

- Mark Saunders Principal Energy Officer - Team Leader and LACM Project Team Leader
- Gordon Willcox Transport Engineer - LACMP Deputy Project Leader
- Cynthia Sullivan Energy Officer - LACMP Deputy Leader
- Robert Woodside - Performance Management
- Nikki Malin – Communications Manager
- Ian Thompson – ICT
- Tim Williams – Environmental Health
- Grant Audley-Miller – Planning Strategy Officer
- Len Rodway / Peter Dela – Estates Managers
- Chris Webb – Leisure Facilities Manager

Reporting

The ‘Project Team’ reports to the ‘Project Board’. The Project Team also proposes to produce a six monthly report the first of which will be presented to SMT in October in time for the beginning of the budget setting process.

7.3 Succession planning for key roles

Project Leader – Under the LACM the Project Leader has appointed two deputy leaders to cover both the technical and managerial aspects of the project leader role. In the event of the PL being unable to lead the Programme the two deputy leads would succeed to the lead role.

Project Sponsor – Under the LACM there is no deputy sponsor. In the event the PS was unable to continue in this role, the succession plan would be for the user representative on the Project Board to become the new PS.

It should also be noted that from February 2009 the Vale of White Horse and South Oxfordshire District Councils (also in LACM6 with the Vale) will have a shared Senior Management Team. This will mean the same person will be the LACM6 project sponsor for both Councils. Both Councils will remain separate entities so it is likely there will still have to be two project teams and boards. This may create some as yet unforeseen management difficulties with one person having a critical role in both organisations.

7.4 Ongoing stakeholder management

Implementing the CMP will involve engaging with a larger number of individuals, groups and committees. The table below sets out how each of these stakeholders will be engaged throughout the implementation of the CMP

Individual or Group	Influence		Their interest or issues	Means of Communication
	Influence	Impact		
David Buckle Chief Executive	H	H	Overall scheme management and delivery against Corporate Plan	Senior Management Team (SMT) reports and presentations

			targets	
Steve Bishop Finance Director			cost / budgets Under pressure to make revenue savings	Kept informed via SMT and on an as needs basis. Member of Project Board.
Councillors	H	L	Reducing emissions (cost reduction is an additional benefit) Delivery against Corporate Plan targets	Occasional meetings with leader of the Council. All councillors can be reached via Councillor's Information newsletter. Special Councillor Briefing / Training session
Councillor Angela Lawrence (Portfolio Holder and Political Sponsor)	H	M	Reducing costs and emissions. Political representation	Meetings and informal contact with portfolio holder. Meetings with Project Board.
Paul Staines (Project Sponsor)	H	H	Ensuring the programme is implemented with maximum support in a time efficient way. Ensuring CMP has sufficient profile.	Two weekly meetings and regular informal contact.
Senior Management Team	H	H	Service delivery and cost reduction. May be heavily preoccupied with possible merger with South Oxfordshire DC. Delivering CMP projects at service level.	Reports to SMT from Project Board.
Property and Estates Team	H	H	Facilities & property management. Small team with limited means to monitor and reduce Council energy consumption.	Mostly informal with occasional meetings. Represented on Project Team. Important to keep the team involved. Implementation of many projects will depend on them.
Leisure Facilities Operators and Client Manager	H	M	Leisure centre management, reducing running costs and carbon emissions, maximising utilisation. Very willing to be involved, there maybe some issues over who reaps the financial benefits of any energy efficiency measures funded by the Council, where the utility bills are paid by the contractor.	Mostly informal contact with Leisure Facilities Manager. Represented on Project Team. Important to keep Leisure Centre Operators involved. Implementation of many projects will depend on them. Leisure Facilities Manager has regular meetings operators where CMP issues can be discussed
Waste Contractor and Client Manager	M	L	Delivering the contract, maximising recycled content of waste collected, reducing fleet running costs. Only 18 months left to run on the contract, may pose some problems with efficiency improvements which pose significant changes to the current contract.	Mostly informal contact with Waste Services Manager who has direct contact with the contractor. Not represented on Project Team New Waste Contract has provided an excellent opportunity to influence emissions targets for the new contract. Dialogue to be opened



				with winning contractor
ICT Team	H	M	Efficient use of IT resources, better system capability, lower running costs. Very keen to investigate major projects such as virtualisation and large scale thin client roll-out. Salix funding an attractive proposition	Mostly ad hoc meetings to discuss issues. Represented on Project Team.
Organisational Management and Support	L	M	Project, performance and communications management expertise available for Council projects. Efficiency in Council operations	Ad hoc. The CMT has access to assistance from this team. Represented on CMT

Influence: the level of influence on the successful outcome of the Programme - High (H), Medium (M) or Low (L)

Impact: the level of impact that the Project will have on the person or group - High (H), Medium (M) or Low (L)

7.5 Annual progress review

Implementation of actions under the LACMP will be monitored on a quarterly basis in accordance with the agreed methodology set out under LAA2 for NI185. This monitoring will also be part of the Council's quarterly corporate governance reporting process. Monitoring will cover the following

- *financial savings against targeted savings*
- *Fuel, Energy and CO2 savings against targets*
- *less quantifiable benefits, such as influencing the local community (supporting NI186), staff awareness,*
- *Specific monitoring of large projects whose implementation is critical to the Council achieving its emissions reduction targets e.g. implementation of the joint waste contract, large projects at leisure centres etc*

All relevant contracts will require this monitoring information to be supplied on a quarterly basis.

Each year the Council will produce an Annual Carbon Report detailing all the carbon reduction actions undertaken and their outcomes. This report will be used to report LAA2 and LACMP progress in future years. It has been decided for the purpose of the CMP that the Council will switch to financial year reporting to be consistent with other review and scrutiny procedures.

Appendix A: Carbon Management Matrix - Embedding

	CORPORATE STRATEGY	PROGRAMME MANAGEMENT	RESPONSIBILITY	DATA MANAGEMENT	COMMUNICATION & TRAINING	FINANCE & INVESTMENT	POLICY ALIGNMENT *
BEST 5	<ul style="list-style-type: none"> Top level target allocated across organisation CO₂ reduction targets in Directorate Business Plans 	<ul style="list-style-type: none"> Cabinet / SMT review progress against targets on quarterly basis Quarterly diagnostic reports provided to Directorates Progress against target published externally 	<ul style="list-style-type: none"> CM integrated in responsibilities of senior managers CM part of all job descriptions Central CO₂ reduction advice available Green Champions leading local action groups 	<ul style="list-style-type: none"> Quarterly collation of CO₂ emissions for all sources Data externally verified M&T in place for: <ul style="list-style-type: none"> buildings street lighting waste 	<ul style="list-style-type: none"> All staff given formalised CO₂ reduction: <ul style="list-style-type: none"> induction and training communications Joint CM communications with key partners Staff awareness tested through surveys 	<ul style="list-style-type: none"> Finance committed for 2+ yrs of Programme External funding being routinely obtained Ring-fenced fund for carbon reduction initiatives 	<ul style="list-style-type: none"> CO₂ friendly operating procedure in place Central team provide advice and review, when requested Barriers to CO₂ reduction routinely considered and removed
Page 72 4	<ul style="list-style-type: none"> CO₂ reduction commitment in Corporate Strategy Top level targets set for CO₂ reduction Climate Change Strategy reviewed annually 	<ul style="list-style-type: none"> Sponsor reviews progress and removes blockages through regular Programme Boards Progress against targets routinely reported to Senior Mgt Team 	<ul style="list-style-type: none"> CM integrated in to responsibilities of department heads Cabinet / SMT regularly updated Staff engaged though Green Champion network 	<ul style="list-style-type: none"> Annual collation of CO₂ emissions for: <ul style="list-style-type: none"> buildings street lighting transport waste Data internally reviewed 	<ul style="list-style-type: none"> All staff given CO₂ reduction: <ul style="list-style-type: none"> induction communications CM matters communicated to external community 	<ul style="list-style-type: none"> Coordinated financing for CO₂ reduction projects via Programme Board Finances committed 1yr ahead Some external financing 	<ul style="list-style-type: none"> Comprehensive review of policies complete Lower level policies reviewed locally Unpopular changes being considered
3	<ul style="list-style-type: none"> CO₂ reduction vision clearly stated and published Climate Change Strategy endorsed by Cabinet and publicised with staff 	<ul style="list-style-type: none"> Core team regularly review CM progress: <ul style="list-style-type: none"> actions profile & targets new opportunities 	<ul style="list-style-type: none"> An individual provides full time focus for CO₂ reduction and coordination across the organisation Senior Sponsor actively engaged 	<ul style="list-style-type: none"> Collation of CO₂ emissions for limited scope i.e. buildings only 	<ul style="list-style-type: none"> Environmental / energy group(s) given ad hoc: <ul style="list-style-type: none"> training communications 	<ul style="list-style-type: none"> A view of the cost of CO₂ reduction is developing, but finance remains ad-hoc Some centralised resource allocated Finance representation on CM Team 	<ul style="list-style-type: none"> All high level and some mid level policies reviewed, irregularly Substantial changes made, showing CO₂ savings
2	<ul style="list-style-type: none"> Draft Climate Change Policy Climate Change references in other strategies 	<ul style="list-style-type: none"> Ad hoc reviews of CM actions progress 	<ul style="list-style-type: none"> CO₂ reduction a part-time responsibility of a few department champions 	<ul style="list-style-type: none"> No CO₂ emissions data compiled Energy data compiled on a regular basis 	<ul style="list-style-type: none"> Regular awareness campaigns Staff given CM information on ad-hoc basis 	<ul style="list-style-type: none"> Ad hoc financing for CO₂ reduction projects 	<ul style="list-style-type: none"> Partial review of key, high level policies Some financial quick wins made
1 Worst	<ul style="list-style-type: none"> No policy No Climate Change reference 	<ul style="list-style-type: none"> No CM monitoring 	<ul style="list-style-type: none"> No recognised CO₂ reduction responsibility 	<ul style="list-style-type: none"> No CO₂ emissions data compiled Estimated billing 	<ul style="list-style-type: none"> No communication or training 	<ul style="list-style-type: none"> No specific funding for CO₂ reduction projects 	<ul style="list-style-type: none"> No alignment of policies for CO₂ reduction

- Major operational policies and procedures, e.g. Capital Projects, Procurement, HR, Business Travel
- White boxes indicate the current position of the Council.

Appendix B1 Carbon Management Programme: Project Definition

Project:	VWHDC 1 - Safe and Fuel Efficient Driver (SAFED) Training
Reference:	
Owner (person)	<i>Dave Wilson, Council – Tony Birch, Veolia</i>
Department	<i>Waste contract – Contracts and Procurement</i>
Description	<i>SAFED driver training for all waste and recycling fleet HGV drivers</i>
Benefits	<ul style="list-style-type: none"> • Financial savings: £ 18,000 – £24,000 per year • Payback period: 0.2 years • CO₂ Emissions reduction: 47 tonnes of CO₂ • kWh saving 189,000
Funding	<ul style="list-style-type: none"> • £5000 to train all 30 HGV drivers • Climate Change Revenue Budget for 2009 • Funding decision made October 08.
Resources	<ul style="list-style-type: none"> • <i>Additional resource:.. As this is on the job training there should be minimum disruption to normal collection rounds. The Contractor has agreed to cover any additional wages costs and contribute towards an incentive scheme</i> • <i>This project will be delivered within current resources</i>
Ensuring Success	<ul style="list-style-type: none"> • <i>Key success factors</i> <ul style="list-style-type: none"> ○ <i>All drivers to put training into practice encouraged by crew incentive scheme,</i> • <i>Principal risks:</i> <ul style="list-style-type: none"> ○ <i>Insufficient drivers trained – May need to schedule training over a number of months to counter this.</i> ○ <i>Automatic vehicles may not generate anticipated savings. The figures in this definition are deliberately cautious for this reason</i>
Measuring Success	<ul style="list-style-type: none"> • <i>MPG and total fuel use data</i> • <i>Measured using onboard metrics and refuelling data</i>
Timing	<ul style="list-style-type: none"> • <i>Milestones / key dates e.g.</i> <ul style="list-style-type: none"> ○ <i>start of implementation – Jan – March 2009</i> ○ <i>when it will deliver savings – Mid 2009</i>
Notes	

Appendix B2 Carbon Management Programme: Project Definition

Project:	VWHDC2 – Server Virtualisation
Reference:	
Owner (person)	<i>Ann Sadler</i>
Department	<i>ICT – Project Manager Nicholas Thomas</i>
Description	<i>Implementation of virtual server technology at main Council office. Reducing number of CPUs by 50% and making a corresponding reduction in air conditioning requirement.</i>
Benefits	<ul style="list-style-type: none"> • Financial savings: £ 6,391 • Payback period: 6.23 years • CO₂ Emissions reduction: 50 tonnes of CO₂ • kWh savings 70,492 for servers and 23,497 for reduced air con.
Funding	<ul style="list-style-type: none"> • Indicative figure for server virtualisation are £40,000 • Source of funding: ICT upgrade budget and possible Salix Finance if the project can be amended in order to meet Salix investment criteria. • The decision to fund will be taken in February 09
Resources	<ul style="list-style-type: none"> • This project will be delivered within current resources
Ensuring Success	<ul style="list-style-type: none"> • Key success factors <ul style="list-style-type: none"> ○ Possibly linked to a successful Salix bid ○ Redundant CPUs are decommissioned. • Principal risks: <ul style="list-style-type: none"> ○ Scheme not Salix compliant or Salix bid not made or not successful. ○ Project is not driven by carbon reduction and may therefore not secure all potential emissions savings.
Measuring Success	<ul style="list-style-type: none"> • Metrics for displaying performance or achievement <ul style="list-style-type: none"> ○ The Uninterruptible Power Supply can be monitored to give an accurate reading for power consumption in the server room. • When success will be measured <ul style="list-style-type: none"> ○ Regular monitoring of UPS
Timing	<ul style="list-style-type: none"> • Milestones / key dates e.g. <ul style="list-style-type: none"> ○ decision points – funding and project go ahead Feb ○ start of implementation – Mid 2009 ○ when it will deliver savings - 2010
Notes	

Appendix B3 Carbon Management Programme: Project Definition

Project:	VWHDC 3 - Business Mileage Reduction
Reference:	
Owner (person)	<i>Gordon Willcox – Transport Planner</i>
Department	<i>Planning</i>
Description	<i>The Council proposes to reduce its business mileage (currently in excess of 250,000 miles per year) by setting a target to reduce business mileage by at least 10% for all service areas in 2009.</i>
Benefits	<ul style="list-style-type: none"> • Financial savings: £ 13,000 • Payback period: - • CO₂ Emissions reduction: 37 tonnes of CO₂
Funding	<ul style="list-style-type: none"> • <i>No capital or revenue costs required</i>
Resources	<ul style="list-style-type: none"> • <i>This project will be delivered within current resources.</i>
Ensuring Success	<ul style="list-style-type: none"> • <i>Key success factors</i> <ul style="list-style-type: none"> ○ <i>Each service area will need to have business mileage reduction as a service objective with appropriate sanctions for failure.</i> • <i>Principal risks:</i> <ul style="list-style-type: none"> ○ <i>Staff fail to reduce mileage.</i> ○ <i>Could affect staff morale, especially for those who submit large mileage claims.</i>
Measuring Success	<ul style="list-style-type: none"> • <i>Metrics for displaying performance or achievement</i> <ul style="list-style-type: none"> ○ <i>Electronic mileage claims will enable information to be feedback to staff every month</i> • <i>When success will be measured / evaluated</i> <ul style="list-style-type: none"> ○ <i>Monthly and in Carbon Annual Report</i>
Timing	<ul style="list-style-type: none"> • <i>Milestones / key dates e.g.</i> <ul style="list-style-type: none"> ○ <i>decision points – Target in draft service plans Feb 09</i> ○ <i>start of implementation – April 09</i> ○ <i>when it will deliver savings – end 09</i>
Notes	

Appendix B4 Carbon Management Programme: Project Definition

Project:	VWHDC 4 – Thin Client (dumb terminal) role out
Reference:	
Owner (person)	<i>Ian Thompson</i>
Department	<i>ICT</i>
Description	<i>Currently most staff have their own PC which is connected to the network. However many staff do not need the capability of a PC and would be better served with a dumb terminal giving access to the network and basic applications. Dumb terminals are a solid state device which uses a fraction of the power of a PC. It has been identified that about 100 PCs could be replaced in this way.</i>
Benefits	<ul style="list-style-type: none"> • Financial savings: £ 2,628 • Payback period: 3.8 years • CO₂ Emissions reduction: 21 tonnes of CO₂
Funding	<ul style="list-style-type: none"> • <i>This project is estimated to cost about £10,000</i> • <i>Source of funding: CMP capital funding</i> • <i>Funding decision – Funds earmarked in capital programme.</i>
Resources	<ul style="list-style-type: none"> • <i>£10,000 capital funding required.</i>
Ensuring Success	<ul style="list-style-type: none"> • <i>Key success factors</i> <ul style="list-style-type: none"> ○ <i>Old PCs need to be taken out of use.</i> • <i>Principal risks</i> <ul style="list-style-type: none"> ○ <i>Major office move and restructure in 2009 results in the project being given a low priority.</i>
Measuring Success	<ul style="list-style-type: none"> • <i>Metrics for displaying performance or achievement</i> <ul style="list-style-type: none"> ○ <i>Information from ICT on numbers deployed</i> ○ <i>Provide information to staff on the advantages of the project</i> • <i>When success will be measured / evaluated</i> <ul style="list-style-type: none"> ○ <i>Project will be reviewed at the end of 2009 to assess overall effectiveness</i>
Timing	<ul style="list-style-type: none"> • <i>Milestones / key dates e.g.</i> <ul style="list-style-type: none"> ○ <i>decision points – decision already made</i> ○ <i>start of implementation - 2009</i> ○ <i>When it will deliver savings – Upon project completion.</i>
Notes	

Appendix B5 Carbon Management Programme: Project Definition

Project:	VWHDC 5 - Staff Awareness Campaign
Reference:	
Owner (person)	<i>Mark Saunders</i>
Department	<i>Corporate Policy</i>
Description	<i>A targeted campaign to get staff to reduce avoidable energy consumption involving poster, e-mail messaging, green office days and possibly an energy saving competition between staff at the Vale and South Oxfordshire District Councils.</i>
Benefits	<ul style="list-style-type: none"> • Financial savings: £ 1500 • Payback period: 1.3 years • CO₂ Emissions reduction: 20 tonnes of CO₂ • kWh saving 50,000
Funding	<ul style="list-style-type: none"> • £2,000 operational costs to fund a shared campaign with South Oxfordshire District Council • Funded from Climate Change Communication budget • Funding decision made.
Resources	<ul style="list-style-type: none"> • This project will be delivered within current staff levels.
Ensuring Success	<ul style="list-style-type: none"> • <i>Key success factors</i> <ul style="list-style-type: none"> ○ Ongoing commitment to continued campaigning. This would be built around a 4 year programme with different messages to keep the campaign fresh ○ Ability to keep staff motivated. • <i>Principal risks:</i> <ul style="list-style-type: none"> ○ Staff awareness campaign gets associated with general cost cutting measures and fails to inspire staff.
Measuring Success	<ul style="list-style-type: none"> • <i>Metrics for displaying performance or achievement</i> <ul style="list-style-type: none"> ○ Monitoring PCs left on, electricity consumption, Business mileage. ○ Carbon reduction counter will be in <i>the Council's intranet to enable staff to view actual progress</i> • <i>When success will be measured / evaluated</i> <ul style="list-style-type: none"> ○ Monthly
Timing	<ul style="list-style-type: none"> • <i>Milestones / key dates e.g.</i> <ul style="list-style-type: none"> ○ Decision points – Devise campaign in early 2009 ○ Start of implementation – launch March 2009 with CMP launch ○ When it will deliver savings – Immediately.
Notes	

Appendix B6 Carbon Management Programme: Project Definition

Project:	VWHDC 6 – New Waste Contract
Reference:	
Owner (person)	<i>Dave Wilson</i>
Department	<i>Waste Management</i>
Description	<i>The Council is currently tendering for a new waste contractor to collect general, compost and recyclable waste in the district from 2010. The new contract offers opportunities to generate carbon savings compared to the emissions of the current contract. All prospective contractors will have to make at least a 30% emissions savings based on current baselines.</i>
Benefits	<ul style="list-style-type: none"> • Dependent on option taken by winning contract – assume financial savings: £ 171,000 on diesel costs. • Payback period: 0 years – As this is a new contract opportunities have been taken to specify emissions reduction targets which have been built into the contract tender process. For this reason the additional cost of delivering CO2 savings have not been quantified. • CO₂ Emissions reduction: 343 tonnes of CO₂.
Funding	<ul style="list-style-type: none"> • <i>As these savings are integral to the new contract, funding measures will be structured into the contract price.</i> • <i>Appointment of new contractor will be in December 2008. The new contract will commence in March 2009 for South Oxfordshire and March 2010 for the Vale of White Horse</i>
Resources	<ul style="list-style-type: none"> • <i>There will be no additional resources required to deliver the carbon savings stated apart from those that will be specified in the new contract.</i>
Ensuring Success	<ul style="list-style-type: none"> • <i>Purchase of new Euro 5 fleet, Move to fortnightly collection, use of bio diesel mix or PPO, onboard vehicle routing software and management systems</i> • <i>Principal risks: Fleet does not switch to bio-diesel / PPO due to high relative fuel cost. Council is forced to change collection frequencies.</i>
Measuring Success	<ul style="list-style-type: none"> • <i>Quarterly contract management meetings</i> • <i>Monthly reporting of emissions to the Council</i> • <i>Annual reporting – The Council’s Annual Carbon Report</i>
Timing	<ul style="list-style-type: none"> • <i>Milestones / key dates e.g.</i> <ul style="list-style-type: none"> ○ <i>decision points – Appointment of new contractor</i> ○ <i>start of implementation – March 2010</i> ○ <i>when it will deliver savings – Immediately.</i>
Notes	<i>A switch to 70%PPO use would lead to a much greater reduction in emissions; however for the purposes of the CMP it has been assumed the contractor will only meet the 30% emissions reduction target in the tender.</i>

Appendix B7 Carbon Management Programme: Project Definition

Project:	VWHDC 7 – New Landscape Contract
Reference:	
Owner (person)	<i>Ian Matten</i>
Department	<i>Parks and Landscapes</i>
Description	<i>The Council is will soon be tendering for a new landscaping contract to provide landscaping services in the district from 2010. The new contract offers opportunities to generate carbon savings compared to the emissions of the current contract. All prospective contractors will have to demonstrate at least a 30% emissions savings based on current baselines.</i>
Benefits	<ul style="list-style-type: none"> • Financial savings: £ 18,137 • Payback period: 0 years – As this is a new contract, opportunities will be taken to specify emissions reduction targets which will be built into the contract tender process. For this reason the additional cost of delivering CO₂ savings have not been quantified • CO₂ Emissions reduction: 41 tonnes of CO₂
Funding	<ul style="list-style-type: none"> • <i>As these savings are integral to the new contract, funding measures will be structured into the contract price.</i>
Resources	<ul style="list-style-type: none"> • <i>There will be no additional resources required to deliver the carbon savings stated apart from those that will be specified in the new contract</i>
Ensuring Success	<ul style="list-style-type: none"> • <i>Key Success factors</i> <ul style="list-style-type: none"> ○ <i>Purchase of new fleet, use of bio diesel mix or PPO.</i> ○ <i>Drier summers could result in less fuel use</i> ○ <i>Council has policies in place which will result in contractor using less fuel</i> • <i>Principal risks:</i> <ul style="list-style-type: none"> ○ <i>Fleet does not switch to bio-diesel / PPO due to high relative fuel cost. Adaptation to climate</i>
Measuring Success	<ul style="list-style-type: none"> • <i>Quarterly contract management meetings</i> • <i>Monthly reporting of emissions to the Council</i> • <i>Annual reporting – The Council’s Annual Carbon Report</i>
Timing	<ul style="list-style-type: none"> • <i>Milestones / key dates</i> <ul style="list-style-type: none"> ○ <i>decision points – specification for tender agreed March 2009</i> ○ <i>start of implementation – March 2010</i> ○ <i>when it will deliver savings – At the start of the new contract</i>
Notes	

Appendix B8 Carbon Management Programme: Project Definition

Project: Reference:	<i>VWHDC 8 - Harcourt Way Temporary Accommodation Development (Property Rationalisation)</i>
Owner (person)	<i>Len Rodway</i>
Department	<i>Property and Estates</i>
Description	<i>Replacement of old temporary accommodation units with a new building built to level 4 of the Code for Sustainable Homes.</i>
Benefits	<ul style="list-style-type: none"> • Financial savings: £ 1,600 compared with current accommodation • Payback period: 0 years • CO₂ Emissions reduction: 24 tonnes of CO₂
Funding	<ul style="list-style-type: none"> • <i>The development will cost 1.4 million to construct. This will be part of the social housing provision for a larger redevelopment.</i> • <i>The scheme is being funded via the Council accepting a reduced land value for the main development site and utilising land it already owns. The Council will also be seeking grant assistance for some aspects of the scheme.</i> • <i>The scheme has already received planning consent and is due to be completed before 2012 and ideally earlier</i>
Resources	<ul style="list-style-type: none"> • <i>Some additional input from officers in providing detailed spec etc, but this will be provided within current resources.</i>
Ensuring Success	<ul style="list-style-type: none"> • <i>Key success factors.</i> <ul style="list-style-type: none"> ○ <i>Final specification agreed</i> • <i>Principal risks:</i> <ul style="list-style-type: none"> ○ <i>Recession and property down turn result in development being delayed or shelved.</i> ○ <i>Costs escalate, reducing amount of energy saving measures installed.</i>
Measuring Success	<ul style="list-style-type: none"> • <i>Metrics for displaying performance or achievement</i> <ul style="list-style-type: none"> ○ <i>Smart metering will be installed to enable Council staff to monitor building performance.</i> • <i>When success will be measured / evaluated</i> <ul style="list-style-type: none"> ○ <i>Completed development delivers actual savings</i>
Timing	<ul style="list-style-type: none"> • <i>Milestones / key dates e.g.</i> <ul style="list-style-type: none"> ○ <i>decision points – final decision to proceed has been agreed</i> ○ <i>start of implementation – still subject to developer negotiations</i> ○ <i>when it will deliver savings – Once fully occupied</i>
Notes	<i>Carbon Saving figures taken from Cyril Sweet report 'A Cost Review of the Code for Sustainable Homes'</i>

Appendix B9 Carbon Management Programme: Project Definition

Project: Reference:	VWHDC 9 – Lighting Improvement Guildhall
Owner (person)	<i>Chris Webb</i>
Department	<i>Which part of the organisation the project sits within</i>
Description	<i>Replacement of tungsten filament lamps in chandeliers and decorative lights with compact fluorescent lamps.</i>
Benefits	<ul style="list-style-type: none"> • Financial savings: £ 1,360 • Payback period: 0.44 years • CO₂ Emissions reduction: 11 tonnes of CO₂
Funding	<ul style="list-style-type: none"> • £600 - £1000 • <i>Source of funding: Climate Change Capital funding bid</i> • <i>Funding decision will be taken in Feb 09</i>
Resources	<ul style="list-style-type: none"> • <i>No additional resources required</i>
Ensuring Success	<ul style="list-style-type: none"> • <i>Key success factors</i> <ul style="list-style-type: none"> ○ • <i>Principal risks:</i> <ul style="list-style-type: none"> ○ <i>Building is listed and the Council's Conservation Planner may find CFL alternative not suitable</i>
Measuring Success	<ul style="list-style-type: none"> • <i>Metrics for displaying performance or achievement</i> <ul style="list-style-type: none"> ○ <i>Monthly reporting to Leisure Facilities Manager</i> • <i>When success will be measured / evaluated</i> <ul style="list-style-type: none"> ○ <i>Annual Carbon Report</i>
Timing	<ul style="list-style-type: none"> • <i>Milestones / key dates e.g.</i> <ul style="list-style-type: none"> ○ <i>decision points – Funding decision in March 2009</i> ○ <i>start of implementation – early 2009</i> <i>when it will deliver savings – Upon completion</i>
Notes	<i>It is possible that the Guildhall will be sold or its ownership transferred to a Trust. The Council does not intend to retain any further involvement in the management of this facility after 2010/11. In which case this building would not be part of the Council's baseline and any measures installed would not count towards the Council's target</i>

Appendix B10 Carbon Management Programme: Project Definition

Project:	<i>VWHDC 10 – CRT Screen replacement</i>
Reference:	
Owner (person)	<i>Ian Thompson</i>
Department	<i>ICT</i>
Description	<i>Replacement of 100 remaining CRT screens with LCD screens</i>
Benefits	<ul style="list-style-type: none"> • Financial savings: £ 563 • Payback period: Does not payback • CO₂ Emissions reduction: 4 tonnes of CO₂
Funding	<ul style="list-style-type: none"> • <i>This project would have happened and there are no additional costs associated with upgrading to LCD screens.</i> • <i>Funding for this project comes from ICT budgets.</i> • <i>Decision to fund has been made</i>
Resources	<ul style="list-style-type: none"> • <i>This project will be delivered within current resources.</i>
Ensuring Success	<ul style="list-style-type: none"> • <i>Key success factors</i> • <i>Principal risks:</i> <ul style="list-style-type: none"> ○ <i>No real risks associated with this project.</i> ○ <i>LCD screen produce less heat which will have to be provided by the heating system. For 100 screens this could be 30,000 kWh of additional heat input required</i>
Measuring Success	<ul style="list-style-type: none"> • <i>Metrics for displaying performance or achievement</i> <ul style="list-style-type: none"> ○ <i>ICT to supply installation numbers</i> ○ <i>Link to periodic monitor surveys (checks to see how many PCs and monitors are left on.</i> • <i>When success will be measured / evaluated</i> <ul style="list-style-type: none"> ○ <i>When Council has removed its last CRT screen</i> ○ <i>Annual Carbon Report</i>
Timing	<ul style="list-style-type: none"> • <i>Milestones / key dates</i> <ul style="list-style-type: none"> ○ <i>decision points - decision already made</i> ○ <i>start of implementation – early 2009</i> ○ <i>when it will deliver savings – as and when screens are installed</i>
Notes	<i>Information taken from Royal Borough of Windsor and Maidenhead CMP</i>

Appendix B11 Carbon Management Programme: Project Definition

Project: Reference:	VWHDC 11 – Carbon Management Policy / Function
Owner (person)	<i>Mark Saunders</i>
Department	<i>Corporate Policy</i>
Description	<p><i>The Council does not have a policy on energy use or a dedicated role that is responsible for enacting energy and emissions reduction measures. This omission was highlighted at a Carbon Trust survey of the Council in March 2009. Key actions to implement include.</i></p> <ul style="list-style-type: none"> • <i>Produce an energy policy</i> • <i>Improve M&T through regular and smart metering</i> • <i>Set up energy champions</i> • <i>Put in place energy management procedures</i>
Benefits	<ul style="list-style-type: none"> • <i>Financial savings: £ 6,032</i> • <i>Payback period: 0.3 years</i> • <i>CO₂ Emissions reduction: 45 tonnes of CO₂</i>
Funding	<ul style="list-style-type: none"> • <i>Estimated cost of additional work required - £6000</i>
Resources	<ul style="list-style-type: none"> • <i>The Principal Energy Officer has allocated an additional 1 day per week to cover additional Carbon Management issues including this project. The additional cost of the project has already been budgeted for.</i>
Ensuring Success	<ul style="list-style-type: none"> • <i>Key success factors</i> <ul style="list-style-type: none"> ○ <i>Smart metering installed in all appropriate site</i> ○ <i>New policy adhered to</i> • <i>Principal risks:</i> <ul style="list-style-type: none"> ○ <i>Principal Energy Officer does not have enough time to devote to delivering this project</i>
Measuring Success	<ul style="list-style-type: none"> • <i>Metrics for displaying performance or achievement</i> <ul style="list-style-type: none"> ○ <i>Regular feedback to staff on energy management issues</i> ○ <i>Access to Carbon Counter on Council intranet to show progress towards target</i> • <i>When success will be measured / evaluated</i> <ul style="list-style-type: none"> ○ <i>Monthly meter readings from all sites</i> ○ <i>Annual Carbon Report</i>
Timing	<ul style="list-style-type: none"> • <i>Milestones / key dates</i> <ul style="list-style-type: none"> ○ <i>decision points – Role already allocated as part of climate change function.</i> ○ <i>start of implementation – March 2009</i> ○ <i>when it will deliver savings – From 2009 onwards</i>
Notes	<i>Project idea from Carbon Trust Report presented in March 2008</i>

Appendix B12 Carbon Management Programme: Project Definition

Project: Reference:	VWHDC 12 - Lighting Efficiency Project – Abbey House
Owner (person)	Len Rodway
Department	Property and Estates
Description	Phased replacement of T12 fluorescent lighting with T5 Units and where possible T8 with T5 units
Benefits	<ul style="list-style-type: none"> • Financial savings: £ 2,800 • Payback period: 3.7 years • CO₂ Emissions reduction: 20.6 tonnes of CO₂ • kWh saved 48,000
Funding	<ul style="list-style-type: none"> • Estimated £10,500 financing from existing budgets over 3 years. • Funding decision to be made by Property and Estates Team
Resources	<ul style="list-style-type: none"> • No additional resources required.
Ensuring Success	<ul style="list-style-type: none"> • Key success factors <ul style="list-style-type: none"> ○ All old lighting replaced with T5 units where possible • Principal risks: <ul style="list-style-type: none"> ○ Full energy savings are not realised due to Voltage Optimisation. ○ May have to replace all 635 ceiling units rather than just the bulbs with adaptors. This would quadruple the cost.
Measuring Success	<ul style="list-style-type: none"> • Metrics for displaying performance or achievement <ul style="list-style-type: none"> ○ Continuous monitoring of number of lights upgraded ○ Monthly comparisons
Timing	<ul style="list-style-type: none"> • Milestones / key dates e.g. <ul style="list-style-type: none"> ○ Roll out due to be complete by 2012
Notes	<i>Information from Carbon Trust survey carried out in March 2008. Currently a small fraction of lights have been converted to T5 and the costs per unit are between £60 and £70. Applied to all 635 units this equates to a cost of £40,000</i>

Appendix B13 Carbon Management Programme: Project Definition

Project:	VWHDC 13 – Timers on all MFDs
Reference:	
Owner (person)	<i>Ian Thompson</i>
Department	<i>ICT</i>
Description	<i>Currently only a small number of printers and multi functional devices have timer switches on them. This enables them to be switched off at night and at weekends. Most printers and MFDs are not switched of as nobody has ownership of them as is the case with a PC. This project would fit timers on up to 30 printers and MFDs in 2009 – and also role out to vending machines in Council facilities.</i>
Benefits	<ul style="list-style-type: none"> • Financial savings: £ 1,360 • Payback period: 0.22 years • CO₂ Emissions reduction: 11 tonnes of CO₂ <i>See notes section for more information</i>
Funding	<ul style="list-style-type: none"> • £300 to fund the cost of the timer switched
Resources	<ul style="list-style-type: none"> • <i>This project will be delivered within current resources</i>
Ensuring Success	<ul style="list-style-type: none"> • <i>Key success factors</i> <ul style="list-style-type: none"> ○ <i>Continued involvement of ICT in deploying timers</i> • <i>Principal risks:</i> <ul style="list-style-type: none"> ○ <i>Some equipment is not compatible with timer switches</i> ○ <i>Major office move in 2009 may result in some MFDs being disconnected from timers</i>
Measuring Success	<ul style="list-style-type: none"> • <i>Metrics for displaying performance or achievement</i> <ul style="list-style-type: none"> ○ <i>Timer installation data available from ICT.</i> • <i>When success will be measured / evaluated</i> <ul style="list-style-type: none"> ○ <i>Periodic checks to ensure timers are working</i>
Timing	<ul style="list-style-type: none"> • <i>Milestones / key dates e.g.</i> <ul style="list-style-type: none"> ○ <i>decision points – decision already made and first batch of timers already purchased</i> ○ <i>start of implementation – now and ongoing through 2009</i> ○ <i>when it will deliver savings – 2009.</i>
Notes	<i>Estimated savings are based on only 20 MFDs being connected to timers through a combination of technical or organisational reasons as mentioned under 'principal risks'</i>

Appendix B14 Carbon Management Programme: Project Definition

Project:	VWHDC 14 - Motorised Pool Covers			
Reference:				
Owner (person)	<i>Chris Webb – Leisure Facilities Manager</i>			
Department	<i>Leisure Facilities</i>			
Description	<i>Solid motorised pool covers for all of the indoor pools at the Faringdon, Wantage and White Horse Tennis and Leisure Centre</i>			
Benefits		<i>Financial £</i>	<i>CO2 Savings</i>	<i>Payback</i>
	<i>Faringdon</i>	<i>1,386</i>	<i>8.5</i>	<i>5.93</i>
	<i>Wantage</i>	<i>2,710</i>	<i>13.4</i>	<i>5.47</i>
	<i>White Horse</i>	<i>£4,331</i>	<i>27</i>	<i>5.91</i>
	<i>Total</i>	<i>£8,427</i>	<i>48.9</i>	
Funding	<ul style="list-style-type: none"> • <i>Financial investment - £45,680 excluding VAT.</i> • <i>Source of funding: Climate Change Capital funding and possible Salix funding is investment criteria can be meet.</i> • <i>Funding decision – Feb 09 – Council Budget setting</i> 			
Resources	<ul style="list-style-type: none"> • <i>Unclear as to whether leisure centre operators would be able to absorb additional labour (estimated to be 1/2 to 1 person hour per day to deploy and retrieve covers). This would amount to £2,548</i> • <i>Annual maintenance costs of up to £500 per cover per year</i> 			
Ensuring Success	<ul style="list-style-type: none"> • <i>Key success factors,</i> <ul style="list-style-type: none"> ○ <i>Reduction in heat and evaporation from pools which in turn means less ventilation required</i> • <i>Principal risks:</i> <ul style="list-style-type: none"> ○ <i>Pool covers not deployed – ensure staff are rostered to deploy covers</i> ○ <i>VSDs installation not synchronised with pool covers</i> ○ <i>Unknown technical problems result on covers of VSDs not being installed.</i> ○ <i>Desire to implement other projects makes pools covers relatively more expensive – investigate liquid pool covers.</i> 			
Measuring Success	<ul style="list-style-type: none"> • <i>Metrics for displaying performance or achievement</i> <ul style="list-style-type: none"> ○ <i>Monthly gas usage</i> • <i>When success will be measured / evaluated</i> <ul style="list-style-type: none"> ○ <i>Monthly</i> 			
Timing	<ul style="list-style-type: none"> • <i>Milestones / key dates e.g.</i> <ul style="list-style-type: none"> ○ <i>decision points – Funding decision Feb 09</i> ○ <i>start of implementation – Mid / end 09</i> ○ <i>when it will deliver savings - 2010</i> 			
Notes	<i>Information based on a quotation from Forge Pool Covers made in 2007, 5% has been added to the quote to cover price increases.</i>			

Appendix B15 Carbon Management Programme: Project Definition

Project:	<i>VWHDC 15 – Variable Speed Drives at all Leisure Centres</i>
Reference:	
Owner (person)	<i>Chris Web</i>
Department	<i>Leisure Facilities</i>
Description	<i>Variable Speed Drives to replace single speed drives on pool pumps and air handling units at 3 Leisure Centres</i>
Benefits	<ul style="list-style-type: none"> • Financial savings: £ 17,500 • Payback period: 1.1 years • CO₂ Emissions reduction: 138 tonnes of CO₂ • kWh savings 250,000
Funding	<ul style="list-style-type: none"> • <i>Capital funding of £20,455 required</i> • <i>Source of funding: internal; Council's Capital programme and possibly Salix bid if Salix funding criteria are met.</i> • <i>Decision on funding will be made in March 2009</i>
Resources	<ul style="list-style-type: none"> • <i>This project will be delivered within current staff resources</i>
Ensuring Success	<ul style="list-style-type: none"> • <i>Key success factors</i> <ul style="list-style-type: none"> ○ <i>Pool covers installed and operational</i> ○ <i>VSDs properly linked to humidistat control</i> • <i>Principal risks</i> <ul style="list-style-type: none"> ○ <i>Pool covers not installed – Install liquid covers as temporary measure</i> ○ <i>Insufficient funds to pay for VSDs – Install biggest drives first and others when funds are available</i> ○ <i>Centre operators don't agree to installation – Wait and renegotiate contracts at appropriate point</i>
Measuring Success	<ul style="list-style-type: none"> • <i>Metrics for displaying performance or achievement</i> <ul style="list-style-type: none"> ○ <i>Monthly monitoring and display of data in main foyer</i> • <i>When success will be measured / evaluated</i> <ul style="list-style-type: none"> ○ <i>Annual Carbon Report</i>
Timing	<ul style="list-style-type: none"> • <i>Milestones / key dates e.g.</i> <ul style="list-style-type: none"> ○ <i>decision points – funding decision March 2009</i> ○ <i>start of implementation – Mid 2009</i> ○ <i>when it will deliver savings - Immediately</i>
Notes	<i>Information based on quote for VSDs at White Horse Tennis and Leisure Centre and then applied to other centres using quantification briefing note from ESD and Energy Consumption Guide 78</i>

Appendix B16 Carbon Management Programme: Project Definition.

Project:	VWHDC 16 - Voltage Optimisation – Wantage Civic Hall
Reference:	
Owner (person)	<i>Richard Embling</i>
Department	<i>Property and Facilities Management</i>
Description	<i>Installation of voltage optimisation equipment in Wantage Civic Hall</i>
Benefits	<ul style="list-style-type: none"> • Financial savings: £ 1,754 per annum • Payback period: 4.5 years • CO₂ Emissions reduction: 9.171 tonnes of CO₂
Funding	<ul style="list-style-type: none"> • £7,762 capital expenditure including installation of £1,800 • Source of funding: Capital Budget + Salix Finance if projects meets Salix funding criteria • Funding decision made on Feb 2009
Resources	<ul style="list-style-type: none"> • No additional resources required
Ensuring Success	<ul style="list-style-type: none"> • Key success factors – Proper location and sizing of the unit • Principal risks: <ul style="list-style-type: none"> ○ Technical - Unable to site unit close to meter thereby raising installation costs and affecting ROI and £/tonneCO₂ ○ Financial - Becomes ineligible for Salix raising costs to Council
Measuring Success	<ul style="list-style-type: none"> • Metrics for displaying performance or achievement <ul style="list-style-type: none"> ○ Monthly reporting to Leisure Facilities Manager • When success will be measured / evaluated <ul style="list-style-type: none"> ○ Annual Carbon Report
Timing	<ul style="list-style-type: none"> • Milestones / key dates e.g. <ul style="list-style-type: none"> ○ decision points – Funding decision in March 2009 ○ start of implementation – Mid 2009 ○ when it will deliver savings - Immediately
Notes	<i>It is possible that the Wantage Civic Hall will be sold or its ownership transferred to a Trust. The Council does not intend to retain any further involvement in the management of this facility after 2010/11. In which case this building would not be part of the Council's baseline and any measures installed would not count towards the Council's target</i>

Appendix B17 Carbon Management Programme: Project Definition

Project:	VWHDC 17 - Replacement Boilers for Abbey House integrated with BMS upgrade and additional zone controls			
Reference:				
Owner (person)	Len Rodway –			
Department	Property and Estates			
Description	The five boilers in the main council offices are coming to the end of their expected lives. They will need to be replaced within the next 3 years. At this stage the project would be to replace them with high efficiency gas boilers, however the Council will also assess the feasibility of installing either a gas fired or biomass CHP unit as an alternative. At the same time the Council will also upgrade its BMS systems and install additional heating control zones to increase the responsiveness of the system.			
Benefits		<i>Finance savings</i>	<i>CO2 savings</i>	<i>Payback</i>
	<i>Boilers</i>	£3,600	22	Does not
	<i>BMS upgrade</i>	£2,070	13	9.66
	<i>Additional zones</i>	unknown	unknown	
	TOTAL	£5,670	35	
Funding		<i>Capital Cost</i>	<i>Source</i>	<i>Decision</i>
	<i>Boilers + BMS</i>	80,000 +	Capital prog	Feb 10
	TOTAL	80,000 +		
Resources	<ul style="list-style-type: none"> Some additional resource requirement to carry out detailed feasibility of CHP and produce specification for new boilers or CHP unit(s). The funding for this would come from the Climate Change Revenue budget. Additional heating zones have not been included in the bid for capital funds. When more information is available this could be a viable project. 			
Ensuring Success	<ul style="list-style-type: none"> Key success factors <ul style="list-style-type: none"> Agreement to replace boilers and funding made available Principal risks: technical, financial <ul style="list-style-type: none"> Funding not made available Major failure before planned replacement results in Council not making most of opportunity 			
Measuring Success	<ul style="list-style-type: none"> Metrics for displaying performance or achievement <ul style="list-style-type: none"> Monthly gas usage chart next to DEC When success will be measured / evaluated <ul style="list-style-type: none"> Costs and CO2 emissions reviewed after 1st year 			
Timing	<ul style="list-style-type: none"> Milestones / key dates e.g. <ul style="list-style-type: none"> decision points – Feb 10 start of implementation - Summer 2011 when it will deliver savings - Winter 2011 			
Notes	Should the Council opt for a gas or biomass CHP unit, the resultant emissions savings would be greater than that stated here. A biomass CHP unit save up to 73 tonnes of carbon per year			

Appendix B18 Carbon Management Programme: Project Definition

Project:	<i>VWHDC 18 – Heating System improvements and control adjustments to Guildhall and Wantage Civic Hall</i>
Reference:	
Owner (person)	<i>Len Rodway</i>
Department	<i>Property and Estates</i>
Description	<i>The heating system in the Guildhall has limited control and gas usage at Wantage Civic Hall is above the benchmark standard indicating some adjustment/improvement to controls maybe necessary.</i>
Benefits	<ul style="list-style-type: none"> • Financial savings: £ 1,800 per annum • Payback period: 1.1 years • CO₂ Emissions reduction: 11 tonnes of CO₂
Funding	<i>£2000 capital funding to pay for improved controls, thermostats etc</i>
Resources	<i>This project will be delivered within existing resources.</i>
Ensuring Success	<ul style="list-style-type: none"> • <i>Key success factors</i> <ul style="list-style-type: none"> ○ <i>Adjusted settings are adhered to.</i> • <i>Principal risks: technical, financial</i> <ul style="list-style-type: none"> ○ <i>Buildings maybe sold before benefits can be reaped.</i> ○ <i>Unable to retrofit minor improvement to the existing system.</i>
Measuring Success	<ul style="list-style-type: none"> • <i>Metrics for displaying performance or achievement</i> <ul style="list-style-type: none"> ○ <i>Monthly gas usage chart in reception area next to DEC.</i> ○ <i>Building temperatures</i> • <i>When success will be measured / evaluated</i> <ul style="list-style-type: none"> ○ <i>2009 Heating season</i>
Timing	<ul style="list-style-type: none"> • <i>Milestones / key dates e.g.</i> <ul style="list-style-type: none"> ○ <i>decision points – Feb 09</i> ○ <i>start of implementation - 2009</i> ○ <i>when it will deliver savings - 2009</i>
Notes	<i>Based upon information provided via Carbon Trust survey in 2008</i>

REPORT OF THE STRATEGIC DIRECTOR
TO THE EXECUTIVE
6 FEBRUARY 2009

Treasury Management and Investment Strategy for 2009/10

1.0 Introduction and Report Summary

- 1.1 This report sets out the detailed treasury management strategy for 2009/10 and gives an indication of expected treasury operations for 2010/11 and 2011/12.
- 1.2 The prudential capital financing regime lays down four key legislative requirements:
- The reporting of the **prudential indicators** setting out the expected capital activities (as required by the CIPFA Prudential Code for Capital Finance in Local Authorities) forms part of the budget proposal considered by the Council in February;
 - If the Council borrowed to fund capital expenditure it would need a **Minimum Revenue Provision (MRP) Policy**, which sets out how the Council will pay for capital assets through revenue each year. This is not applicable to this Council at the moment but if it was a report would be brought forward prior to the year in which it would happen;
 - The **treasury management strategy statement** which sets out how the Council's treasury service will support the capital programme and revenue budget, the day to day treasury management and the limitations on activity through treasury prudential indicators. The Council has to agree some key indicators required by s3 of the Local Government Act 2003. This is in accordance with the CIPFA Code of Practice on Treasury Management and shown at Appendix A;
 - The **investment strategy** which sets out the Council's criteria for choosing investment counterparties and limiting exposure to the risk of loss. This strategy is in accordance with the CLG Investment Guidance, and also shown in Appendix A.
- 1.3 The Contact Officer for this report is Steve Lawrence, Principal Accountant (Technical), telephone (01235 540321), email steve.lawrence@whitehorsedc.gov.uk

2.0 Recommendations

- 2.1 *Members are asked to recommend to Council to approve:*
- a) *The Treasury Management Strategy 2009/10 to 2011/12, and the treasury Prudential Indicators contained within Appendix A.*
 - b) *The Authorised Limit Prudential Indicator.*
 - c) *The Investment Strategy 2009/10 contained in the treasury management strategy (Appendix A), and the detailed criteria included in Annex A1.*

3.0 Relationship with the Council's Vision, Strategies and Policies

This report supports all objectives in the Council's vision, in that it complies with the Council's strategies for sound financial management. It also follows the procedure

recommended in the revised CIPFA Treasury Management Code of Practice, January 2002.

4.0 Local Government Investments

- 4.1 Local Authorities' powers and practices for investing their surplus funds are contained in Part 1 of the *Local Government Act 2003*. The act allows the Secretary of State to issue guidance on investments and to specify other guidance which should be followed. Guidance was issued in March 2004 and specified that regard should also be had to the *Treasury Management Code of Practice* and *The Prudential Code for Capital Finance* issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).
- 4.2 The general objective remains that local authorities should prudently invest surplus funds held. Priority should be given to security and liquidity but it is reasonable to seek the highest return consistent with those aims. The guidance specifically discourages the use of speculative investments such as equities. Borrowing to invest remains unlawful.
- 4.3 Somewhat confusingly the guidance introduces the concept of "specified" and "non-specified" cash investments. Specified investments are those offering high security, high liquidity and low risk. They should be in sterling and with a maturity of no more than 1 year. Investments made with the UK Government or a local authority are automatically included as are bodies with "a high credit rating", the definition of which is left to the authority. Non-specified investments are those that don't meet this description. The aim seems to be not to discourage authorities from using non-specified investments but to ensure that proper procedures are in place to assess any greater risk. These categories are further considered in annex A1 of the Strategy.
- 4.4 The guidance also applies to investments made through external fund managers.

5.0 Treasury Management and Investment Strategy

- 5.1 The legislation requires an annual Treasury Management & Investment Strategy Statement. This sets borrowing limits, investment objectives, approved organisations for investment, guidelines and performance criteria for the in-house operation. There has been no significant change in the Council's circumstances but the current economic climate and difficulties in the money markets has prompted a review of approach. The result has been to maintain similar base criteria as in previous years but tailor it by:
- Implementing a more restrictive operational strategy than that set out until such time as the banking system returns to "normal" operations. (This has been the actual practice since October 2008). This will allow the investment service to return to the fuller criteria without a further Council resolution.
 - Including those institutions with wholesale guarantees where the government has a sovereign 'AAA' rating from all 3 main rating agencies. Any investments would be limited to amounts and maturities within the terms of the guarantee.
- 5.2 The proposed Strategy Statement for 2009/10 is set out at Appendix A. The basic criteria are very similar to the 2008-09 strategy but some additional information has been included.

STEVE LAWRENCE
PRINCIPAL ACCOUNTANT (TECHNICAL)

WILLIAM JACOBS
JOINT HEAD OF FINANCE

STEVE BISHOP
STRATEGIC DIRECTOR

Background Papers:

CIPFA – Code of Practice on Treasury Management.

CLG - Guidance on Local Government Investments.

Butlers – Capital Watch information sheet published 4 December 2008

The following information has been provided by Butlers, the Council's investment advisers.

Expected Movement in Interest Rates

Annual Average %	Bank Rate	Money Rates	
		3 month	1 year
2008/09	3.9	5.0	5.3
2009/10	1.0	1.6	1.8
2010/11	1.7	2.1	2.8
2011/12	2.4	2.8	3.6

6. The UK economy has entered a profound recession, worsened by a dangerous combination of negative growth and dislocation in the domestic and world financial markets. The situation in the economy is considered critical by the policy setters who are concerned that the testing financial environment, the sharp decline in house prices and persistently tight credit conditions could trigger a collapse in consumer confidence. At best this could deliver a short, sharp downturn, at worst a prolonged Japanese-style recession.
7. The sharp downturn in world commodity, food and oil prices, the lack of domestic wage pressures and weak retail demand promises a very steep decline in inflation in the year ahead. In the recent pre-Budget Report, the Treasury suggested RPI inflation could fall to minus 2.25% by September 2009. Inflation considerations will not be a constraint upon Bank of England policy action. Indeed, the threat of deflation strengthens the case for more aggressive policy ease.
8. The Government's November pre-Budget Report did feature some fiscal relaxation but it also highlighted the very poor health of public sector finances. The size of the package is considered insufficient to kick-start the economy. The onus for economic stimulation will fall upon monetary policy and the Bank of England.
9. The Bank will continue to ease policy and the need to drive commercial interest rates, currently underpinned by the illiquidity of the money market, to much lower levels suggests the approach will be more aggressive than might otherwise have been the case. A Bank Rate below 1% now seems a distinct possibility and short-term LIBOR rates of below 2% may result. Only when the markets return to some semblance of normality will official rates be edged higher.
10. Long-term interest rates will be the victim of conflicting forces. The threat of deep global recession should drive bond yields to yet lower levels and this will be a favourable influence upon the sterling bond markets. But the prospect of exceptionally heavy gilt-edged issuance in the next three years (totalling in excess of £100bn per annum), as the Government seeks to finance its enormous deficit, could severely limit the downside potential for yields.

Investment Counterparty and Liquidity Framework

Ratings short term/long term	Fitch	Moody's	Standard & Poor's	Money Limit	Time Limit
Upper Limit Category	F1+/AA-	P-1/Aa3	A-1+/AA-	£5m	3 yrs
Lower Limit Category	F1/A-	P-1/A3	A-1/A-	£5m	1 yr
Other Institution Limits	-	-	-	£5m	3 yrs
Guaranteed Organisations	-	-	-	£5m	various

(The Upper Limit category will include banks and building societies. The Lower Limit category will normally be used for unrated subsidiaries and unrated building societies. The Other Institution Limit will be for other local authorities, the DMADF, Money Market Funds and Gilt and Supranational investments. These are all considered high quality names – although not always rated – and therefore will likely have the same limit as the Upper Category. Guaranteed institutions will need to be restricted to the terms of the guarantee.)

In exceptional circumstances short term variations to these limits will be allowed, subject to the written authority of the Strategic Director.

14. The proposed criteria for Specified and Non-Specified investments are shown in Annex A1.
15. In the normal course of the council's cash flow operations it is expected that both Specified and Non-specified investments will be utilised for the control of liquidity as both categories allow for short term investments.
16. The use of longer term instruments (greater than one year from inception to repayment) will fall in the Non-specified investment category. These instruments will only be used where the Council's liquidity requirements are safeguarded. This will also be limited by the investment prudential indicator below.

Investment Strategy 2009/10 – 2011/12

17. Expectations on shorter-term interest rates, on which investment decisions are based, show a likelihood of the current 1.5% Bank Rate (at 15 Jan) reducing even further. The Council's investment decisions are based on comparisons between the rises priced into market rates against the Council's and advisers own forecasts.
18. There is a clear operational difficulty arising from the current banking crisis. Ideally investments would be invested longer for better returns, however doubts on counterparty creditworthiness suggests shorter dated investments would provide better security.
19. **The criteria for choosing counterparties set out above provide a sound approach to investment in "normal" market circumstances. Whilst Members are asked to approve this base criteria, under the exceptional current market conditions the Strategic Director will temporarily restrict further investment activity to those counterparties considered of higher credit quality than the minimum criteria approved. These restrictions will remain in place until the banking system returns to "normal" conditions. Similarly the time periods for investments will be restricted.**

23. The Council is asked to approve the following prudential indicators:

£m	2009/10	2010/11	2011/12
Interest rate Exposures			
	Upper	Upper	Upper
Limits on fixed interest rates:			
• Debt only	nil	nil	nil
• Investments only	£50 m	£50 m	£50 m
Limits on variable interest rates			
• Debt only	nil	nil	nil
• Investments only	£10 m	£10 m	£10 m
Maturity Structure of fixed interest rate borrowing 2009/10 – not applicable			
Maximum principal sums invested > 364 days			
Principal sums invested > 364 days	£20 m	£20 m	£20 m

Performance Indicators

24. The Code of Practice on Treasury Management requires the Council to set performance indicators to assess the adequacy of the treasury function over the year. These are distinct historic indicators, as opposed to the prudential indicators, which are predominantly forward looking. Performance indicators that we use are:
- Investment returns above the 7 day LIBID rate (in-house and Fund Manager).
 - Investment returns compared to similar local authority funds (FM only). Target is to be in the top quartile.
 - Full investment of daily balances (in-house only).
 - Maintenance of a balanced portfolio.

The results of these indicators will be reported in the annual Treasury Management Report.

Treasury Management Practice (TMP) 1 (5) – Credit and Counterparty Risk Management

The Office of the Deputy Prime Minister (now CLG) issued Investment Guidance on 12th March 2004, and this forms the structure of the Council's policy below. These guidelines do not apply to either trust funds or pension funds which are under a different regulatory regime.

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 this Council 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. This part, TMP 1(5), covering investment counterparty policy requires approval each year.

Annual Investment Strategy - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of the following:

- The strategy guidelines for decision making on 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. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

This strategy is to be approved by full Council.

The investment policy proposed for the Council is:

Strategy Guidelines – The main strategy guidelines are contained in the body of the treasury strategy statement.

Specified Investments – These are sterling investments of not more than one-year maturity, (or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes) and not defined as capital expenditure (making an investment in a company). These are low risk assets where the possibility of loss of principal or investment income is small. These would include investments with:

1. The UK Government (such as the Debt Management Account deposit facility, UK Treasury Bills or a Gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A local authority, parish council or community council.
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency.

5. A body that has been awarded a high credit rating by a credit rating agency (such as a bank or building society although non-rated subsidiaries and low or non-rated building societies will need to be non-specified investments.)
6. A body which has been provided with a government issued guarantee for wholesale deposits within specific timeframes. Where these guarantees are in place and the government has an AAA sovereign long term rating these institutions will be included within the Council's criteria temporarily until such time as the ratings improve or the guarantees are withdrawn. Monies will only be deposited within the timeframe of the guarantee.

For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's or Fitch rating agencies.

For category 5 this covers bodies with a minimum rating of F1+ (or the equivalent) as rated by Fitch, Moody's, or Standard and Poor's rating agencies. Within these bodies, and in accordance with the Code, the Council has set additional criteria for the time and amount of monies which will be invested in any of these bodies. This criteria is 3 years and £5 million

Non-Specified Investments – Non-specified investments are any other type of investment (i.e. not defined as Specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Bonds and Gilt-edged securities are included for the benefit of the Council's Fund Manager. Non specified investments would include any sterling investments with:

	Non Specified Investment Category	Limit £ or %
a.	<p>Supranational Bonds greater than 1 year to maturity</p> <p>(a) Multilateral development bank bonds - These are bonds defined as an international financial institution having as one of its objects economic development, either generally or in any region of the world (e.g. European Investment Bank etc.).</p> <p>(b) A financial institution that is guaranteed by the United Kingdom Government (e.g. The Guaranteed Export Finance Company {GEFCO})</p> <p>The security of interest and principal on maturity is on a par with the Government and so very secure, and these bonds usually provide returns above equivalent gilt edged securities. However the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>	Any one name up to 20% of the value of the fund.
b.	<p>Gilt edged securities with a maturity of greater than one year. These are Government bonds and so provide the highest security of interest and the repayment of principal on maturity. Similar to category (a) above, the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity. Average duration of investments for fund should not exceed 5 years.</p>	Maximum proportion of fund invested for longer than 1 year not to exceed 60%
c.	<p>Building societies not meeting the basic security requirements under the specified investments. The operation of some building societies does not require a credit rating, although in every other respect the security of the society would match similarly sized societies with ratings. The council may use such</p>	

	building societies which have a minimum asset size of £1 billion, restricted to 1 year, and minimum asset size of £500 million restricted to 6 months.	Each £3 million
d.	Any bank or building society that has a minimum long term credit rating of AA- or equivalent, for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).	Maximum limit of 50%
e.	Any non rated subsidiary of a credit rated institution included in the specified investment category. These institutions will be included as an investment category subject to a guarantee from the parent company, and a maximum period of investment of 6 months.	£3 million

The Monitoring of Investment Counterparties - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information from Butlers on a daily basis, as and when ratings change, 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 and if required new counterparties which meet the criteria will be added to the list.

Use of External Fund Managers – It is the Council's policy to use an external fund manager for part of its investment portfolio. The fund manager will use both specified and non-specified investment categories, and is contractually committed to keep to the Council's investment strategy. The performance of each manager is reviewed quarterly and annually.

REPORT OF THE STRATEGIC DIRECTOR
TO THE EXECUTIVE
6 FEBRUARY 2009

Executive Budget Proposals 2009/10

1.0 Introduction and Report Summary

1.1 This report sets out the Executive Budget Proposals for 2009/10.

1.2 The Contact Officer for this report is Alice Brander, Chief Accountant, telephone (01235 540429), email alice.brander@whitehorsedc.gov.uk

2.0 Recommendations

2.1 *Members are asked to recommend to Council to approve:*

- a) *The Council's Medium Term Plan 2009/10 to 2013/14 – Appendix A.*
- b) *Inclusion of the unavoidable growth items within the Council's budget – Appendix B.*
- c) *Inclusion of the growth items within the Council's budget – Appendix C.*
- d) *The cost reduction ideas listed to be implemented into the Council's budget – Appendix D.*
- e) *The items proposed for the Capital Programme 2009/10 and to note possible future capital schemes for 2010/11 – Appendix E.*
- f) *The fees and charges to support the budget as proposed – Appendix F.*

2.2 *Members are asked to delegate authority to the Executive Portfolio Holder with delegated authority for finance to make any last minutes changes to the Executive Budget Proposals arising out of circumstances unknown as at 6th February as long as they have no significant impact on the delivery of Council services as proposed and are notified to Council.*

3.0 Relationship with the Council's Vision, Strategies and Policies

This report supports all objectives in the Council's vision and complies with the Council's strategies for sound financial management.

4.0 Medium Term Plan 2009/10 to 2013/14

4.1 The Medium Term Plan covers a five year period to 2013/14. The Council has a duty to plan for the future maintaining a level of general fund balances in excess of five per cent of the budget requirement. This budget invests for the future to achieve general fund balances in excess of five per cent from 2011/12.

WILLIAM JACOBS
JOINT HEAD OF FINANCE

STEVE BISHOP
STRATEGIC DIRECTOR

Background Papers: Draft budget proposals for consultation

	A	B	C	D	E	F	G	H	I
			YP budgets (excl Cap&Supp Rech)+incr use	Base Budget	Indicative	Indicative	Indicative	Indicative	
			2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	
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	A	B	C	D	E	F	G	H	I
			YP Working budgets+C/f's (excl Cap&SuppRech	Indicative	Indicative	Indicative	Indicative		
80			2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	
81									
82			* Impact of known costs/savings						
83			VAT reimbursement on excess charges	(86,000)					
84			Area Based Grant new income	(22,500)	(22,500)	(22,500)			
85			SMT re-organisation		100,000	(280,000)	(280,000)	(280,000)	(280,000)
86			Energy use saving to be made		(18,107)	(28,821)	(41,229)	(45,194)	(45,194)
			Budget for a significant reduction in the costs of Tilsley Park, Abingdon Guildhall, Wantage Civic Hall, Faringdon Corn		25,000	(125,000)	(250,000)	(250,000)	(250,000)
87			Joint working and business improvements		75,000	(150,000)	(150,000)	(150,000)	(150,000)
88			Impact of forecast overspend as at Budget Monitoring 1st April - 30th September. Verbal report on 3rd quarter monitoring to SMG.	800,000					
89			Investment impairment	200,000	(200,000)				
90			Reversal of impairment S21(1) LGA 03	(200,000)	200,000				
91									
92									
93				691,500	159,393	(606,321)	(721,229)	(725,194)	(725,194)
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	Budgeted Balance 31.3.08 £	Budgeted Contrib to funds £	Budgeted Use of Funds £	Budgeted Balance 31.3.09 £	Budgeted Contrib to funds £	Budgeted Use of Funds £	Budgeted Balance 31.3.10 £	Budgeted Contrib to funds £	Budgeted Use of Funds £	Budgeted Balance 31.3.11 £	Budgeted Contrib to funds £	Budgeted Use of Funds £	Budgeted Balance 31.3.12 £	Budgeted Contrib to funds £	Budgeted Use of Funds £	Budgeted Balance 31.3.13 £	Budgeted Contrib to funds £	Budgeted Use of Funds £	Budgeted Balance 31.3.14 £
Earmarked revenue reserves																			
Building Regulations Trading	(150,187)	(30,000)	40,000	(140,187)	(16,800)	40,000	(116,987)	(20,000)	40,000	(96,987)	(20,000)	40,000	(76,987)	(20,000)	40,000	(56,987)	(20,000)	40,000	(36,987)
Community Grants Awards	(159,264)	(60,000)	80,000	(82,785)	(60,000)	50,000	(142,785)	(85,000)	190,000	(159,264)	(85,000)	170,000	(190,785)	(85,000)	60,000	(159,264)	(85,000)	60,000	(159,264)
Election Equalisation reserve	(22,785)	(70,000)	20,000	(82,785)	(30,000)	40,000	(142,785)	(30,000)	40,000	(180,785)	(30,000)	40,000	(190,785)	(30,000)	40,000	(220,785)	(30,000)	40,000	(220,785)
Local Development Framework	(185,177)	(70,000)	80,000	(175,177)	(65,000)	50,000	(210,177)	(85,000)	165,000	(125,177)	(85,000)	165,000	(45,177)	(85,000)	50,000	(60,177)	(85,000)	60,000	(65,177)
Rent Deposit Guarantee Scheme	(12,000)	(12,000)	20,000	(4,000)	(12,000)	50,000	(8,000)	(12,000)	80,000	(12,000)	(12,000)	80,000	(12,539)	(12,000)	20,000	(12,000)	(12,000)	20,000	(12,000)
Reservoir reserve	(150,000)	(20,000)	40,000	(130,000)	(30,000)	40,000	(90,000)	(30,000)	20,000	(118,453)	(30,000)	40,000	(128,453)	(20,000)	20,000	(128,453)	(20,000)	20,000	(128,453)
Self-insurance reserve	(88,453)	(84,000)	40,000	(132,453)	(50,000)	40,000	(162,453)	(50,000)	40,000	(182,453)	(50,000)	40,000	(232,453)	(50,000)	40,000	(282,453)	(50,000)	40,000	(332,453)
Private Estates Fund	(362,793)	(84,000)	40,000	(406,793)	(50,000)	40,000	(366,793)	(50,000)	40,000	(326,793)	(50,000)	40,000	(286,793)	(50,000)	40,000	(246,793)	(50,000)	40,000	(206,793)
Lottery Grant Matched Funding	(1,118)	(60,000)	0	(1,118)	(60,000)	0	(1,118)	(60,000)	0	(1,118)	(60,000)	0	(1,118)	(60,000)	0	(1,118)	(60,000)	0	(1,118)
Besselsleigh Wood management	(1,118)	(60,000)	0	(1,118)	(60,000)	0	(1,118)	(60,000)	0	(1,118)	(60,000)	0	(1,118)	(60,000)	0	(1,118)	(60,000)	0	(1,118)
Total Earmarked Reserves	(1,144,316)	(314,000)	190,000	(1,268,316)	(191,800)	200,000	(1,260,116)	(183,000)	540,000	(903,116)	(325,000)	265,000	(963,116)	(155,000)	150,000	(968,116)	(85,000)	160,000	(893,116)
Revenue Government Grant	31,308 £	Ext Funding £	Budgeted Use of Funds £	Balance 31.3.09 £	Ext Funding £	Budgeted Use of Funds £	Balance 31.3.10 £	Ext Funding £	Budgeted Use of Funds £	Balance 31.3.11 £	Ext Funding £	Budgeted Use of Funds £	Balance 31.3.12 £	Ext Funding £	Budgeted Use of Funds £	Balance 31.3.13 £	Ext Funding £	Budgeted Use of Funds £	Balance 31.3.14 £
Planning Delivery Grant - revenue	(561,670)	0	343,630	(218,040)	0	155,000	(63,040)	0	45,000	(18,040)	0	10,000	(8,040)	0	5,400	(2,640)	0	0	(2,640)
Total external contributions	(561,670)	0	343,630	(218,040)	0	155,000	(63,040)	0	45,000	(18,040)	0	10,000	(8,040)	0	5,400	(2,640)	0	0	(2,640)
Contributions to/usage of	(314,000)	533,630	(191,800)	355,000	(183,000)	585,000	(325,000)	(85,000)	155,400	(155,000)	160,000	(85,000)	160,000	(85,000)	160,000	(85,000)	160,000	(85,000)	160,000

Budget Proposal 2009/10 - Contingency

APPENDIX A

	Indicative 2009/10 £	Indicative 2010/11 £	Indicative 2011/12 £	Indicative 2012/13 £
Contingency				
Capita contract - performance reward 105%	37,020	37,020	37,020	37,020
Central mgd vac provision for maternity cover & 100% establishment after budgets topsliced for expected 5% vacancy savings	24,300	24,300	24,300	24,300
Unallocated contingency	150,000	150,000	150,000	150,000
Un-insured costs incurred during the year	20,000	20,000	20,000	20,000
Funding for ad hoc officer chargeable time to SODC	25,000	25,000	25,000	25,000
	256,320	256,320	256,320	256,320

	Indicative 2009/10 £	Indicative 2010/11 £	Indicative 2011/12 £	Indicative 2012/13 £	Indicative 2013/14 £
Inflation					
Salary inflation 2010/11- 1.25%		130,000	130,000	130,000	130,000
Salary increment 2010/11		90,000	90,000	90,000	90,000
Contract Inflation 2010/11-2.5%		187,000	187,000	187,000	187,000
Salary Inflation 2011/12- 2%			212,350	212,350	212,350
New NI increase 2011/12			70,000	70,000	70,000
Salary increments 2011/12			90,000	90,000	90,000
Contract Inflation 2011/12-3%			233,583	233,583	233,583
Pensions increase 6%			400,000	400,000	400,000
Salary Inflation 2012/13- 2%				212,350	212,350
Salary increments 2012/13				90,000	91,000
Contract Inflation 2012/13-3%				240,590	240,590
Salary Inflation 2013/14- 2%					212,350
Salary increments 2013/14					90,000
Contract Inflation 2013/14-3%					247,810
Energy price inflation		11,285	23,135	48,019	75,392
	0	418,285	1,436,068	2,003,892	2,582,425

		2010/11	2011/12	2012/13	2013/14
APPENDIX F					
CPEX1	Waste contract - increased costs on landfill tax	17,500	35,000	35,000	35,000
FEx2	Ridgeway - protected salary cost falling out	(6,000)	(2,000)	(2,000)	(2,000)
ODSEx1	Comprehensive area assessment - two yearly Place Survey	20,000	0	20,000	0
SBEEx3	Audit of comprehensive area assessment	9,600	9,600	9,600	9,600
TOTAL VARIANCES APPENDIX F		41,100	42,600	62,600	42,600
APPENDIX G					
CPRG1	Maintaining open space audit	10,000	0	0	0
ODRG1	Temporary Project Manager delayed funding	(36,600)	(36,600)	(36,600)	(36,600)
TOTAL VARIANCES APPENDIX G		(26,600)	(36,600)	(36,600)	(36,600)
APPENDIX H					
SPP52X	Payment Strategy	(12,000)	(12,000)	(12,000)	(12,000)
SPP65	"Visit the Vale" tourism guide	(4,500)	(4,500)	(4,500)	(4,500)
TOTAL VARIANCES APPENDIX H		(16,500)	(16,500)	(16,500)	(16,500)
APPENDIX I					
SPP1	Free parking for visitors	0	(100)	(100)	(100)
SPP6	Theatre Organ Preservation Society	(300)	(300)	(300)	(300)
SPP7	Reduction of community discount scheme for Civic Halls	(4,000)	(4,000)	(4,000)	(4,000)
SPP8	Cease overpayment of Street Cleaning Contract	13,500	0	0	0
SPP16	Removal of budget allocated to business process re-engineering	(25,000)	(25,000)	(25,000)	(25,000)
TOTAL VARIANCES APPENDIX I		(15,800)	(29,400)	(29,400)	(29,400)
TOTAL ALL YELLOW PAGES 2008/09		(17,800)	(39,900)	(19,900)	(39,900)

		2009/10	2010/11	2011/12	2012/13	2013/14
		£	£	£	£	£
COMMERCIAL SERVICES						
CSG1	Posts re-grading	12,814	10,473	10,473	10,473	10,473
	Three posts are under review for re-grading. It is estimated that these posts (two Property Surveyor posts and one Estates Management Officer post) will be re-graded upwards to G9 and G7 respectively (currently G8 and G6).					
CSG2	Electricity and gas					
	Prices for electricity and gas have risen significantly and estimated levels of demand indicate that a growth bid will be required to make up the anticipated budget shortfall for all budgets across the Council.					
	Electricity increased costs	26,000	26,000	26,000	26,000	26,000
	Gas increased costs	13,950	13,950	13,950	13,950	13,950
CSG3	Capita Income	20,880	20,880	20,880	20,880	20,880
	Capita have reduced the amount of office space they occupy. The income budget needs to be reduced to that amount contracted to be received.					
CSG4	Discharge Fees	9,100	9,100	9,100	9,100	9,100
	Discharge fees for the emptying of septic tanks have increased as a result of increased volumes. Income budgets have been increased over time but no increases have been made to the expenditure budgets.					
CSG5	Fees from SODC for sewage treatment works	9,300	9,300	9,300	9,300	9,300
	SODC have invested in pre-fabricated sewer treatment works and demand for the Vale's services has fallen accordingly.					
CSG6	Mobile Homes income	12,800	12,800	12,800	12,800	12,800
	Reduce the income from a 5% increase to a 0.9% increase in line with inflation as at December 2008					
		104,844	102,503	102,503	102,503	102,503
CONTRACTS & PROCUREMENT						
CPG1	Grounds maintenance new contract	7,300	42,260	42,260	42,260	42,260
	Estimated increased grounds maintenance costs with new contract with effect from 1st January 2010.					

		2009/10	2010/11	2011/12	2012/13	2013/14
		£	£	£	£	£
CPG2	Reversal of SPP8 in 2008/09 budget setting	27,000	27,000	27,000	27,000	27,000
	SPP8 budgeted for savings achievable on ceasing overpayment on the street cleaning contract. This was funding additional street cleaning resource which it has been decided to continue.					
CPG3	Oxford City Procurement Hub	10,000	10,000	0	0	0
	Contribution to the funding of a 2 year post to achieve procurement savings for the Districts.					
CPG4	Procurement savings target	66,000	0	0	0	0
	Reduction in annual procurement savings target of £136,000 agreed in 2008/09 budget pending resourcing of Oxford City Procurement Hub.					
CPG5	Reduction in Civic Halls income	13,630	13,630	13,630	13,630	13,630
	A reduction in the Council's use of the Civic Hall approximating to one 6 hour period per week.					
CPG6	Reduction in Guildhall income	5,050	5,050	5,050	5,050	5,050
	A shortfall in projected income after taking into account an increase in income from the removal of the Community Discount Scheme of £12,000 and additional income from the catering contract £2,000.					
		128,980	97,940	87,940	87,940	87,940
DEMOCRATIC SERVICES						
DSG1	Mod Gov maintenance costs	1,500	1,530	1,560	1,590	1,620
	Mod Gov is the software used to publish agendas, minutes, etc. to the website. We have been advised that the maintenance support will increase by £1,500 in 2009/10 and thereafter by RPI + 2%.					
DSG2	Loan to fund Parliamentary Election Costs	30,000		(30,000)		
	The Parliamentary Election cost is funded by the Elections Claim Unit who release 80% of the funds at the outset. The remaining 20% is released following successful audit of the accounts, which can be up to 2 years after the election.					
DSG3	Loan to fund European Election Costs	12,000		(12,000)		
	The same cash flow problem exists for the funding of the European Elections.					

		2009/10	2010/11	2011/12	2012/13	2013/14
		£	£	£	£	£
DSG4	Reduced sales income	500	500	500	500	500
	The income from the sale of paper copies of agenda and minutes has reduced significantly due to the availability of information electronically.					
		44,000	2,030	(39,940)	2,090	2,120
ENVIRONMENTAL HEALTH						
EHG2	Botley Air Quality	8,000				
	Following the outcome of survey one off costs are need to develop an air quality action plan.					
		8,000	0	0	0	0
FINANCE - RIDGEWAY						
FIG1	Capita income	27,920	27,920	27,920	27,920	27,920
	Income from Capita for the use of Vale services was initially coded within the main contract cost centre. This income has now been transferred to the cost centres which incur the expenditure and a balance of £27,920 is left as a consequence of Capita reducing their payments to the Council since the start of the contract.					
FIG2	Unachievable SPP	8,400	8,400	8,400	8,400	8,400
	In building the budget in 200708 an unidentified saving of £13k was built in as a SPP. Only a £5,600 saving has crystallised. There are no further details as to how this saving was to be achieved and consequently there is an existing budget shortfall.					
FIG3	Concessionary Fares	319,500	319,500	319,500	319,500	319,500
	The new scheme for Concessionary Fares has had a greater than anticipated take up and additional funds are required to support the increased demand.					
		355,820	355,820	355,820	355,820	355,820

		2009/10	2010/11	2011/12	2012/13	2013/14
		£	£	£	£	£
HOUSING & COMMUNITY SAFETY						
HCG1	CCTV line rental S106 contribution.	1,500	1,500	1,500	1,500	1,500
	In the 2008/09 budget Councillor's requested that the additional costs of 4 new CCTV cameras be fully reimbursed by S106 agreement. The Smiths Wharf S106 planning agreement clearly defines the income as £2,500 per annum and consequently the income budget cannot achieve £4,000. This growth bid is to correct the income budget for the S106 contribution.					
HCG2	Temporary Accommodation	30,000	30,000	30,000	30,000	30,000
	Reversal of a double counted savings target SPP64 taken as a gross procurement savings target. Increase in temporary accommodation costs as a consequence of a slow down in the housing market making transfer of clients from temporary accommodation more difficult.	16,500	16,500	0	0	0
HCG3	Housing Advice	20,466	2,361	0	0	0
	Two senior Housing Advice officers will be going on maternity leave for 12 months - one in January 2009 and the other in July. Due to the nature of the posts it will be necessary to appoint temporary staff cover.					
		68,466	50,361	31,500	31,500	31,500
LEGAL SERVICES						
LSG1	Land Charges income	182,000	182,000	160,000	150,000	150,000
	A shortfall in land charges income as a result of the general economic downturn, reduced demand for full searches and increased demand for the cheaper search arising from the move to Home Information Packs.					
LSG2	Legal services contract with Vale Housing Association	8,400	8,400	8,400	8,400	8,400
	The contract to supply legal services to the Vale Housing Association ends in May 2009 and it appears likely that the contract will not be renewed.					
		190,400	190,400	168,400	158,400	158,400

		2009/10	2010/11	2011/12	2012/13	2013/14
		£	£	£	£	£
ORGANISATIONAL DEVELOPMENT & SUPPORT						
ODSG1	New cash receiving and management software The capital project for the cash receiving system had revenue consequences of £7,500 agreed in 2007/08. The revenue budget was not built into the base budget pending the start of the project and confirmation of the costs. The actual revenue requirement will be £4,500.	4,500	4,500	4,500	4,500	4,500
ODSG2	Customer relationship management software The capital project for the customer relationship management project had revenue consequences of £13,000 agreed in 2007/08. The revenue budget was not built into the base budget pending the start of the project and confirmation of the costs. The actual revenue requirement is projected to be £9,600. This will only be required in the procurement with the preferred supplier goes ahead.	9,600	9,600	9,600	9,600	9,600
ODSG3	Revenue costs associated with shared email system with SODC A capital bid is being made to introduce a shared email system across the two Councils. If this is approved there will be an ongoing revenue cost.	5,000	5,000	5,000	5,000	5,000
ODSG4	Employee relations income budget An income budget relating to a former internal recharge against which no income has been received for the past 3 years needs to be written out of the budget.	6,710	6,710	6,710	6,710	6,710
ODSG5	Communications - Administration There is currently an income budget of £10,000 in anticipation of work undertaken for Capita. This income is not expected next year.	10,000	10,000	10,000	10,000	10,000

		2009/10	2010/11	2011/12	2012/13	2013/14
		£	£	£	£	£
ODSG6	Contact Services	9,700	9,700	9,700	9,700	9,700
	Adjustment to previous year service prioritisation plan for the implementation of the Payment Strategy. The secure cash collection service can only be reduced from daily to two days each week and not stopped as hoped.					
		45,510	45,510	45,510	45,510	45,510
PLANNING & COMMUNITY STRATEGY						
PCG1	Car Parking	18,000	18,000	18,000	18,000	18,000
	Loss of parking permit sales income due to businesses moving from town centre to town edge locations and reduction in staff numbers at some of our larger business customers.					
PCG2	Car Parking	73,000	73,000	73,000	73,000	73,000
	Loss of income through pay and display parking across the 3 market towns.					
PCG3	Advertising income	6,000	6,000	6,000	6,000	6,000
	Loss of advertising income due to transfer of visitor guide and website to social enterprise at a net saving to the Council of £11,000.					
PCG4	Planning Application Fees	150,000	100,000	50,000	0	0
	Reduction in planning application fee income with the downturn in the national economy.					
PCG5	Decriminalisation of parking	15,000	15,000	15,000	15,000	15,000
	Previous year service prioritisation plan 18 expected additional pay and display income of £15,000 in 2009/10 as a result of decriminalising parking. Discussions with the County have stalled and the changes will not be made in the foreseeable future.					
		262,000	212,000	162,000	112,000	112,000

UNAVOIDABLE GROWTH 2009/10

APPENDIX B

		2009/10	2010/11	2011/12	2012/13	2013/14
		£	£	£	£	£
STRATEGY (SB)						
SBG1	Reduction in interest payable. The amount of interest that the Council receives in respect of car and other loans that the Council have made has decreased considerably. Therefore a bid is needed to cover the income which has previously been received.	9,000	9,000	9,000	9,000	9,000
SBG2	Emergency Planning arrangements Use of savings from Emergency Planning as contribution to increase cover by SODC	3,500	3,500	3,500	3,500	3,500
SBG3	Business continuity arrangements Harmonisation of business continuity arrangements with SODC	4,000	4,000	4,000	4,000	4,000
SBG4	Changes in office accommodation Re-arrangement of office space at Abbey House	20,000				
		36,500	16,500	16,500	16,500	16,500
	TOTAL UNAVOIDABLE GROWTH	1,244,520	1,073,064	930,233	912,263	912,293

		2009/10	2010/11	2011/12	2012/13	2013/14
		£	£	£	£	£
FINANCE						
FB1	To fund the use of a specialist resource to audit bus companies "self-certified" concessionary fares claims.	5,000	2,500	2,500	2,500	2,500
		5,000	2,500	2,500	2,500	2,500
ORGANISATIONAL DEVELOPMENT & SUPPORT						
ODB2	Communications Entry into Times Best Council survey and to receive reports package. To replace MORI staff survey.	5,000	5,000	5,000	5,000	5,000
ODB4	Human Resources To upgrade the existing ASR self service software used by HR to administer leave, training, sickness, etc. £10,000 software, £6,000 implementation costs, £1,800 additional licence costs.	16,000	1,800	1,800	1,800	1,800
		21,000	6,800	6,800	6,800	6,800
PLANNING & COMMUNITY STRATEGY						
PCB1	Abingdon Partnership Additional funding for Abingdon Joint Economic Forum as a contribution towards the cost of employing a partnership officer to 1. Build the Partnership 2. Coordinate the implementation of the town centre marketing plan. This would be a fixed term contract and the officer would be required to identify other sources of funding if the post is to continue.	20,000	20,000	20,000	0	0
		20,000	20,000	20,000	0	0
TOTAL GROWTH BIDS		46,000	29,300	29,300	9,300	9,300

		2009/10	2010/11	2011/12	2012/13	2013/14
		£	£	£	£	£
COMMERCIAL SERVICES						
CS1	DSO	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
	Reduction in fees and hired services costs to DSO					
CS2	DSO	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
	Increase in Address Management Income					
CS3	DSO	(2,700)	(2,700)	(2,700)	(2,700)	(2,700)
	Increase in DSO charges for repairs and maintenance services for sewer treatment works.					
CS5	DSO	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	Increase in DSO charges for septic tank service (South					
CS6	DSO	(39,250)	(39,250)	(39,250)	(39,250)	(39,250)
	Increase in DSO charges for contract minor works.					
CS7	Property Services	(13,787)	(13,787)	(13,787)	(13,787)	(13,787)
	Deletion of vacant post in Property Services relating to technical/administrative duties for the public conveniences service.					
CS8	Property Services	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	Reduction in repairs and maintenance of fixtures and fittings for public conveniences.					
CS9	Property Services	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	Reduction in costs of materials and consumables.					
CS10	Property Services	(9,120)	(9,120)	(9,120)	(9,120)	(9,120)
	Cease provision of free tea & coffee to staff					
CS11	Property Services	(720)	(720)	(720)	(720)	(720)
	Removal of budget for fees and hired services					
CS12	Property Services	(400)	(400)	(400)	(400)	(400)
	Removal of budget for books and publications					
CS13	Property Services	(2,520)	(2,520)	(2,520)	(2,520)	(2,520)
	Leisure facilities management					
CS14	Property Services	(5,100)	(5,100)	(5,100)	(5,100)	(5,100)
	Security (third party payments)					
CS15	Property Services	(1,022)	(1,022)	(1,022)	(1,022)	(1,022)
	Fees for services ref. Sewer Treatment Works and Pumping					
CS17	Property Services	(13,853)	(18,471)	(18,471)	(18,471)	(18,471)
	Following the retirement of the Emergency Planning Officer delete the post and cover workload from within existing resources					
CS18	Building Control					
	Delete the vacant post of Trainee Building Control Surveyor					
	Building control regs 75% - increase in surplus (£11,110)					
CS19	Building Control	(3,700)	(3,700)	(3,700)	(3,700)	(3,700)
	Non-building regs 25% saving to Council					
	Delete the vacant post of Access Officer					
	Building control regs 75% - increase in surplus (£12,930)					
CS20	Building Control	(4,311)	(4,311)	(4,311)	(4,311)	(4,311)
	Non-building regs 25% saving to Council					
	Delete the post of Development Officer					
	Building control regs 75% - increase in surplus (£13,664)					
CS21	Building Control	0	(4,555)	(4,555)	(4,555)	(4,555)
	Non-building regs 25% saving to Council					
CS22	Building Control	(3,550)	(3,550)	(3,550)	(3,550)	(3,550)
	Increase Fees for services: Vale Sewer Blockages					
	Early retirement of Principal Building Control Surveyor					
		(12,913)	(12,913)	(12,913)	(12,913)	(12,913)
		(164,946)	(174,119)	(174,119)	(174,119)	(174,119)

2009/10 COST REDUCTIONS INCLUDED IN DRAFT LibDem BUDGET

APPENDIX D

	2009/10	2010/11	2011/12	2012/13	2013/14
	£	£	£	£	£
CONTRACTS & PROCUREMENT					
CP1					
Arts Service					
Removal of 1 p/t post					
CP2	(11,820)	(20,000)	(20,000)	(20,000)	(20,000)
Leisure Services	(26,920)				
Planning & Projects					
Manager					
Removal of Planning & Projects Manager post - 2 year post created in 2008/09 to which it has not been possible to recruit.					
CP4/OD1	(43,000)	(43,000)	(43,000)	(43,000)	(43,000)
Corporate Administration and Reprographics review					
Joint cost reduction idea with Organisational Development and Support. To contribute £43,000 to the savings target in C&P.					
CP5	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)
Recycling credit income					
Increased recycling credit income from additional collection round					
CP6	88,482	(236,377)	(535,137)	(534,677)	(534,677)
Waste Contract					
Reduced cost of service on implementation of new joint contract less implementation costs of new joint client team and Vale's share of the design agency costs.					
CP7	(111,600)	(111,600)	(231,760)	(246,760)	(267,080)
Recycling credit income					
Contractually committed recycling targets - new credit income.					
future Waste Contract					
Total	(14,258)	(431,977)	(850,897)	(865,437)	(885,757)
DEMOCRATIC SERVICES					
DS1	(26,440)	(26,440)	(26,440)	(26,440)	(26,440)
Assistant Democratic Services Post					
Deletion of a post which has been vacant on and off for some time.					
DS2	(64,920)	(86,920)	(86,920)	(86,920)	(86,920)
Political Group Assistant posts					
Deletion of two Political Group Assistant posts.					
DS3	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Members Allowances					
Reduction in Members' Allowances budget to reflect the savings achieved in the new Scheme implemented after the start of the current financial year.					
DS4	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Fees and hired services					
Reduction in the budget established to support the work of the Parish Boundary Review - Community Governance Review.					
Total	(116,360)	(138,360)	(138,360)	(138,360)	(138,360)
ENVIRONMENTAL SERVICES					
CRIEH1	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)
Health Development Officer					
Delete the Health Development Officer post at the end of the current contract period 31.03.09					
CRIEP1	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)
Air quality					
Cease operation of the now redundant static air quality monitoring station					

2009/10 COST REDUCTIONS INCLUDED IN DRAFT LibDem BUDGET

APPENDIX D

		2009/10	2010/11	2011/12	2012/13	2013/14
		£	£	£	£	£
CRIEP4	Pest Control					
	Review the Pest Control Service to improve value for money.					
CRIEP5	Principal Environmental Health Officer post		5,000	(20,000)	(20,000)	(20,000)
	Make the PEHO post redundant and replace with a Technical Officer post.		18,100	(15,800)	(15,800)	(15,800)
CRIFS1	Food & Safety contract	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
	Reduce input from the Food & Safety contractor.					
CRILU1	Taxi Driver fees	(2,400)	(3,200)	(3,200)	(3,200)	(3,200)
	Increase taxi driver application fees by 15%					
CRILU2	Taxi Test fees	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	Amend taxi test fees to charge for re-tests					
		(44,400)	(22,100)	(81,000)	(81,000)	(81,000)
FINANCE						
FI2	Fraud Investigator	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
	Delete a vacant fraud investigator post - half costs saved by					
		(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
HOUSING AND COMMUNITY SAFETY						
HC1	Supporting People	(19,720)	(19,720)	(19,720)	(19,720)	(19,720)
	Delete Supporting People Officer post					
HC6	Choice Based Lettings	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)
	Housing Associations (RSLs) in the Vale agreeing to pay a contribution to the costs of Choice Based Lettings.					
HC7	CCTV operator	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
	Reduce the hours of one CCTV operator from 37 to 20					
HC8	CCTV income	6,000	(15,000)	(29,000)	(29,000)	(29,000)
	Increased contribution from Thames Valley Police towards the costs of operating CCTV in the Vale. (From 30% to 50%)					
HC10	Housing Aid worker	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
	Cease funding of housing advice from the Abingdon Bridge.					
HC11	Domestic violence outreach	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	Cease grant for Domestic Violence Outreach work based in Oxford.					
HC12	Reduction in hours of Team Leader Housing Operations	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
	Reduce the hours of the Team Leader Housing Operations by transferring some functions to the housing advice team and through administrative support.					
		(63,220)	(84,220)	(98,220)	(98,220)	(98,220)

		2009/10	2010/11	2011/12	2012/13	2013/14
		£	£	£	£	£
ORGANISATIONAL DEVELOPMENT AND SUPPORT						
OD1/ CP4	Corporate Administration and Reprographics review	(39,837)	(76,373)	(76,957)	(94,962)	(94,962)
	Review and join work of corporate administration and reprographics teams and reduce establishment from 14.17 fe's to 8.5 fe's. The work of the Administrative/Secretarial Assistant to the CEO and Chair remains.					
OD3	Contact Services - out of hours	(13,885)	(13,885)	(13,885)	(13,885)	(13,885)
	Transfer of duty officer call handling service to Oxford City Council call centre					
OD4	Communications	(16,691)	(16,691)	(16,691)	(16,691)	(16,691)
	Replacement of in-house web developer with outsourced web development and maintenance support.					
OD5	Human Resources	(4,268)	(4,268)	(4,268)	(4,268)	(4,268)
	Human Resources Assistant reduced hours (22 hours to 15 hours) - increased devolvement of HR administration.					
OD6	Organisational Change	(3,277)	(3,277)	(3,277)	(3,277)	(3,277)
	Reduction in server maintenance costs whilst maintaining the same level of maintenance.					
OD7	Organisational Change	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	Reduce licence costs - for Phoenix - the software that supports the improvement and modernisation of services.					
OD8	Organisational Change	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
OD9	Communications	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
	A revenue budget of £6,000 per annum was allocated to the capital project for implementing on-line forms on the web site. The revenue consequence of this implementation can be met from the Customer Relationship Management software.					
OD10	Contact Services	0	(15,000)	(36,850)	(36,850)	(36,850)
	Customer service of waste contract transferred to new contractor 01.10.2010					
OD11	Abingdon LSP	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	Removal of vacant post of 16 hours from the establishment					
		(97,958)	(149,494)	(171,928)	(189,933)	(189,933)
PLANNING AND COMMUNITY STRATEGY						
PC1	Development Control	(13,300)	(13,300)	(13,300)	(13,300)	(13,300)
	Delete a vacant Technical Services officer post.					
PC3	Development Control	(5,500)	(13,500)	(13,500)	(13,500)	(13,500)
	Delete part time Development Control Assistant officer post at end of contract period 31.3.09					
PC4	Development Control	(6,900)	(14,900)	(14,900)	(14,900)	(14,900)
	Delete part time Principal Technical Support Officer (Applications)					
PC5	Development Control	(11,790)	(11,790)	(11,790)	(11,790)	(11,790)
	Delete Development Control fees and hired services (consultancy account).					

2009/10 COST REDUCTIONS INCLUDED IN DRAFT LibDem BUDGET

APPENDIX D

		2009/10	2010/11	2011/12	2012/13	2013/14
		£	£	£	£	£
PC6	Development Control	(13,367)	(13,367)	(13,367)	(13,367)	(13,367)
	Saving in the revenue requirement associated with the electronic document management capital project.					
PC7	Development Policy	(4,100)	(4,100)	(4,100)	(4,100)	(4,100)
	Reduce grants to a number of partnerships.					
PC11	Economic Development	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	Saving on computer maintenance due to reduced use of software.					
PC12	Community Grants	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	Reduce community grants budget; apportion reduction between Executive and area committees.					
PC13	Vale Partnership Website	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	Shutdown Vale Partnership website and transfer information to Valeweb; end community funding advice service contract but continue service in reduced form through grant provision.					
PC15	Economic Development Grants	(6,036)	(6,036)	(6,036)	(6,036)	(6,036)
	Reduce economic development grants budget in 2009/10 onwards by £5.6k.					
PC16	Partnership Grants	(4,650)	(4,650)	(4,650)	(4,650)	(4,650)
	Reduce partnership grants budget by £4,650.					
		(95,643)	(111,643)	(111,643)	(111,643)	(111,643)
STRATEGY (CE)						
CE1	Room Hire Guildhall	(1,450)	(1,450)	(1,450)	(1,450)	(1,450)
	Reduce the budget for room hire of the Guildhall as meetings can be held at Abbey House.					
STRATEGY (SB)						
SSB3	Food and catering costs	(150)	(150)	(150)	(150)	(150)
	Reduce the use of catering.					
SSB5	Books and publications	(200)	(200)	(200)	(200)	(200)
	Reduce the purchase of books and publications.					
SSB6	Stationery	(150)	(150)	(150)	(150)	(150)
	Reduce the volume of stationery purchased.					
SSB7	Subscriptions	(5,075)	(18,075)	(18,075)	(18,075)	(18,075)
	Reduce the number of subscriptions taken as listed.					
SSB8	External Fees	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)
	Removal of budget for any unexpected corporate fees.					
		(11,075)	(24,075)	(24,075)	(24,075)	(24,075)
STRATEGY (TS)						
TS1	Expenses budgets	(1,180)	(1,180)	(1,180)	(1,180)	(1,180)
	Reduce expenses budgets.					
total officer CRI included in MTFP following political review		(628,490)	(1,156,618)	(1,670,872)	(1,703,417)	(1,723,737)

new cost centre	officer resp.	whole project cost										
		exp. to 31.3.08 £	agreed estimate 2008/09 £	exp. at 31.12.08 £	expected spend in 2008/09 £	proposed 2009/10 £	proposed 2010/11 £	proposed 2011/12 £	estimated total cost currently £	proposed estimated total cost £		
specific projects												
YA02	AJIM	70,523	30,000									100,523
YA04	LR	48,796	13,350	13,378	13,378	11,000						73,174
YA05	LR	44,769	16,720	11,300	16,720	11,000						72,489
YA07	AJIM	1,732	19,200		19,200							20,932
YA08	AJIM	64,976	17,530	4,215	17,500							82,506
YA09	MTL	134,472	3,220		3,220							137,692
YA13	AJIM	17,370	17,630	9,534	17,630							35,000
YA14	AJIM	55,730	1,500		1,500							57,230
YA17	AJIM	36,257	18,740	16,984	17,000							55,000
YA18	BF		700,000	6,635	7,000	700,000						707,000
YB01	BD		35,000	33,217	33,217							33,217
YC02	MM	75,022	15,360	18,492	18,492	22,000						115,514
YC05	MTL	1,130,844	14,720	38,813	38,813							1,145,564
YC06	MTL	4,280	65,700	49,388	65,700							69,980
YC07	MM	211,184	76,670	12,289	76,670							287,854
YC11	CW	177,736	4,275	6,023	6,023							183,759
YC17	IRM		150,000	1,673	150,000							150,000
YC18	IM		20,000			20,000						20,000
YD02	HSB		122,500	120		122,500						122,500
YD03	HSB	400,866	26,480	7,836	26,480							427,346
YD04	HSB		58,000	16,541	58,000							58,000
YD05	NM		30,000			30,000						30,000
YD06	HSB		37,500		18,750	18,750						37,500
YF04	WJ	470,954	11,742		11,742	3,914						594,894
YH01	PAS	368,600	631,400	132,708	425,200	206,200				78,278		1,000,000
YH02	PAS	120,000	30,000	30,000	30,000							150,000
YH11	PAS	9,515	5,490	1,700	5,500							15,015
YH12	PAS	24,649	75,350		45,320	80,030						150,000
YH14	PAS		17,130		17,130							17,130
YP01	GAM	15,401	97,500		65,000	185,000						265,401
YP02	GAM	13,600	30,000		30,000	30,000						43,600
YP03	TW	107,954	110,000		10,000	100,000						217,954
YP05	RH		28,094		100,000							100,000
YP06	GW	2,084	27,450		2,000	75,450						79,534
YP07	GW	12,408	17,600			17,600						30,008
		3,619,722	2,547,757	438,940	1,300,055	980,574				78,278	30,006	6,566,674
total specific schemes												

		1 year only					5 years only				
YA01	AJIM	18,395	112,610	6,259	85,000	122,000	135,000	45,000	266,005	405,395	
continuous schemes											
Flood Prevention											

new cost centre	officer resp.	exp. to 31.3.08	agreed estimate 2008/09	exp. at 31.12.08	expected spend in 2008/09	proposed 2009/10		proposed 2010/11		proposed 2011/12		estimated total cost currently	proposed estimated total cost
						£	£	£	£	£	£		
YC03	IRM	17,126	33,770	11,156	33,770	15,000	15,000	15,000	15,000	15,000	95,896	95,896	
YH05	IF	760,721	841,770	462,241	841,700	850,000	850,000	850,000	850,000	850,000	4,152,491	4,152,421	
YH06-09	IF	86,006	108,000	59,724	108,000	158,000	158,000	158,000	158,000	158,000	668,006	668,006	
total continuous schemes		882,248	1,096,150	539,380	1,068,470	1,145,000	1,145,000	1,158,000	1,158,000	1,068,000	5,182,398	5,321,718	

Proposed new schemes from 2009-10

	AJM					15,000							15,000
	IF					30,000	30,000	30,000	30,000	30,000			90,000
	AS					50,000							50,000
	TW					10,000							10,000
	PAS					150,000	150,000	150,000	150,000	150,000			300,000
						75,000	75,000	75,000	75,000	50,000			200,000
						330,000	330,000	255,000	80,000	80,000			665,000

Possible future schemes

	MM												2,146,521
	AJM												80,000
	AJM												10,000
													2,236,521

TOTAL CAPITAL PROGRAMME

4,501,970	3,643,907	978,320	2,368,525	2,455,574	3,727,799	1,178,006	11,749,072	14,931,875
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Proposed funding

YA01	AJM												(140,000)
YA09	MTL	(54,000)	(5,000)	(5,000)	(5,000)	(50,000)						(59,000)	(59,000)
YA13	AJM		(17,500)	(14,684)	(17,500)							(17,500)	(17,500)
YB01	BD		(35,000)	(33,217)	(33,217)							(35,000)	(33,217)
YC05	MTL	(742,245)	(83,750)	(96,204)	(96,204)							(825,995)	(838,449)
YC07	MM	(115,340)	(9,200)		(9,200)							(124,540)	(124,540)
YC17	IRM		(100,000)	(61,750)	(85,000)							(100,000)	(85,000)
YH01	PAS	(368,600)	(131,400)	(126,400)	(131,400)							(500,000)	(500,000)
YH05	IF	(863,998)	(498,000)	(240,584)	(510,000)	(510,000)	(510,000)	(510,000)	(510,000)	(510,000)		(2,892,000)	(2,904,000)
YP05	RH			(28,094)	(100,000)								(100,000)
YP06	GW				(2,000)	(48,000)							(50,000)
		(2,357,787)	(2,764,057)	(372,387)	(1,379,004)	(1,897,574)	(3,217,799)	(668,006)	(7,195,037)	(10,220,169)			
		Balance from capital receipts											

APPENDIX F

	VAT treatm ent	2008/09 charge £	2009/10 charge £
Democratic Services			
<u>Agendas & minutes</u>			
Development Control - All	z	170.89	179.43
Development Control - North or South	z	86.00	90.29
Executive	z	190.73	200.27
All Other Committees	z	63.95	67.14
Executive Summary agendas	z	16.54	17.36
Weekly Planning List	z	92.61	97.24
Council Book (incl. Minutes)	z	99.23	104.19
Copy of the Council Constitution	z	24.26	25.47
<u>Council Yearbook & Diary</u>			
Cover and Inserts		18.74	19.68
Inserts only		15.44	16.21
Ties		7.87	8.27
Clip-on Ties		8.29	8.70
Scarves		5.67	5.95
Hire of Speech Enhancement System (per meeting excluding set up fee)		26.25	27.56
<u>Elections & Electoral Registration</u>			
Printed copy of the Electoral Register (edited version) - basic charge	x	10.00	10.00
Printed copy of the Electoral Register (edited version) - additional charge per 1,000 entries	x	5.00	5.00
Data Copy of the Electoral Register (edited version) - basic charge	x	20.00	20.00
Data Copy of the Electoral Register (edited version) - additional charge per 1,000 entries	x	1.50	1.50
Printed copy of the List of Overseas Electors	x	10.00	10.00
Printed copy of the List of Overseas Electors - additional charge per 1,000 entries	x	5.00	5.00
Data copy of the List of Overseas Electors	x	20.00	20.00
Data copy of the List of Overseas Electors - additional charge per 1,000 entries	x	1.50	1.50
Copy of a return or declaration of election expenses (or accompanying document) - per side	z	0.20	0.20
Marked copy of the register used at Election, Admin fee for each request	z	10.00	10.00
Marked copy of Register used at Election - additional charge per 1,000 entries printed format	z	5.00	2.00
Marked register 1000 entries data			1.00

Environmental Health

General Environmental Health Licences and Charges

Animal boarding establishments	x	108.00	114.00
Dangerous wild animals (plus expenses)	x	70.00	74.00
Dog breeding	x	108.00	114.00
Game dealers/ procurement	x	4.00	N/A
Pet shops	x	91.00	96.00
Riding establishments (plus vet fees)	x	70.00	74.00
Skin piercing (per operative)	x	83.00	87.00
Skin piercing (per premises)	x	83.00	87.00
Street trading licences (figure used in calculation of fee)	x	188.00	198.00
Stray dog charges - statutory fee set by Govt	x	25.00	TBAG
Stray dog charges - admin (plus kennelling fees)	x	19.00	20.00
Voluntary Surrender Certificates for unfit/unsaleable food (per hour minimum charge)	x	33.60	35.50
Statements for persons taking private civil action and Special Health Certificate for good exports (at cost, minimum charge)		66.00	69.50
Standard Health Certificate for food exports	x	25.00	26.50

Pest Control (materials charged extra)

Rats (domestic premises) maximum of four visits initial visit plus three re-visits		30.00	32.00
Rats (domestic premises) when paid by invoice or on the door .Maximum of four visits including initial visit			34.00
Rats and mice (non-domestic premises) 1st 1/2 hr		57.00	60.00
subsequent 1/2 hour or part		36.00	38.00
Mice (domestic premises) 1st 1/2 hr		54.00	56.00
subsequent 1/2 hour or part		36.00	38.00
Wasps nests – all premises when paid in advance. 1st 1/2 hr		40.00	42.00
Wasps nests – all premises when paid on invoice or on the door 1st 1/2 hr			44.00
Wasps nests – every additional nest		10.00	11.00
Insects and other pests 1st 1/2 hr		50.00	53.00
subsequent 1/2 hour or part		36.00	38.00
Bees- when paid in advance		55.00	58.00
Bees- when paid on invoice or on the door			60.00
Annual agreements based on hourly rates 1st 1/2 hr		98.70	104.00
subsequent 1/2 hour or part		58.80	62.00
Survey only (excluding rats)		20.00	21.00

Licensed Premises

Application Fee		Rateable Band			
		A	x	100.00	100.00
		B	x	190.00	190.00
		C	x	315.00	315.00

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		D	x	450.00	450.00
		E	x	635.00	635.00
Annual Charge	Rateable Band				
		A	x	70.00	70.00
		B	x	180.00	180.00
		C	x	295.00	295.00
		D	x	320.00	320.00
		E	x	350.00	350.00
To Vary Conditions (Alcohol only)	Rateable Band				
During Transition					
		A	x	100.00	100.00
		B	x	190.00	190.00
		C	x	315.00	315.00
		D	x	450.00	450.00
		E	x	635.00	635.00
Personal Licence				37.00	37.00
Temporary Event Notice				21.00	21.00
Theft, loss etc of a premises licence or summary				10.50	10.50
Application for a provisional statement where premises being built etc.				315.00	315.00
Notification of change of name or address				10.50	10.50
Application to vary licence to specify individual as premises supervisor				23.00	23.00
Application for transfer of premises licence				23.00	23.00
Interim authority notice following death etc of licence holder				23.00	23.00
Theft, loss etc of certificate or summary				10.50	10.50
Notification of change of name or alteration of rules of club				10.50	10.50
Change of registered address of club				10.50	10.50
Theft, loss etc of temporary event licence				10.50	10.50
Theft, loss etc of personal licence				10.50	10.50
Duty to notify change of name or address				10.50	10.50
Right of freeholder etc to be notified of licensing matters				21.00	21.00

Exclusively Selling Alcohol

Application Fee	Rateable Band				
		D	x	900.00	900.00
		E	x	1,905.00	1,905.00
Annual Charge	Rateable Band				
		D	x	640.00	640.00
		E	x	1,050.00	1,050.00

Gambling Premises Licence Fees - Bingo

New Application		x	2,210.00	2,210.00
New Application (with Prov. Statement)		x	1,200.00	1,200.00
Transition (Fast Track)		x	300.00	300.00

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Transition (Non Fast Track)	x	1,750.00	1,750.00
Vary	x	1,750.00	1,750.00
Transfer	x	1,200.00	1,200.00
Reinstatement	x	1,200.00	1,200.00
Provisional Statement	x	2,510.00	2,510.00
Copy of Licence	x	25.00	25.00
Notification of Change	x	50.00	50.00
Annual Licence fee	x	1,000.00	1,000.00

Gambling Premises Licence Fees - Automated Gaming Centre

New Application	x	2,000.00	2,000.00
New Application (with Prov. Statement)	x	1,200.00	1,200.00
Transition (Fast Track)	x	300.00	300.00
Transition (Non Fast Track)	x	1,000.00	1,000.00
Vary	x	1,000.00	1,000.00
Transfer	x	1,200.00	1,200.00
Reinstatement	x	1,200.00	1,200.00
Provisional Statement	x	2,000.00	2,000.00
Copy of Licence	x	25.00	25.00
Notification of Change	x	50.00	50.00
Annual Licence fee	x	1,000.00	1,000.00

Gambling Premises Licence Fees - Track

New Application	x	2,400.00	2,400.00
New Application (with Prov. Statement)	x	950.00	950.00
Transition (Fast Track)	x	300.00	300.00
Transition (Non Fast Track)	x	1,250.00	1,250.00
Vary	x	1,250.00	1,250.00
Transfer	x	950.00	950.00
Reinstatement	x	950.00	950.00
Provisional Statement	x	2,500.00	2,500.00
Copy of Licence	x	25.00	25.00
Notification of Change	x	50.00	50.00
Annual Licence fee	x	1,000.00	1,000.00

Gambling Premises Licence Fees - Family Entertainment Centre

New Application	x	2,000.00	2,000.00
New Application (with Prov. Statement)	x	950.00	950.00
Transition (Fast Track)	x	300.00	300.00
Transition (Non Fast Track)	x	1,000.00	1,000.00
Vary	x	1,000.00	1,000.00
Transfer	x	950.00	950.00
Reinstatement	x	950.00	950.00
Provisional Statement	x	2,000.00	2,000.00
Copy of Licence	x	25.00	25.00
Notification of Change	x	50.00	50.00
Annual Licence fee	x	750.00	750.00

Gambling Premises Licence Fees - Betting

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New Application	x	2,410.00	2,410.00
New Application (with Prov. Statement)	x	1,200.00	1,200.00
Transition (Fast Track)	x	300.00	300.00
Transition (Non Fast Track)	x	1,500.00	1,500.00
Vary	x	1,500.00	1,500.00
Transfer	x	1,200.00	1,200.00
Reinstatement	x	1,200.00	1,200.00
Provisional Statement	x	2,410.00	2,410.00
Copy of Licence	x	25.00	25.00
Notification of Change	x	50.00	50.00
Annual Licence fee	x	600.00	600.00
 <u>Licensed Premise Gaming Machine Permit</u>			
Conversion of permit	x	100.00	100.00
New Permit	x	150.00	150.00
Annual Fee	x	50.00	50.00
Variation application	x	100.00	100.00
 <u>Club Gaming Permit</u>			
Conversion of permit	x	100.00	100.00
New Permit	x	200.00	200.00
Fastrack (Clubs only)	x	100.00	100.00
Annual Fee	x	50.00	50.00
Variation application	x	100.00	100.00
Renewal application	x	200.00	200.00
 <u>Club Machine Permit</u>			
Conversion of permit	x	100.00	100.00
New Permit	x	200.00	200.00
Fastrack (Clubs only)	x	100.00	100.00
Annual Fee	x	50.00	50.00
Variation application	x	100.00	100.00
Renewal application	x	200.00	200.00
 <u>Prize Gaming Permit</u>			
Conversion of permit	x	100.00	100.00
New Permit	x	300.00	300.00
Renewal application	x	300.00	300.00
 <u>Unlicensed Family Entertainment Centre</u>			
Conversion of permit	x	100.00	100.00
New Permit	x	300.00	300.00
Renewal application	x	300.00	300.00
 <u>Small Society Lotteries</u>			
New Permit	x	40.00	40.00
Annual Fee	x	20.00	20.00
 <u>Notification of <2 machines</u>			
New Permit	x	50.00	50.00
 <u>Licensed Premises Gaming Machine Permit</u>			
Transfer application	x	25.00	25.00
Change of name	x	25.00	25.00
Copy of Permit	x	15.00	15.00

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<u>Club Gaming Permit</u>			
Copy of Permit	x	15.00	15.00
 <u>Club Machine Permit</u>			
Copy of Permit	x	15.00	15.00
 <u>Prize Gaming Permit</u>			
Change of name	x	25.00	25.00
Copy of Permit	x	15.00	15.00
 <u>Unlicensed Family Entertainment Centre</u>			
Change of name	x	25.00	25.00
Copy of Permit	x	15.00	15.00
 <u>Drivers Licences</u>			
Criminal Records disclosure fee	x	36.00	36.00
1 year drivers licence	x	78.00	90.00
3 year drivers licence	x	209.00	240.00
Knowledge Test	x	20.00	20.00
Knowledge Test retake	x		15.00
DVLA Licence check			5.00
<u>Hackney Carriage Vehicle Licence</u>			
Hackney carriage vehicle licence – under 3 years of age (incl. plate)(previously included 1 test fee)	x	312.00	276.00
Hackney carriage vehicle licence – over 3 years of age(inc. plate)(previously included 2 test)	x	405.00	322.00
Hackney carriage vehicle licence over 7 years of age (inc. plate)(previously included 3 test)	x	459.00	328.00
Discounted fee for low emission vehicles under 3 years of age (review March 2010)(previously included 1 test fee)	x	265.00	235.00
Discounted fee for low emission vehicles over 3 years of age (review March 2010)(previously included 2 test	x	344.00	274.00
 <u>Private hire operators licence –</u>			
1-2 vehicles	x	100.00	105.00
3-4 vehicles	x	128.00	135.00
5-14 vehicles	x	160.00	168.00
15+ vehicles	x	199.00	209.00
 <u>Private hire vehicle licence -</u>			
Under 3 years of age (incl. plate)(previously included 1 test fee)	x	167.00	124.00
Over 3 years of age (incl. plate)(previously included 2 test fee)	x	255.00	165.00
Over 7 years of age (incl. plate) (previously included 3 test fee)	x	309.00	170.00
Discounted fee for low emission vehicles under 3 years of age (review March 2010)(previously included 1 test fee)	x	142.00	105.00
Discounted fee for low emission vehicles over 3 years of age (review March 2010)(previously included 2 test fee)	x	217.00	140.00
 <u>Licensing - Miscellaneous</u>			

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Transfer of Vehicle Licence		7.70	8.10
Replacement plate	x	8.80	9.25
Replacement drivers badge	x	3.00	3.45
Recalibration of meter	x	15.00	15.00
Vehicle Test Fee	x		49.00
Full additional/retest fee	x	49.00	49.00
Partial retest fee	x	32.00	32.00
Failure to report at appropriate time	x	24.50	24.50
Reduction in Licence Fee for wheelchair accessible hackney carriages/private hire vehicles 50%	x	50%	50%
Platform Kit	x	10.00	10.50
Bracket Kit	x	8.00	8.40
Magnetic Kit	x		12.60
Plate Sticking Kit	x		6.80
<u>Food Premises Register (copy of entry)</u>			
Single entry		4.60	5.00
Particular category		77.60	81.50
Full register	z	364.00	382.00
<u>Air Pollution Control - Application Fee</u>			
Standard (i.e. processes not specified below)	x	1,514.00	TBAG
Surcharge for operating without permit - standard processes	x	1,090.00	TBAG
Reduced fee activities	x	142.00	TBAG
Unloading petrol into storage tanks at a service station	x	236.00	TBAG
Motor vehicle refinishers (new sub-category)	x	332.00	TBAG
Surcharge for operating without permit - reduced fee processes	x	65.00	TBAG
Surcharge for application including Part B & waste operation	x	285.00	TBAG
<u>Air Pollution Control - Annual Subsistence Fee</u>			
Standard High risk	x	1,641.00	TBAG
Surcharge for combined Part B & Waste operation		190.00	TBAG
Standard Medium Risk	x	1,120.00	TBAG
Surcharge for combined Part B & Waste operation		143.00	TBAG
Standard Low Risk	x	766.00	TBAG
Surcharge for combined Part B & Waste operation		95.00	TBAG
Reduced fee activities	x	161.00	TBAG
Unloading petrol into storage tanks at a service station	x	224.00	TBAG
Odourising of natural gas	x	369.00	TBAG
Motor vehicle refinishers (new sub-category)	x	351.00	TBAG
Surcharge for Part B process subject to E-PRTR	x	95.00	TBAG
<u>Transfer and Surrender</u>			
Process Transfer (standard)	x	155.00	TBAG
Partial Process Transfer (standard)	x	457.00	TBAG
Partial Process transfer (reduced fee)	x	43.00	TBAG
<u>Air Pollution Control - Substantial Changes</u>			
Standard (i.e. all processes not specified below)	x	964.00	TBAG

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Standard Process where the substantial change results in a new PPC activity	x	1,514.00	TBAG
Reduced fee activities	x	94.00	TBAG
Unloading petrol into storage tanks at a service station	x	94.00	TBAG
			TBAG
<u>LA-IPPC A(2) Processes</u>			TBAG
Application	x	3,085.00	TBAG
Surcharge for operating without a permit	x	1,090.00	TBAG
Annual subsistence (high)	x	2,197.00	TBAG
Annual subsistence (medium)	x	1,533.00	TBAG
Annual subsistence (low)	x	1,382.00	TBAG
Substantial variation	x	1,255.00	TBAG
Transfer	x	216.00	TBAG
Partial transfer	x	640.00	TBAG
Surrender	x	640.00	TBAG
			TBAG
<u>Mobile screening and Crushing Plant - Application</u>			TBAG
1 or 2 authorisations held by operator	x	1,514.00	TBAG
3 - 7 authorisations held by operator	x	904.00	TBAG
8 or more authorisations held by operator	x	458.00	TBAG
			TBAG
<u>Mobile screening and Crushing Plant - Subsistence</u>			TBAG
1 or 2 authorisations held by operator	x	965.00	TBAG
3 - 7 authorisations held by operator	x	581.00	TBAG
8 or more authorisations held by operator	x	306.00	TBAG
<u>Environmental Searches (excluding Land Charges)</u>			
Per hour, minimum charge		35.00	36.75
<u>Private Water Supply Sampling</u>			
Per sample	x	73.50	77.00
<u>Swimming Pool Sampling</u>			
Private and Domestic pools	x	34.00	36.00
<u>Public Registers & Statutory Notices</u>			
Up to 10 pages		14.90	15.65
Up to 50 pages		24.00	25.00
Over 50 pages		71.66	75.25
Colour copies - single sheet (At print room)		3.90	4.10
Public Register - single A4		38.59	40.52
Public Register - single A3		65.00	68.25
<u>Reproduction of Documents</u>			
A4 Black and White (cost per sheet)		0.10	0.11
A4 Colour copy (cost per sheet)		0.56	0.59
Colour copies back to back (cost per sheet)		1.05	1.10
Other documents by arrangement plus 10% on costs			
<u>Works in Default</u>			
Officer time (per hour)	x	33.60	35.30
Out of hours (per hour)	x	66.15	69.45

Finance

APPENDIX F

Community Taxation (charged by Council contractor)

Summons - Council Tax	x	50.00	50.00
Summons - Business Rates	x	50.00	50.00
Liability Order - Council Tax	x	30.00	30.00
Liability Order - Business Rates	x	30.00	30.00

Accountancy

Copy of the Statement of Accounts	z	6.00	6.00
Copy of the Budget Book	z	6.00	6.00
Copy of the Asset Management Plan	z	11.00	11.00
Copy of annual Audit letter	z	11.00	11.00

Mortgages

Redemption fee - legal fee	x	50.00	60.00
Redemption fee - admin charge	x	100.00	110.00

Housing & Community Safety

Temporary Accommodation Rents (per week)

Elmside (1 - 10)	x	146.27	153.58
Tiverton House (1 - 6)	x	146.27	153.58
Grove Street (29 - 39)	x	165.48	173.75
73 Vineyard	x	165.48	173.75
87 John Morris Road	x	167.06	175.41
1 New Street	x	165.48	173.75
3 New Street	x	134.93	141.68
HMO Licences	x	315.00	350.00

Legal Services

Data Protection

Subject Access Request charge	x	10.00	10.50
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Freedom of Information Fee (where applicable)

First 18 hours	x	Free	Free
Per hour thereafter	x	42.00	44.10

Local Land Charges

Postal Search

Search Certificate	x	6.30	6.62
Part I Enquiries	x	115.00	120.75
Part II Optional Enquiries	x	12.50	13.13
Additional Enquiries	x	23.00	24.15
Additional Parcels	x	17.25	18.11

Electronic Searches

Search Certificate	x	4.20	4.41
Part I Enquiries	x	115.00	120.75

Personal Searches

Register Only	x	11.00	11.55
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Register and Con 29 Part 1 Enquiries	x	142.00	149.10
<u>Legal</u>			
Sale less than £30,000		300.00	315.00
Sale more than £30,000 (hourly rate - variable)			
Deed of release/rectification/variation/ surrender		200.00	210.00
Legal charge		200.00	210.00
Long lease		405.00	425.25
Short lease		200.00	210.00
Lease renewal (short term)		68.00	71.40
Lease renewal (longer term)		130.00	136.50
Rent Review (low consideration)		100.00	105.00
Rent Review (higher consideration)		135.00	141.75
Easement less than £3,000		265.00	278.25
Easement more than £3,000 (hourly rate - variable)			
Wayleave		68.00	71.40
Licence		135.00	141.75
Licence renewal		68.00	71.40
Licence to assign/for alteration		135.00	141.75
DS1 (Discharge of Registered Charge)		265.00	278.25
DS1 replacing Form 53		68.00	71.40
Photocopying deeds		36.50	38.33
Scheduling and sending deeds		79.00	82.95
Copy of a Council byelaw	x	0.25	0.26
<u>Section 106 fees</u>			
Granny Annexes	x	335.00	351.75
Agricultural worker	x	455.00	477.75
Residential development (hourly charge)	x	145.00	152.25
Other agreements - lower limit	x	365.00	383.25
Other agreements - upper limit	x	735.00	771.75

Organisational Development & Support

<u>Contact Services (own charges)</u>			
Postage stamps (face value)	x		
Use of room at WLSP - per hour	x		25.00

Council-wide Charges

Photocopying - A4 per sheet up to 5 sheets		1.30	1.37
Photocopying - A4 per additional sheet		0.20	0.21
Photocopying - A3 per sheet up to 5 sheets		2.50	2.63
Photocopying - A3 per additional sheet		0.40	0.42

Planning & Community Strategy

Planning

Weekly list of planning applications		85.00	85.00
Conservation Areas in the Vale		5.00	5.00
Requests for confirmation of Authorised Uses of Property, compliance with conditions on planning permission etc excludes research of property histories	x	25.00 per question	25.00 per question

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Local Plan Documents

Adopted Local Plan (Nov 1999) [collected]	z	50.00	50.00
Adopted Local Plan (Nov 1999) [posted]	z	56.00	56.00
Adopted Local Plan 2011 (July 2006) [collected]	z	60.00	60.00
Adopted Local Plan 2011 (July 2006) [posted]	z	66.00	66.00
Adopted Local Plan 2011 (July 2006) Maps only	z	15.00	15.00

Local Plan 2011

Issues Paper Aug 2000	z	10.00	10.00
First Deposit Draft Local Plan (Nov 2002) [collected]	z	60.00	60.00
First Deposit Draft Local Plan (Nov 2002) [posted]	z	66.00	66.00
First Deposit - Supplementary Planning Guidance (Nov 2002)	z	5.00	5.00
Sustainability Appraisal Nov 2002	z	10.00	10.00

Local Plan - Second Deposit Documents:

Changes to the Written Statement (First Deposit) [collected]	z	20.00	20.00
Changes to the Written Statement [posted]	z	22.00	22.00
Changes to the Proposals Maps [collected]	z	20.00	20.00
Changes to the Proposals Maps [posted]	z	21.00	21.00
Second Deposit Plan Book [collected]	z	40.00	40.00
Second Deposit Plan Book [posted]	z	44.00	44.00
Second Deposit Supplementary Planning Guidance March 2006	z	25.00	25.00
Schedule of Responses to Reps. First Deposit [collected]	z	65.00	65.00
Schedule of Responses to Reps. First Deposit [posted]	z	72.00	72.00
Sustainability Appraisal [collected]	z	15.00	15.00
Sustainability Appraisal [posted]	z	16.00	16.00
Statement of Public Consultation [collected]	z	Free	Free
Statement of Public Consultation Free [if posted]	z	1.00	1.00
Public Consultation Report for Grove Oct 2003 [collected]	z	5.00	5.00
Public Consultation Report for Grove Oct 2003 [posted]	z	6.00	6.00
Inspectors' Report [collected]	z	10.00	10.00
Inspectors' Report [posted]	z	15.00	15.00
Inspectors' Report [collected] SODC/VALE Joint Enquiry	z	20.00	20.00
Inspectors' Report [posted] SODC/VALE Joint Enquiry	z	25.00	25.00
Statement of reasons why the Council has not followed Inspectors' Report	z	1.00	1.00
Council's statement of decision on Inspectors' recommendation	z	5.00	5.00
Proposed modifications to Second Deposit Draft Local Plan 2011	z	18.00	18.00
Second Deposit Draft incorporating proposed modifications	z	20.00	20.00
Supplementary Planning Guidance - adopted July 2006		7.00	7.00

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Planning Advisory Notes March 2006 - available on web	Free	Free
 <u>Local Development Framework</u>		
Statement of Community Involvement (available on web)	Free	Free
Annual Monitoring Report (available on web)	Free	Free
Local Development Scheme (available on web)	Free	Free
 <u>Issues and Options</u>		
Your Vale - Your Future plus Background Papers (Nov 2007)	Free	Free
Open Space and Recreation	Free	Free
Core Strategy - Sustainability Statement (Nov 2007)	Free	Free
 <u>Planning & Building Control plans</u>		
Photocopying of plans - Admin Charge includes copy of A4 application form	6.00	6.30
Photocopying of plans - sheet of A2	2.50	2.63
Photocopying of plans - sheet of A1	3.50	3.68
Photocopying of plans - A0	5.50	5.78
Printing of microfiched plans - Admin Charge includes copy of A4 application form	6.00	6.30
Printing of microfiched plans - A4	4.50	4.73
Printing of microfiched plans - A3	5.50	5.78
Printing of microfiched plans - A2	8.00	8.40
Printing of microfiched plans - A1	11.00	11.55
Printing of microfiched plans - A0	14.50	15.23
 <u>Planning Applications</u>		
Outline application (all types)		
Up to 2.5ha - per 0.1ha or part thereof	335.00	335.00
2.5ha	8,285.00	8,285.00
Per each 0.1ha in excess of 2.5ha (Maximum fee £25,000)	100.00	100.00
 Full applications and applications for approval of reserved matters:		
Alterations, extensions or improvements to dwellings		
1 dwelling	x 150.00	150.00
2 or more dwellings	x 295.00	295.00
Erection of dwellings		
Up to 50 dwellings - per dwelling	x 335.00	335.00
50 dwellings	x 16,565.00	16,565.00
Per additional dwelling in excess of 50 dwellings (Maximum fee £250,000)	x 100.00	100.00
Erection of buildings other than dwellings or agricultural buildings		
Works creating no floorspace	x 170.00	170.00
Works creating up to 40sq.m of additional floorspace	x 170.00	170.00
Works creating 40-75sq.m of additional floorspace	x 335.00	335.00
Each additional 75sq.m of floorspace up to 3750sq.m	x 335.00	335.00
Developments exceeding 3750sq.m	x 16,565.00	16,565.00
Per additional 75sq.m in excess of 3750sq.m	x 100.00	100.00

APPENDIX F

(Maximum fee £250,000)		
Erection of buildings for use on agricultural land		
Works creating not more than 465 sq.m gross floorspace	x	70.00 70.00
Works creating 465-540sq.m gross floorspace	x	335.00 335.00
Each additional 75sq.m of floorspace up to 4215sq.m	x	335.00 335.00
Works creating in excess of 4215sq.m of floorspace	x	16,565.00 16,565.00
Each additional 75sq.m of floorspace in excess of 4215sq.m	x	100.00 100.00
(Maximum fee £250,000)		
Erection of glasshouses on land used for agricultural purposes		
Works creating not more than 465 sq.m gross floorspace	x	70.00 70.00
Works creating more than 465sq.m gross floorspace	x	1,870.00 1,870.00
Erection, alteration or replacement of plant or machinery		
Up to 5ha of site area - per 0.1ha	x	335.00 335.00
5ha of site area	x	16,565.00 16,565.00
Per each 0.1ha of site area in excess of 5ha	x	100.00 100.00
(Maximum fee £250,000)		
Car parks, service roads or accesses	x	170.00 170.00
Playing fields for sports clubs or other non-profit making recreational bodies	x	335.00 335.00
Other engineering or operations on land not coming within any of the above categories - per 0.1ha (maximum charge £1,350)	x	170.00 170.00
Other applications:		
Variation or removal of a condition	x	170.00 170.00
Renewal of temporary permission before expiration of its time limit	x	170.00 170.00
Change of use of a single dwelling to 2 or more dwellings, and change of use of buildings to one or more dwellings		
Up to 50 dwellings - per additional dwelling	x	335.00 335.00
50 dwellings	x	16,565.00 16,565.00
Per additional dwelling in excess of 50 dwellings	x	100.00 100.00
(Maximum fee £50,000)		
Other changes of use (except waste or minerals)	x	335.00 335.00
Applications under agricultural or forestry permitted development	x	70.00 70.00
Compliance with Condition(s) attached to a Planning Permission -		
Householder Permissions £25.00 for each request;	x	25.00 per request 25.00 per request
All Other Permissions £85.00 for each request	x	85.00 per request 85.00 per request
Advertisements		
Related to the business in the premises		95.00 95.00
Advance signs directing the public to a business		95.00 95.00
Other advertisements		335.00 335.00
Concessionary fees and exemptions		

APPENDIX F

Extension and alteration to a disabled person's dwelling to improve safety, comfort etc	No Fee	No Fee
Improvements of disabled access to a public building	No Fee	No Fee
Applications required by means of an Article 4 direction	No Fee	No Fee
Applications required because of the removal of permitted development rights by a condition attached to a planning permission	No Fee	No Fee
Revised applications for developments of the same character or description within 12 months of an earlier decision or withdrawal	No Fee	No Fee
Applications submitted on behalf of Parish Councils	Half the normal fee	Half the normal fee

Car Park charges (all include VAT)

Abbey Close, Abingdon

Mon-Sun 8.00am - 6.30pm

Up to 1 hour	0.60	0.60
1-3 hours	1.00	1.00
3-4 hours	2.60	2.60
4-6 hours	3.50	3.50
Over 6 hours	4.50	4.50

Audlett Drive, Abingdon

Mon-Sat 8.00am - 6.30pm

Up to 1 hour	0.60	0.60
1-3 hours	1.00	1.00
3-4 hours	2.60	2.60
4-6 hours	3.50	3.50
Over 6 hours	4.50	4.50

Civic, Abingdon

Mon-Sat 8.00am - 6.30pm

Up to 1 hour	0.70	0.70
1-3 hours	2.40	2.40

Hales Meadow , Abingdon

Mon-Sun 8.00am - 6.30pm

Up to 1 hour	0.60	0.60
1-3 hours	1.00	1.00
3-4 hours	2.30	2.30
4-6 hours	3.00	3.00
Over 6 hours	3.50	3.50

Rye Farm, Abingdon

Mon-Sun 8.00am - 6.30pm

Up to 1 hour	0.60	0.60
1-3 hours	1.00	1.00
3-4 hours	2.30	2.30
4-6 hours	3.00	3.00
Over 6 hours	3.50	3.50

West St Helen, Abingdon

Mon-Sat 8.00am - 6.30pm

Up to 1 hour	0.60	0.60
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APPENDIX F

1-3 hours	1.00	1.00
3-4 hours	2.60	2.60
4-6 hours	3.50	3.50
Over 6 hours	4.50	4.50

Charter Multi Storey, Abingdon

Mon-Sat 8.00am - 6.30pm

Up to 1 hour	0.60	0.60
1-3 hours	1.00	1.00
3-4 hours	2.60	2.60
4-6 hours	3.50	3.50
Over 6 hours	4.50	4.50

Cattle Market, Abingdon

Mon-Sat 8.00am - 6.30pm

Up to 1 hour	0.60	0.60
1-3 hours	1.00	1.00
3-4 hours	2.60	2.60
4-6 hours	3.50	3.50
Over 6 hours	4.50	4.50

Portway, Wantage

Mon-Sat 8.00am - 6.30pm

Up to 1 hour	0.50	0.50
1-3 hours	0.80	0.80
3-4 hours	2.60	2.60
4-6 hours	3.50	3.50
Over 6 hours	4.50	4.50

Limborough Road, Wantage

Mon-Sat 8.00am - 6.30pm

Up to 1 hour	0.50	0.50
1-3 hours	0.80	0.80
3-4 hours	2.10	2.10
4-6 hours	2.50	2.50
Over 6 hours	3.00	3.00

Mill Street, Wantage

Mon-Sat 8.00am - 6.30pm

Up to 1 hour	0.50	0.50
1-3 hours	0.80	0.80
3-4 hours	2.60	2.60
4-6 hours	3.50	3.50
Over 6 hours	4.50	4.50

Southampton Street, Faringdon

Mon-Sat 8.00am - 6.30pm

Up to 1 hour	0.40	0.40
1-3 hours	0.60	0.60

Gloucester Street, Faringdon

Mon-Sat 8.00am - 6.30pm

Up to 1 hour	0.40	0.40
1-3 hours	0.50	0.50
3-4 hours	1.60	1.60
4-6 hours	1.80	1.80

APPENDIX F

Over 6 hours		2.00	2.00
<u>Botley Car Parks</u>			
Maximum stay 3 hours (no return within 2 hours)		Free	Free
<u>Excess Charges</u>			
Standard charge	x	80.00	80.00
Reduced charge if paid within 10 days (incl. issue date)	x	50.00	50.00
<u>General</u>			
Skips (per space used) per 24 hr		10.00	10.00
<u>Car Park Season Tickets</u>			
Abbey Close 7 day - annual		650.00	650.00
Abbey Close 7 day - 3 months		190.00	190.00
Abbey Close 7 day - 1 month		64.00	64.00
Abbey Close 1 day - advance ticket		5.00	5.00
Abbey Close 5 day (Mon-Fri) - annual		540.00	540.00
Abbey Close 5 day (Mon-Fri) - 3 months		160.00	160.00
Abbey Close 5 day (Mon-Fri) - 1 month		54.00	54.00
Audlett Drive 6 day - Annual		650.00	650.00
Audlett Drive 6 day - Quarterly		190.00	190.00
Audlett Drive 6 day - 1 Month		64.00	64.00
Audlett Drive 5 day (Mon-Fri) - annual		540.00	540.00
Audlett Drive 5 day (Mon-Fri) - 3 months		160.00	160.00
Audlett Drive 5 day (Mon-Fri) - 1 month		54.00	54.00
Audlett Drive Residential - annual		240.00	240.00
Rye Farm 7 day - annual		500.00	500.00
Rye Farm 7 day - 3 months		150.00	150.00
Rye Farm 7 day - 1 month		50.00	50.00
Rye Farm 5 day (Mon-Fri) - annual		420.00	420.00
Rye Farm 5 day (Mon-Fri) - 3 months		130.00	130.00
Rye Farm 5 day (Mon-Fri) - 1 month		44.00	44.00
Rye Farm Residential - annual		240.00	240.00
West St Helen & Multi Storey 6 day (Mon-Sat) - annual		650.00	650.00
West St Helen & Multi Storey 6 day (Mon-Sat) - 3 months		190.00	190.00
West St Helen & Multi Storey 6 day (Mon-Sat) - 1 month		65.00	65.00
West St Helen & Multi Storey 5 day (Mon-Fri) - annual		540.00	540.00
West St Helen & Multi Storey 5 day (Mon-Fri) - 3 months		160.00	160.00
West St Helen & Multi Storey 5 day (Mon-Fri) - 1 month		54.00	54.00
West St Helen Residential Annual		240.00	240.00
Portway Residential Annual		100.00	100.00
Portway 1 day - advance ticket		5.00	5.00
Portway short stay school permit (per term)		10.00	10.00
Limborough Road 6 day (Mon-Sat) - annual		360.00	360.00
Limborough Road 6 day (Mon-Sat) 3 months		110.00	110.00
Limborough Road 6 day (Mon-Sat) 1 month		37.00	37.00
Limborough Road Residential - 6 month		60.00	60.00
Gloucester Street 6 day (Mon-Sat) - annual		240.00	240.00

APPENDIX F

Gloucester Street 6 day (Mon-Sat) - 3 months	70.00	70.00
Gloucester Street 6 day (Mon-Sat) - 1 month	24.00	24.00
Gloucester Street 1 day - annual	30.00	30.00
Gloucester Street short stay school permit (daily 20 min)	10.00	10.00
Gloucester Street Residential - annual	100.00	100.00
Queen Street & Market Place - annual	500.00	500.00
Queen Street & Market Place Residential - annual	500.00	500.00
Queen Street & Market Place 1 day - advance ticket	5.00	5.00
Queen St & Market Pl - 20 min advance ticket (book of 10)	3.00	3.00
Commercial Rye Farm - 1 day annual	70.00	70.00
Commercial Rye Farm - 24 hours	7.00	7.00
Commercial Rye Farm - 5 day annual	540.00	540.00
Commercial Rye Farm - up to 5 days	135.00	135.00
Abbey Close Residential Annual	240.00	240.00
Multi Storey - 6 day annual (am or pm)	325.00	325.00
Multi Storey - 5 day annual (am or pm)	270.00	270.00
Multi Storey - vehicle release fee	50.00	50.00
Cattle Market Residential Annual	240.00	240.00
Cattle Market Residential 6 months	120.00	120.00
Old Abbey House - 5 day annual	120.00	120.00
Old Abbey House - 1 day advance ticket	5.00	5.00
Hales Meadow - 7 day annual	500.00	500.00
Hales Meadow - 7 day 3 months	150.00	150.00
Hales Meadow - 7 day 1 month	50.00	50.00
Hales Meadow - 5 day (Mon-Fri) - annual	420.00	420.00
Hales Meadow - 5 day (Mon-Fri) - 3 months	130.00	130.00
Hales Meadow - 5 day (Mon-Fri) - 1 month	44.00	44.00
Season Ticket refund - admin charge	10.00	10.00
Season Ticket/Permit replacement	12.00	12.00
<u>General</u>		
Wheely bins - annual charge for car park space	200.00	200.00

Contracts & Procurement

Abbey Meadows & Manor Rd

Pitch + Putt	Per Person		
Refundable Deposit	Per Round	2.95	3.10
Refundable Deposit	Clubs	x 2.90	3.05
	Ball	x 1.15	1.20
Putting Adults	Per Person		
	Per Round	1.35	1.40
Putting Junior	Per Person		
	Per Round	0.90	0.95
Crazy Golf Adults	Per Person		
	Per Round	1.75	1.85
Crazy Golf Juniors	Per Person		
	Per Round	1.05	1.10

APPENDIX F

Tennis	Per Court		
	Per Hour	4.80	5.05
	Per Court		
	Per Half		
Tennis Per Court	Hour	2.40	2.50
Tennis Balls Resale	Each	1.50	1.60
Tennis Racquet Hire	Each	1.80	1.90
Refundable Deposit	Tennis Racquet	x 10.50	11.00
Season Tennis Court Key	April - Sept	99.70	106.00
Season Tennis Court Key	May - Sept	83.10	88.30
Season Tennis Court Key	June - Sept	66.50	70.70
Season Tennis Court Key	July - Sept	49.90	53.00
Season Tennis Court Key	Aug - Sept	33.20	35.35
Season Tennis Court Key	Sept - Sept	16.65	17.65
Season Tennis Court Key	Oct - March	57.30	60.60
Season Tennis Court Key	November - March	47.80	50.50
Season Tennis Court Key	December - March	38.20	40.40
Season Tennis Court Key	January - March	28.65	30.30
Season Tennis Court Key	February - March	19.10	20.20
Season Tennis Court Key	March - March	9.55	10.10
<u>Abingdon Guildhall Mon 08:30 - Sat 22:00 per hour</u>			
Abbey Hall		x 42.00	44.00
Council Chamber and Roysse Room		x 21.00	22.00
Bear and Abbey Rooms		x 12.60	13.00
Dressing rooms		x 10.50	11.00
Party Rate - Abbey Hall		x 355.00	395.00
Party Rate - Roysse Room		x 285.00	315.00
<u>Abingdon Guildhall Out of Hours Charge per hour</u>			
First Room Hire Charge		x 99.00	104.00
Any second room hired by same hirer is at normal hourly rate			
<u>Wantage Civic Hall Mon 08:30 - Sat 22:00 per hour</u>			
King Alfred Suite		42.00	44.00
Ridgeway Suite		21.00	22.00
Icknield & Segsbury Rooms		12.60	13.00
Waylands Suite		10.50	11.00
Party Rate - King Alfred		355.00	395.00
Party Rate - Ridgeway		285.00	315.00
<u>Wantage Civic Hall Sunday 08:00 -14:00 per hour</u>			
King Alfred Suite		42.00	44.00
Ridgeway Suite		21.00	22.00
Icknield & Segsbury Rooms		12.60	13.00

APPENDIX F

Waylands Suite		10.50	11.00
<u>Wantage Civic Hall Sunday Out of Hours Charges per hour</u>			
First Room Hire Charge		99.00	104.00
Any second room hired by same hirer is at normal hourly rate			
<u>Wantage Civic Hall Equipment Hire</u>			
Clavinova		10.00	10.00
Lares Sound System		10.00	15.00
Fitzharrys Common Room per hour	x	10.50	11.00
<u>Equipment for both centres</u>			
TV & Video/DVD		10.00	15.00
OHP/Slide Projector & Screen		10.00	15.00
Powerpoint Projector		26.25	28.00
Public Address System		15.00	20.00
Flip Chart		5.00	5.00
Theatre Lighting Fixed Fee for 4 hours		-	40.00
Screen		5.00	5.00
Lecturn		Free	Free
Induction Loop		Free	Free
<u>Fairtrade Refreshments</u>			
Tea/Coffee		0.75	0.85
Biscuits		0.45	0.50
Orange Juice		-	1.00
Bottled Water		0.55	0.55
<u>Sports Development</u>			
Roadshow sessions (half day)		7.00	7.35
Roadshow Session (full day)		13.00	13.65
Sport Specific Courses (1 Day)	x	7.00	7.35
Sport Specific Courses (2 Day)	x	13.00	13.65
Athletics course	x	35.00	36.75
Kayaking course	x	37.00	38.85
Locomotion	x	3.50	3.68
<u>Waste Management</u>			
Voluntary Surrender Vehicles		46.75	49.00
Bulky household waste collection - up to 3 items	x	29.50	31.00
Bulky household waste collection - additional items	x	6.35	6.65
Bulky household waste collection - fridges & freezers	x	23.10	24.25
Garden waste collection (brown bins)	x	33.00	34.50
<u>Miscellaneous - Trade</u>			
Rental of 240 litre Bulk Bins (per bin annually)		12.75	13.40
Rental of 660 litre Bulk Bins (per bin annually)		78.75	82.70
Rental of 1100 litre Bulk Bins (per bin annually)		92.60	97.25
Bulk Bin Delivery(one off charge)		30.65	32.20

APPENDIX F

Charge for emptying dog waste bins per bin(plus admin fee)	2.90	3.05
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Commercial Services

Estates Management

Service Charge Management Fee	10%	10%
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Woodlands Mobile Home Park (per week)

Pitch rent	x 17.21	17.37
Water charge	z 1.57	2.10
Mobile Home Parks commission on sales	x 10%	10%

Pebble Hill Mobile Home Park (per week)

Pitch rent	x 20.92	21.11
Water charge	z 3.08	3.10
Mobile Home Parks commission on sales	x 10%	10%

Public Conveniences

Automated Public Conveniences	x 0.20	20.00
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DSO (Direct Services Organisation)

All fees are + vat at current %

Attendance Fee (within normal working hours)	45.00	46.00
Attendance Fee (Out of Hours) (Separate attendance fee not applicable if actual work carried out)	70.00	72.00

Blockages

Blockage clearance	79.00	81.00
Subsequent hours or part	65.00	67.00
Out of Hours min charge	85.00	87.00
Out of Hours (subsequent hours)	75.00	77.00

Septic Tank

First 5,000 Litres (1,100 galls)	81.00	83.00
Subsequent per 500 Litres (110 galls)	11.00	11.00
Emergency call out surcharge		price on request

CCTV Surveys

Half day minimum charge	270.00	278.00
Labour subsequent hour or part	35.00	36.00
Unit subsequent hour or part	27.00	28.00

Street Naming and Numbering Property

All fees are + vat at current %

New Properties

Numbering or naming of new properties		
1-2 units	60.00	63.00
3-10 units	180.00	189.00
11-20 units	360.00	378.00
20 or more	480.00	505.00
Additional charge where this involves naming of a street	150.00	157.00

APPENDIX F

Additional charge where this involves naming of a building (e.g. block of flats)	150.00	157.00
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Existing Properties

Change of house name or property address	40.00	42.00
Changing a street name where requested by residents	250.00	263.00
<u>Plus</u> additional charge per property/unit	30.00	31.00
Enquiries - confirming information i.e. legal searches, conveyancing, ancestral	120.00	126.00

Building Control Fees

All fees are + vat at current %

Full Plans Application Schedule 1 - Small domestic buildings - Plan charge

Number of dwellings - 1	340.43	350.00
Number of dwellings - 2	425.53	430.00
Number of dwellings - 3	510.64	525.00
Number of dwellings - 4	595.74	610.00
Number of dwellings - 5	680.85	700.00
Number of dwellings - 6 and over please contact office for quote		

Full Plans Application Schedule 1 - Small domestic buildings - Inspection charge

Number of dwellings - 1	340.43	350.00
Number of dwellings - 2	502.13	500.00
Number of dwellings - 3	663.83	680.00
Number of dwellings - 4	825.53	850.00
Number of dwellings - 5	987.23	1050.00
Number of dwellings - 6 and over please contact office for quote		

Building Notice Applications Schedule 1 - Small domestic buildings - Building Notice charge

Number of dwellings - 1	680.85	700.00
Number of dwellings - 2	927.66	930.00
Number of dwellings - 3	1,174.47	1205.00
Number of dwellings - 4	1,421.28	1460.00
Number of dwellings - 5	1,668.09	1750.00
Number of dwellings - 6 and over please contact office for quote		

Regularisation Applications Schedule 1 - Small domestic buildings - Regularisation charge

Number of dwellings - 1	817.02	840.00
Number of dwellings - 2	1,113.19	1116.00
Number of dwellings - 3	1,409.36	1446.00
Number of dwellings - 4	1,705.53	1752.00
Number of dwellings - 5	2,001.70	2100.00
Number of dwellings - 6 and over please contact office for quote		

Full Plans Application Schedule 2 - Certain small buildings, extensions & alterations - Plan charge

Garage/carport not exceeding 40m ²	Band		161.70	170.00
	A			

APPENDIX F

Extension of a dwelling the total floor area of which does not exceeding 10m ²	B	153.19	165.00
Extension of a dwelling the total floor area of which exceeds 10m ² but does not exceed 40m ²	C	161.70	180.00
Extension of a dwelling the total floor area of which exceeds 40m ² but does not exceed 60m ²	D	165.96	190.00
Loft conversion up to 50m ²	E	204.26	210.00
Replacement Windows (domestic only)	F	102.13	110.00
Electrical Installations (domestic DIY only)	G	212.77	220.00

Full Plans Application Schedule 2 - Certain small buildings, extensions & alterations - Inspection charge

Extension of a dwelling the total floor area of which does not exceeding 10m ²	B	204.26	220.00
Extension of a dwelling the total floor area of which exceeds 10m ² but does not exceed 40m ²	C	306.38	315.00
Extension of a dwelling the total floor area of which exceeds 40m ² but does not exceed 60m ²	D	408.51	420.00
Loft conversion up to 50m ²	E	263.83	265.00

Building Notice Applications Schedule 2 - Certain small buildings, extensions & alterations - Building Notice charge

Garage/carport not exceeding 40m ²	A	161.70	170.00
Extension of a dwelling the total floor area of which does not exceeding 10m ²	B	357.45	385.00
Extension of a dwelling the total floor area of which exceeds 10m ² but does not exceed 40m ²	C	468.09	495.00
Extension of a dwelling the total floor area of which exceeds 40m ² but does not exceed 60m ²	D	574.47	610.00
Loft conversion up to 50m ²	E	468.09	475.00
Replacement Windows (domestic only)	F	102.13	110.00
Electrical Installations (domestic DIY only)	G	212.77	220.00

Regularisation Applications Schedule 2 - Certain small buildings, extensions & alterations - Regularisation charge

Garage/carport not exceeding 40m ²	A	194.04	204.00
Extension of a dwelling the total floor area of which does not exceeding 10m ²	B	428.94	462.00
Extension of a dwelling the total floor area of which exceeds 10m ² but does not exceed 40m ²	C	561.70	606.00
Extension of a dwelling the total floor area of which exceeds 40m ² but does not exceed 60m ²	D	689.36	732.00
Loft conversion up to 50m ²	E	561.70	570.00
Replacement Windows (domestic only)	F	122.55	132.00
Electrical Installations	G	255.32	264.00

Full Plans Application Schedule 3 - Charges for all other building work - Plan Charge

£1,000 to less	A	110.64	120.00
£1,001 to £2,000	B	161.70	170.00
£2,001 to £4,000	C	212.77	220.00

APPENDIX F

£4,001 to £6,000	D	76.60	80.00
£6,001 to £8,000	E	85.11	90.00
£8,001 to £10,000	F	93.62	100.00
£10,001 to £12,000	G	102.13	110.00
£12,001 to £14,000	H	110.64	120.00
£14,001 to £16,000	I	119.15	130.00
£16,001 to £18,000	J	127.66	140.00
£18,001 to £20,000	K	136.17	150.00
£20,001 to £22,000	L	144.68	160.00
£22,001 to £24,000	M	153.19	170.00
£24,001 to £26,000	N	161.70	180.00
£26,001 to £28,000	O	170.21	190.00
£28,001 to £30,000	P	178.72	200.00
£30,001 to £32,000	Q	187.23	210.00
£32,001 to £34,000	R	195.74	220.00
£34,001 to £36,000	S	204.26	230.00
£36,001 to £38,000	T	212.77	240.00
£38,001 to £40,000	U	221.28	250.00
£40,001 to £45,000	V	255.32	270.00
£45,001 to £50,000	W	272.34	290.00
£50,001 to £55,000	X	289.36	310.00
£55,001 to £60,000	Y	306.38	330.00
£60,001 to £65,000	Z	323.40	345.00
£65,001 to £70,000	AA	340.43	360.00
£70,001 to £75,000	BB	357.45	375.00
£75,001 to £80,000	CC	374.47	390.00
£80,001 to £85,000	DD	391.49	400.00
£85,001 to £90,000	EE	408.51	420.00
£90,001 to £95,000	FF	425.53	440.00
£95,001 to £100,000	GG	442.55	460.00

For charges on work over £100,000 please contact the office

Full Plan Application Schedule 3 - Charges for all other building work - Inspection Charge

£4,001 to £6,000	D	157.45	170.00
£6,001 to £8,000	E	170.21	180.00
£8,001 to £10,000	F	182.98	190.00
£10,001 to £12,000	G	195.74	200.00
£12,001 to £14,000	H	208.51	210.00
£14,001 to £16,000	I	221.28	220.00
£16,001 to £18,000	J	234.04	230.00
£18,001 to £20,000	K	246.81	240.00
£20,001 to £22,000	L	259.57	250.00
£22,001 to £24,000	M	272.34	270.00
£24,001 to £26,000	N	285.11	290.00
£26,001 to £28,000	O	297.87	310.00
£28,001 to £30,000	P	310.64	330.00
£30,001 to £32,000	Q	323.40	340.00
£32,001 to £34,000	R	336.17	350.00
£34,001 to £36,000	S	348.94	360.00
£36,001 to £38,000	T	361.70	370.00
£38,001 to £40,000	U	374.47	380.00
£40,001 to £45,000	V	391.49	420.00
£45,001 to £50,000	W	425.53	450.00
£50,001 to £55,000	X	459.57	480.00

APPENDIX F

£55,001 to £60,000	Y	493.62	510.00
£60,001 to £65,000	Z	527.66	550.00
£65,001 to £70,000	AA	561.70	600.00
£70,001 to £75,000	BB	595.74	650.00
£75,001 to £80,000	CC	629.79	700.00
£80,001 to £85,000	DD	663.83	720.00
£85,001 to £90,000	EE	697.87	750.00
£90,001 to £95,000	FF	731.91	780.00
£95,001 to £100,000	GG	765.96	810.00

For charges on work over £100,000 please contact the office

Building Notice Applications Schedule 3 - Charges for all other building work - Building Notice

£1,000 to less	A	110.64	120.00
£1,001 to £2,000	B	161.70	170.00
£2,001 to £4,000	C	212.77	220.00
£4,001 to £6,000	D	234.04	250.00
£6,001 to £8,000	E	255.32	270.00
£8,001 to £10,000	F	276.60	290.00
£10,001 to £12,000	G	297.87	310.00
£12,001 to £14,000	H	319.15	330.00
£14,001 to £16,000	I	340.43	350.00
£16,001 to £18,000	J	361.70	370.00
£18,001 to £20,000	K	382.98	390.00
£20,001 to £22,000	L	404.26	410.00
£22,001 to £24,000	M	425.53	440.00
£24,001 to £26,000	N	446.81	470.00
£26,001 to £28,000	O	468.09	500.00
£28,001 to £30,000	P	489.36	530.00
£30,001 to £32,000	Q	510.64	550.00
£32,001 to £34,000	R	531.91	570.00
£34,001 to £36,000	S	553.19	590.00
£36,001 to £38,000	T	574.47	610.00
£38,001 to £40,000	U	595.74	630.00
£40,001 to £45,000	V	646.81	690.00
£45,001 to £50,000	W	697.87	740.00
£50,001 to £55,000	X	748.94	790.00
£55,001 to £60,000	Y	800.00	840.00
£60,001 to £65,000	Z	851.06	895.00
£65,001 to £70,000	AA	902.13	960.00
£70,001 to £75,000	BB	953.19	1025.00
£75,001 to £80,000	CC	1,004.26	1090.00
£80,001 to £85,000	DD	1,055.32	1120.00
£85,001 to £90,000	EE	1,106.38	1170.00
£90,001 to £95,000	FF	1,157.45	1220.00
£95,001 to £100,000	GG	1,208.51	1270.00

For charges on work over £100,000 please contact the office

Building Notice Applications Schedule 3 - Charges for all other building work - Regularisation Charge

£1,000 to less	A	132.77	144.00
£1,001 to £2,000	B	194.04	204.00
£2,001 to £4,000	C	255.32	264.00
£4,001 to £6,000	D	280.35	300.00

APPENDIX F

£6,001 to £8,000	E	306.38	324.00
£8,001 to £10,000	F	331.91	348.00
£10,001 to £12,000	G	357.45	372.00
£12,001 to £14,000	H	382.98	396.00
£14,001 to £16,000	I	408.51	420.00
£16,001 to £18,000	J	434.04	444.00
£18,001 to £20,000	K	459.07	468.00
£20,001 to £22,000	L	485.11	492.00
£22,001 to £24,000	M	510.64	528.00
£24,001 to £26,000	N	536.17	564.00
£26,001 to £28,000	O	561.70	600.00
£28,001 to £30,000	P	587.23	636.00
£30,001 to £32,000	Q	612.77	660.00
£32,001 to £34,000	R	638.30	684.00
£34,001 to £36,000	S	663.83	708.00
£36,001 to £38,000	T	689.36	732.00
£38,001 to £40,000	U	714.89	756.00
£40,001 to £45,000	V	776.17	828.00
£45,001 to £50,000	W	837.45	888.00
£50,001 to £55,000	X	898.72	948.00
£55,001 to £60,000	Y	960.00	1008.00
£60,001 to £65,000	Z	1,021.28	1074.00
£65,001 to £70,000	AA	1,082.55	1152.00
£70,001 to £75,000	BB	1,143.83	1230.00
£75,001 to £80,000	CC	1,205.11	1308.00
£80,001 to £85,000	DD	1,266.38	1344.00
£85,001 to £90,000	EE	1,327.66	1404.00
£90,001 to £95,000	FF	1,388.94	1464.00
£95,001 to £100,000	GG	1,450.21	1524.00

For charges on work over £100,000 please contact the office

All Charges are net of VAT unless marked X or Z which are outside the scope or zero rated.

REPORT OF THE MANAGEMENT TEAM
TO THE EXECUTIVE
6TH FEBRUARY 2009

Corporate Governance Report: Third Quarter 2008/09
(1st April 2008 to 31 December 2008)

1.0 Introduction and Report Summary

1.1 The corporate governance report looks at the key areas of:

- Corporate Priorities
- National Indicators
- Progress against Service Prioritisation Plans
- Key staffing data (sickness levels and turnover)
- Progress with Business Process Improvement Reviews
- A Financial commentary

At its meeting on 27th January 2009 the Management Team considered a third quarter corporate governance exception report. The Management Team agreed the exceptions, comments and actions to be included in this report where performance / actions were not on target. The full versions of the individual reports are available on the Council's website. They can be accessed through the 'about your Council / performance' section of the website.

1.2 The contact officer for this report is Robert Woodside, Principal Performance Management Officer, telephone (01235 520202 ext 499). **Email address:** **robert.woodside@whitehorsedc.gov.uk**

2.0 Recommendation

that the Management Team's corporate governance report be considered and to agree any further action which needs to be taken to improve performance

3.0 Relationship with the Council's Vision, Strategies and Policies

This report relates to the Council's Vision in that it supports all of its objectives and does not conflict with any Council Strategies. It supports all of the strands of the Vale Community Strategy.

4.0 Exception Reports

4.1 Corporate Priorities Report.

Management Team decided that 3 actions relating to the 'facilitating the provision of affordable housing' priority (1.1, 1.2 and 1.3) and 1 local performance indicators (H2) should be included in this report. Full details and comments are included in Appendix A.

4.2 National Indicator Report.

Management Team agreed that there was 1 National Indicators where progress should be specifically reported to the Executive as an exception. This is NI 195, improved street

and environmental cleanliness (levels of graffiti, litter, detritus and fly posting). This indicator is one of 35 included in the Oxfordshire Local Area Agreement 2008-11 (LAA2). The indicator is calculated over three sampling periods during the year. At the end of the first sampling period cumulative performance was 7% (good performance is a low %). By the end of the second sampling period, performance had declined to 14%. A comprehensive comment is provided against this indicator in Appendix C.

The new set of National Indicators is relatively new, having been introduced from 1 April 2008. All of the indicators which are relevant to this Council, and where results are available quarterly or half yearly, have been included in Appendix B. As the indicators were only introduced from 1st April 2008 it is not yet possible to compare performance with that of other authorities.

4.3 **Service Prioritisation Plan (SPP) Progress Report**

Management Team tracks progress against all of the 26 SPPs included in the 2008/9 budget. Progress against 2 SPP's has been included in Appendix C. These are SPP 8: Cease overpayment of Street Cleaning Contract until new contract let mid 2010/11 and SPP 14: Reduce temporary accommodation costs through net saving on subsidy budget.

4.4 **Summary of Sickness and Turnover Report**

Sickness is very slightly lower this quarter compared to the same quarter last year. The highest levels of sickness are within Commercial Services, Contracts & Procurement, Organisational Development & Support and Planning & Community Strategy. In most of these areas this is mainly due to long term sickness issues which are being managed by HR/the Manager. One of the long term sickness issues within Contracts & Procurement has been resolved and hopefully quarter 4 figures will reflect this. Another long term sickness issue within Organisational Development & Support will be resolved soon and this should be reflected in quarter 1 figures (2009/10). We continue to use the Bradford Factor to monitor staff sickness absences and return to work interviews are being carried out by Managers.

Turnover is lower this quarter compared to both the previous quarter and also quarter two last year.

4.5 **Progress with Business Process Improvement (BPI) Reviews** **Corporate Administration Review**

The analytical stage of the review has been completed and the consultation stage finished on 16th January 2009. The project board will consider the key recommendations on 28 January 2009. A comprehensive summary of this review will be included in the fourth quarter report.

4.6 **Financial Commentary: 1 April 2008 to 31 December 2008**

The second quarter budget monitoring report to the Executive on 5th December identified a potential overspend against the budget of £910,000 with a significant element of the overspend being as a consequence of a shortfall in income from planning fees, legal land searches and car parking, and a substantial budget pressure on assisted travel. As a result the Executive instructed officers to take any measure required to bring the budget back in balance. Since that date recruitment to staff vacancies have been held and the use of £140,000 of unallocated Planning and Delivery Grant has been pledged to offset some of the shortfall in planning income.

Contrary to expectations the income from investments is likely to exceed the budget in the current year. The sharper fall than expected in interest rates has meant that the council's fund manager has made greater capital gains on the redemption of

certificates of deposit than expected on their holding. This will not continue into 2009/10. However a projected drop in the returns on property investments will mean the total investment and property income earned in 2008/09 will be £117,000 below budget.

Other budget pressures increases have emerged over the third quarter. They include:

- Income to reprographics is below budget by £56,500. A full review of the recharges has been carried out by Accountancy and is currently being reviewed by the Deputy Director.
- There has been a further reduction in Legal Services income from land searches of £12,000.
- The second quarter budget monitoring report included an under spend against the funding for additional work caused by the development of the Reservoir. This has now slipped and the budget is being shown as break-even so that the funding can be returned to the provision for the work to continue next year. This has increased the potential over spend by £38,000.
- The year end projected for Planning Fees income has dropped by a further £133,000 since the last quarter monitoring.

The overall effect of the changes since the quarter two report has been to reduce the overspend to £800,000. It is this figure that will be used to identify the likely level of general fund balances going forward into the budget setting process for 2009/10.

Commercial Services

Commercial services are expecting a net under spend of (£17,313). Vacancies are being held in building control which more that offset the loss of income as a consequence of general economic conditions.

Contracts and Procurement

Contracts and Procurement are reporting an over spend of £70,970. As reported previously there is a budget pressure of £25,000 arise from an unrealised saving on the street cleansing service.

The income to Reprographics is below budget by £56,500 and a full review of the recharges has been carried out by Accountancy and is being reviewed by the Deputy Director.

In addition to this, Halls income is less than the budget, £36,000 due to more internal meetings being held at Abbey House and not at the Guildhall. Although staff vacancies are being held at Civic Hall (£25,827) to offset the reduction in income there is a staffing overspend of £26,146 forecast at the Guildhall as a consequence of employees being at full establishment and working hours not reduced as budgeted due to no withdrawal from TOPS contract.

Other small pressures on salaries and income amounting to £3,000 result in the forecast over spend of £70,870.

Democratic Services

Democratic Services are reporting an increased under spend to (£61,640) as a consequence of maintaining a staff vacancy and savings arising from the new Members' Allowances scheme introduced after the budget was set for 2008/09.

Environmental Health

The reported over spend in Environmental Health has been reduced by (£18,000) as a consequence of reductions in the General Environment and the Environmental Warden over spend (£13,000) as a consequence of not filling vacated post and reductions in salary award projections following the interim pay settlement (£5,000). The total projected over spend of £42,000 is still predominately as a consequence of cost centres being fully staffed against a full salary budget of £1 million.

Finance

Payments to bus operators (assisted travel) are £239,000 over budget. The net increase in housing and council tax benefit payments over subsidy receivable is projected to be £72,400 over budget. The cost of the revenues and benefits client team operating at full establishment throughout the year will result in a £11,000 overspend. These pressures are partly offset by net savings on salary costs in other finance cost centres of (£51,000) resulting in a net over spend of £271,400.

Housing and Community

The Homelessness team is continuing to report an increase in the Bed and Breakfast costs as a consequence of the team being unable to transfer clients from temporary accommodation to permanent accommodation. It is now reporting a total pressure on budgets of an additional £89,600, a reduction on the last quarter of (£20,400).

Legal Services

Legal Services are reporting an increased over spend of £179,500 up by £12,000 on the last quarter report as a consequence of a continuing fall off in the demand for land searches.

Organisational Development and Support

Organisational Development and Support are reporting an under spend of (£115,214). This under spend is for IT equipment, software and maintenance, some of which is due to uncertainty over the progress of business re-engineering work. Vacancies in corporate administration and postal services have remained unfilled pending possible reorganisation.

Planning and Community Strategy

Planning is currently reporting a budget pressure of £277,000 as a consequence of the fall off in planning application fees. After taking into account a transfer of the final remaining unallocated Planning Delivery Grant of (£140,000) this is reduced to £137,000. As referred to above, there is now an assumption that an under spend on the reservoir campaign funding will need to be carried forward to the next year which has increased the budget pressure on this service by a further £38,000. Car parking income continues to exert a budget pressure of £104,000. Salary and other budget pressures account for £7,000. This amounts to a total budget pressure of £286,000.

Strategy

Redundancy costs have now been taken into account in respect of the Chief Executive. Redundancy costs in respect of the Strategic Director and also the Deputy Directors are unknown at the moment but these will be paid before the end of the financial year. A budget provision to cover this process is contained within the projected costs for the year in the budget setting process for 2009/10. There is also a current under spend of £20,000 for shared Senior Management Team costs, but future costs are unknown at this stage. The overall saving against budget as at the third quarter is therefore estimated to be (£62,410).

Investment and Property Income

Investment and Property income are showing a net budget pressure of £117,000. There is an income shortfall of £177,000 for property on account of increased voids and because increases from anticipated rent reviews have not materialised. Both of these are as a consequence of the general economic slowdown.

There is a further budget pressure of £20,000 arising from the planned extension of the Mobile Home Park. One redevelopment is in progress but will not be completed this year.

Finally, there is an income surplus against investment interest of (£80,000) as a consequence of the sharper fall than expected in interest rates. This has meant that the Council's Fund Manager has made greater capital gains on certificates of deposit than was expected on their commencement.

Summary

The table included in Appendix E shows the impact on the Council's budgets of the issues raised as at the end of the third quarter of 2008/09. The total impact on the Council's bottom line is a forecast net over spend of £800,000 which has been built into the Council's Medium Term Financial Plan in the budget setting process.

MANAGEMENT TEAM

Background Papers:

All of the background reports detailed in section 1.1 of the report can be viewed on the Council's website.

Appendix A - Corporate Priorities Report

1. Facilitating the provision of affordable housing

	Action for Improvement	Milestones	Timescale	Officer	Comments / Progress
1.1	Provide 75 units of affordable rented housing	This is an ongoing programme throughout the year to deliver affordable rented housing primarily as part of new build housing developments throughout the district in accordance with the Council's Local Plan and Local Development Framework (LDF) policies on affordable housing	31.3.2009 (measured quarterly)	Paul Staines	<p>Below Target</p> <p>29 units of New Build Social Rented provided up to the end of Quarter 3. This is 39% of the projected target.</p> <p>The economic slowdown is having a severe impact upon affordable housing completions and there have been 4 completions in the third quarter.</p> <p>Officers now estimate that only 57 affordable rented properties will be completed this year</p>
1.2	Provide 25 units of Shared ownership and other intermediate housing	This is an ongoing programme throughout the year to deliver affordable shared ownership and other low cost home ownership housing primarily as part of new build housing developments throughout the district in accordance with the Council's Local Plan and LDF policies on affordable housing	31.3.2009 (measured quarterly)	Paul Staines	<p>Below target</p> <p>13 units of shared ownership and other low cost homeownership provided up to the end of Quarter 3. This is 52% of the projected target.</p> <p>The economic slowdown is having an impact upon affordable housing completions and there have been 5 completions in the third quarter.</p> <p>Officers now estimate that only 30 shared ownership properties will be completed this year.</p>
1.3	Deliver the Vale's contribution to the Affordable housing stretch target for the LAA for Oxfordshire of an additional 36 homes by 31.3.2009	This is an ongoing programme throughout the year to deliver affordable housing primarily as part of new build housing developments throughout the district. The proportion will be 75% rented housing and 25% shared ownership	31.3.2009 (measured quarterly)	Paul Staines	<p>Below target</p> <p>14 units are due to be completed in Quarter 4. which will result in target being achieved this year</p>

Local Performance Indicators 2008-9

Indicator	Target 2008/09	Q1	Q2	Q3	Q4	Comments
LPI H2 Number of units of affordable housing completed / provided	100	33	0	9		Below target Officers predict circa 87 new units will be provided this year.

Appendix B – National Indicator Report (by Corporate Priority)

The full table has been included below. Due to the tight timescales for meeting the SMT deadline, it has not been possible to report progress against all of the indicators where quarterly / half yearly reporting is appropriate. Indicators shaded in grey are included in the Oxfordshire Local Area Agreement (LAA2) 2008-11. This table includes those National Indicators where performance is monitored quarterly or half yearly. Explanatory notes / key have been included at the bottom of the table.

Facilitating the provision of affordable housing

NI	T / I	Description	Target 2008/9	Q1	Q2	Q3	Q4	Comments
154	T	Net additional homes provided. This indicator measures the net increase in dwelling stock over one year and is reported as the actual number.	LAA2 3043	-	157	-		LAA2 indicator. Annual reporting across the county so there is no county wide picture of achievement available. However the Vale's performance is below projected completions at the half year stage
155	T	Number of affordable homes delivered. This includes the increase due to new builds and acquisitions.	LAA2 735	33	0	9		LAA2 indicator. Q3 includes 4 homes purchased on the open market through the government funded scheme, MyChoice HomeBuy. It is expected that 39 new units will be completed in Q4 plus a further 6 open market purchases. This will give a total for the year of 87
156	T	Number of households living in temporary accommodation (TA)(provided under the homelessness legislation)	LAA2 698	89	81	66		LAA2 indicator. Data collected quarterly – performance is judged on 4 th Quarter performance. Q3 The number of households in TA fell significantly again during this quarter and for the first time the Vale is now out-performing its own stretch targets.

	T / I	Description	Target 2008/9	Q1	Q2	Q3	Q4	Comments
157	T	Processing of planning applications "major" applications	VWHDC 65%	37.50%	47.06%	56%		The cumulative figure remains below the annual target but the 3 rd quarter was 75%, a marked improvement on quarters 1 and 2. Members need to be aware that the number of major applications dealt with each quarter are small (8 in the 3 rd quarter) so performance can be subject to significant swings caused by the processing time of just one or two applications.
		"minor" applications	VWHDC 70%	75.61%	74.06%	74.69%		Above target
		"other" applications	VWHDC 85%	86.13%	87.81%	87.85%		Above target
159	T	Supply of ready to develop housing sites. The degree to which authorities are maintaining a 5 year supply of deliverable sites (%)	-	-	107.2%	108.7%		Local Planning Authority - annual monitoring report. Above target. This is the figure used in the Annual Monitoring Report 2008
170	I	Previously developed land that has been vacant or derelict for more than 5 years (%)	-	-	1.50%	-		Half year reporting. Data is provided by English Partnerships.

NI	T / I	Description	Target 2008/9	Q1	Q2	Q3	Q4	Comments
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180	T	Changes in Housing Benefit (HB)/ Council Tax Benefit (CTB) entitlements within the year. Number of changes of circumstances which affect customers' HB/CTB entitlement during the year.	-	NYA	NYA	NYA		Capita is unable to provide figures for Q3 and the Department for Work and Pensions has still not provided official figures for Q1 (originally due December 08).
181	T	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events. Reported as the average number of days	-	NYA	NYA	NYA		Capita is unable to provide figures for Q3 and the Department for Work and Pensions has still not provided official figures for Q1 (originally due December 08).

Creating a cleaner, greener, safer and healthier community and environment

NI	T / I	Description	Target 2008/9	Q1	Q2	Q3	Q4	Comments
195	T	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting). This is measured as a %, with a value for all categories. Combined cumulative %	LAA2 Litter: 5% Detritus: 9%	*	Litter 0% Detritus 13% Fly post 0% 7%	Litter 3% Detritus 25% Fly post 0% 14%		The apparent reduction in performance is due to a change in Government definition (which extends the definition of detritus to include overgrown grass verges), which is being disputed by all Oxfordshire authorities. Even using the new definition, the Vale's performance is no worse than the national average.

NI	T / I	Description	Target 2008/9	Q1	Q2	Q3	Q4	Comments
15	I	Serious violent crime rate. Reported as the number per 1000 population.	-	0	0.034	0.076		Q1 = 0 offences Q2 = 4 offences Q3 = 9 offences (Cumulative number of offences)
16	I	Serious acquisitive crime rate. Reported as the number per 1000 population.	-	1.43	2.95	4.41		Q1 = 167 offences Q2 = 345 offences Q3 = 516 offences (Cumulative number of offences)
20	I	Assault with less serious injury rate. Reported as the number per 1000 population.	LAA2 5.23% (-5%)	1.20	2.44	3.33		LAA2 indicator. Q1=141 offences Q2= 285 offences Q3 = 390 offences (Cumulative number of offences)

Improving and modernising access to our services

NI	T / I	Description	Target 2008/9	Q1	Q2	Q3	Q4	Comments
179	T	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the financial year. Reported as £' 000	LAA2 3.1%	-	£458	-		LAA2 indicator. Half year reporting. The baseline expenditure used in the calculation is £18,658,000. The Vale target for 2008/9 is 3.0%; £560,000.

Rising to the challenge of climate change

NI	T / I	Description	Target 2008/9	Q1	Q2	Q3	Q4	Comments
188	I	Adapting to climate change. The Council will assess how well it delivers against the 4 levels of performance detailed in the guidance.	LAA2 Level 1	0	0	0		LAA2 indicator. There are 4 levels for this indicator. 0 – 4. Currently undertaking Local Climate Impacts Profile. On target to achieve level 1 by the end of the 4 th quarter.
191	T	Residual household waste per household. This is reported as Kg per household.	LAA2 730 kg	135 kg	133kg	NYA		LAA2 indicator. Vale weights continue to be low, reducing and well ahead of County targets. The landfill figures for December have not yet been provided by the County Council. Figures for October and November indicate that Vale will be ahead of the target.
192	T	Percentage of Household waste sent for reuse, recycling and composting	LAA2 40% VWHDC 34%	37.59%	37.64%	NYA		LAA2 indicator. Vale continues to be limited by its existing contract from collecting the full range of recyclables. Nevertheless % continues to grow due to garden waste at the same time as NI191 reduces. As for NI 191. Not all data in respect of December is currently available. Figures for October and November suggest that we are still on course to achieve the target.

Each indicator has been identified as either as Target (T) where there is a reasonable degree of control over the result or as an indicator (I) where there is a limited degree of influence over the result.
 NYA – Not yet available

Appendix C – Service prioritisation Plan Progress Report

No.	Service prioritisation options	Lead officer	2008/09 £'000 (savings)/ costs	2009/10 £'000 (savings)/ costs	2010/11 £'000 (savings)/ costs	2011/12 £'000 (savings)/ costs	
Contract & Procurement							
8	Cease overpayment of Street Cleaning Contract until new contract let mid 2010/11.	MM	(27.0)	(27.0)	(13.5)	0.0	This change is not being implemented and is reflected in predicted out-turn for 2008/09 and base budget for 2009/01
Housing & Community Safety							
14	Reduce temporary accommodation costs through net saving on subsidy budget.	PS	(28.0)	(28.0)	(28.0)	(28.0)	The SPP was based upon savings generated from more effective procurement of temporary accommodation. However these savings have not materialised and increased demand has led to increased costs

Appendix D – Summary of Sickness and Turnover Report

Service Area	Q1		Q2		Q3		Q4		Annual Totals	
	No. average days sickness/mth	Av.days lost per FTE/mth	No. average days sickness/mth	Av.days lost per FTE/mth	No. average days sickness/mth	Av.days lost per FTE/mth	No. average days sickness/mth	Av.days lost per FTE/mth	Total no. sick days 2008-09	Cumulative no of wkg days lost per FTE
Commercial Services	16.33	0.54	17.33	0.54	28.17	0.89			185.5	5.83
Contract & Procurement	73.83	1.96	47.33	1.29	27.17	0.73			445	12.03
Democratic Services	0.50	0.06	1.83	0.24	1.17	0.15			10.5	1.38
Environmental Health	8.50	0.36	9.50	0.39	12	0.51			90	3.85
Finance	12.83	0.82	9.83	0.61	7.33	0.49			90	6
Housing & Community Safety	4.67	0.17	2.5	0.09	7.17	0.26			43	1.53
Legal Services	0.67	0.12	0	0	1.67	0.24			7	1
Organisational Development and Support	17.50	0.32	50	0.95	55.33	1.03			368.5	6.88
Planning and Community Strategy	30.17	0.65	13.17	0.28	33.5	0.73			230.5	4.99
Strategic Directors Offices	0.00	0.00	0	0	1	0.23			3	0.68
Totals	165.00	0.65	151.49	0.59	174.51	0.69	0		1473	5.8 (Cumulative to end of Q3)
Comparison figure for 2007-08	172.17	0.68	132.34	0.52	177.67	0.70	224.17	0.87	2119	8.25 (Annual)

Summary of turnover Q3

Service Area	Q1		Q2		Q3		Q4		Total No Leavers	Cumulative Turnover
	Av. No. employees left/mth	Av. Turnover/mth (%)	Av. No. employees left/mth	Av. Turnover/mth (%)	Av. No. employees left/mth	Av. Turnover/mth (%)	Av. No. employees left/mth	Av. Turnover/mth (%)		
Commercial Services	0.33	1.03	0	0.00	0	0.00			1	2.94%
Contract & Procurement	0.67	1.37	0.67	1.43	0.33	0.70			5	10.64%
Democratic Services	0.00	0.00	0.33	4.13	0	0.00			1	12.50%
Environmental Health	0.00	0.00	0	0.00	0.33	1.38			1	4.17%
Finance	0.33	1.94	0	0.00	0.33	2.06			2	12.50%
Housing & Community Safety	0.00	0.00	0	0.00	0	0.00			0	0.00%
Legal Services	0.00	0.00	0	0.00	0	0.00			0	0.00%
Organisational Development and Support	0.33	0.52	0.33	0.53	0.33	0.52			3	4.76%
Planning and Community Strategy	0.67	1.29	0.33	0.61	0	0.00			3	5.77%
Strategic Directors Offices	0.33	4.71	0	0.00	0	0.00			1	20.00%
Totals	2.66	0.92%	1.66	0.57%	1.32	0.46%	0		17	5.92%
Comparison figure for 2007-08	3.66	1.27%	2	0.69%	1.66	0.65%	1.32	0.51%		

Appendix E - Financial Commentary: 1 April 2008 to 31 December 2008
Budget Monitoring 1st April – 31st December 2008

		Working Budget £	Working Budget profiled £	Actuals + Commitments £	Year End Projection £	Variance from Working budget £
Commercial Services	Exp	3,050,230	2,373,601	2,233,985	3,006,412	(43,818)
	Income	(1,977,420)	(1,478,992)	(1,437,780)	(1,950,915)	26,505
	Net	1,072,810	894,609	796,205	1,055,497	(17,313)
Contracts & Procurement	Exp	6,974,410	4,961,852	4,413,981	7,003,797	16,467
	Income	(1,837,340)	(1,322,761)	(1,144,722)	(1,795,858)	54,402
	Net	5,137,070	3,639,091	3,269,259	5,207,939	70,869
Democratic Services	Exp	860,130	660,245	606,969	806,430	(53,700)
	Income	(2,230)	(1,665)	8,803	(10,171)	(7,941)
	Net	857,900	658,580	615,772	796,259	(61,641)
Environmental Health	Exp	1,271,980	960,655	947,037	1,313,046	41,066
	Income	(306,590)	(253,117)	(262,014)	(305,543)	1,047
	Net	965,390	707,538	685,023	1,007,503	42,113
Finance	Exp	26,182,290	20,663,342	20,237,665	25,762,688	(419,602)
	Income	(24,006,780)	(17,876,707)	(17,312,278)	(23,315,821)	690,959
	Net	2,175,510	2,786,635	2,925,387	2,446,867	271,357
Housing & Community	Exp	1,795,250	1,358,682	1,315,705	1,854,681	59,431
	Income	(770,440)	(445,452)	(377,234)	(740,299)	30,141
	Net	1,024,810	913,230	938,471	1,114,382	89,572
Legal Services	Exp	453,970	343,512	346,582	479,050	25,080
	Income	(360,380)	(270,288)	(138,266)	(206,006)	154,374
	Net	93,590	73,224	208,316	273,044	179,454
Organisational Development and Support	Exp	2,962,790	2,202,325	1,938,789	2,807,642	(155,148)
	Income	(47,670)	(35,757)	(24,012)	(7,736)	39,934
	Net	2,915,120	2,166,568	1,914,777	2,799,906	(115,214)
Planning & Community Strategy	Exp	2,976,380	2,273,985	2,342,129	2,928,292	(48,088)
	Income	(2,001,650)	(1,514,301)	(1,205,609)	(1,667,620)	334,030
	Net	974,730	759,684	1,136,520	1,260,672	285,942
Strategy CE	Exp	19,240	14,671	8,174	17,290	(1,950)
	Income	0	0	(7,700)	0	0
	Net	19,240	14,671	474	17,290	(1,950)
Strategy SB	Exp	713,480	540,174	569,184	681,691	(31,789)
	Income	(10,000)	(7,506)	(31,179)	(31,780)	(21,780)
	Net	703,480	532,668	538,005	649,911	(53,569)
Strategy TS	Exp	11,790	8,865	2,574	4,900	(6,890)
	Income	0	0	0	0	0
	Net	11,790	8,865	2,574	4,900	(6,890)
Sub total Services	Exp	47,271,940	36,361,909	34,962,774	46,665,919	(618,941)
	Income	(31,320,500)	(23,206,546)	(21,931,991)	(30,031,749)	1,301,671
	Net	15,951,440	13,155,363	13,030,783	16,634,170	682,730

Working Working Actuals + Year End Variance

		Budget	Budget profiled	Commitments	Projection	from Working budget
		£	£	£	£	£
Contingency	Exp	183,950	183,950	0	183,950	0
Investment and Property Income	Exp	12,500	9,375	159,523	0	(12,500)
	Income	(3,724,400)	(1,989,435)	(1,855,763)	(3,594,928)	129,472
	Net	(3,711,900)	(1,980,060)	(1,696,240)	(3,594,928)	116,972
Total services less contingency	Exp	47,468,390	36,555,234	35,122,297	46,849,869	(631,441)
	Income	(35,044,900)	(25,195,981)	(23,787,754)	(33,626,677)	1,431,143
	Net	12,423,490	11,359,253	11,334,543	13,223,192	799,702