

Agenda

Cabinet

This meeting will be held by Zoom and streamed to the Council's YouTube channel when the meeting starts,

<https://www.youtube.com/oxfordcitycouncil>

This meeting will be held on:

Date: **Wednesday 10 February 2021**

Time: **6.00 pm**

Place: **Zoom - Remote meeting**

For further information please contact:

John Mitchell, Committee and Member Services Officer, Committee Services Officer

☎ 01865 252217

✉ jmitchell@oxford.gov.uk

Members of the public can attend to observe this meeting and.

- may submit a question about any item for decision at the meeting in accordance with the [Cabinet's rules](#)
- may record all or part of the meeting in accordance with the Council's [protocol](#)

Details of how City Councillors and members of the public may engage with this meeting are set out later in the agenda. Information about recording is set out later in the agenda and on the [website](#)

Please contact the Committee Services Officer to submit a question; to discuss recording the meeting; or with any other queries.

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[All public papers are available from the calendar link to this meeting once published](#)

Cabinet Membership

Councillors: Membership 10: Quorum 3: No substitutes are permitted.

Leader/ Chair

| | |
|--------------------------------|---|
| Councillor Susan Brown (Chair) | Leader of the Council, Cabinet Member for Economic Development and Partnerships |
|--------------------------------|---|

Cabinet Members

| | |
|--------------------------------------|--|
| Councillor Ed Turner (Deputy Leader) | Deputy Leader (Statutory), Cabinet Member for Finance and Asset Management |
| Councillor Tom Hayes (Deputy Leader) | Deputy Leader, Cabinet Member for Green Transport and Zero Carbon Oxford |
| Councillor Nigel Chapman | Cabinet Member for Customer Focused Services |
| Councillor Mary Clarkson | Cabinet Member for City Centre, Covered Market and Culture |
| Councillor Alex Hollingsworth | Cabinet Member for Planning and Housing Delivery |
| Councillor Mike Rowley | Cabinet Member for Affordable Housing |
| Councillor Linda Smith | Cabinet Member for Leisure and Parks |
| Councillor Marie Tidball | Cabinet Member for Supporting Local Communities |
| Councillor Louise Upton | Cabinet Member for a Safer, Healthy Oxford |

Apologies received before the publication are shown under *Apologies for absence* in the agenda. Those sent after publication will be reported at the meeting.

Decisions come into effect after the latest of the expiry of the post-meeting councillor call in period; reconsideration of a called-in decision; or Council's agreement of recommendations.

Oxford City Council, Town Hall, St Aldate's Oxford OX1 1BX

Agenda

Items to be considered at this meeting in open session (part 1) and in confidential session (part 2).

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

| | Pages |
|--|-----------------|
| 1 Apologies for Absence | |
| 2 Declarations of Interest | |
| 3 Addresses and Questions by Members of the Public | |
| 4 Councillor Addresses on any item for decision on the Board's agenda | |
| 5 Councillor Addresses on Neighbourhood Issues | |
| 6 Items raised by Board Members | |
| 7 Scrutiny Committee Reports | |
| <p>Scrutiny Committee meets on 02 February. Any recommendations from that meeting will be published as a supplement to this agenda.</p> | |
| 8 Budget 2021-22 | 13 - 168 |
| <p>Lead Member: Deputy Leader - Finance and Asset Management</p> | |
| <p>The Head of Financial Services has submitted a report to present the outcome of the budget consultation and agree the Council's Medium Term Financial Strategy for 2022-23 to 2024-25 and 2021-22 Budget for recommendation to Council.</p> | |
| <p>Recommendations:</p> | |
| <p>Cabinet is asked to consider the outcome of the public consultation, agree the amendments to the Consultation Budget and recommend that Council resolves to:</p> | |
| <p>Approve the 2021-22 General Fund and Housing Revenue Account budgets and the General Fund and Housing Revenue Account Medium Term Financial Plan as set out in Appendices 1-10, noting:</p> | |

Decisions come into effect after the latest of the expiry of the post-meeting councillor call in period; reconsideration of a called-in decision; or Council's agreement of recommendations.

- (a) the Council's General Fund Budget Requirement of £23.648 million for 2021/22 and an increase in the Band D Council Tax of 1.99% or £6.25 per annum representing a Band D Council Tax of £320.17 per annum
- (b) the Housing Revenue Account budget for 2021/22 of £46.649 million and an increase of 1.50% (£1.57 per week) in social dwelling rents from 1 April 2021 giving a revised weekly average social rent of £105.32 as set out in Appendix 5
- (c) the intention to consult Council house tenants on the setting of the initial rent on all new social housing at 5% above the formula rent whilst applying formula rent to any new builds let prior to the end of the consultation period as indicated in paragraph (paragraphs 38- 45).
- (d) the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6.
- (e) the changes to fees and charges shown in Appendix 7
- (f) the delegation to the Section 151 Officer in consultation with the Cabinet Member for Finance and Assets the decision to determine whether it is financially advantageous for the Council to enter into a Business Rates Distribution Agreement as referred to in paragraphs 13-15 below.
- (g) the payment into the County Council Pension Fund of £5 million as referred to in the Consultation Budget and paragraph 20
- (h) the inclusion of an additional loan facility of up to £1million on terms to be agreed by the Head of Financial Services, subject to the consideration and agreement of the Shareholder and Joint Venture Panel (SHJVP) and Cabinet of report to Cabinet in March 2021 as referred to in paragraph 55.

9 Capital Strategy 2021-22

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206

Lead Member: Deputy Leader - Finance and Asset Management

The Head of Financial Services has submitted a report to present the Capital Strategy for approval.

Recommendations: That Cabinet resolves to:

1. **Recommend** that Council approves:

The Capital Strategy attached at Appendix A

Decisions come into effect after the latest of the expiry of the post-meeting councillor call in period; reconsideration of a called-in decision; or Council's agreement of recommendations.

10 Treasury Management Strategy 2021/22

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Lead Member: Deputy Leader - Finance and Asset Management

The Head of Financial Services has submitted a report to present the Council's Treasury Management Strategy for 2021/22 together with the Prudential Indicators for 2021/22 to 2024/25.

Recommendations: That Cabinet resolves to:

Recommend that Council approves:

1. The Treasury Management Strategy 2021/22 as set out in paragraphs 19 to 62 and the Prudential Indicators for 2021/22 – 2024/25 as set out in Appendix 2;
2. The Borrowing Strategy at paragraphs 27 to 38;
3. The Minimum Revenue Provision (MRP) Statement at paragraphs 39 to 41 which sets out the Council's policy on charging borrowing to the revenue account; and
4. The Investment Strategy for 2021/22 and investment criteria as set out in paragraphs 42 to 62 and Appendix 1.

11 Council tax reduction scheme 2021/2022

237 -
280

Lead Member: Cabinet Member for Supporting Local Communities (Councillor Marie Tidball)

The Head of Financial Services has submitted a report to consider the feedback from the recent consultation on the proposed changes to the 2021/22 Council Tax Reduction Scheme and to agree the principles of the new scheme to be drawn up for approval by Council.

Recommendations: That Cabinet resolves to:

1. **Note** the outcome of the consultation on the proposed Council Tax Reduction Scheme;
2. **Delegate** authority to the Head of Financial Services to draft the details of the new Council Tax Reduction Scheme for 2021/22 in accordance with paragraphs 10-14 of this report; and
3. **Recommend Council** to resolve to adopt the new Local Council Tax Reduction Scheme for 2021/22 taking into account the changes to the income bandings as highlighted in paragraphs 11-16, and moving to an Income banded scheme for all CTR claimants.

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12 **Zero Carbon Council by 2030: 4th carbon management plan 2021/22 to 2029/30**

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Lead Member: Deputy Leader - Green Transport and Zero Carbon Oxford (Councillor Tom Hayes)

The Transition Director has submitted a report to which outlines how the Council will meet its goal to become a Zero Carbon Council by 2030 or sooner. This route map supports the Council's Zero Carbon City goal by demonstrating bold action and leadership within the city on climate change.

Recommendations: That Cabinet resolves to:

1. **Adopt the Zero Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30** at Appendix 1, which outlines how the Council will achieve its goal of zero carbon emissions across its estate and operations by 2030. This is in line with the commitment made by the Cabinet on 19 December 2019 in response to Oxford's Citizens' Assembly on Climate Change;
2. **Note** the anticipated shortfall in funding and resources to deliver the Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30, in the context of the challenging financial situation the Council faces due to COVID-19. The Council will need to make bids for external capital funding, additional match funding and support/grants to fund carbon reduction measures across its estate and operation;
3. **Note** that many of the "easy to achieve" carbon reduction measures have now been delivered, with a focus now needed on addressing difficult areas of decarbonisation such as of heat, particularly in relation to leisure centres; and
4. **Note** that every Council service area, all council members, teams, and members of staff have an active role to play in delivering the Zero Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30.

13 **Programme approval and allocation for Public Sector Decarbonisation Funding**

321 -
332

Lead Member: Deputy Leader - Green Transport and Zero Carbon Oxford (Councillor Tom Hayes)

The Transition Director has submitted a report to seek programme approval and delegations to enable capital grant spend of Public Sector

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Decarbonisation Funding for provision of heat pumps, thermal storage and battery storage at Oxford City Council sites and development of renewable energy to power to reduce council carbon emissions. To delegate officers to enter into funding and other necessary agreement for the purpose of delivery of decarbonisation projects through this programme.

Recommendations: That Cabinet resolves to:

1. **Give programme approval** to the development of the decarbonisation proposals, to accept and ratify funding agreements to further reduce the Council's carbon emissions; and any other necessary agreements or contract, as set out in this report for prospective sites at Hinksey Pool, Town Hall, Ice Rink, Leys Leisure Centre, Barton Leisure Centre and Rose Hill Community Centre;
2. **Delegate authority** to the Transition Director, in consultation with the Cabinet Member for Zero Carbon Oxford; the Head of Financial Services/Section 151 Officer; and the Councils Monitoring Officer, to commence expenditure to carry out the work to develop proposals for funding and subject to their satisfactory conclusion, enter into funding and other necessary agreements, including construction contracts, for the purpose of development and delivery of decarbonisation projects across Oxford City Council estate;
3. **Recommend to Council** the allocation of a capital budget of £10.923 million;
4. **Note:** the programme management arrangements as set out in the report and the workload prioritisation implications for the Carbon Reduction Team; and
5. **Note** that a further report on the arrangements for securing the local renewable energy source and the developed proposals will follow in due course.

14 **Housing and Asset Management System Project Update and Funding Position**

333 -
340

Lead Member: Cabinet Member for Affordable Housing (Councillor Mike Rowley), Cabinet Member for Customer Focused Services (Councillor Nigel Chapman)

The Head of Housing Services and Head of Financial Services have submitted a report to present the current status of the Housing and Asset Management System, to describe the plan for completion, and to seek additional funds to achieve project go-live.

Recommendations: That Cabinet resolves to:

1. **Endorse** the revised go-live plan for the Housing Asset Management System project;

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2. **Recommend to Council** the approval of a capital budget for the additional expenditure of £264,296 required to complete the project; and
 3. **Note** the appendices supplied with this report.
- 15 **Project proposal and delegated authority to award a hybrid print and post contract.** 341 - 348
- Lead Member:** Cabinet Member for Customer Focused Services (Councillor Nigel Chapman)
- The Head of Business Improvement has submitted a report to seek project approval and delegated authority for the Executive Director for Communities and Customers to award a contract for the supply of a hybrid print and post solution.
- Recommendations:** That Cabinet resolves to:
1. **Give project approval for** the procurement of a hybrid print and post solution to replace the existing contract, which is ending 25th April 2021;and
 2. **Delegate to** the Executive Director of Communities and Customer Services, authority to award a contract for the Supply of a hybrid print and post solution for the Council.
- 16 **Minutes** 349 - 356
- Recommendation:** That Cabinet resolves to **approve** the minutes of the meeting held on 20 January as a true and accurate record.
- 17 **Decisions taken under Part 9.3 (b) of the Constitution** 357 - 360
- The Head of Paid Service (Chief Executive) has submitted a report asking Cabinet to note the decisions taken by the Head of Paid Service (Chief Executive) using the urgency powers delegated in Part 9.3(b) of the Constitution.
- Recommendation: That Cabinet resolves to:
1. **Note** the decisions taken as set out in the report.

Decisions come into effect after the latest of the expiry of the post-meeting councillor call in period; reconsideration of a called-in decision; or Council's agreement of recommendations.

18 **Dates of Future Meetings**

Meetings are scheduled for the following dates:

- 10 March
- 14 April

All meetings start at 6pm unless otherwise stated

19 **Matters Exempt from Publication**

If Cabinet wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for Cabinet to pass a resolution in accordance with the provisions of Paragraph 4(2)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.

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

Part Two – matters exempt from publication

20 **Housing and Asset Management System Project Update and Funding Position - Appendix 2**

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Oxford City Council, Town Hall, St Aldate's Oxford OX1 1BX

Information for those attending

Recording and reporting on meetings held in public

Members of public and press can record, or report in other ways, the parts of the meeting open to the public. You are not required to indicate in advance but it helps if you notify the Committee Services Officer prior to the meeting so that they can inform the Chair and direct you to the best place to record.

The Council asks those recording the meeting:

- To follow the protocol which can be found on the Council's [website](#)
- Not to disturb or disrupt the meeting
- Not to edit the recording in a way that could lead to misinterpretation of the proceedings. This includes not editing an image or views expressed in a way that may ridicule or show a lack of respect towards those being recorded.
- To avoid recording members of the public present, even inadvertently, unless they are addressing the meeting.

Please be aware that you may be recorded during your speech and any follow-up. If you are attending please be aware that recording may take place and that you may be inadvertently included in these.

The Chair of the meeting has absolute discretion to suspend or terminate any activities that in his or her opinion are disruptive.

Councillors declaring interests

General duty

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

What is a disclosable pecuniary interest?

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

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

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

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

How Oxford City Councillors and members of the public can engage at Cabinet

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

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

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

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

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

Councillors speaking at meetings

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

Councillors speaking on Neighbourhood issues (10 minutes in total)

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

Items raised by Cabinet members

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

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To: Cabinet: Date: 10 February 2021

To: Council Date: 17 February 2021

Report of: Head of Financial Services

Title of Report: Medium Term Financial Strategy 2022-23 to 2024-25 and 2021-22 Budget

Summary and Recommendations

Purpose of report: To present the outcome of the budget consultation and agree the Council's Medium Term Financial Strategy for 2022-23 to 2024-25 and 2021-22 Budget for recommendation to Council

Key decision: Yes

Cabinet member: Councillor Ed Turner, Deputy Leader and Cabinet Member for Finance and Asset Management

Policy Framework: The budget is a Budget and Policy Framework document

Recommendations:

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

Approve the 2021-22 General Fund and Housing Revenue Account budgets and the General Fund and Housing Revenue Account Medium Term Financial Plan as set out in Appendices 1-10, noting:

- (a) the Council's General Fund Budget Requirement of £23.648 million for 2021/22 and an increase in the Band D Council Tax of 1.99% or £6.25 per annum representing a Band D Council Tax of £320.17 per annum
- (b) the Housing Revenue Account budget for 2021/22 of £46.649 million and an increase of 1.50% (£1.57 per week) in social dwelling rents from 1 April 2021 giving a revised weekly average social rent of £105.32 as set out in Appendix 5
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- applying formula rent to any new builds let prior to the end of the consultation period as indicated in paragraph (paragraphs 38- 45).
- (d) the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6.
 - (e) the changes to fees and charges shown in Appendix 7
 - (f) the delegation to the Section 151 Officer in consultation with the Cabinet Member for Finance and Assets the decision to determine whether it is financially advantageous for the Council to enter into a Business Rates Distribution Agreement as referred to in paragraphs 13-15 below.
 - (g) the payment into the County Council Pension Fund of £5 million as referred to in the Consultation Budget and paragraph 20
 - (h) the inclusion of an additional loan facility of up to £1million on terms to be agreed by the Head of Financial Services, subject to the consideration and agreement of the Shareholder and Joint Venture Panel (SHJVP) and Cabinet of report to Cabinet in March 2021 as referred to in paragraph 55.

Appendices to the report:

| | |
|--------------------|---|
| Appendix 1 | Summary of General Fund Budget by Service 2021-22 to 2024-25 |
| Appendix 2 | General Fund Revenue Budget by Service 2021-22 to 2024-25 |
| Appendix 3 | Detailed General Fund Service Budgets Bids and Savings Proposals 2021-22 to 2024-25 |
| Appendix 4 | Housing Revenue Account Budget 2021-22 to 2024-25 |
| Appendix 5 | Housing Revenue Account Rent by property type |
| Appendix 6 | General Fund and HRA Capital Programme 2021-22 to 2024-25 |
| Appendix 7 | Fees and Charges |
| Appendix 8 | Risk Register |
| Appendix 9 | Equalities Impact Assessment |
| Appendix 10 | Budget Consultation |

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

We are grateful to those who took the time to respond to the budget consultation at this very difficult period. Since the publication of our consultation budget, there have been three important developments. First, the country's public health crisis has worsened, with a renewed lockdown and a consequent impact on many areas of council finances: for instance, rents from commercial properties we own will be affected, and government is offering no compensation to us in this regard. It also makes trading activity by Oxford Direct Services more difficult. Secondly, the government has announced its settlement and some other schemes. This provides some extra funding, which we will use to off-set the extra costs which have incurred and to reduce – albeit only modestly – our call upon our reserves (we had anticipated drawing on £11.6 million, now we will draw on £11.3 million).

Thirdly, the rules governing council borrowing have changed, meaning we need to change our plans around property investment.

However, we are able to confirm a number of elements of our consultation budget:

- Additional spending of around £1.3 million per year to tackle rough sleeping to an amount of around £3.6 million per annum: nobody should be forced to sleep on the streets of Oxford;
- Investment to show real leadership in tackling the climate emergency: in total, over £17 million in new capital and £1 million in new revenue is proposed, covering areas ranging from local leadership, through to work with the County Council to reduce traffic congestion, to increased retrofitting of existing Council Housing stock, to electric vehicle charging, and a low carbon heating network. This is on top of around £90 million of other ongoing partnership funding leveraged.
- Extra work to improve the quality of private rented housing, with licensing introduced for family and single people's accommodation, in addition to that already existing for Houses in Multiple Occupation;
- Investment in community centres, including new builds at Bullingdon and East Oxford;
- Continuing to provide full Council Tax Reduction (formerly Council Tax Benefit) to those on the lowest incomes, while making the system simpler for customers and those who administer the benefit;
- Preserving the City Council's grants pot, which is of great benefit in a range of areas, from welfare benefits advice, to support to tackle isolation and loneliness, through to ensuring that culture is available to all;
- £136 million of investment in producing 620 new units of new council housing stock over the next four years
- Continued free swimming sessions available to all local young people, and an improving range of leisure facilities, including the new Horspath Sports Park
- Continued provision of the Youth Ambition Programme to support local young people, while increasing levels of support for such provision on council estates.

These are exceptionally different times for all of our community. Council staff – in partnership with our trade unions – have worked hard to put the City Council's finances on an even keel, and work out innovative ways of saving money and avoiding reductions to frontline services. It is not possible to avoid unwelcome decisions entirely, but we remain grateful for their efforts. Our values – tackling inequality in Oxford, protecting services and jobs, especially on the front-line, acting on the climate emergency – remain unchanged and indeed more important than ever in this context.

Introduction

- 1 Cabinet received a report on 24th June 2020 from the Head of Financial Services outlining the forecast outturn position of the Councils finances for the year 2020-21 and the Medium Term based on information at the end of April 2020.
- 2 Against a balanced budget position agreed by Council in February 2020 for the four year period 2020-21 to 2023-24 the net deficit for 2020-21 was estimated at around £9.4 million with further deficits estimated at around £14.5 million over the proceeding three year period i.e a total of around £24million for the 4 year period.
- 3 The Consultation Budget presented to Cabinet on 9th December 2020 extended the Councils plans into 2024-25 and in doing so revised this deficit to around £29 million based on the following:

| Table 1 : COVID 19 Related pressures 2020/21 -2024/25 | | | | | | |
|--|-----------|----------------|----------------|----------------|----------------|----------------|
| | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | | £000's | £000's | £000's | £000's | £000's |
| Income | | | | | | |
| Car Parking income | | 2,800 | 1,480 | 85 | 0 | 0 |
| Lettings and events | | 1,292 | 760 | 320 | 0 | 0 |
| Street trading | | 94 | 80 | 0 | 0 | 0 |
| Planning income | | 463 | 0 | 0 | 0 | 0 |
| Building control income | | 38 | 0 | 0 | 0 | 0 |
| Oxford Direct Services Dividend | | 1,060 | 770 | 1,041 | 1,038 | 558 |
| Leisure services | | 316 | 500 | 500 | 500 | 0 |
| Garden waste | | 103 | 0 | 0 | 0 | 0 |
| Commercial rent | | 4,200 | 3,700 | 2,000 | 2,000 | 2,000 |
| | Sub total | 10,366 | 7,290 | 3,946 | 3,538 | 2,558 |
| Expenditure | | | | | | |
| Homelessness | | 750 | 0 | 0 | 0 | 0 |
| ICT | | 450 | 0 | 0 | 0 | 0 |
| Leisure services | | 384 | 0 | 0 | 0 | 0 |
| Locality hubs | | 50 | 0 | 0 | 0 | 0 |
| | Sub total | 1,634 | 0 | 0 | 0 | 0 |
| Total | | 12,000 | 7,290 | 3,946 | 3,538 | 2,558 |

- 4 This report reflects the outcome of the consultation on the draft budget agreed by the Cabinet in December 2020 as well as incorporating changes which have arisen since the consultation budget was published.
- 5 The consultation on the draft budget began on 10th December 2020 and ended on 31 January 2021. The consultation document was available on the Council's website and also use was made of the Citizens' Panel.

- 6 For ease of reading; the report is split into three sections:
- Section A General Fund Revenue Budget
 - Section B Housing Revenue Account (HRA) Budget
 - Section C Capital Programme

Section A – General Fund Revenue Budget

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

Local Government Finance Settlement 2021-22

- 8 The Government published its Provisional Finance Settlement for 2020/21 on 17 December 2020. Following consultation which closed on 16 January 2021 the Government published the Final Settlement.

- 9 The key points included:

- a. **Council Tax** -The council tax referendum limit will be 2% for local authorities with social care authorities allowed a 3% social care precept. The final settlement confirmed districts will be allowed to apply the higher of the referendum limit or £5.
- b. **Business Rates Retention** –
 - i. The business rates multiplier has been frozen for 2021-22
 - ii. The government is considering extending the business rates relief given to businesses due to COVID 19
 - iii. Business rates funding reform delayed until Spring 2021 with no date given for implementation
 - iv. No business rates reset in 2021-22
 - v. £0.8bn given to local authorities to support tax revenue losses
 - vi. £670 million of additional grant funding to help local authorities support (an estimated 4 million) households that are least able to afford council tax payments
- c. **New Homes Bonus** - The 2021/22 allocations have been announced. These will be paid with legacy payments due from previous years (2018/19 to 2019/20). As previously announced, there will be no legacy payments for the 2020/21 in year allocations or 2021/22. The deadweight of 0.4% was maintained, The Consultation is promised shortly with implementation planned for 2022-23
- d. **Homelessness** - £254m for rough sleepers and those at risk of homelessness during COVID-19
- e. **Contain Outbreak Management Fund** -Additional financial support will also be available to local authorities facing the

highest ongoing restrictions. This will support local public health initiatives through the Contain Outbreak Management Fund.

- f. **Compensation for sales fees and charges** - Extending the existing COVID-19 sales, fees and charges reimbursement scheme for a further three months until the end of June 2021
- g. **Lower Tier Services Grant** - a new un-ringfenced Lower Tier Services Grant in 2021-22, which will allocate £111 million to local authorities with responsibility for lower tier services (for example, homelessness, planning, recycling and refuse collection, and leisure services). The Councils allocation is £266k

Settlement Funding Assessment (SFA)

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

| Table 2: Settlement Funding Assessment 2020/21 - 2022 | | |
|--|----------------|----------------|
| | 2021/22 | 2020/21 |
| | £000's | £000's |
| Total SFA | 6,300 | 6,300 |
| of which Revenue Support Grant | 0 | 0 |
| Baseline Funding Level | 6,300 | 6,300 |
| Tariff adjustment * | 0 | 0 |
| Increased SFA on previous year (%) | 0 | 7.4 |

* Where baseline need is less than the Settlement Funding Assessment a reduction is made to funding. For authorities not in receipt of RSG the reduction is made to baseline funding.

Retained Business Rates

- 11 The Government has issued authorities with their Retained Business Rates Baseline Funding Levels for 2021-22. The actual amount of Retained Business Rates depends on a number of factors including the estimated amount of business rates income net of appeals and write offs, the tariff payable to the Government and the levy paid on additional income above the Baseline. There are no changes to the tariffs levied in previous years. This is different from assumptions made in the Consultation Budget resulting in an uplift in estimated retained business rates.
- 12 Almost certainly the Baseline Funding Level will not be the amount the authority eventually receives in Retained Business Rates. A summary of the changes is shown below but it should be noted that there can be substantial volatility around these figures:

| Table 3: Change In Business Rates since Consultation Budget | | | | |
|--|----------------|----------------|----------------|----------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | £000's | Est | Est | Est |
| | | £000's | £000's | £000's |
| Consultation Budget | 8,228 | 5,860 | 6,196 | 6,538 |
| Finance Settlement | 8,476 | 6,111 | 6,448 | 6789 |
| (Decrease)/ Increase | 248 | 251 | 252 | 251 |
| Tariff | 30,397 | 30,892 | 30,892 | 30,892 |
| Safety net threshold (92.5% baseline) | 5,884 | 5,981 | 5,981 | 5,981 |

Business Rates Distribution Group

- 13 The Chief Finance Officers have agreed the formation of the West Oxfordshire Business Rates Pool for 2021-22 to be formed by Oxfordshire County Council and West Oxfordshire and Cherwell District Councils as in previous years.
- 14 The Pool's membership has been set to maximise its income for the good of Oxfordshire. It has also agreed that councils who would benefit from being in a pool (because the levy on business rates growth would be less than if they were outside the Pool) should not be excluded from sharing in the additional income generated by the Pool just because in any year their membership would not generate the optimum retained income for the Pool. These authorities should form a Business Rates Distribution Group and benefit from a share of some of the growth on the Business Pool in exchange for taking on some of the risk of Pool losses not covered by the safety net.
- 15 It is recommended that the decision to join the Business Rates Distribution Group is delegated to the Section 151 Officer in consultation with the Cabinet Member for Finance and Asset Management once business rates estimates for 2021-22 are known for all Districts within Oxfordshire.

Council Tax

- 16 The estimate of the tax base for 2021-22 presented to Audit and Governance on 14 January 2021 resulted in a decrease of 86 band D equivalent properties to that used in the consultation budget resulting in a minimal increase in estimated council tax income as shown below.
- 17 Within the Council's Consultation budget allowance was made for Council Tax increases of 1.99%, which is below the amount of 2% at which a referendum would be required, as confirmed in the Provisional Finance Settlement:

| Table 4 Change In Council Tax since Consultation Budget | | | | |
|--|----------------|----------------|----------------|----------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | £000's | Est | Est | Est |
| | | £000's | £000's | £000's |
| Consultation Budget | 14,660 | 15,102 | 15,556 | 16,024 |
| Finance Settlement | 14,634 | 15,074 | 15,528 | 15,995 |
| (Decrease)/ Increase | (26) | (28) | (28) | (29) |

New Homes Bonus

- 18 The current methodology for the allocation of New Homes Bonus allows for the award to be given for 4 years. In addition from 2017 a national baseline for housing growth was set at 0.4%, below which no New Homes Bonus is payable. Within the 2021/22 Final Finance Settlement allocations have been announced that with some minor change confirms previous announcements. These will be paid with the legacy payments due from previous years (2018/19 to 2019/20). It is the Government's intention to withdraw the bonus from 1 April 2022 a consultation on the replacement for NHB is expected shortly.
- 19 The amounts for Oxford City compared to the assumptions in the MTFS are shown in Table 5 below:

| Table 5: New Homes Bonus Estimates | | | | |
|---|----------------|----------------|----------------|----------------|
| New Homes Bonus | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | £000's | £000's | £000's | £000's |
| Consultation Budget | 515 | 106 | 0 | 0 |
| Final Finance Settlement | 538 | 106 | 0 | 0 |
| (Increase)/ Decrease | (23) | 0 | 0 | 0 |

Other Key Assumptions

- 20 Key assumptions included within the Consultation Budget Proposals that remain unchanged include :
- **Council Tax** – The recently announced referendum principles are in line with previous assumptions and the recommendation of a council tax increase of 1.99%
 - **Income streams** – Since the setting of the consultation budget the Council has reviewed its long term income forecasts of key income

streams such as car parking, town hall lettings, commercial rents. Prudent assumptions were made within the Consultation budget about how these may be effected over the coming months and year including the speed that they may bounce back. At this point in time it is considered that these assumptions still stand and therefore no further adjustment has been made to the forecast income levels to those put forward in the Consultation Budget.

- **Efficiencies** – largely in accordance with the Consultation Budget with some exceptions detailed below
- **Fees and charges** – largely in accordance with Consultation Budget with a few exceptions below
- **Investment interest** – in accordance with consultation budget
- **Returns from wholly owned companies** – changes explained in more detail below
- **New Expenditure** – in accordance with Consultation budget
- **Pensions** – Recommendation to make a prepayment to the pension fund in 2023-24 of £5million remains unchanged
- **Pay-** The unions, Unison and Unite have confirmed their acceptance of a pay freeze proposed by the Council for 2021-22 in exchange for a one-off non-consolidated “Recognition” payment of £400 to all staff on permanent or fixed-term contracts of not less than 6 months at 1-4-2021, payable on 1-4-2021.

Changes since the Consultation Budget

21 A number of other changes have been made to the Council’s Budget in comparison to the Consultation Budget agreed at Cabinet on 9th December 2020.

- **Housing needs** - £50k savings proposal in Housing Needs would have reduced the Council’s ability to bring empty homes back into use. Returning empty homes to occupation is seen as a key part of the Council’s strategy to increase the availability of housing. This saving will be deleted for this year and wrapped up in wider changes in the service area in future years.
- **Communications** – A saving of one full time equivalent post £47k has been pushed back to 2022-23 from 2021-22. Covid 19 has brought considerable pressures in the communication of up to date information both internally to the Councils staff and externally to residents. It is not thought prudent to delete posts in this area at this time.
- **Oxford Direct Services** – the financial position for the Council’s wholly owned companies, Oxford Direct Services Ltd in 2020-21 indicates a deteriorating financial position. The inability to access many council houses to undertake planned maintenance and the reduction in commercial business due to COVID 19 still prevails. The final dividend for 2019-20 has still not been declared and the adverse financial position is likely to impact on any dividend forecast for 2021-22 of £1.3million. As a prudent measure an amount of £1 million covering the 2 years has been set aside in contingencies.
- **Government Grant to Local Authorities** – in the Consultation budget Government Grant received and estimated to be received by the

Council were in the order of £8.5 million. Since then a number of additional grants have been announced as follows :

- Extension of the compensation of sales fees and charges to 30-06-2021, estimated to be worth around £1.0 million for the authority. This will assist with funding of lost income included in the budget
- National Leisure Recovery Fund – subject to a bidding process this grant estimated at around £300k will assist with costs in relation to the re-opening of the Councils leisure centres
- Meeting additional costs of local council tax support in 2021-22 - £293k on top of the £1.2 million already received in respect of 2020-21.
- Additional funding via the County Council 'Containing Outbreak Management Fund' of around £1m from the County Council allocation of around £11million in respect of different work to help contain the outbreak. This should assist the Council to fund additional costs which we expect in relation to the COVID recovery team and homelessness.
- **Pest Control Fees and Charges** – Within the consultation budget proposals were submitted to introduce a charge for customers in receipt of Housing Benefit and Universal credit of £60 for the treatments of rats and mice, where previously this service was offered for free. This was introduced to reflect the full cost of the service which is estimated at around £87.50. Given that the additional income from introducing this charge is relatively minimal and the financial hardship that COVID 19 has brought to residents it is recommended to revert back to the original position of providing this service free of charge to those on benefits or universal credit.
- **Leisure fees and charges** – at the time of the consultation budget these were unknown. These are now provided in Appendix 7
- **Reserves and Balances** – The Consultation budget provided for around £11.6 million to be used from reserves and balances over the period of the MTFS and this has now been revised to £11.3 million taking account of increased government grant net of the above changes.

Public Works Loans Board (PWLB) changes

- 22 In 2020 the Government consulted on the use of PWLB by local authorities for funding capital expenditure. The consultation closed (following an extension of the original deadline) on 31st July 2020 and on 25th November 2020 the Government produced their response.
- 23 The aim of the Government consultation was to develop a proportionate and equitable way prevent local authorities from using PWLB loans to buy commercial assets primarily for yield, without impeding their ability to pursue service delivery, housing, and regeneration under the prudential regime as they do now.
- 25 Following the consultation, the government published revised lending terms for the PWLB and guidance to support LAs to determine if a proposed project

is an appropriate use of PWLB loans. In addition it reduced the PWLB borrowing rate by 1%. These new terms apply to all loans arranged from 9am on 26 November 2020.

26 The main features of the new lending terms are:

- As a condition of accessing the PWLB, LAs will be asked to submit a high-level description of their capital spending and financing plans for the following three years, including their expected use of the PWLB
- As part of this, the PWLB will ask the finance director of the Local Authority to confirm that there is no intention to buy investment assets primarily for yield at any point in the next three years. This assessment is based on the finance director's professional interpretation of guidance issued alongside these lending terms.
- It isn't possible to reliably link particular loans to specific spending, so this restriction applies on a 'whole plan' basis – meaning that the PWLB will not lend to an Local Authority that plans to buy investment assets primarily for yield anywhere in their capital plans, regardless of whether the transaction would notionally be financed from a source other than the PWLB.
- When applying for a new loan, the local authority will be required to confirm that the plans they have submitted remain current and that the assurance that they do not intend to buy investment assets primarily for yield remains valid.
- Should it transpire that a Local Authority has deliberately misused the PWLB, HM Treasury has the option to suspend that Local Authority's access to the PWLB, and in the most extreme cases, to require that loans be repaid. In practice such an eventuality is highly unlikely and would only occur after extensive discussion with the local authority in question.

27 Guidance issued by HM Treasury of eligible capital spend on defining activity eligible to be financed through PWLB would include :

- **Service spending** is activity that would normally captured in the following areas in the MHCLG Capital Outturn Return (COR): education, highways & transport, social care, public health, culture & related services, environmental & regulatory services, police, and fire & rescue services.
- **Housing** is activity normally captured in the HRA and General Fund housing sections of the COR, or housing delivered through a local authority housing company. This is given separately from 'service spending' because of the relative concentration of cross-subsidy and other innovative financing arrangements in housing projects.
- Regeneration projects which would usually have one or more of the following characteristics:
 - a. the project is addressing an economic or social market failure by providing services, facilities, or other amenities that are of value to local people and would not otherwise be provided by the private sector

- b. the local authority is making a significant investment in the asset beyond the purchase price: developing the assets to improve them and/or change their use, or otherwise making a significant financial investment
 - c. the project involves or generates significant additional activity that would not otherwise happen without the local authority's intervention, creating jobs and/or social or economic value
 - d. while some parts of the project may generate rental income, these rents are recycled within the project or applied to related regeneration projects, rather than being applied to wider services
- 28 These opportunities will preclude let investment properties purchased solely for rental income. However, agreements to fund developments which have yet to attract a tenant and investments that will require refurbishment and development opportunities would fulfil the criteria. These would also allow a greater flexibility for the Council to address required regeneration post COVID 19 with its own property. To follow any alternative property strategy would represent too high a risk given the penalties that could be imposed by HM Treasury.
- 29 As a result of the changes a reduced figure for property investment which would fit the criteria above of £20 million has replaced the previous amount of £53 million included in the Consultation Budget. This amount continues the desire to de-risk the existing portfolio and includes revenue based on prudent assumptions. The approved budget also allows the Council to be competitive if an attractive opportunity becomes available.

Table 6 : Effect of change in Property Strategy

| | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|-----------------|----------------|----------------|-----------------|
| | £ | £ | £ | £ |
| Summary Effect on MTFP | | | | |
| Removal of £53m Property Investment | 227,910 | 654,077 | 897,995 | 955,917 |
| Addition of £20m 7Regeneration | 180,000 | 607,751 | 317,710 | -580,171 |
| Effect of PWLB 1% Changes (excluding housing company loans) | -167,444 | -290,480 | -384,962 | -409,554 |
| BHS Building - Impact on budget from rescheduling | -475,000 | -275,000 | -267,000 | -267,000 |
| | -234,534 | 696,348 | 563,744 | -300,808 |

- 30 The total adverse cumulative impact on the MTFP over the four year period of the change in strategy is estimated at around £725k with the deficits affecting years 2 and 3 given that regeneration activity is likely to take longer to deliver a lower rate of return in a longer time than the previous strategy of investing for financial gain. This deficit will need to be balanced by an additional draw

on reserves or increased dividend from OCHL who will have benefited from the reduction of 1% in PWLB lending rates.

Summary of Changes to Medium Term Financial Strategy (MTFS)

31. The Council's General Fund MTFS is shown in Appendices 1-3 together with assumptions around fees and charges in Appendix 7. A summary of the movement in the Medium Term Financial Strategy from the Consultation Budget agreed in December 2020, taking account of the changes highlighted above is shown below:

| Table 7: Summary General Fund Medium Term Financial Strategy 2021/22 to 2024/25 | | | | |
|--|----------------|----------------|----------------|----------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | £000's | £000's | £000's | £000's |
| Net Expenditure per Consultation Budget | 23,403 | 21,067 | 21,752 | 22,562 |
| Push back comms officer reduction | 47 | 0 | 0 | 0 |
| Empty homes officer pushed back and added to integration savings | 50 | 0 | 0 | 0 |
| Net effect of change in property strategy (Table 6) | (235) | 696 | 564 | (301) |
| Net changes in treasury activity | 296 | 177 | 47 | 314 |
| Additional Contingencies | 1,000 | - | - | - |
| Increase in SFC grant | (1,000) | | | |
| Adjustment to transfer (from) reserves | 87 | (649) | (1,432) | 209 |
| Reversal of transfer from working balances | | | 1,045 | |
| Net Budget Requirement | 23,648 | 21,291 | 21,976 | 22,784 |
| FUNDING | | | | |
| Council Tax (Table 4) | 14,634 | 15,074 | 15,528 | 15,995 |

| | | | | |
|-------------------------------------|---------------|---------------|---------------|---------------|
| Retained Business Rates (table 3) | 8,476 | 6,111 | 6,448 | 6789 |
| New Homes Budget (includes table 5) | 538 | 106 | 0 | 0 |
| Total | 23,648 | 21,291 | 21,976 | 22,784 |
| Surplus/ (Deficit) | - | - | - | - |

| | | | | |
|-------------------------------------|--------------|--------------|--------------|--------------|
| GENERAL FUND WORKING BALANCE | | | | |
| Opening | 3,856 | 3,856 | 3,856 | 4,901 |
| Transferred to/(from) | | | 1,045 | (1,042) |
| Closing | 3,856 | 3,856 | 4,901 | 3,859 |

Budget Consultation Results

32 The consultation concentrated on a number of key areas which are shown below. There were 196 responses were received. The results are shown in Appendix 10 with a summary shown below for each of the main areas:

- **Approach to Budget Setting**
 - i. There was strongest support for using our wholly owned companies to generate external trading income (74% either agreeing or strongly agreeing) and using our reserves (75%)
 - ii. there was least support for going cashless (40%) with 43% either disagreeing or strongly disagreeing
- **Alternative approaches to budget setting**
 - i. Since respondents generally agreed with our approach to budget setting the alternative responses to budget setting were not generally supported. Least support i.e 79% either disagreeing or strongly disagreeing) was given to reducing investment in social housing and similarly 67% disagreeing with freezing council tax and cutting services with 69% disagreeing with cutting spend on climate change
 - ii. Nearly equal numbers of respondents agreed (42%) as disagreed (39%) that a referendum should be held to increase council tax above the 1.99% level. However, given the uncertainty that would be caused by such a referendum, we do not propose to go down such a path at this time.
- **Service Priorities**

- i. Highest support (77% strongly agreeing or agreeing) for provision of affordable housing and preventing homelessness (77%) tackling climate change (69%) providing services for young people (66%)
- ii. There was least support for providing grants to voluntary sector (34%) and enhancing the city centre (36%)
- **Capital Investment**
 - i. Highest support (84% strongly agreeing or agreeing) for investment in affordable housing, council house improvements (76%) and environmental improvements (74%)
 - ii. Least support was given for covered market refurbishment (51%) refurbishment of East Oxford Community Centre (47%) and new ICT hardware and software (50%)
- **Council Housing**
 - iii. Highest support (57%) was given to building new social housing and maintaining the quality of existing homes (57%) with least support given to targeted estate regeneration such as Blackbird Leys (22%)
- **Use of neighbourhood CIL**
 - i. There was general support for all areas on which the Council is planning to spend the neighbourhood community infrastructure levy monies

General Comments

33 A number of general comments were made by respondents with the main themes including :

- Pedestrianise the city centre
- Keep the climate change commitments
- Stop the 'bus gates'
- Use brownfield sites for housing
- Build more housing
- Investment in more green areas and public transport
- Attract more tourists
- Concerns over charges for bulky waste and increased fly tipping and reduced democracy from reduced planning committees
- Homelessness and youth should be key priorities
- Spend more on well being
- More investment in bike lanes
- Council have done a good job in tough circumstances
- Focus on efficiencies

Risk Implications

34 The main risks to the balanced position of the General Fund consultation budget (Appendix 8) are that:

- Council income streams continue to be effected by the pandemic beyond the provisions already made in the MTFS
- The Homelessness reserve is exhausted at a faster rate than anticipated as assumed Government and contributions in respect of homelessness expenditure are not forthcoming
- Failure of a major partner for instance in Leisure
- Variations of actual income and expenditure against budget especially in volatile areas such as income and property investments
- Companies do not perform as well leading to reduced income to the Council
- Business Rates income is lower than forecast
- Interest rates are higher than projected resulting in higher borrowing costs
- Slippage in the capital programme adversely affects revenue savings and additional income in the MTFS

Section B Housing Revenue Account Budget

Issues arising since the publication of the consultation budget

35 The Council published its Consultation Budget on 9th December 2020 including the Housing Revenue Account Budget. The budget for the Housing Revenue Account is as detailed in Appendix 4. Appendix 5 shows the effect of the 1.50% increase on council house rents in the city.

36 Following the Budget Consultation exercise the Housing Revenue Account as published at Cabinet on 9th December 2020 remains unchanged :

| TABLE 8 HOUSING REVENUE ACCOUNT | 2021/22 £000's | 2022/23 £000's | 2023/24 £000's | 2024/25 £000's |
|--|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | (46,649) | (48,802) | (51,063) | (55,480) |
| Expenditure | 46,321 | 48,333 | 50,761 | 52,793 |
| Net Operating Expenditure | (328) | (467) | (311) | (2,694) |
| Investment income | (62) | (55) | (57) | (66) |
| (Surplus)/Deficit for the Year | (389) | (522) | (369) | (2,760) |
| (Surplus)/Deficit b/fwd | (5,576) | (5,965) | (6,487) | (6,855) |
| (Surplus)/Deficit c/fwd | (5,965) | (6,487) | (6,855) | (9,615) |

Key Assumptions

37 Key assumptions included in the budget include :

- **HRA working balance** The working balance levels allow sufficient monies for the funding of future years' Capital Programme, the repayment of the debt, as well as an amount of £4 million as being the minimum required to cover unexpected events such as falling investment income or increased costs.
- **New dwellings** - The recent acceleration of new build housing in the Housing Company agreed by the shareholder in November 2019 provides a steady stream of social and shared ownership housing for the HRA to buy 1,119 houses over the next 10 year period at an estimated gross cost of around £393 million with peak debt at £553 million. All debt is scheduled to be repaid over a 40 year period
- **New Commitments** –As well as new affordable housing, around £50 million over the next 10 years has been provided for climate change initiatives to Council owned properties and other regeneration activity in the HRA
- **Rent increase** Under the Governments rent standard from 1st April 2020 rent may only be increased by CPI +1% for a period of five years for local authority and housing association social rents. 2021/22 is in the second year of the rent standard and rent for 2021/22 will be increased by CPI + 0.5% i.e. 1.5% with 3% increases estimated for future years.
- **Inflation** - All the assumptions for inflation are the same as for the Council's General Fund.

New Build Social Housing Rent Setting

- 38 The Council's HRA business plan assumes that social rented and shared ownership units developed by the Council's Housing Company are purchased by the Council and owned and managed in the HRA.
- 39 Members have agreed a set of financial parameters that determines the purchase price and feeds into the viability of the OCHL schemes namely
- A positive Net Present Value over 70 years
 - A maximum payback period of 70 years
 - An Internal Rate of Return of 3%
- 40 In order to support the viability of the OCHL schemes and help to deliver wider council objectives of maximising affordable numbers, carbon reduction and company profitability, it is proposed to set higher rent levels than the Governments formula rent
- 41 The MHCLG's Policy Statement on Rents for Social Housing https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/781746/Policy_Statement.pdf gave Registered Providers the discretion to apply an additional 5% uplift on the calculated formula rent applied to new build properties. In order to do this, the provider is required to provide a "clear rationale for doing so which takes into account local circumstances and affordability" and "local factors and concerns" and to consult with the wider tenant base on the proposals.

- 42 The cost of development in Oxford is higher than most other Local Authority areas and given the cost of housing there is an extremely high demand for quality affordable housing. Given the Governments and City Council's commitment to carbon reduction it is also considered reasonable to assume that the standards of housing built should also support this policy objective.
- 43 A decision not to set the initial rent at this level will ultimately see fewer social rented homes built for those in greatest housing need.
- 44 As this was not included in the draft budget consultation it is proposed that consultation with tenants will take place through the spring Tenants in Touch publication. The relatively small number of new builds coming online prior to the consultation will be let at 100% social rent.
- 45 The alternative would be to wait until the 22/23 budget consultation the disadvantage being that a larger number of properties would miss the uplift opportunity.

Risk Implications

- 46 The main risks to the balanced position of the HRA are summarised below and detailed in Appendix 8:
- Increased arrears due to benefit changes arising from the roll out Universal Credit and/or COVID 19
 - Construction delays in Housing Company and subsequent effect on capital spend on new housing and net rental streams
 - Variations in estimates causing cash flow problems

Section C Capital Programme

- 47 The Council's Draft Capital Programme for consultation amounted to over £616 million over the four year period 2021/22 to 2024/25.

Appendix 6 attached details the Council's Capital Programme for 2021/22 to 2024/25. The changes to the Consultation Budget reported in December 2019 are summarised in Table 9 below.

| Table 9 Changes to Capital Programme 2021/22 to 2024/25 compared to Consultation Budget | | | | |
|--|----------------|----------------|----------------|---------------|
| | 2021/22 | 2022/23 | 2023/24 | 204/25 |
| | £000's | £000's | £000's | £000's |
| GENERAL FUND | | | | |
| Consultation Budget Spend | 79,225 | 109,807 | 87,893 | 38,325 |
| Slippage from 2020-21 | | | | |
| Museum of Oxford brought forward | (29) | | | |
| Bullingdon Community Centre Slippage | 1,241 | | | |
| Car Parking Oxpens slippage | 43 | | | |

| | | | | |
|---|----------------|---------------|---------------|---------------|
| Lift Refurbishment brought forward | (5) | | | |
| City Cycle Schemes (Growth Deal) slippage | 450 | | | |
| Feasibility Schemes slippage | 560 | | | |
| CCTV Suite upgrade slippage | 29 | | | |
| Renovation Grants brought forward | (14) | | | |
| Floyds Row slippage | 42 | | | |
| Reduction of CIL funded feasibility budget | (399) | | | |
| Controlled Parking Zones slippage | 150 | | | |
| Commercial Property Investment removed (6) | (16,050) | (26,750) | (10,700) | |
| Regeneration (6) | 20,000 | | | |
| Affordable Housing Supply slippage | 3,000 | | | |
| New Bids | | | | |
| 1-3 George St additional grant (1) | 466 | | | |
| Decarbonisation Fund – OCC (2) | 10,923 | | | |
| (3) Bullingdon Community Centre | 190 | | | |
| (4) East Oxford Community Centre | 766 | 1,000 | | |
| Growth Deal RP Funding (Catalyst)- (5) | 6,900 | | | |
| Meanwhile Oxford (7) | 1,875 | | | |
| Capital loan Oxwed (8) | 1,000 | | | |
| Total General Fund | 110,363 | 84,057 | 77,193 | 38,325 |
| HRA | | | | |
| Consultation Budget Spend | 70,422 | 74,503 | 61,935 | 87,425 |
| Slippage from 2020-21 | | | | |
| BBL Regeneration | 57 | | | |
| Properties purchased from OCHL | (2,312) | | | |

| | | | | |
|------------------------------------|----------------|----------------|----------------|----------------|
| Northfield Hostel | 2,300 | | | |
| Lanham Way | 1,050 | | | |
| Unallocated Development Site 1 | 1,899 | | | |
| Unallocated Development Site 2 | 4,000 | | | |
| Additional units | 279 | | | |
| Social rented housing acquisitions | 4,533 | | | |
| | | | | |
| Total HRA | 82,228 | 74,503 | 61,935 | 87,425 |
| | | | | |
| Total Revised Programme | 192,591 | 158,560 | 139,128 | 125,750 |

Notes

1) 1-3 George Street – On 20th January 2020 Cabinet agreed a budget of £1.921 million for the funding of conversion of managed workspace at 1-3 George Street, £800k which is funded by OXLEP grant. The inclusion of an additional £466k provides the necessary budget approval to increase the existing budget

2) Decarbonisation works - Budget approval for expenditure in relation to grant of £10.3 million received from the Department for Business Energy and Industrial Strategy (BEIS) in respect of schemes to assist with decarbonisation. Cabinet report of 10th February refers

3) Bullingdon Community Centre – The budget for the refurbishment of Bullingdon Community centre was established a number of years ago. Inflationary rises, supply chain uncertainties, an increase in the level of project contingency required and project management costs have resulted in an estimated increase in the budget to a total of £1.506 million

4) East Oxford Community Centre - The budget for East Oxford Community Centre was prepared in 2017. The additional budget for this project of £1.77 million takes the overall budget for the scheme to £5.617 million and can be funded from sales of land to the HRA for new house build at Catherine Street Collins Street and Princes Street. The final cost of the scheme which will be subject to a further report will be known when tenders are received in summer 2021.

5) RSL Grants - On 14th October 2020 Cabinet approved the payment of grants to Registered Social Landlords in respect of affordable housing schemes at Gibbs Crescent, William Morris Close and Champion way funded from Growth Deal Grant. At the same time further payments to RSL's funded by Growth Deal grant were delegated to the Director of Housing. This payment

of £6.9 million will be advanced to Catalyst Housing Association for the construction of 168 dwellings at Littlemore.

6) **Regeneration** – Adjustment to the budget for property regeneration activity as referred to in paragraph 29

(7) **Meanwhile Project** –a project to fund low cost refurbishment work, for around 100 vacant units across the County into a useable state, to allow for the activation of vacant or underused space and the wider animation of the high street and economic centres funded by external grant – Cabinet 9th December 2020.

(8) **Oxwed Loan** – See paragraph 55 below

Funding of the Capital Programme

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

| Table 10 Capital Programme Financing 2021/22 to 2024/25 | | | | |
|--|----------------|----------------|----------------|----------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | £000's | £000's | £000's | £000's |
| GENERAL FUND | | | | |
| Capital Receipts | 5,221 | 11,208 | 9,281 | 8,866 |
| Revenue and reserves | 3,098 | -464 | 139 | 444 |
| Community Infrastructure Levy | 8,777 | 6,066 | 1,295 | 2,056 |
| Grants | 25,885 | 16,144 | 3,080 | 1,200 |
| Borrowing | 67,382 | 50,104 | 63,198 | 25,759 |
| TOTAL GENERAL FUND | 110,362 | 83,057 | 76,993 | 38,325 |
| HRA | | | | |
| Major Repairs Reserve | 9,136 | 9,370 | - | 2,613 |
| Capital Receipts | 2,758 | 2,984 | 1,184 | 9,426 |
| Grants | 4,230 | 3,870 | 11,790 | 13,420 |
| Revenue Funding | 14,016 | - | - | - |
| Borrowing | 52,088 | 58,279 | 48,961 | 61,966 |
| TOTAL HRA | 82,228 | 74,503 | 61,935 | 87,425 |
| | | | | |
| TOTAL FUNDING | 192,590 | 157,560 | 138,928 | 125,750 |

50 The main risks to the Capital Programme are set out in Appendix 8 and summarised below:

- Right to buy disposals as detailed in the assumptions are not as forecast causing a shortfall in funding of schemes
- Delays in construction of new homes by OCHL
- Slippage in Capital Programme and impact on delivery of priorities
- Robustness of estimates

Housing Company

- 51 In December 2020 the OCHL Shareholder considered an update to the Housing Company Business Plan previously approved. The updated plan will provide for the delivery of 1,891 dwellings over the next 10 year period with 1,119 being acquired by the Councils Housing Revenue Account and the remainder being sold on the open market. In addition to this the company will acquire 354 social dwellings being developed at Barton Park by Barton Oxford LLP (BOLLP), a Limited Liability Partnership between Grosvenor Homes and Oxford City Council. Phase 1 of the development at Barton has already been completed and the Company has already acquired 95 of these dwellings
- 52 The estimated financial returns, namely net interest and dividends from the Housing Company allowing for some risk adjustment, included in the Council's MTFS are as follows :

| Table 11: Revenue Returns to Council from OCHL 2021/22 to 2024/25 | | | | |
|--|----------------|----------------|----------------|----------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | £000's | £000's | £000's | £000's |
| Loans outstanding at year end to Company | 77,535 | 105,832 | 114,646 | 65,683 |
| Revenue Returns to Council | | | | |
| Gross Interest | 2,703 | 3,466 | 5,914 | 6,884 |
| Dividends | 0 | 0 | 764 | 5,125 |
| | | | | |
| Total | 2,703 | 3,466 | 6,678 | 12,009 |

Oxford West End Development (OXWED)

- 53 The Council has a 50/50 partnership with Nuffield College to undertake the development of the land at Oxpens. The Council approved loans totaling £10.6 million for its 50% share of:
- a) the cost of purchasing land from London Continental Railways in December 2017 totaling £6.4 million and
 - b) the cost of land owned by the Council at Oxpens in November 2018 (for which the Council received £8million) totaling £4.1 million
- 54 The loan investment rate is 6.5% with accrued interest to date of approximately £2.3 million with another £3.9 over the next 4 years. In addition, loans have also been approved to fund working capital of £650k up to March 2021. Nuffield College has matched the loans given by the Council.

- 55 The draft budget includes an additional loan facility of up to £1m by the City Council to OxWED, the joint venture limited company between Oxford City Council and Nuffield College. OxWED owns land at Oxpens, which is an allocated site within the Local Plan and has been working to prepare and promote the site for redevelopment. Reports to both the Shareholder and Joint Venture Panel (SHJV), and Cabinet, are expected in March 2021, or soon after, setting out the business case for further investment by both Oxford City Council and Nuffield College. As such, this facility set out for approval in this budget is subject to the approval of both the SHJV panel and Cabinet, as well as review by the appropriate scrutiny panel(s)
- 56 Oxwed is currently in the process of developing a master plan together with a procurement strategy in order to determine how the site is taken forward for planning approval. A further report is expected to come to Cabinet in March 2021. Given the uncertainty of the overall return to the Council from the development no additional sums other than accrued loan interest have been included in the Council's MTFS.

Oxford Direct Services

- 57 The company entered its third year of trading in 2020-21 since becoming operational from 1ST April 2018. In the first year of trading the Company paid the Council £1.247 million in dividend in line with expectation although the Company Board have yet to approve a dividend for 2019-20. Although the Council has set a target of around £600k to be paid in this financial year, the Company has experienced difficult trading conditions for this year 2020-21 with an overall loss of around £200- £300k forecast against a revised breakeven position taking account of COVID 19. Any dividend payment to the Council in this financial year 2020-21 is therefore likely to be from retained earnings from within the Company although this outcome remains challenging.
- 58 The revised Company Business Plan will be submitted to shareholders in December. Estimated dividend returns to the Council across the MTFS are based on a split of 'guaranteed income' arising from payments for statutory services and also efficiencies from the single depot, once constructed and unsecured income including efficiency savings which the Company is seeking to drive. This shown in more detail below.

Table 12 : Estimated LATCO dividend 2021-22 to 2024/25

| | £000s | £000s | £000s | £000s |
|--|-------|-------|-------|-------|
|--|-------|-------|-------|-------|

| | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|-------------------------|--------------|--------------|--------------|--------------|
| Original Dividend | 2,143 | 2,643 | 3,109 | 3,109 |
| Revised dividend | | | | |
| Secured dividend | 1,304 | 1,340 | 1,666 | 1,955 |
| Conditional dividend | 222 | 1,074 | 1,752 | 2,592 |
| Total | 1,526 | 2,414 | 3,418 | 4,547 |

59 The secured dividends are conditional on the company receiving work from the Council at the same level as those currently received, together with investment in the construction of a single depot. The conditional dividend is dependent on additional work from the Council of around £15million by 2024-25, increased income earned from external trading of around £12 million over the same period and efficiency savings from direct costs and overheads.

Financial Implications

60 These are covered within the main body of the report

Legal Implications

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

62 The Local Government Act 2000 states that it is the responsibility of the full council, on the recommendation of the executive to approve the budget and related council tax demand.

63 The Local Government Act 2003, section 25 requires the council's Section 151 Officer to report to the council on the robustness of the estimates made and the adequacy of the proposed financial reserves assumed in the budget calculations. This will be done at Council in February 2019 when the Budget is approved.

64 Failure to set a legal budget may lead to intervention from the Secretary of State under section 15 of the Local Government Act 1999.

Risk Implications

65 These are shown in Appendix 8 of the report and highlighted within the body of the report.

Equalities Impact Assessment

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

| | |
|----------------------------|----------------------------|
| Report author | Nigel Kennedy |
| Job title | Head of Financial Services |
| Service area or department | Finance |
| Telephone | 01865 252708 |
| e-mail | nkennedy@oxford.gov.uk |

| | |
|--------------------|------|
| Background Papers: | |
| 1 | None |

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APPENDIX 1

OXFORD CITY COUNCIL GENERAL FUND REVENUE BUDGET 2021/22 FOR CONSULTATION AND FUTURE YEAR CONTROL TOTALS

| | Recommended Budget 2021/22 | | Proposed Budget 2022/23 | | Proposed Budget 2023/24 | | Proposed Budget 2024/25 | |
|---|----------------------------|--------------|-------------------------|--------------|-------------------------|--------------|-------------------------|--------------|
| | £000's | % of Total | £000's | % of Total | £000's | % of Total | £000's | % of Total |
| | | | | | | | | |
| COMMUNITIES & CUSTOMERS | 8,400 | 27% | 6,590 | 26% | 5,470 | 24% | 4,900 | 24% |
| Business Improvement | 907 | 3% | 317 | 1% | 112 | % | 57 | % |
| Transformation Projects | 250 | 1% | 250 | 1% | 200 | 1% | 200 | 1% |
| ICT | 396 | 1% | (99) | (%) | (199) | (1%) | (199) | (1%) |
| Customer Services | (44) | (%) | (109) | (%) | (164) | (1%) | (219) | (1%) |
| Human Resources & Organisational Development | 305 | 1% | 275 | 1% | 275 | 1% | 275 | 1% |
| Community Services | 7,493 | 24% | 6,273 | 25% | 5,358 | 23% | 4,843 | 24% |
| Leisure Management | 2,601 | 8% | 2,611 | 10% | 2,571 | 11% | 2,056 | 10% |
| Sports Development | 231 | 1% | 181 | 1% | 181 | 1% | 181 | 1% |
| Parks Development | 559 | 2% | 559 | 2% | 559 | 2% | 559 | 3% |
| Community Centres | 1,234 | 4% | 1,194 | 5% | 1,074 | 5% | 1,074 | 5% |
| Youth Ambition | 447 | 1% | 447 | 2% | 447 | 2% | 447 | 2% |
| Town Hall & Facilities | 442 | 1% | (173) | (1%) | (708) | (3%) | (708) | (4%) |
| Culture | 648 | 2% | 463 | 2% | 243 | 1% | 243 | 1% |
| Localities Team | 1,331 | 4% | 991 | 4% | 991 | 4% | 991 | 5% |
| DEVELOPMENT | (2,915) | (9%) | (4,092) | (16%) | (3,403) | (15%) | (4,487) | (22%) |
| Corporate Property | (5,181) | (17%) | (6,335) | (25%) | (5,646) | (25%) | (6,634) | (33%) |
| Property Services | 1,831 | 6% | 1,774 | 7% | 1,774 | 8% | 1,774 | 9% |
| Asset Management | (7,240) | (23%) | (8,337) | (33%) | (7,648) | (33%) | (8,636) | (43%) |
| Transactions & Special Projects | 228 | 1% | 228 | 1% | 228 | 1% | 228 | 1% |
| Regeneration & Economy | 669 | 2% | 666 | 3% | 666 | 3% | 666 | 3% |
| Economic Development | 314 | 1% | 311 | 1% | 311 | 1% | 311 | 2% |
| Development Team & PMO | 355 | 1% | 355 | 1% | 355 | 2% | 355 | 2% |
| Planning | 1,597 | 5% | 1,577 | 6% | 1,577 | 7% | 1,481 | 7% |
| Development | 101 | % | 81 | % | 81 | % | 81 | % |
| Support Services | 296 | 1% | 296 | 1% | 296 | 1% | 200 | 1% |
| Information Services | 9 | % | 9 | % | 9 | % | 9 | % |
| Spatial Development | 1,191 | 4% | 1,191 | 5% | 1,191 | 5% | 1,191 | 6% |
| ASSISTANT CHIEF EXECUTIVE | 278 | 1% | 244 | 1% | 244 | 1% | 206 | 1% |
| Assistant Chief Executive | 278 | 1% | 244 | 1% | 244 | 1% | 206 | 1% |
| Assistant Chief Exec | 262 | 1% | 262 | 1% | 262 | 1% | 262 | 1% |
| Communications | 126 | % | 92 | % | 92 | % | 54 | % |
| Policy & Partnerships | (110) | (%) | (110) | (%) | (110) | (%) | (110) | (1%) |
| HOUSING | 7,373 | 24% | 5,909 | 23% | 5,460 | 24% | 5,463 | 27% |
| Regulatory Services & Community Safety | 2,313 | 7% | 1,807 | 7% | 1,751 | 8% | 1,751 | 9% |
| Regulatory Services | 1,232 | 4% | 726 | 3% | 670 | 3% | 670 | 3% |
| Community Safety | 1,081 | 3% | 1,081 | 4% | 1,081 | 5% | 1,081 | 5% |
| Housing Services | 5,060 | 16% | 4,102 | 16% | 3,709 | 16% | 3,712 | 19% |
| Community Housing & Strategy | 885 | 3% | 888 | 4% | 891 | 4% | 894 | 4% |
| Housing Needs | 4,953 | 16% | 3,992 | 16% | 3,596 | 16% | 3,596 | 18% |
| Property Services | (950) | (3%) | (950) | (4%) | (950) | (4%) | (950) | (5%) |
| Welfare Reform | 172 | 1% | 172 | 1% | 172 | 1% | 172 | 1% |
| ODS DEVELOPMENT | 13,893 | 45% | 12,480 | 50% | 11,713 | 51% | 10,488 | 52% |
| Environmental Sustainability | 1,265 | 4% | 1,277 | 5% | 1,234 | 5% | 1,234 | 6% |
| Environmental Quality | 520 | 2% | 520 | 2% | 497 | 2% | 497 | 2% |
| Energy & Natural Resources | 371 | 1% | 432 | 2% | 432 | 2% | 432 | 2% |
| Smart, Sustainable Cities | 374 | 1% | 325 | 1% | 305 | 1% | 305 | 2% |
| ODS Client | 12,628 | 41% | 11,203 | 44% | 10,479 | 46% | 9,254 | 46% |
| Parking Management | (30) | (%) | (1,363) | (5%) | (1,623) | (7%) | (2,368) | (12%) |
| Domestic Waste | 5,920 | 19% | 5,887 | 23% | 5,887 | 26% | 5,887 | 29% |
| Street Cleansing | 6,053 | 19% | 6,056 | 24% | 6,061 | 26% | 6,061 | 30% |
| Parks & Open Spaces | 3,518 | 11% | 3,533 | 14% | 3,533 | 15% | 3,533 | 18% |
| Pest Control | 263 | 1% | 263 | 1% | 263 | 1% | 263 | 1% |
| Engineering | 9 | % | 9 | % | 9 | % | 9 | % |

OXFORD CITY COUNCIL GENERAL FUND REVENUE BUDGET 2021/22 FOR CONSULTATION AND FUTURE YEAR CONTROL TOTALS

| | Recommended Budget 2021/22 | | Proposed Budget 2022/23 | | Proposed Budget 2023/24 | | Proposed Budget 2024/25 | |
|--|----------------------------|-------------|-------------------------|-------------|-------------------------|-------------|-------------------------|-------------|
| | £000's | % of Total | £000's | % of Total | £000's | % of Total | £000's | % of Total |
| Motor Transport | (1,947) | (6%) | (1,947) | (8%) | (1,947) | (8%) | (1,947) | (10%) |
| Overheads & Profit Share | (1,158) | (4%) | (1,235) | (5%) | (1,704) | (7%) | (2,184) | (11%) |
| CORPORATE SERVICES | 4,138 | 13% | 4,071 | 16% | 3,510 | 15% | 3,485 | 17% |
| Financial Services | 3,465 | 11% | 3,398 | 13% | 2,837 | 12% | 2,812 | 14% |
| Accountancy | 5 | % | 5 | % | (35) | (%) | (35) | (%) |
| Corporate Finance | 0 | % | 0 | % | (420) | (2%) | (420) | (2%) |
| Investigations | 267 | 1% | 257 | 1% | 207 | 1% | 207 | 1% |
| Procurement & Payments | (1) | (%) | (1) | (%) | (11) | (%) | (11) | (%) |
| Revenues & Benefits | 3,194 | 10% | 3,137 | 12% | 3,096 | 13% | 3,071 | 15% |
| Incomes | 0 | % | 0 | % | 0 | % | 0 | % |
| Law & Governance | 673 | 2% | 673 | 3% | 673 | 3% | 673 | 3% |
| Committees & Members Services | (4) | (%) | (4) | (%) | (4) | (%) | (4) | (%) |
| Election Services | 490 | 2% | 490 | 2% | 490 | 2% | 490 | 2% |
| Legal Services | (1) | (%) | (1) | (%) | (1) | (%) | (1) | (%) |
| Senior Management Team | 3 | % | 3 | % | 3 | % | 3 | % |
| Corporate Governance & Business Support | 185 | 1% | 185 | 1% | 185 | 1% | 185 | 1% |
| Total Portfolio Budget | 31,167 | 100% | 25,201 | 100% | 22,993 | 100% | 20,054 | 100% |
| Below the line | | | | | | | | |
| Corporate Accounts | (3,900) | (16%) | (4,237) | (20%) | (5,151) | (23%) | (9,635) | (42%) |
| Contingencies | 1,509 | 6% | 3,132 | 15% | 4,969 | 23% | 6,310 | 28% |
| Net Expenditure Budget | 28,776 | 122% | 24,096 | 113% | 22,811 | 104% | 16,729 | 73% |
| General Fund Working Balances | | | | | | | | |
| Transfer to / (from) General Fund Working Balances | | | | | 0 | % | 1,109 | 5% |
| Transfer to / (from) reserves | (5,131) | (22%) | (2,805) | (13%) | (836) | | 4,948 | 22% |
| Net Budget Requirement | 23,646 | 100% | 21,291 | 100% | 21,975 | 100% | 22,785 | 100% |
| Financed by | | | | | | | | |
| Revenue Support Grant | | | | | | | | |
| Business Rates retention | (8,476) | (36%) | (6,111) | (29%) | (6,447) | (29%) | (6,789) | (30%) |
| New Homes Bonus | (538) | (2%) | (106) | (%) | 0 | % | 0 | % |
| Council tax | (14,911) | (63%) | (15,352) | (72%) | (15,806) | (72%) | (16,274) | (71%) |
| Less Parish Precept | 278 | 1% | 278 | 1% | 278 | 1% | 278 | 1% |
| Collection Fund Surplus | | | | | | | | |
| Business Rates Collection Fund (Surplus) / Deficit | | | | | | | | |
| Over / (Under) Allocated budget | 0 | | (0) | | (0) | | 0 | |

Appendix 2

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

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| | Approved Budget 2020/21 £000's | MTFP assumptions £000's | Contractual Inflation £000's | Pressures £000's | Efficiency Savings £000's | Invest to Save £000's | Fees & Charges £000's | Service Reductions £000's | New Investment £000's | Targeted Reviews £000's | COVID-19 Pressures £000's | 20/21 Paused Bids £000's | New Officer Proposals £000's | Political Choice £000's | Total App3 | Recommended Budget 2021/22 £000's |
|---|-----------------------------------|----------------------------|---------------------------------|---------------------|------------------------------|--------------------------|--------------------------|------------------------------|--------------------------|----------------------------|------------------------------|-----------------------------|---------------------------------|----------------------------|------------|--------------------------------------|
| COMMUNITIES & CUSTOMERS | 6,730 | 0 | 45 | 680 | (75) | 30 | 0 | 0 | 15 | 0 | 761 | 0 | 319 | (105) | 1,670 | 8,400 |
| Business Improvement | 487 | 0 | 45 | 550 | (75) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (50) | (50) | 420 | 907 |
| Transformation Projects | | | | 250 | | | | | | | | | | | | 250 |
| ICT | 76 | | 45 | 300 | (25) | | | | | | | | | | | 396 |
| Customer Services | 56 | | | | (50) | | | | | | | | (50) | | | (44) |
| Human Resources & Organisational Development | 355 | | | | | | | | | | | | | (50) | | 305 |
| Community Services | 6,243 | 0 | 0 | 130 | 0 | 30 | 0 | 0 | 15 | 0 | 761 | 0 | 369 | (55) | 1,250 | 7,493 |
| Leisure Management | 2,086 | | | | | | | | 15 | | | | 500 | | | 2,601 |
| Sports Development | 231 | | | | | | | | | | | | | | | 231 |
| Parks Development | 529 | | | 30 | | | | | | | | | | | | 559 |
| Community Centres | 1,044 | | | | | 30 | | | | | 160 | | | | | 1,234 |
| Youth Ambition | 447 | | | | | | | | | | | | | | | 447 |
| Town Hall & Facilities | (133) | | | | | | | | | | | | 39 | | | 442 |
| Culture | 618 | | | 100 | | | | | | | 536 | | (80) | (55) | | 648 |
| Localities Team | 1,421 | | | | | | | | | | 65 | | (90) | | | 1,331 |
| DEVELOPMENT | (5,342) | 0 | 0 | 265 | (102) | (1,412) | (40) | 0 | (65) | (110) | 3,740 | 150 | 0 | 0 | 2,427 | (2,915) |
| Corporate Property | (7,867) | 0 | 0 | 50 | (38) | (1,412) | 195 | 0 | 0 | 0 | 3,740 | 150 | 0 | 0 | 2,686 | (5,181) |
| Property Services | 1,781 | | | 50 | | | | | | | | | | | | 1,831 |
| Asset Management | (9,914) | | | | | (1,412) | 195 | | | | 3,740 | 150 | | | | (7,240) |
| Transactions & Special Projects | 266 | | | | (38) | | | | | | | | | | | 228 |
| Regeneration & Economy | 854 | 0 | 0 | 0 | 0 | 0 | (10) | 0 | (65) | (110) | 0 | 0 | 0 | 0 | (185) | 669 |
| Economic Development | 499 | | | | | | (10) | | (65) | (110) | | | | | | 314 |
| Development Team & PMO | 355 | | | | | | | | | | | | | | | 355 |
| Planning | 1,671 | 0 | 0 | 215 | (64) | 0 | (225) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (74) | 1,597 |
| Development | 175 | | | 215 | (64) | | (225) | | | | | | | | | 101 |
| Support Services | 296 | | | | | | | | | | | | | | | 296 |
| Information Services | 9 | | | | | | | | | | | | | | | 9 |
| Spatial Development | 1,191 | | | | | | | | | | | | | | | 1,191 |
| ASSISTANT CHIEF EXECUTIVE | 219 | 0 | 0 | 6 | (57) | 62 | 0 | 0 | 28 | 0 | 0 | 20 | 0 | 0 | 59 | 278 |
| Assistant Chief Executive | 219 | 0 | 0 | 6 | (57) | 62 | 0 | 0 | 28 | 0 | 0 | 20 | 0 | 0 | 59 | 278 |
| Assistant Chief Exec | 262 | | | | | | | | | | | | | | | 262 |
| Communications | 26 | | | | (47) | 62 | | | | | | 20 | | | | 126 |
| Policy & Partnerships | (69) | | | 6 | (10) | | | | (37) | | | | | | | (110) |
| HOUSING | 6,317 | 0 | 0 | 298 | 66 | 0 | 110 | 0 | (8) | 0 | 651 | 0 | (61) | 0 | 1,056 | 7,373 |
| Regulatory Services & Community Safety | 2,240 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (8) | 0 | 81 | 0 | 0 | 0 | 73 | 2,313 |
| Regulatory Services | 1,159 | | | | | | | | (8) | | 81 | | | | | 1,232 |
| Community Safety | 1,081 | | | | | | | | | | | | | | | 1,081 |
| Housing Services | 4,077 | 0 | 0 | 298 | 66 | 0 | 110 | 0 | 0 | 0 | 570 | 0 | (61) | 0 | 983 | 5,060 |
| Community Housing & Strategy | 820 | | | 65 | | | | | | | | | | | | 885 |
| Housing Needs | 4,211 | | | 233 | | | | | | | 570 | | (61) | | | 4,953 |
| Property Services | (1,060) | | | | | | 110 | | | | | | | | | (950) |
| Welfare Reform | 106 | | | | 66 | | | | | | | | | | | 172 |
| ODS DEVELOPMENT | 12,227 | 0 | 0 | 149 | (19) | 0 | 339 | 0 | (75) | 0 | 1,480 | 145 | (383) | 30 | 1,666 | 13,893 |
| Environmental Sustainability | 1,120 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 145 | 0 | 0 | 145 | 1,265 |
| Environmental Quality | 461 | | | | | | | | | | | 59 | | | | 520 |

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2022/23 APPENDIX 2

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| | Approved Budget 2021/22 £000's | MTFP assumptions £000's | Contractual Inflation £000's | Pressures £000's | Efficiency Savings £000's | Invest to Save £000's | Fees & Charges £000's | Service Reductions £000's | New Investment £000's | Targeted Reviews £000's | COVID-19 Pressures £000's | 20/21 Paused Bids £000's | New Officer Proposals £000's | Political Choice £000's | Total App3 | Recommended Budget 2022/23 £000's |
|---|-----------------------------------|----------------------------|---------------------------------|---------------------|------------------------------|--------------------------|--------------------------|------------------------------|--------------------------|----------------------------|------------------------------|-----------------------------|---------------------------------|----------------------------|----------------|--------------------------------------|
| COMMUNITIES & CUSTOMERS | 8,400 | 0 | 45 | (190) | (165) | (20) | 0 | 0 | 0 | 0 | (441) | 0 | (989) | (50) | (1,810) | 6,590 |
| Business Improvement | 907 | 0 | 45 | (200) | (165) | (20) | 0 | 0 | 0 | 0 | 0 | 0 | (250) | 0 | (590) | 317 |
| Transformation Projects | 250 | | | | | | | | | | | | | | | 250 |
| ICT | 396 | | 45 | (200) | (90) | | | | | | | | (250) | | | (99) |
| Customer Services | (44) | | | | (45) | (20) | | | | | | | | | | (109) |
| Human Resources & Organisational Development | 305 | | | | (30) | | | | | | | | | | | 275 |
| Community Services | 7,493 | 0 | 0 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | (441) | 0 | (739) | (50) | (1,220) | 6,273 |
| Leisure Management | 2,601 | | | 10 | | | | | | | | | | | | 2,611 |
| Sports Development | 231 | | | | | | | | | | | | | (50) | | 181 |
| Parks Development | 559 | | | | | | | | | | | | | | | 559 |
| Community Centres | 1,234 | | | | | | | | | | (40) | | | | | 1,194 |
| Youth Ambition | 447 | | | | | | | | | | | | | | | 447 |
| Town Hall & Facilities | 442 | | | | | | | | | | (336) | | (279) | | | (173) |
| Culture | 648 | | | | | | | | | | (65) | | (120) | | | 463 |
| Localities Team | 1,331 | | | | | | | | | | | | (340) | | | 991 |
| DEVELOPMENT | (2,915) | 0 | 0 | 0 | (70) | 628 | 165 | 0 | 0 | 0 | (1,930) | 30 | 0 | 0 | (1,177) | (4,092) |
| Corporate Property | (5,181) | 0 | 0 | 0 | (57) | 628 | 175 | 0 | 0 | 0 | (1,930) | 30 | 0 | 0 | (1,154) | (6,335) |
| Property Services | 1,831 | | | | (57) | 628 | 175 | | | | (1,930) | 30 | | | | 1,774 |
| Asset Management | (7,240) | | | | | 628 | 175 | | | | (1,930) | 30 | | | | (8,337) |
| Transactions & Special Projects | 228 | | | | | | | | | | | | | | | 228 |
| Regeneration & Economy | 669 | 0 | 0 | 0 | (3) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (3) | 666 |
| Economic Development | 314 | | | | (3) | | | | | | | | | | | 311 |
| Development Team & PMO | 355 | | | | | | | | | | | | | | | 355 |
| Planning | 1,597 | 0 | 0 | 0 | (10) | 0 | (10) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (20) | 1,577 |
| Development | 101 | | | | (10) | | (10) | | | | | | | | | 81 |
| Support Services | 296 | | | | | | | | | | | | | | | 296 |
| Information Services | 9 | | | | | | | | | | | | | | | 9 |
| Spatial Development | 1,191 | | | | | | | | | | | | | | | 1,191 |
| ASSISTANT CHIEF EXECUTIVE | 278 | 0 | 0 | 0 | 0 | (5) | 0 | (47) | 18 | 0 | 0 | 0 | 0 | 0 | (34) | 244 |
| Assistant Chief Executive | 278 | 0 | 0 | 0 | 0 | (5) | 0 | (47) | 18 | 0 | 0 | 0 | 0 | 0 | (34) | 244 |
| Assistant Chief Exec | 262 | | | | | | | (47) | 18 | | | | | | | 262 |
| Communications | 126 | | | | | (5) | | (47) | 18 | | | | | | | 92 |
| Policy & Partnerships | (110) | | | | | | | | | | | | | | | (110) |
| HOUSING | 7,373 | 0 | 0 | (7) | (419) | 0 | (56) | 0 | 0 | 0 | (651) | 0 | (331) | 0 | (1,464) | 5,909 |
| Regulatory Services & Community Safety | 2,313 | 0 | 0 | 0 | (369) | 0 | (56) | 0 | 0 | 0 | (81) | 0 | 0 | 0 | (506) | 1,807 |
| Regulatory Services | 1,232 | | | | (369) | | (56) | | | | (81) | | | | | 726 |
| Community Safety | 1,081 | | | | | | | | | | | | | | | 1,081 |
| Housing Services | 5,060 | 0 | 0 | (7) | (50) | 0 | 0 | 0 | 0 | 0 | (570) | 0 | (331) | 0 | (958) | 4,102 |
| Community Housing & Strategy | 885 | | | | 3 | | | | | | (570) | | (331) | | | 888 |
| Housing Needs | 4,953 | | | (10) | (50) | | | | | | (570) | | (331) | | | 3,992 |
| Property Services | (950) | | | | | | | | | | | | | | | (950) |
| Welfare Reform | 172 | | | | | | | | | | | | | | | 172 |
| ODS DEVELOPMENT | 13,893 | 0 | 0 | 62 | 0 | (34) | (77) | 0 | 3 | (15) | (1,395) | 61 | (33) | 15 | (1,413) | 12,480 |
| Environmental Sustainability | 1,265 | 0 | 0 | 0 | 0 | (34) | 0 | 0 | 0 | (15) | 0 | 61 | 0 | 0 | 12 | 1,277 |
| Environmental Quality | 520 | | | | | (34) | | | | (15) | | 61 | | | | 520 |

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2022/23 APPENDIX 2

| | Approved Budget 2021/22 £000's | MTFP assumptions £000's | Contractual Inflation £000's | Pressures £000's | Efficiency Savings £000's | Invest to Save £000's | Fees & Charges £000's | Service Reductions £000's | New Investment £000's | Targeted Reviews £000's | COVID-19 Pressures £000's | 20/21 Paused Bids £000's | New Officer Proposals £000's | Political Choice £000's | Total App3 | Recommended Budget 2022/23 £000's |
|--|-----------------------------------|----------------------------|---------------------------------|---------------------|------------------------------|--------------------------|--------------------------|------------------------------|--------------------------|----------------------------|------------------------------|-----------------------------|---------------------------------|----------------------------|----------------|--------------------------------------|
| Energy & Natural Resources | 371 | | | | | | | | | | | 61 | | | | 432 |
| Smart, Sustainable Cities | 374 | | | | | (34) | | | | (15) | | | | | | 325 |
| ODS Client | 12,628 | 0 | 0 | 62 | 0 | 0 | (77) | 0 | 3 | 0 | (1,395) | 0 | (33) | 15 | (1,425) | 11,203 |
| Parking Management | (30) | | | 62 | | | | | | | (1,395) | | (33) | | | (1,363) |
| Domestic Waste | 5,920 | | | | | | | | | | | | (33) | | | 5,887 |
| Street Cleansing | 6,053 | | | | | | | | 3 | | | | | | | 6,056 |
| Parks & Open Spaces | 3,518 | | | | | | | | | | | | | 15 | | 3,533 |
| Pest Control | 263 | | | | | | | | | | | | | | | 263 |
| Engineering | 9 | | | | | | | | | | | | | | | 9 |
| Motor Transport | (1,947) | | | | | | | | | | | | | | | (1,947) |
| Overheads & Profit Share | (1,158) | | | | | | (77) | | | | | | | | | (1,235) |
| CORPORATE SERVICES | 4,138 | 0 | 0 | 38 | (5) | (10) | 0 | 0 | 0 | 0 | 0 | 0 | (90) | 0 | (67) | 4,071 |
| Financial Services | 3,465 | 0 | 0 | 38 | (5) | (10) | 0 | 0 | 0 | 0 | 0 | 0 | (90) | 0 | (67) | 3,398 |
| Accountancy | 5 | | | | | | | | | | | | | | | 5 |
| Corporate Finance | 0 | | | | | | | | | | | | | | | 0 |
| Investigations | 267 | | | | | (10) | | | | | | | | | | 257 |
| Procurement & Payments | (1) | | | | | | | | | | | | | | | (1) |
| Revenues & Benefits | 3,194 | | | 38 | (5) | | | | | | | | (90) | | | 3,137 |
| Incomes | 0 | | | | | | | | | | | | | | | 0 |
| Law & Governance | 673 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 673 |
| Committees & Members Services | (4) | | | | | | | | | | | | | | | (4) |
| Election Services | 490 | | | | | | | | | | | | | | | 490 |
| Legal Services | (1) | | | | | | | | | | | | | | | (1) |
| Senior Management Team | 3 | | | | | | | | | | | | | | | 3 |
| Corporate Governance & Business Support | 185 | | | | | | | | | | | | | | | 185 |
| Total Budget at Portfolio Level | 31,167 | 0 | 45 | (97) | (659) | 559 | 32 | (47) | 21 | (15) | (4,418) | 91 | (1,443) | (35) | (5,966) | 25,201 |
| Below the line | | | | | | | | | | | | | | | | |
| Corporate Accounts | (3,900) | (337) | | | | | | | | | | | | | | (4,237) |
| Contingencies | 1,509 | 1,622 | | | | | | | | | | | | | | 3,132 |
| Total Expenditure Budget | 28,776 | | | | | | | | | | | | | | | 24,096 |
| General Fund Working Balances | | | | | | | | | | | | | | | | |
| Transfer to / (from) General Fund Working Balances | | | | | | | | | | | | | | | | |
| Transfers to/(from) reserves | (5,131) | 2,326 | | | | | | | | | | | | | | (2,805) |
| Net Budget Requirement | 23,646 | | | | | | | | | | | | | | | 21,291 |
| Financed by | | | | | | | | | | | | | | | | |
| Revenue Support Grant | | | | | | | | | | | | | | | | |
| Business Rates retention | (8,476) | 2,365 | | | | | | | | | | | | | | (6,111) |
| New Homes Bonus | (538) | 432 | | | | | | | | | | | | | | (106) |
| Council tax | (14,911) | (442) | | | | | | | | | | | | | | (15,352) |
| Less Parish Precept | 278 | | | | | | | | | | | | | | | 278 |
| Collection Fund Surplus | | | | | | | | | | | | | | | | |
| Business Rates Collection Fund (Surplus) / Deficit | | | | | | | | | | | | | | | | |
| Over / (Under) Allocated budget | 0 | | | | | | | | | | | | | | | (0) |

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2023/24 APPENDIX 2

45

| | Approved Budget 2022/23 £000's | MTFP assumptions £000's | Contractual Inflation £000's | Pressures £000's | Efficiency Savings £000's | Invest to Save £000's | Fees & Charges £000's | Service Reductions £000's | New Investment £000's | Targeted Reviews £000's | COVID-19 Pressures £000's | 20/21 Paused Bids £000's | New Officer Proposals £000's | Political Choice £000's | Total App3 | Recommended Budget 2023/24 £000's |
|---|-----------------------------------|----------------------------|---------------------------------|---------------------|------------------------------|--------------------------|--------------------------|------------------------------|--------------------------|----------------------------|------------------------------|-----------------------------|---------------------------------|----------------------------|------------|--------------------------------------|
| COMMUNITIES & CUSTOMERS | 6,590 | 0 | 0 | (290) | (55) | 0 | (100) | 0 | (20) | 0 | (370) | 0 | (285) | 0 | (1,120) | 5,470 |
| Business Improvement | 317 | 0 | 0 | (150) | (55) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (205) | 112 |
| Transformation Projects | 250 | | | (50) | | | | | | | | | | | | 200 |
| ICT | (99) | | | (100) | | | | | | | | | | | | (199) |
| Customer Services | (109) | | | | (55) | | | | | | | | | | | (164) |
| Human Resources & Organisational Development | 275 | | | | | | | | | | | | | | | 275 |
| Community Services | 6,273 | 0 | 0 | (140) | 0 | 0 | (100) | 0 | (20) | 0 | (370) | 0 | (285) | 0 | (915) | 5,358 |
| Leisure Management | 2,611 | | | (40) | | | | | | | | | | | | 2,571 |
| Sports Development | 181 | | | | | | | | | | | | | | | 181 |
| Parks Development | 559 | | | | | | | | | | | | | | | 559 |
| Community Centres | 1,194 | | | | | | | | | | (120) | | | | | 1,074 |
| Youth Ambition | 447 | | | | | | | | | | | | | | | 447 |
| Town Hall & Facilities | (173) | | | | | | | | | | (250) | | (285) | | | (708) |
| Culture | 463 | | | (100) | | | (100) | | (20) | | | | | | | 243 |
| Localities Team | 991 | | | | | | | | | | | | | | | 991 |
| DEVELOPMENT | (4,092) | 0 | 0 | 0 | 0 | 404 | 125 | 0 | 0 | 0 | 190 | (30) | 0 | 0 | 689 | (3,403) |
| Corporate Property | (6,335) | 0 | 0 | 0 | 0 | 404 | 125 | 0 | 0 | 0 | 190 | (30) | 0 | 0 | 689 | (5,646) |
| Property Services | 1,774 | | | | | | | | | | | | | | | 1,774 |
| Asset Management | (8,337) | | | | | 404 | 125 | | | | 190 | (30) | | | | (7,648) |
| Transactions & Special Projects | 228 | | | | | | | | | | | | | | | 228 |
| Regeneration & Economy | 666 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 666 |
| Economic Development | 311 | | | | | | | | | | | | | | | 311 |
| Development Team & PMO | 355 | | | | | | | | | | | | | | | 355 |
| Planning | 1,577 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,577 |
| Development | 81 | | | | | | | | | | | | | | | 81 |
| Support Services | 296 | | | | | | | | | | | | | | | 296 |
| Information Services | 9 | | | | | | | | | | | | | | | 9 |
| Spatial Development | 1,191 | | | | | | | | | | | | | | | 1,191 |
| ASSISTANT CHIEF EXECUTIVE | 244 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 244 |
| Assistant Chief Executive | 244 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 244 |
| Assistant Chief Exec | 262 | | | | | | | | | | | | | | | 262 |
| Communications | 92 | | | | | | | | | | | | | | | 92 |
| Policy & Partnerships | (110) | | | | | | | | | | | | | | | (110) |
| HOUSING | 5,909 | 0 | 0 | (246) | 0 | 0 | (56) | 0 | 0 | 0 | 0 | 0 | (147) | 0 | (449) | 5,460 |
| Regulatory Services & Community Safety | 1,807 | 0 | 0 | 0 | 0 | 0 | (56) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (56) | 1,751 |
| Regulatory Services | 726 | | | | | | (56) | | | | | | | | | 670 |
| Community Safety | 1,081 | | | | | | | | | 0 | | | | | | 1,081 |
| Housing Services | 4,102 | 0 | 0 | (246) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (147) | 0 | (393) | 3,709 |
| Community Housing & Strategy | 888 | | | 3 | | | | | | | | | | | | 891 |
| Housing Needs | 3,992 | | | (249) | | | | | | | | | (147) | | | 3,596 |
| Property Services | (950) | | | | | | | | | | | | | | | (950) |
| Welfare Reform | 172 | | | | | | | | | | | | | | | 172 |
| ODS DEVELOPMENT | 12,480 | 0 | 0 | 93 | 0 | (48) | (469) | 0 | 5 | (20) | (305) | (23) | 0 | 0 | (767) | 11,713 |
| Environmental Sustainability | 1,277 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (20) | 0 | (23) | 0 | 0 | (43) | 1,234 |
| Environmental Quality | 520 | | | | | | | | | | | (23) | | | | 497 |

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2024/25 APPENDIX 2

| | Approved Budget 2023/24 £000's | MTFP assumptions £000's | Contractual Inflation £000's | Pressures £000's | Efficiency Savings £000's | Invest to Save £000's | Fees & Charges £000's | Service Reductions £000's | New Investment £000's | Targeted Reviews £000's | COVID-19 Pressures £000's | 20/21 Paused Bids £000's | New Officer Proposals £000's | Political Choice £000's | Total App3 | Recommended Budget 2024/25 £000's |
|---|-----------------------------------|----------------------------|---------------------------------|---------------------|------------------------------|--------------------------|--------------------------|------------------------------|--------------------------|----------------------------|------------------------------|-----------------------------|---------------------------------|----------------------------|------------|--------------------------------------|
| COMMUNITIES & CUSTOMERS | 5,470 | 0 | 0 | 0 | (55) | 0 | 0 | 0 | (15) | 0 | 0 | 0 | (500) | 0 | (570) | 4,900 |
| Business Improvement | 112 | 0 | 0 | 0 | (55) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (55) | 57 |
| Transformation Projects | 200 | | | | | | | | | | | | | | | 200 |
| ICT | (199) | | | | | | | | | | | | | | | (199) |
| Customer Services | (164) | | | | (55) | | | | | | | | | | | (219) |
| Human Resources & Organisational Development | 275 | | | | | | | | | | | | | | | 275 |
| Community Services | 5,358 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (15) | 0 | 0 | 0 | (500) | 0 | (515) | 4,843 |
| Leisure Management | 2,571 | | | | | | | | (15) | | | | (500) | | | 2,056 |
| Sports Development | 181 | | | | | | | | | | | | | | | 181 |
| Parks Development | 559 | | | | | | | | | | | | | | | 559 |
| Community Centres | 1,074 | | | | | | | | | | | | | | | 1,074 |
| Youth Ambition | 447 | | | | | | | | | | | | | | | 447 |
| Town Hall & Facilities | (708) | | | | | | | | | | | | | | | (708) |
| Culture | 243 | | | | | | | | | | | | | | | 243 |
| Localities Team | 991 | | | | | | | | | | | | | | | 991 |
| DEVELOPMENT | (3,403) | 0 | 0 | 0 | (96) | (898) | 0 | 0 | 0 | 0 | 0 | (90) | 0 | 0 | (1,084) | (4,487) |
| Corporate Property | (5,646) | 0 | 0 | 0 | 0 | (898) | 0 | 0 | 0 | 0 | 0 | (90) | 0 | 0 | (988) | (6,634) |
| Property Services | 1,774 | | | | | | | | | | | | | | | 1,774 |
| Asset Management | (7,648) | | | | | | | | | | | | (90) | | | (8,636) |
| Transactions & Special Projects | 228 | | | | | | | | | | | | | | | 228 |
| Regeneration & Economy | 666 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 666 |
| Economic Development | 311 | | | | | | | | | | | | | | | 311 |
| Development Team & PMO | 355 | | | | | | | | | | | | | | | 355 |
| Planning | 1,577 | 0 | 0 | 0 | (96) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (96) | 1,481 |
| Development | 81 | | | | | | | | | | | | | | | 81 |
| Support Services | 296 | | | | (96) | | | | | | | | | | | 200 |
| Information Services | 9 | | | | | | | | | | | | | | | 9 |
| Spatial Development | 1,191 | | | | | | | | | | | | | | | 1,191 |
| ASSISTANT CHIEF EXECUTIVE | 244 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (38) | 0 | 0 | 0 | 0 | 0 | (38) | 206 |
| Assistant Chief Executive | 244 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (38) | 0 | 0 | 0 | 0 | 0 | (38) | 206 |
| Assistant Chief Exec | 262 | | | | | | | | | | | | | | | 262 |
| Communications | 92 | | | | | | | | (38) | | | | | | | 54 |
| Policy & Partnerships | (110) | | | | | | | | | | | | | | | (110) |
| HOUSING | 5,460 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 5,463 |
| Regulatory Services & Community Safety | 1,751 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,751 |
| Regulatory Services | 670 | | | | | | | | | | | | | | | 670 |
| Community Safety | 1,081 | | | | | | | | | | | | | | | 1,081 |
| Housing Services | 3,709 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 3,712 |
| Community Housing & Strategy | 891 | | | 3 | | | | | | | | | | | | 894 |
| Housing Needs | 3,596 | | | | | | | | | | | | | | | 3,596 |
| Property Services | (950) | | | | | | | | | | | | | | | (950) |
| Welfare Reform | 172 | | | | | | | | | | | | | | | 172 |
| ODS DEVELOPMENT | 11,713 | 0 | 0 | 50 | 0 | 0 | (480) | 0 | 0 | 0 | (795) | 0 | 0 | 0 | (1,225) | 10,488 |
| Environmental Sustainability | 1,234 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,234 |
| Environmental Quality | 497 | | | | | | | | | | | | | | | 497 |

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Appendix 3

General Fund Budget Proposals Summary 2021-22 to 2024-25

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer/Member Proposals | | Political Choices | | Total Variation |
|-------------------------------|-----------------------|--------------|-------------|--------------------|---------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|---------------|------------------|-------------|--------------------|-------------|-------------------|-------------|------------------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Business Improvement | 45 | 550 | 0.00 | (75) | (1.50) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (50) | 0.00 | (50) | 0.00 | 420 |
| Community Services | 0 | 130 | 1.00 | 0 | 0.00 | 30 | 0.00 | 0 | 0.00 | 0 | 0.00 | 15 | 0.00 | 0 | 0.00 | 761 | 0.00 | 0 | 0.00 | 369 | 0.00 | (55) | 0.00 | 1,250 |
| Regeneration & Economy | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (10) | 0.00 | 0 | 0.00 | (65) | (1.00) | (110) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (185) |
| Corporate Property | 0 | 0 | 0.00 | (38) | 0.00 | (1,412) | 0.00 | 195 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 3,740 | 0.00 | 150 | 3.00 | 0 | 0.00 | 0 | 0.00 | 2,635 |
| Planning | 0 | 215 | 5.00 | (64) | (1.50) | 0 | 0.00 | (225) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (74) |
| Assistant Chief Executive | 0 | 6 | 0.00 | (57) | 0.00 | 62 | 1.00 | 0 | 0.00 | 0 | 0.00 | 28 | 0.46 | 0 | 0.00 | 0 | 0.00 | 20 | 0.00 | 0 | 0.00 | 0 | 0.00 | 59 |
| Regulatory & Community Safety | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (8) | 0.00 | 0 | 0.00 | 81 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 73 |
| Housing Services | 0 | 348 | 0.00 | 66 | 1.00 | 0 | 0.00 | 110 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 570 | 0.00 | 0 | 0.00 | (61) | 0.00 | 0 | 0.00 | 1,033 |
| Environmental Sustainability | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 145 | 0.00 | 0 | 0.00 | 0 | 0.00 | 145 |
| Oxford Direct Services | 0 | 149 | 0.00 | (19) | 0.00 | 0 | 0.00 | 339 | 0.00 | 0 | 0.00 | (75) | (1.50) | 0 | 0.00 | 1,480 | 0.00 | 0 | 0.00 | (383) | 0.00 | 30 | 0.00 | 1,522 |
| Financial Services | 0 | 42 | 0.00 | (80) | (1.50) | 0 | 0.00 | (7) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 50 | 1.00 | (10) | 0.00 | 0 | 0.00 | (5) |
| Law & Governance | 0 | 0 | 0.00 | (3) | 0.00 | 0 | 0.00 | 0 | 0.00 | (6) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 132 | 2.00 | 0 | 0.00 | 0 | 0.00 | 123 |
| Total | 45 | 1,440 | 6.00 | (270) | (3.50) | (1,320) | 1.00 | 402 | 0.00 | (6) | 0.00 | (105) | (2.04) | (110) | 0.00 | 6,632 | 0.00 | 497 | 6.00 | (135) | 0.00 | (75) | 0.00 | 6,996 |

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|-------------------------------|-----------------------|-------------|---------------|--------------------|---------------|----------------|---------------|----------------|-------------|--------------------|---------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|---------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Business Improvement | 45 | (200) | 0.00 | (165) | (2.00) | (20) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (250) | 0.00 | 0 | 0.00 | (590) |
| Community Services | 0 | 10 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (441) | 0.00 | 0 | 0.00 | (739) | 0.00 | (50) | 0.00 | (1,220) |
| Regeneration & Economy | 0 | 0 | 0.00 | (3) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (3) |
| Corporate Property | 0 | 0 | 0.00 | (57) | 0.00 | 628 | 0.00 | 175 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (1,930) | 0.00 | 30 | 0.00 | 0 | 0.00 | 0 | 0.00 | (1,154) |
| Planning | 0 | 0 | 0.00 | (10) | 0.00 | 0 | 0.00 | (10) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (20) |
| Assistant Chief Executive | 0 | 0 | 0.00 | 0 | 0.00 | (5) | 0.00 | 0 | 0.00 | (47) | (1.00) | 18 | 0.34 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (34) |
| Regulatory & Community Safety | 0 | 0 | 0.00 | (369) | 0.00 | 0 | 0.00 | (56) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (81) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (506) |
| Housing Services | 0 | (8) | (1.00) | (50) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (570) | 0.00 | 0 | 0.00 | (331) | 0.00 | 0 | 0.00 | (959) |
| Environmental Sustainability | 0 | 0 | 0.00 | 0 | 0.00 | (34) | (0.75) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (15) | 0.00 | 0 | 0.00 | 61 | 0.00 | 0 | 0.00 | 0 | 0.00 | 12 |
| Oxford Direct Services | 0 | 62 | 0.00 | 0 | 0.00 | 0 | 0.00 | (77) | 0.00 | 0 | 0.00 | 3 | 0.00 | 0 | 0.00 | (1,395) | 0.00 | 0 | 0.00 | (33) | 0.00 | 15 | 0.00 | (1,425) |
| Financial Services | 0 | 38 | 0.00 | (5) | 0.00 | (10) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (90) | (2.00) | 0 | 0.00 | (67) |
| Law & Governance | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| Total | 45 | (98) | (1.00) | (659) | (2.00) | 559 | (0.75) | 32 | 0.00 | (47) | (1.00) | 21 | 0.34 | (15) | 0.00 | (4,417) | 0.00 | 91 | 0.00 | (1,443) | (2.00) | (35) | 0.00 | (5,966) |

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General Fund Budget Proposals Summary
2021-22 to 2024-25

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation | |
|-------------------------------|-----------------------|--------------|-------------|--------------------|---------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|---------------|--------------------|-------------|-------------------|---------------|-----------------------|---------------|-------------------|-------------|-----------------|----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | |
| Business Improvement | 0 | (150) | 0.00 | (55) | (2.00) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (205) |
| Community Services | 0 | (140) | 0.00 | 0 | 0.00 | 0 | 0.00 | (100) | 0.00 | 0 | 0.00 | (20) | 0.00 | 0 | 0.00 | (370) | 0.00 | 0 | 0.00 | (285) | 0.00 | 0 | 0.00 | 0 | (915) |
| Regeneration & Economy | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0 |
| Corporate Property | 0 | 0 | 0.00 | 0 | 0.00 | 404 | 0.00 | 125 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 190 | 0.00 | (30) | (1.00) | 0 | 0.00 | 0 | 0.00 | 0 | 689 |
| Planning | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0 |
| Assistant Chief Executive | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0 |
| Regulatory & Community Safety | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (56) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (2.00) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (56) |
| Housing Services | 0 | (246) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (147) | (2.50) | 0 | 0.00 | 0 | (393) |
| Environmental Sustainability | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (20) | 0.00 | 0 | 0.00 | (23) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (43) |
| Oxford Direct Services | 0 | 93 | 0.00 | 0 | 0.00 | (48) | 0.00 | (469) | 0.00 | 0 | 0.00 | 5 | 0.00 | 0 | 0.00 | (305) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (724) |
| Financial Services | 0 | 34 | 0.00 | (115) | (3.00) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (50) | (1.00) | (430) | 0.00 | 0 | 0.00 | 0 | (561) |
| Law & Governance | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0 |
| Total | 0 | (409) | 0.00 | (170) | (5.00) | 356 | 0.00 | (500) | 0.00 | 0 | 0.00 | (15) | 0.00 | (20) | (2.00) | (485) | 0.00 | (103) | (2.00) | (862) | (2.50) | 0 | 0.00 | 0 | (2,208) |

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation | |
|-------------------------------|-----------------------|-----------|-------------|--------------------|---------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|---------------|------------------|-------------|--------------------|-------------|-------------------|---------------|-----------------------|-------------|-------------------|-------------|-----------------|----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | |
| Business Improvement | 0 | 0 | 0.00 | (55) | (2.00) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (55) |
| Community Services | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (15) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (500) | 0.00 | 0 | 0.00 | 0 | (515) |
| Regeneration & Economy | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0 |
| Corporate Property | 0 | 0 | 0.00 | 0 | 0.00 | (898) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (90) | (1.00) | 0 | 0.00 | 0 | 0.00 | 0 | (988) |
| Planning | 0 | 0 | 0.00 | (96) | (2.00) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (96) |
| Assistant Chief Executive | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (38) | (0.67) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (38) |
| Regulatory & Community Safety | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0 |
| Housing Services | 0 | 3 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 3 |
| Environmental Sustainability | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0 |
| Oxford Direct Services | 0 | 50 | 0.00 | 0 | 0.00 | 0 | 0.00 | (480) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (795) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (1,225) |
| Financial Services | 0 | 30 | 0.00 | (55) | (1.50) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (25) |
| Law & Governance | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0 |
| Total | 0 | 83 | 0.00 | (206) | (5.50) | (898) | 0.00 | (480) | 0.00 | 0 | 0.00 | (53) | (0.67) | 0 | 0.00 | (795) | 0.00 | (90) | (1.00) | (500) | 0.00 | 0 | 0.00 | 0 | (2,939) |

Total Summary

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation | |
|-------------------------------|-----------------------|--------------|-------------|--------------------|----------------|----------------|-------------|----------------|-------------|--------------------|---------------|---------------------|---------------|------------------|---------------|--------------------|-------------|-------------------|-------------|-----------------------|---------------|-------------------|-------------|-----------------|----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | |
| Business Improvement | 90 | 200 | 0.00 | (350) | (7.50) | (20) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (300) | 0.00 | (50) | 0.00 | 0 | (430) |
| Community Services | 0 | 0 | 1.00 | 0 | 0.00 | 30 | 0.00 | (100) | 0.00 | 0 | 0.00 | (20) | 0.00 | 0 | 0.00 | (50) | 0.00 | 0 | 0.00 | (1,155) | 0.00 | (105) | 0.00 | 0 | (1,400) |
| Regeneration & Economy | 0 | 0 | 0.00 | (3) | 0.00 | 0 | 0.00 | (10) | 0.00 | 0 | 0.00 | (65) | (1.00) | (110) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (188) |
| Corporate Property | 0 | 0 | 0.00 | (95) | 0.00 | (1,277) | 0.00 | 495 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 2,000 | 0.00 | 60 | 1.00 | 0 | 0.00 | 0 | 0.00 | 0 | 1,183 |
| Planning | 0 | 215 | 5.00 | (170) | (3.50) | 0 | 0.00 | (235) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (190) |
| Assistant Chief Executive | 0 | 6 | 0.00 | (57) | 0.00 | 57 | 1.00 | 0 | 0.00 | (47) | (1.00) | 8 | 0.13 | 0 | 0.00 | 0 | 0.00 | 20 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (13) |
| Regulatory & Community Safety | 0 | 0 | 0.00 | (369) | 0.00 | 0 | 0.00 | (112) | 0.00 | 0 | 0.00 | (8) | 0.00 | 0 | (2.00) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (489) |
| Housing Services | 0 | 97 | (1.00) | 16 | 1.00 | 0 | 0.00 | 110 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (539) | (2.50) | 0 | 0.00 | 0 | (316) |
| Environmental Sustainability | 0 | 0 | 0.00 | 0 | 0.00 | (34) | (0.75) | 9 | 0.00 | 0 | 0.00 | 0 | 0.00 | (35) | 0.00 | 0 | 0.00 | 183 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 114 |
| Oxford Direct Services | 0 | 354 | 0.00 | (19) | 0.00 | (48) | 0.00 | (686) | 0.00 | 0 | 0.00 | (68) | (1.50) | 0 | 0.00 | (1,015) | 0.00 | 0 | 0.00 | (416) | 0.00 | 45 | 0.00 | 0 | (1,852) |
| Financial Services | 0 | 144 | 0.00 | (255) | (6.00) | (10) | 0.00 | (7) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (530) | (2.00) | 0 | 0.00 | 0 | (658) |
| Law & Governance | 0 | 0 | 0.00 | (3) | 0.00 | 0 | 0.00 | 0 | 0.00 | (6) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 132 | 2.00 | 0 | 0.00 | 0 | 0.00 | 0 | 123 |
| Total | 90 | 1,016 | 5.00 | (1,305) | (16.00) | (1,302) | 0.25 | (545) | 0.00 | (53) | (1.00) | (153) | (2.37) | (145) | (2.00) | 935 | 0.00 | 395 | 3.00 | (2,940) | (4.50) | (110) | 0.00 | 0 | (4,117) |

Communities & Customers Budget Proposals Summary
2021-22 to 2024-25

| 2021/22 | | | | | | | | | | | | | | | | | | | | | | | | |
|----------------------|-----------------------|--------------|-------------|--------------------|---------------|----------------|-------------|----------------|-------------|--------------------|-------------|----------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/ Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Business Improvement | 45 | 350 | 0.00 | (75) | (1.50) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (50) | 0.00 | (50) | 0.00 | 420 |
| Community Services | 0 | 130 | 1.00 | 0 | 0.00 | 30 | 0.00 | 0 | 0.00 | 0 | 0.00 | 15 | 0.00 | 0 | 0.00 | 761 | 0.00 | 0 | 0.00 | 369 | 0.00 | (55) | 0.00 | 1,250 |
| Total | 45 | 680 | 1.00 | (75) | (1.50) | 30 | 0.00 | 0 | 0.00 | 0 | 0.00 | 15 | 0.00 | 0 | 0.00 | 761 | 0.00 | 0 | 0.00 | 319 | 0.00 | (105) | 0.00 | 1,670 |
| 2022/23 | | | | | | | | | | | | | | | | | | | | | | | | |
| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/ Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Business Improvement | 45 | (200) | 0.00 | (165) | (2.00) | (20) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (250) | 0.00 | 0 | 0.00 | (590) |
| Community Services | 0 | 10 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (441) | 0.00 | 0 | 0.00 | (739) | 0.00 | (50) | 0.00 | (1,220) |
| Total | 45 | (190) | 0.00 | (165) | (2.00) | (20) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (441) | 0.00 | 0 | 0.00 | (989) | 0.00 | (50) | 0.00 | (1,810) |
| 2023/24 | | | | | | | | | | | | | | | | | | | | | | | | |
| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/ Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Business Improvement | 0 | (150) | 0.00 | (55) | (2.00) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (205) |
| Community Services | 0 | (140) | 0.00 | 0 | 0.00 | 0 | 0.00 | (100) | 0.00 | 0 | 0.00 | (20) | 0.00 | 0 | 0.00 | (370) | 0.00 | 0 | 0.00 | (285) | 0.00 | 0 | 0.00 | (915) |
| Total | 0 | (290) | 0.00 | (55) | (2.00) | 0 | 0.00 | (100) | 0.00 | 0 | 0.00 | (20) | 0.00 | 0 | 0.00 | (370) | 0.00 | 0 | 0.00 | (285) | 0.00 | 0 | 0.00 | (1,120) |
| 2024/25 | | | | | | | | | | | | | | | | | | | | | | | | |
| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/ Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Business Improvement | 0 | 0 | 0.00 | (55) | (2.00) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (55) |
| Community Services | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (15) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (500) | 0.00 | 0 | 0.00 | (515) |
| Total | 0 | 0 | 0.00 | (55) | (2.00) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (15) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (500) | 0.00 | 0 | 0.00 | (570) |
| Total Summary | | | | | | | | | | | | | | | | | | | | | | | | |
| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/ Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Business Improvement | 90 | 200 | 0 | (350) | (7.50) | (20) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00 | 0 | 0.00 | (300) | 0.00 | (50) | 0 | (430) | |
| Community Services | 0 | 0 | 1 | 0 | 0 | 30 | 0 | (100) | 0 | 0 | 0 | (20) | 0 | 0 | 0 | (50) | 0.00 | 0 | 0.00 | (1,155) | 0.00 | (105) | 0 | (1,400) |
| Total | 90 | 200 | 1.00 | (350) | (7.50) | 10 | 0.00 | (100) | 0.00 | 0 | 0.00 | (20) | 0.00 | 0 | 0.00 | (50) | 0.00 | 0 | 0.00 | (1,455) | 0.00 | (155) | 0.00 | (1,830) |

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Business Improvement

Proposal

| H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|------------------------------------|------------------|------------------|------------------|------------------|---------------|---------------|---------------|---------------|---------------|
| Contractual Inflation | | | | | | | | | |
| 1 Technology | 45 | 45 | | | | | | | |
| Total Contractual Inflation | | | | | | | | | |
| | 45 | 45 | | | | | | | |
| Pressures | | | | | | | | | |
| 2 Technology | 300 | (200) | (100) | | | | | | |
| 3 Transformation | 250 | | (50) | | | | | | |
| Total Pressures | | | | | | | | | |
| | 550 | (200) | (150) | | | | | | |
| Efficiencies | | | | | | | | | |
| 4 Customer Services | | | (55) | (55) | | | (2.00) | (2.00) | (4.00) |
| 5 Technology | | (90) | | | | | | | |
| 6 Customer Services | | (45) | | | | (1.00) | | | (1.00) |
| 7 Technology | (25) | | | | | | | | |
| 8 HR & OD | | (30) | | | | (1.00) | | | (1.00) |
| 9 Revenues | (50) | | | | (1.50) | | | | (1.50) |
| Total Efficiencies | | | | | | | | | |
| | (75) | (165) | (55) | (55) | (1.50) | (2.00) | (2.00) | (2.00) | (7.50) |

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Business Improvement

53

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|----------------------------------|--|-------|------------------|------------------|------------------|------------------|---------|---------|---------|---------|-------|
| Invest to Save | | | | | | | | | | | |
| 10 | Customer Services | | | (20) | | | | | | | |
| | New Revs & Bens system - savings generated by not having to operate through two systems - savings split £80k Revs&Bens and £20k CC | | | | | | | | | | |
| Total Invest to Save | | | | (20) | | | | | | | |
| Fees and Charges | | | | | | | | | | | |
| 11 | | | | | | | | | | | |
| Total Fees and Charges | | | | | | | | | | | |
| Service Reduction | | | | | | | | | | | |
| 12 | | | | | | | | | | | |
| Total Service Reduction | | | | | | | | | | | |
| New Investments / Bids | | | | | | | | | | | |
| 13 | | | | | | | | | | | |
| Total New Investment/Bids | | | | | | | | | | | |
| Targeted reviews | | | | | | | | | | | |
| 14 | | | | | | | | | | | |
| Total Targeted Review | | | | | | | | | | | |
| COVID-19 Pressures | | | | | | | | | | | |
| 15 | | | | | | | | | | | |
| Total COVID-19 Pressures | | | | | | | | | | | |

Business Improvement

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|--|----------------------------|---|------------------|------------------|------------------|------------------|---------|---------|---------|---------|--------|
| Paused bids | | | | | | | | | | | |
| 16 | | | | | | | | | | | |
| Total 20/21 paused bids | | | | | | | | | | | |
| New Officer Proposals | | | | | | | | | | | |
| 17 | Technology | ICT Contracts - Strategic review of all existing ICT contracts | | (200) | | | | | | | |
| 18 | Technology | Robotic Process Automation (RPA) | | (50) | | | | | | | |
| 19 | Technology | Printing & Scanning | (50) | | | | | | | | |
| Total New Officer Proposals | | | (50) | (250) | | | | | | | |
| Political Choices | | | | | | | | | | | |
| 20 | Organisational Development | Reduce Organisational Development budget recognising more remote training | (50) | | | | | | | | |
| Total Political Choices | | | (50) | | | | | | | | |
| Total Business Improvement Bids & Savings | | | 420 | (590) | (205) | (55) | (1.50) | (2.00) | (2.00) | (2.00) | (7.50) |

Amended Bids & Savings
New Bids & Savings

54

Community Services

55

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|------------------------------------|--------------------|-------|------------------|------------------|------------------|------------------|-------------|---------|---------|---------|-------------|
| Contractual Inflation | | | | | | | | | | | |
| 1 | | | | | | | | | | | |
| Total Contractual Inflation | | | | | | | | | | | |
| Pressures | | | | | | | | | | | |
| 2 | Parks Management | | 30 | | | | 1.00 | | | | 1.00 |
| 3 | Leisure Management | | 0 | 10 | (40) | | | | | | |
| | | | | | | | | | | | |
| 4 | Culture | | 100 | | (100) | | | | | | |
| Total Pressures | | | 130 | 10 | (140) | | 1.00 | | | | 1.00 |
| Efficiencies | | | | | | | | | | | |
| 5 | | | | | | | | | | | |
| Total Efficiencies | | | | | | | | | | | |
| Invest to Save | | | | | | | | | | | |
| 6 | Community Centres | | 30 | | | | | | | | |
| Total Invest to Save | | | 30 | | | | | | | | |
| Fees and Charges | | | | | | | | | | | |
| 7 | Culture | M | | | (100) | | | | | | |
| Total Fees and Charges | | | | | (100) | | | | | | |

Community Services

56

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|----------------------------------|-------------------|---|------------------|------------------|------------------|------------------|---------|---------|---------|---------|-------|
| Service Reduction | | | | | | | | | | | |
| 8 | | | | | | | | | | | |
| Total Service Reduction | | | | | | | | | | | |
| New Investment / Bids | | | | | | | | | | | |
| 9 | Culture | Reversal - Further funding for County seconded Archivist - saving slipped a year. | | | (20) | | | | | | |
| 10 | | Social Impact Bonds - deliver targeted support for children & young people via a social impact bond | 15 | | | (15) | | | | | |
| Total New Investment/Bids | | | 15 | | (20) | (15) | | | | | |
| Targeted reviews | | | | | | | | | | | |
| 11 | | | | | | | | | | | |
| Total Targeted Review | | | | | | | | | | | |
| COVID-19 Pressures | | | | | | | | | | | |
| 12 | Community Centres | Projected loss in room hire income - Covid related (60% reduction in 21-22, 40% reduction in 22-23) | 160 | (40) | (120) | | | | | | |
| 13 | Culture | Projected loss in Events income - Covid related (50% reduction in 21-22) | 65 | (65) | | | | | | | |
| 14 | Town Hall | Projected loss in Town Hall income - Covid related - original budget in 20/21 is £1008k - some cost savings already included in 21/22 | 536 | (336) | (250) | | | | | | |
| Total COVID-19 Pressures | | | 761 | (441) | (370) | | | | | | |

Community Services

| Proposal | H/M/L | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|--|-----------------------|--|--------------|----------------|--------------|--------------|-------------|---------|---------|-------------|
| | | £000s | £000s | £000s | £000s | | | | | |
| 20/21 paused bids | | | | | | | | | | |
| 15 | | | | | | | | | | |
| Total 20/21 paused bids | | | | | | | | | | |
| New Officer / Member Proposals | | | | | | | | | | |
| 16 | Facilities Management | Reducing Office Space and remote working | 39 | (279) | (285) | | | | | |
| 17 | | Communities, Housing and Community Safety Directorate Integration | (170) | (260) | | | | | | |
| 18 | Leisure Management | Invest in leisure during a changing market to devise a new model and consider new arrangements | 500 | | | | | | (500) | |
| 19 | | Community Grants Programme Review | | (200) | | | | | | |
| Total New Officer Proposals | | | 369 | (739) | (285) | (500) | | | | |
| Political Choices | | | | | | | | | | |
| 20 | Sports Development | Saving to be made in sports development | | (50) | | | | | | |
| 21 | Events | Reduction of festive light festival | (20) | | | | | | | |
| 22 | Events | Raise partnership funding for May Morning | (35) | | | | | | | |
| Total Political Choices | | | (55) | (50) | | | | | | |
| Total Community Services Bids & Savings | | | 1,250 | (1,220) | (915) | (515) | 1.00 | | | 1.00 |
| Amended Bids & Savings | | | | | | | | | | |
| New Bids & Savings | | | | | | | | | | |

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Development Budget Proposals Summary
2021-22 to 2024-25

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/ Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|------------------------|-----------------------|------------|-------------|--------------------|---------------|----------------|-------------|----------------|-------------|--------------------|-------------|----------------------|---------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Regeneration & Economy | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (10) | 0.00 | 0 | 0.00 | (65) | (1.00) | (110) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (185) |
| Corporate Property | 0 | 0 | 0.00 | (38) | 0.00 | (1,412) | 0 | 195 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 3,740 | 0.00 | 150 | 3.00 | 0 | 0.00 | 0 | 0.00 | 2,635 |
| Planning | 0 | 215 | 5.00 | (64) | (1.50) | 0 | 0.00 | (225) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (74) |
| Total | 0 | 215 | 5.00 | (102) | (1.50) | (1,412) | 0.00 | (40) | 0.00 | 0 | 0.00 | (65) | (1.00) | (110) | 0.00 | 3,740 | 0.00 | 150 | 3.00 | 0 | 0.00 | 0 | 0.00 | 2,376 |

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/ Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|------------------------|-----------------------|-----------|-------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|-------------|----------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Regeneration & Economy | 0 | 0 | 0.00 | (3) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (3) |
| Corporate Property | 0 | 0 | 0.00 | (57) | 0.00 | 628 | 0 | 175 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (1,930) | 0.00 | 30 | 0.00 | 0 | 0.00 | 0 | 0.00 | (1,154) |
| Planning | 0 | 0 | 0.00 | (10) | 0.00 | 0 | 0.00 | (10) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (20) |
| Total | 0 | 0 | 0.00 | (70) | 0.00 | 628 | 0.00 | 165 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (1,930) | 0.00 | 30 | 0.00 | 0 | 0.00 | 0 | 0.00 | (1,177) |

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/ Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|------------------------|-----------------------|-----------|-------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|-------------|----------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|---------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Regeneration & Economy | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| Corporate Property | 0 | 0 | 0.00 | 0 | 0.00 | 404 | 0 | 125 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 190 | 0.00 | (30) | (1.00) | 0 | 0.00 | 0 | 0.00 | 285 |
| Planning | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| Total | 0 | 0 | 0.00 | 0 | 0.00 | 404 | 0.00 | 125 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 190 | 0.00 | (30) | (1.00) | 0 | 0.00 | 0 | 0.00 | 285 |

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/ Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|------------------------|-----------------------|-----------|-------------|--------------------|---------------|----------------|-------------|----------------|-------------|--------------------|-------------|----------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|---------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Regeneration & Economy | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| Corporate Property | 0 | 0 | 0.00 | 0 | 0.00 | (898) | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (90) | (1.00) | 0 | 0.00 | 0 | 0.00 | (988) |
| Planning | 0 | 0 | 0.00 | (96) | (2.00) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (96) |
| Total | 0 | 0 | 0.00 | (96) | (2.00) | (898) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (90) | (1.00) | 0 | 0.00 | 0 | 0.00 | (1,084) |

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Total Summary

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/ Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|------------------------|-----------------------|------------|-------------|--------------------|---------------|----------------|-------------|----------------|-------------|--------------------|-------------|----------------------|---------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Regeneration & Economy | 0 | 0 | 0 | (3) | 0 | 0 | 0 | (10) | 0 | 0 | 0 | (65) | (1) | (110) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (188) |
| Corporate Property | 0 | 0 | 0 | (95) | 0 | (1,277) | 0 | 495 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000 | 0 | 60 | 1 | 0 | 0 | 0 | 0 | 1,183 |
| Planning | 0 | 215 | 5 | (170) | (4) | 0 | 0 | (235) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (190) |
| Total | 0 | 215 | 5.00 | (268) | (3.50) | (1,277) | 0.00 | 250 | 0.00 | 0 | 0.00 | (65) | (1.00) | (110) | 0.00 | 2,000 | 0.00 | 60 | 1.00 | 0 | 0.00 | 0 | 0.00 | 805 |

Regeneration & Economy

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|------------------------------------|--|-------|------------------|------------------|------------------|------------------|---------|---------|---------|---------|-------|
| Contractual Inflation | | | | | | | | | | | |
| 1 | | | | | | | | | | | |
| Total Contractual Inflation | | | | | | | | | | | |
| Pressures | | | | | | | | | | | |
| 2 | | | | | | | | | | | |
| Total Pressures | | | | | | | | | | | |
| Efficiencies | | | | | | | | | | | |
| 3 | Economic Development | L | | (3) | | | | | | | |
| | Reduction on Supplies & Services (Subscriptions - to Retail Planet software) | | | | | | | | | | |
| Total Efficiencies | | | | (3) | | | | | | | |
| Invest to Save | | | | | | | | | | | |
| 4 | | | | | | | | | | | |
| Total Invest to Save | | | | | | | | | | | |

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Regeneration & Economy

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|--|----------------------|-------|------------------|------------------|------------------|------------------|---------------|---------|---------|---------|---------------|
| Fees and Charges | | | | | | | | | | | |
| 5 | Economic Development | H | (10) | | | | | | | | |
| Recharge Partners and internal projects for costs incurred on external funding attraction and management | | | | | | | | | | | |
| Total Fees and Charges | | | (10) | | | | | | | | |
| Service Reduction | | | | | | | | | | | |
| 6 | | | | | | | | | | | |
| Total Service Reduction | | | | | | | | | | | |
| New Investments / Bids | | | | | | | | | | | |
| 7 | Partnerships Team | M | (40) | | | | (1.00) | | | | (1.00) |
| 8 | Economic Dev. | M | (20) | | | | | | | | |
| Reversal of City Centre Co-ordination post Oxford Living Wage - £10k extra staffing resource in addition to £20k for OLW in base budget. Final £20k of £30k investment removed in 2021/22 | | | | | | | | | | | |
| 9 | Economic Dev. | | (5) | | | | | | | | |
| Join Co-operative Innovation Network (CCIN) | | | | | | | | | | | |
| Total New Investment/Bids | | | (65) | | | | (1.00) | | | | (1.00) |
| Targeted reviews | | | | | | | | | | | |
| 10 | Partnerships Team | | (110) | | | | | | | | |
| Reduction in support for Experience Oxfordshire | | | | | | | | | | | |
| Total Targeted Reviews | | | (110) | | | | | | | | |
| COVID-19 Pressures | | | | | | | | | | | |
| 11 | | | | | | | | | | | |
| Total COVID-19 Pressures | | | | | | | | | | | |

09

Regeneration & Economy

| Proposal | H/M/L | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|--|-------|--------------|------------|---------|---------|---------------|---------|---------|---------|---------------|
| | | £000s | £000s | £000s | £000s | | | | | |
| 2020/21 paused bids | | | | | | | | | | |
| 12 | | | | | | | | | | |
| Total 20/21 paused bids | | | | | | | | | | |
| New Officer Proposals | | | | | | | | | | |
| 13 | | | | | | | | | | |
| Total New Officer Proposals | | | | | | | | | | |
| Total Regeneration & Economy Bids & Savings | | (185) | (3) | | | (1.00) | | | | (1.00) |
| | | | | | | | | | | |
| | | | | | | | | | | |

Amended Bids & Savings
 New Bids & Savings

Corporate Property

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|---|---------------------------------|-------|------------------|------------------|------------------|------------------|---------|---------|---------|---------|-------|
| Contractual Inflation | | | | | | | | | | | |
| 1 | | | | | | | | | | | |
| Total Contractual Inflation | | | | | | | | | | | |
| Pressures | | | | | | | | | | | |
| 2 | | | | | | | | | | | |
| Total Pressures | | | | | | | | | | | |
| Efficiencies | | | | | | | | | | | |
| 3 | Transactions & Special Projects | L | (38) | | | | | | | | |
| 5 | Property Services | L | | (57) | | | | | | | |
| Savings on feasibility funds - reverse the addition back into the budget (New Investment line). Stop renting Business Continuity Office space at Horspath Depot, BCP will be updated to reflect any change. | | | | | | | | | | | |
| Total Efficiencies | | | (38) | (57) | | | | | | | |
| Invest to Save | | | | | | | | | | | |
| 6 | Commercial Property | M | (1,592) | 200 | 405 | (897) | | | | | |
| Property Regeneration -financed from prudential borrowing and lease restructures from existing portfolio <i>Projected Income stream</i> | | | | | | | | | | | |
| 7 | Commercial Property | M | | 250 | 4 | 4 | | | | | |
| £5Property Regeneration - financed from prudential borrowing <i>MRP Cost</i> | | | | | | | | | | | |
| 8 | Commercial Property | M | 180 | 178 | (5) | (5) | | | | | |
| Property Regeneration - financed from prudential borrowing <i>Interest</i> | | | | | | | | | | | |
| Total Invest to Save | | | (1,412) | 628 | 404 | (898) | | | | | |

62

Corporate Property

63

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|----------------------------------|---------------------|---|------------------|------------------|------------------|------------------|---------|---------|---------|---------|-------|
| Fees and Charges | | | | | | | | | | | |
| 9 | Commercial Property | Commercial Property Income Review - Revised position for all Commercial & Residential Property (incl Covered Market + Enterprise Centre) | M | 195 | 175 | 125 | | | | | |
| Total Fees and Charges | | | | 195 | 175 | 125 | | | | | |
| Service Reduction | | | | | | | | | | | |
| 10 | | | | | | | | | | | |
| Total Service Reduction | | | | | | | | | | | |
| New Investments / Bids | | | | | | | | | | | |
| 11 | | | | | | | | | | | |
| Total New Investment/Bids | | | | | | | | | | | |
| Targeted reviews | | | | | | | | | | | |
| 12 | | | | | | | | | | | |
| Total Targeted Reviews | | | | | | | | | | | |
| COVID-19 Pressures | | | | | | | | | | | |
| 13 | Commercial Property | Income pressures resulting from Covid19 on commercial income based on assumptions previously submitted which includes Westgate (not asset strip related) as discussed and agreed - current budget is £12m | H | 3,740 | (1,930) | 190 | | | | | |
| Total COVID-19 Pressures | | | | 3,740 | (1,930) | 190 | | | | | |

Corporate Property

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|--|---------------------|-------|------------------|------------------|------------------|------------------|-------------|---------------|---------------|---------|-------------|
| 2020/21 paused bids | | | | | | | | | | | |
| 14 | Commercial Property | | 60 | | | (60) | 1.00 | | | (1.00) | |
| 15 | Commercial Property | | 30 | 30 | (30) | (30) | 1.00 | | (1.00) | | |
| 16 | Commercial Property | | 60 | | | | 1.00 | | | | 1.00 |
| Total 20/21 paused bids | | | 150 | 30 | (30) | (90) | 3.00 | (1.00) | (1.00) | | 1.00 |
| New Officer Proposals | | | | | | | | | | | |
| 17 | | | | | | | | | | | |
| Total New Officer Proposals | | | | | | | | | | | |
| Total Regeneration & Economy Bids & Savings | | | 2,635 | (1,154) | 689 | (988) | 3.00 | (1.00) | (1.00) | | 1.00 |
| Amended Bids & Savings | | | | | | | | | | | |
| New Bids & Savings | | | | | | | | | | | |

64

Planning

65

| Proposal | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|------------------------------------|--|---------|-------------|-------------|-------------|---------------|---------|---------------|---------|---------------|
| | | H/M/L | £000s | £000s | £000s | £000s | £000s | £000s | £000s | |
| Contractual Inflation | | | | | | | | | | |
| 1 | | | | | | | | | | |
| Total Contractual Inflation | | | | | | | | | | |
| Pressures | | | | | | | | | | |
| 2 | Planning Staffing to deliver growth agenda and PPA (see line 10) Increase in line with PPA income expectations. (Additional expenditure in 20-21 £182k, the increase of £215k would be the maximum that would be required, and only utilised if contracts for PPA income were secured) | | 215 | | | 5.00 | | | | 5.00 |
| Total Pressures | | | 215 | | | 5.00 | | | | 5.00 |
| Efficiencies | | | | | | | | | | |
| 3 | Planning Removal of Planning Duty Service - learning from Covid situation has identified that this Service has not been required | L | (24) | | | (0.50) | | | | (0.50) |
| 4 | Planning Reduction in Planning Committees (there are potential Savings in Law & Governance) combined with matching increase in delegation | M | (40) | | | (1.00) | | | | (1.00) |
| 5 | Planning Paperlite Digitalisation of Planning -on the back of investment in new planning system, savings can be achieved in year 4. | M | | | (96) | | | (2.00) | | (2.00) |
| 6 | Planning Tree Officers - moved from Environmental Sustainability into Planning with a review of working processes to be undertaken | M | | (10) | | | | | | |
| Total Efficiencies | | | (64) | (10) | (96) | (1.50) | | (2.00) | | (3.50) |
| Invest to Save | | | | | | | | | | |
| 7 | | | | | | | | | | |
| Total Invest to Save | | | | | | | | | | |

Planning

| Proposal | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|----------------------------------|----------|---------|---|---------|---------|---------|---------|---------|---------|-------|
| | | H/M/L | £000s | £000s | £000s | | | | | |
| Fees and Charges | | | | | | | | | | |
| 8 | Planning | | Increase in Planning Income | | | | | | | |
| 9 | Planning | | PPA (Planning Performance Agreements) - to cover new and existing resource requirements (additional income from PPA business plan in 20-21 total £441k, this means the contibution is a net £259k for PPA's) | | | | | | | |
| Total Fees and Charges | | | | | | | | | | |
| Service Reduction | | | | | | | | | | |
| 10 | | | | | | | | | | |
| Total Service Reduction | | | | | | | | | | |
| New Investments / Bids | | | | | | | | | | |
| 11 | | | | | | | | | | |
| Total New Investment/Bids | | | | | | | | | | |
| Targeted reviews | | | | | | | | | | |
| 12 | | | | | | | | | | |
| Total Targeted Review | | | | | | | | | | |

99

Planning

| Proposal | 2021-22 | | | | 2022-23 | | | | 2023-24 | | | | 2024-25 | | | | Total |
|--|---------|-------|-------|-------|---------|-------|-------|-------|---------|-------|-------|-------|---------|-------|-------|-----|-------|
| | H/M/L | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| COVID-19 Pressures | | | | | | | | | | | | | | | | | |
| 13 | | | | | | | | | | | | | | | | | |
| Total COVID-19 Pressures | | | | | | | | | | | | | | | | | |
| 2020/21 paused bids | | | | | | | | | | | | | | | | | |
| 14 | | | | | | | | | | | | | | | | | |
| Total 20/21 paused bids | | | | | | | | | | | | | | | | | |
| New Officer Proposals | | | | | | | | | | | | | | | | | |
| 15 | | | | | | | | | | | | | | | | | |
| Total New Officer Proposals | | | | | | | | | | | | | | | | | |
| Total Planning Bids & Savings | | | | | | | | | | | | | | | | | |
| | | (74) | (20) | | | | | | | | | | | 3.5 | (2.0) | 1.5 | |

67

Amended Bids & Savings
New Bids & Savings

Assistant Chief Executive Budget Proposals Summary
2021-22 to 2024-25

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|---------------------------|-----------------------|-----------|-------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Assistant Chief Executive | 0 | 6 | 0.00 | (57) | 0.00 | 62 | 1.00 | 0 | 0.00 | 0 | 0.00 | 28 | 0.46 | 0 | 0.00 | 0 | 0.00 | 20 | 0.00 | 0 | 0.00 | 0 | 0.00 | 59 |
| Total | 0 | 6 | 0.00 | (57) | 0.00 | 62 | 1.00 | 0 | 0.00 | 0 | 0.00 | 28 | 0.46 | 0 | 0.00 | 0 | 0.00 | 20 | 0.00 | 0 | 0.00 | 0 | 0.00 | 59 |

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|---------------------------|-----------------------|-----------|-------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|---------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Assistant Chief Executive | 0 | 0 | 0.00 | 0 | 0.00 | (5) | 0.00 | 0 | 0.00 | (47) | (1.00) | 18 | 0.34 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (34) |
| Total | 0 | 0 | 0.00 | 0 | 0.00 | (5) | 0.00 | 0 | 0.00 | (47) | (1.00) | 18 | 0.34 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (34) |

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|---------------------------|-----------------------|-----------|-------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Assistant Chief Executive | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| Total | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|---------------------------|-----------------------|-----------|-------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|---------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Assistant Chief Executive | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (38) | (0.67) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (38) |
| Total | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (38) | (0.67) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (38) |

Total Summary

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|---------------------------|-----------------------|-----------|-------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|---------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Assistant Chief Executive | 0 | 6 | 0 | (57) | 0 | 57 | 1 | 0 | 0 | (47) | (1) | 8 | 0 | 0 | 0 | 0 | 0 | 20 | 0 | 0 | 0 | 0 | 0 | (13) |
| Total | 0 | 6 | 0.00 | (57) | 0.00 | 57 | 1.00 | 0 | 0.00 | (47) | (1.00) | 8 | 0.13 | 0 | 0.00 | 0 | 0.00 | 20 | 0.00 | 0 | 0.00 | 0 | 0.00 | (13) |

89

Assistant Chief Executive

69

| Proposal | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|------------------------------------|---|---------|-------------|-------------|---------|-------------|---------------|---------|---------|---------------|
| | | H/M/L | £000s | £000s | £000s | £000s | £000s | £000s | £000s | |
| Contractual Inflation | | | | | | | | | | |
| 1 | | | | | | | | | | |
| Total Contractual Inflation | | | | | | | | | | |
| Pressures | | | | | | | | | | |
| 2 | Policy & Partnerships: Membership of Arc Councils Group - already committed, but not currently funded | | 6 | | | | | | | |
| Total Pressures | | | 6 | | | | | | | |
| Efficiencies | | | | | | | | | | |
| 3 | Communications: Transfer costs of one Comms officer to be shared by OCHL and HRA given scale of dedicated comms work undertaken on their behalf | M | (47) | | | | | | | |
| 4 | Policy & Partnerships: Reduction in discretionary grant pot, currently £15k | L | (5) | | | | | | | |
| 5 | Policy & Partnerships: Reduction in Oxford Strategic Partnership budget | L | (5) | | | | | | | |
| Total Efficiencies | | | (57) | | | | | | | |
| Invest to Save | | | | | | | | | | |
| 6 | Communications: Digital Comms Officer | | 62 | (5) | | 1.00 | | | | 1.00 |
| Total Invest to Save | | | 62 | (5) | | 1.00 | | | | 1.00 |
| Fees and Charges | | | | | | | | | | |
| 7 | | | | | | | | | | |
| Total Fees and Charges | | | | | | | | | | |
| Service Reduction | | | | | | | | | | |
| 8 | Communications: Reduction in staffing levels | | | (47) | | | (1.00) | | | (1.00) |
| Total Service Reduction | | | | (47) | | | (1.00) | | | (1.00) |

Assistant Chief Executive

| Proposal | H/M/L | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|---|-------|-----------|-------------|---------|-------------|-------------|--------------|---------|---------------|-------------|
| | | £000s | £000s | £000s | £000s | | | | | |
| New Investments / Bids | | | | | | | | | | |
| 9 Partnerships | | (47) | | | | (1.00) | | | | (1.00) |
| 10 Communications | | 34 | 18 | | (38) | 0.66 | 0.34 | | (0.67) | 0.33 |
| 11 Communications | | 31 | | | | 0.60 | | | | 0.60 |
| 12 Policy & Partnerships | | 10 | | | | 0.20 | | | | 0.20 |
| Total New Investment/Bids | | 28 | 18 | | (38) | 0.46 | 0.34 | | (0.67) | 0.13 |
| Targeted reviews | | | | | | | | | | |
| 13 | | | | | | | | | | |
| Total Targeted Review | | | | | | | | | | |
| COVID-19 Pressures | | | | | | | | | | |
| 14 | | | | | | | | | | |
| Total COVID-19 Pressures | | | | | | | | | | |
| 2020/21 paused bids | | | | | | | | | | |
| 15 Communications | | 20 | | | | | | | | |
| Total 20/21 paused bids | | 20 | | | | | | | | |
| New Officer Proposals | | | | | | | | | | |
| 16 | | | | | | | | | | |
| Total New Officer Proposals | | | | | | | | | | |
| Total Assistant Chief Executive Bids & Savings | | 59 | (34) | | (38) | 1.5 | (0.7) | | (0.7) | 0.1 |
| Amended Bids & Savings | | | | | | | | | | |
| New Bids & Savings | | | | | | | | | | |

70

Housing Budget Proposals Summary
2021-22 to 2024-25

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|-------------------------------|-----------------------|------------|-------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Regulatory & Community Safety | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 81 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 73 |
| Housing Services | 0 | 348 | 0.00 | 66 | 1.00 | 0 | 0.00 | 110 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 570 | 0.00 | 0 | 0.00 | (61) | 0.00 | 0 | 0.00 | 1,033 |
| Total | 0 | 348 | 0.00 | 66 | 1.00 | 0 | 0.00 | 110 | 0.00 | 0 | 0.00 | (8) | 0.00 | 0 | 0.00 | 651 | 0.00 | 0 | 0.00 | (61) | 0.00 | 0 | 0.00 | 1,106 |

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|-------------------------------|-----------------------|------------|---------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Regulatory & Community Safety | 0 | 0 | 0.00 | (369) | 0.00 | 0 | 0.00 | (56) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (81) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (506) |
| Housing Services | 0 | (8) | (1.00) | (50) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (570) | 0.00 | 0 | 0.00 | (331) | 0.00 | 0 | 0.00 | (959) |
| Total | 0 | (8) | (1.00) | (419) | 0.00 | 0 | 0.00 | (56) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (651) | 0.00 | 0 | 0.00 | (331) | 0.00 | 0 | 0.00 | (1,465) |

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|-------------------------------|-----------------------|--------------|-------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|---------------|--------------------|-------------|-------------------|-------------|-----------------------|---------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Regulatory & Community Safety | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (56) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (2.00) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (56) |
| Housing Services | 0 | (246) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (147) | (2.50) | 0 | 0.00 | (393) |
| Total | 0 | (246) | 0.00 | 0 | 0.00 | 0 | 0.00 | (56) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | (2.00) | 0 | 0.00 | 0 | 0.00 | (147) | (2.50) | 0 | 0.00 | (449) |

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|-------------------------------|-----------------------|-----------|-------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Regulatory & Community Safety | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| Housing Services | 0 | 3 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 3 |
| Total | 0 | 3 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 3 |

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|-------------------------------|-----------------------|-----------|---------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|---------------|--------------------|-------------|-------------------|-------------|-----------------------|---------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Regulatory & Community Safety | 0 | 0 | 0.00 | (369) | 0.00 | 0 | 0.00 | (112) | 0.00 | 0 | 0.00 | (8) | 0.00 | 0 | (2.00) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (489) |
| Housing Services | 0 | 97 | (1.00) | 16 | 1.00 | 0 | 0.00 | 110 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (539) | (2.50) | 0 | 0.00 | (316) |
| Total | 0 | 97 | (1.00) | (353) | 1.00 | 0 | 0.00 | (2) | 0.00 | 0 | 0.00 | (8) | 0.00 | 0 | (2.00) | 0 | 0.00 | 0 | 0.00 | (539) | (2.50) | 0 | 0.00 | (805) |

Regulatory & Community Safety

| Proposal | H/M/L | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|------------------------------------|-------|---------------------|--|---------|---------|---------|---------|---------|---------|-------|
| | | £000s | £000s | £000s | £000s | | | | | |
| Contractual Inflation | | | | | | | | | | |
| 1 | | | | | | | | | | |
| Total Contractual Inflation | | | | | | | | | | |
| Pressures | | | | | | | | | | |
| 2 | | | | | | | | | | |
| Total Pressures | | | | | | | | | | |
| Efficiencies | | | | | | | | | | |
| 3 | H | Regulatory Services | Selective Licensing pushed back and subject to Government approval | | | | | | | |
| Total Efficiencies | | | | | | | | | | |
| Invest to Save | | | | | | | | | | |
| 4 | | | | | | | | | | |
| Total Invest to Save | | | | | | | | | | |

72

Regulatory & Community Safety

73

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|----------------------------------|---|-------|------------------|------------------|------------------|------------------|---------|---------------|---------|---------------|-------|
| Fees and Charges | | | | | | | | | | | |
| 5 | All | M | | (56) | (56) | | | | | | |
| | Fee increases have been slipped back a year due to Covid 19 but will continue to increase by 3% for next 2 years. | | | | | | | | | | |
| Total Fees and Charges | | | | (56) | (56) | | | | | | |
| Service Reduction | | | | | | | | | | | |
| 6 | | | | | | | | | | | |
| Total Service Reduction | | | | | | | | | | | |
| New Investment / Bids | | | | | | | | | | | |
| 7 | Regulatory Services | | 10 | | | | | | | | |
| 8 | Regulatory Services | | (18) | | | | | | | | |
| | Funding for new Building Control apprentice | | | | | | | | | | |
| | Service redesign linked to implementation of mobile working and new ways of working | | | | | | | | | | |
| Total New Investment/Bids | | | | (8) | | | | | | | |
| Targeted reviews | | | | | | | | | | | |
| 9 | Community Safety | | | | 80 | | | | | | |
| 10 | Community Safety | | | | (80) | | | (2.00) | | (2.00) | |
| | Additional year of support from HRA for Community Safety and Anti-Social Behaviour due to increased demand | | | | | | | | | | |
| | Service redesign, linked to community safety and our work in estates | | | | | | | | | | |
| Total Targeted Review | | | | | | | | (2.00) | | (2.00) | |

Regulatory & Community Safety

| Proposal | H/M/L | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|---|-------|-----------|--------------|-------------|---------|---------|---------------|---------|---------------|-------|
| | | £000s | £000s | £000s | £000s | | | | | |
| COVID-19 Pressures | | | | | | | | | | |
| 11 Regulatory Services | | 51 | (51) | | | | | | | |
| Single year reduction in financial penalties income as a result of reduced enforcement activity due to Covid 19 restricting access (60% reduction of £85k). | | | | | | | | | | |
| 12 Regulatory Services | | 30 | (30) | | | | | | | |
| Reduced income due to impact on Covid 19 on requests for street trading licences. | | | | | | | | | | |
| Total COVID-19 Pressures | | 81 | (81) | | | | | | | |
| 2020/21 paused bids | | | | | | | | | | |
| 13 | | | | | | | | | | |
| | | | | | | | | | | |
| Total 20/21 paused bids | | | | | | | | | | |
| New Officer Proposals | | | | | | | | | | |
| 14 | | | | | | | | | | |
| | | | | | | | | | | |
| Total New Officer Proposals | | | | | | | | | | |
| Total Regulatory & Community Safety Bids & Savings | | 73 | (506) | (56) | | | (2.00) | | (2.00) | |
| Amended Bids & Savings | | | | | | | | | | |
| New Bids & Savings | | | | | | | | | | |

74

Housing Services

75

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|------------------------------------|------------------------------|---|------------------|------------------|------------------|------------------|-------------|---------------|---------|---------|---------------|
| Contractual Inflation | | | | | | | | | | | |
| 1 | | | | | | | | | | | |
| Total Contractual Inflation | | | | | | | | | | | |
| Pressures | | | | | | | | | | | |
| 2 | Housing Needs | Reversal of full cost of Rough Sleeping team expansion | | (38) | | | | (1.00) | | | (1.00) |
| 3 | Housing Needs | Young People Pathway Contribution (£125k p/a from 20/21 +£3k uplift per annum for inflation) | 65 | 3 | 3 | 3 | | | | | |
| 4 | Housing Needs | Additional expenditure relating to Floyds Row, £410k already in base budget | 1,090 | | | | | | | | |
| 5 | Housing Needs | Funding to be received in relation to Floyds Row (St Mungo's, HB income) | (377) | 157 | | | | | | | |
| 6 | Housing Needs | Funding to be received in relation to Floyds Row - MHCLG Rough Sleeping Initiative 4 (RSI4) - funding for 21/22 not confirmed | (400) | | | | | | | | |
| 7 | Housing Needs | Assumed external funding in relation to Floyds Row | (313) | (157) | | | | | | | |
| 8 | Housing Needs | Homelessness Reserves required to fund expected policy and other pressures | 233 | 28 | (249) | | | | | | |
| 9 | Property Services | Lift Maintenance/ Servicing - health and safety and insufficient funds to service and undertake minor repairs to lifts within our buildings to ensure they are full compliant | 50 | | | | | | | | |
| Total Pressures | | | 348 | (8) | (246) | 3 | | (1.00) | | | (1.00) |
| Efficiencies | | | | | | | | | | | |
| 10 | Housing Needs | Deliver housing advice internally | | (50) | | | | | | | |
| 11 | Community Housing & Strategy | Review of Community Housing & Strategy Team | | | | | 0.00 | | | | |
| 12 | Welfare Reform | Reversal of continued savings from internal restructure of Welfare Reform team, following Secondment of Manager | 66 | | | | 1.00 | | | | 1.00 |
| Total Efficiencies | | | 66 | (50) | | | 1.00 | | | | 1.00 |
| Invest to Save | | | | | | | | | | | |
| 13 | | | | | | | | | | | |
| Total Invest to Save | | | | | | | | | | | |

Housing Services

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|----------------------------------|--|-------|------------------|------------------|------------------|------------------|---------|---------|---------|---------|-------|
| Fees and Charges | | | | | | | | | | | |
| 14 | Property Services Reduced demand for renting Garages | H | 110 | | | | | | | | |
| Total Fees and Charges | | | 110 | | | | | | | | |
| Service Reductions | | | | | | | | | | | |
| 15 | | | | | | | | | | | |
| Total Service Reductions | | | | | | | | | | | |
| New Investments / Bids | | | | | | | | | | | |
| 16 | | | | | | | | | | | |
| Total New Investment/Bids | | | | | | | | | | | |
| Targeted reviews | | | | | | | | | | | |
| 17 | | | | | | | | | | | |
| Total Targeted Review | | | | | | | | | | | |
| COVID-19 Pressures | | | | | | | | | | | |
| 18 | Cost of Canterbury House and YHA to 19th July 2021 assuming no further MHCLG Next Steps Accommodation Programme (NSAP) funding provided in 21/22 | H | 570 | (570) | | | | | | | |
| Total COVID-19 Pressures | | | 570 | (570) | | | | | | | |

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Housing Services

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|--|---------------|--|------------------|------------------|------------------|------------------|---------|---------|---------|---------|--------|
| 2020/21 paused bids | | | | | | | | | | | |
| 19 | | | | | | | | | | | |
| Total 20/21 paused bids | | | | | | | | | | | |
| New Officer Proposals | | | | | | | | | | | |
| 20 | Housing Needs | Housing needs system and structure change | | (250) | (100) | | | | (2.50) | | (2.50) |
| 21 | Housing Needs | County wide rough sleeping recommissioning strategy efficiencies | (61) | (81) | (47) | | | | | | |
| Total New Officer Proposals | | | (61) | (331) | (147) | | | | (2.50) | | (2.50) |
| Total Housing Services Bids & Savings | | | 1,033 | (959) | (393) | 3 | 1.00 | (1.00) | (2.50) | | (2.50) |
| Amended Bids & Savings | | | | | | | | | | | |
| New Bids & Savings | | | | | | | | | | | |

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ODS Development Budget Proposals Summary
2021-22 to 2024-25

2021/22

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|------------------------------|-----------------------|------------|-------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|---------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Environmental Sustainability | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 145 | 0.00 | 0 | 0.00 | 0 | 0.00 | 145 |
| Oxford Direct Services | 0 | 149 | 0.00 | (19) | 0.00 | 0 | 0.00 | 339 | 0.00 | 0 | 0.00 | (75) | (1.50) | 0 | 0.00 | 1,480 | 0.00 | 0 | 0.00 | (383) | 0.00 | 30 | 0.00 | 1,522 |
| Total | 0 | 149 | 0.00 | (19) | 0.00 | 0 | 0.00 | 339 | 0.00 | 0 | 0.00 | (75) | (1.50) | 0 | 0.00 | 1,480 | 0.00 | 145 | 0.00 | (383) | 0.00 | 30 | 0.00 | 1,667 |

2022/23

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|------------------------------|-----------------------|-----------|-------------|--------------------|-------------|----------------|---------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Environmental Sustainability | 0 | 0 | 0.00 | 0 | 0.00 | (34) | (0.75) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (15) | 0.00 | 0 | 0.00 | 61 | 0.00 | 0 | 0.00 | 0 | 0.00 | 12 |
| Oxford Direct Services | 0 | 62 | 0.00 | 0 | 0.00 | 0 | 0.00 | (77) | 0.00 | 0 | 0.00 | 3 | 0.00 | 0 | 0.00 | (1,395) | 0.00 | 0 | 0.00 | (33) | 0.00 | 15 | 0.00 | (1,425) |
| Total | 0 | 62 | 0.00 | 0 | 0.00 | (34) | (0.75) | (77) | 0.00 | 0 | 0.00 | 3 | 0.00 | (15) | 0.00 | (1,395) | 0.00 | 61 | 0.00 | (33) | 0.00 | 15 | 0.00 | (1,413) |

2023/24

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|------------------------------|-----------------------|-----------|-------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Environmental Sustainability | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (20) | 0.00 | 0 | 0.00 | (23) | 0.00 | 0 | 0.00 | 0 | 0.00 | (43) |
| Direct Services | 0 | 93 | 0.00 | 0 | 0.00 | (48) | 0.00 | (469) | 0.00 | 0 | 0.00 | 5 | 0.00 | 0 | 0.00 | (305) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (724) |
| Total | 0 | 93 | 0.00 | 0 | 0.00 | (48) | 0.00 | (469) | 0.00 | 0 | 0.00 | 5 | 0.00 | (20) | 0.00 | (305) | 0.00 | (23) | 0.00 | 0 | 0.00 | 0 | 0.00 | (767) |

2024/25

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|------------------------------|-----------------------|-----------|-------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Environmental Sustainability | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| Direct Services | 0 | 50 | 0.00 | 0 | 0.00 | 0 | 0.00 | (480) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (795) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (1,225) |
| Total | 0 | 50 | 0.00 | 0 | 0.00 | 0 | 0.00 | (480) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (795) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (1,225) |

Total Summary

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|------------------------------|-----------------------|------------|-------------|--------------------|-------------|----------------|---------------|----------------|-------------|--------------------|-------------|---------------------|---------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Environmental Sustainability | 0 | 0 | 0 | 0 | 0 | (34) | (1) | 0 | 0 | 0 | 0 | 0 | 0 | (35) | 0 | 0 | 0 | 183 | 0 | 0 | 0 | 0 | 0 | 114 |
| Oxford Direct Services | 0 | 354 | 0 | (19) | 0 | (48) | 0 | (686) | 0 | 0 | 0 | (68) | (2) | 0 | 0 | (1,015) | 0 | 0 | 0 | (416) | 0 | 45 | 0 | (1,852) |
| Total | 0 | 354 | 0.00 | (19) | 0.00 | (82) | (0.75) | (686) | 0.00 | 0 | 0.00 | (68) | (1.50) | (35) | 0.00 | (1,015) | 0.00 | 183 | 0.00 | (416) | 0.00 | 45 | 0.00 | (1,738) |

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Environmental Sustainability

| Proposal | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|------------------------------------|------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|--------|
| | | H/M/L | £000s | £000s | £000s | | | | | |
| Contractual Inflation | | | | | | | | | | |
| 1 | | | | | | | | | | |
| Total Contractual Inflation | | | | | | | | | | |
| Pressures | | | | | | | | | | |
| 2 | | | | | | | | | | |
| Total Pressures | | | | | | | | | | |
| Efficiencies | | | | | | | | | | |
| 3 | | | | | | | | | | |
| Total Efficiencies | | | | | | | | | | |
| Invest to Save | | | | | | | | | | |
| 4 | Environmental Sustainability | | | (34) | | | | (0.75) | | (0.75) |
| | | | | | | | | | | |
| Total Invest to Save | | | | (34) | | | | (0.75) | | (0.75) |
| Fees and Charges | | | | | | | | | | |
| 5 | | | | | | | | | | |
| Total Fees and Charges | | | | | | | | | | |

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Environmental Sustainability

| Proposal | 2021-22 | | | | 2022-23 | | | | 2023-24 | | | | 2024-25 | | | | Total |
|----------------------------------|---------|---|-------|-------|---------|-------|-------|-------|---------|-------|-------|-------|---------|-------|-------|--|-------|
| | H/M/L | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| Service Reduction | | | | | | | | | | | | | | | | | |
| 6 | | | | | | | | | | | | | | | | | |
| Total Service Reduction | | | | | | | | | | | | | | | | | |
| New Investments / Bids | | | | | | | | | | | | | | | | | |
| 7 | | | | | | | | | | | | | | | | | |
| Total New Investment/Bids | | | | | | | | | | | | | | | | | |
| Targeted reviews | | | | | | | | | | | | | | | | | |
| 8 | M | 0 | (15) | (20) | | | | | | | | | | | | | |
| Environmental Sustainability | | Slip back - Advice and procurement consultancy service (linked to line 4) | | | | | | | | | | | | | | | |
| Total Targeted Review | | | (15) | (20) | | | | | | | | | | | | | |
| COVID-19 Pressures | | | | | | | | | | | | | | | | | |
| 9 | | | | | | | | | | | | | | | | | |
| Total COVID-19 Pressures | | | | | | | | | | | | | | | | | |

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Environmental Sustainability

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| Proposal | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|--|--|------------|-----------|-------------|---------|---------------|---------|---------|---------|---------------|
| | | H/M/L | £000s | £000s | £000s | | | | | |
| 2020/21 paused bids | | | | | | | | | | |
| 10 | Environmental Sustainability | | | | | | | | | |
| | Bid to provide minimum additional biodiversity work to meet commitments made following the Citizens Assembly. | 36 | | | | | | | | |
| 11 | Environmental Sustainability | | | | | | | | | |
| | Reduced bid to provided minimum additional engagement work to meet commitments made following the Citizens Assembly. This delivers Retrofit Summit, Youth Summit, ZCO Summit, website and branding and leads into COP26 in November 2021. Citizens Assembly commitments. Figure reduced downwards from £110k and a bid of £20k in communications has been submitted. | 15 | | | | | | | | |
| 12 | Environmental Sustainability | | | | | | | | | |
| | To purchase green gas to deliver on net Zero Council by 2020/21. Citizens Assembly commitment. | 71 | 61 | | | | | | | |
| 13 | Environmental Sustainability | | | | | | | | | |
| | Zero Emission Zone development and implementation. Political steering group (Cllr Hayes and Cllr Hollingsworth) have nominally agreed with County to fund 50% of implementation costs of ZEZ (briefing note available for further details). | 23 | | (23) | | | | | | |
| Total 20/21 paused bids | | 145 | 61 | (23) | | | | | | |
| New Officer Proposals | | | | | | | | | | |
| 18 | | | | | | | | | | |
| Total New Officer Proposals | | | | | | | | | | |
| Total Environmental Sustainability Bids & Savings | | 145 | 12 | (43) | | (0.75) | | | | (0.75) |
| Amended Bids & Savings | | | | | | | | | | |
| New Bids & Savings | | | | | | | | | | |

Oxford Direct Services Client

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|------------------------------------|---|-------|------------------|------------------|------------------|------------------|---------|---------|---------|---------|-------|
| Contractual Inflation | | | | | | | | | | | |
| 1 | | | | | | | | | | | |
| Total Contractual Inflation | | | 0 | 0 | | | | | | | |
| Pressures | | | | | | | | | | | |
| 2 | Off Street Parking | | 4 | | | | | | | | |
| | Increased Rent pressure due to a 50% profit share agreement with the landlords of the Peartree P&R | | | | | | | | | | |
| 3 | Off Street Parking | | 145 | 62 | 93 | 50 | | | | | |
| | Payment to OxWed 40% of Oxpens income | | | | | | | | | | |
| Total Pressures | | | 149 | 62 | 93 | 50 | | | | | |
| Efficiencies | | | | | | | | | | | |
| 4 | Waste & Recycling Domestic | L | (19) | | | | | | | | |
| | Deleting of blue bin recycling league costs | | | | | | | | | | |
| Total Efficiencies | | | (19) | | | | | | | | |
| Invest to Save | | | | | | | | | | | |
| 5 | Off Street Parking | | | | (48) | | | | | | |
| | Increase income from Seacourt Park & Ride Extension - projected opening date Nov 2020 but expectation of utilising additional spaces slipping until 23/24 due to Covid 19 | | | | | | | | | | |
| Total Invest to Save | | | | | (48) | | | | | | |

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Oxford Direct Services Client

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|----------------------------------|--------------------|-------|------------------|------------------|------------------|------------------|---------------|---------|---------|---------|---------------|
| Fees and Charges | | | | | | | | | | | |
| 6 | Direct Services | | 289 | (231) | (469) | (480) | | | | | |
| 7 | Parks - DS | | 50 | 154 | | | | | | | |
| | | | | | | | | | | | |
| Total Fees and Charges | | | 339 | (77) | (469) | (480) | | | | | |
| Service Reductions | | | | | | | | | | | |
| 8 | | | | | | | | | | | |
| Total Service Reductions | | | | | | | | | | | |
| New Investments / Bids | | | | | | | | | | | |
| 9 | Streetscene | | (75) | | | | (1.50) | | | | (1.50) |
| 10 | Streetscene | | | 3 | 5 | | | | | | |
| Total New Investment/Bids | | | (75) | 3 | 5 | | (1.50) | | | | (1.50) |
| Targeted reviews | | | | | | | | | | | |
| 11 | | | | | | | | | | | |
| Total Targeted Review | | | | | | | | | | | |
| COVID-19 Pressures | | | | | | | | | | | |
| 12 | Off Street Parking | | 1,480 | (1,395) | (305) | (795) | | | | | |
| Total COVID-19 Pressures | | | 1,480 | (1,395) | (305) | (795) | | | | | |

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Oxford Direct Services Client

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|--|----------------|--|------------------|------------------|------------------|------------------|---------------|---------|---------|---------|---------------|
| 2020/21 paused bids | | | | | | | | | | | |
| 13 | | | | | | | | | | | |
| Total 20/21 paused bids | | | | | | | | | | | |
| New Officer Proposals | | | | | | | | | | | |
| 14 | Domestic Waste | Remove exemption from Garden Waste collection fees for residents and charge 50% of normal fee | (80) | | | | | | | | |
| 15 | Domestic Waste | Only allow Garden Waste collection fees to be paid by Direct Debit and increase the charge to £57 in 21/22 with a further increase to £60 in 22/23 | (86) | (33) | | | | | | | |
| 16 | Domestic Waste | Charge for Bulky Waste - flat rate of £20 per item and £30 per large electrical or white goods item | (217) | | | | | | | | |
| Total New Officer Proposals | | | (383) | (33) | | | | | | | |
| Political Choices | | | | | | | | | | | |
| 17 | Parks - DS | Increasing biodiversity through selective long grass areas in parks & verges - linked capital bid | 30 | 15 | | | | | | | |
| Total Political Choices | | | 30 | 15 | | | | | | | |
| Total Oxford Direct Services Bids & Savings | | | 1,522 | (1,425) | (724) | (1,225) | (1.50) | | | | (1.50) |

Amended Bids & Savings
New Bids & Savings

Corporate Services Budget Proposals Summary
2021-22 to 2024-25

2021/22

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|--------------------|-----------------------|-----------|-------------|--------------------|---------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Financial Services | 0 | 42 | 0.00 | (80) | (1.50) | 0 | 0.00 | (7) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 50 | 1.00 | (10) | 0.00 | 0 | 0.00 | (5) |
| Law & Governance | 0 | 0 | 0.00 | (3) | 0.00 | 0 | 0.00 | 0 | 0.00 | (6) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 132 | 2.00 | 0 | 0.00 | 0 | 0.00 | 123 |
| Total | 0 | 42 | 0.00 | (83) | (1.50) | 0 | 0.00 | (7) | 0.00 | (6) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 182 | 3.00 | (10) | 0.00 | 0 | 0.00 | 118 |

2022/23

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|--------------------|-----------------------|-----------|-------------|--------------------|-------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|---------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Financial Services | 0 | 38 | 0.00 | (5) | 0.00 | (10) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (90) | (2.00) | 0 | 0.00 | (67) |
| Law & Governance | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| Total | 0 | 38 | 0.00 | (5) | 0.00 | (10) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (90) | (2.00) | 0 | 0.00 | (67) |

2023/24

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|--------------------|-----------------------|-----------|-------------|--------------------|---------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|---------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Financial Services | 0 | 34 | 0.00 | (115) | (3.00) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (50) | (1.00) | (430) | 0.00 | 0 | 0.00 | (561) |
| Law & Governance | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| Total | 0 | 34 | 0.00 | (115) | (3.00) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (50) | (1.00) | (430) | 0.00 | 0 | 0.00 | (561) |

2024/25

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|--------------------|-----------------------|-----------|-------------|--------------------|---------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|-------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Financial Services | 0 | 30 | 0.00 | (55) | (1.50) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (25) |
| Law & Governance | 0 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| Total | 0 | 30 | 0.00 | (55) | (1.50) | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | (25) |

Total Summary

| Service Area: | Contractual Inflation | Pressures | | Efficiency Savings | | Invest to Save | | Fees & Charges | | Service Reductions | | New Investment/Bids | | Targeted Reviews | | COVID-19 Pressures | | 20/21 Paused Bids | | New Officer Proposals | | Political Choices | | Total Variation |
|--------------------|-----------------------|------------|-------------|--------------------|---------------|----------------|-------------|----------------|-------------|--------------------|-------------|---------------------|-------------|------------------|-------------|--------------------|-------------|-------------------|-------------|-----------------------|---------------|-------------------|-------------|-----------------|
| | £000's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's | FTE's | £000's |
| Financial Services | 0 | 144 | 0 | (255) | (6) | (10) | 0 | (7) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (530) | (2.00) | 0 | 0 | (658) |
| Law & Governance | 0 | 0 | 0 | (3) | 0 | 0 | 0 | 0 | 0 | (6) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 132 | 2.00 | 0 | 0.00 | 0 | 0 | 123 |
| Total | 0 | 144 | 0.00 | (258) | (6.00) | (10) | 0.00 | (7) | 0.00 | (6) | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 | 132 | 2.00 | (530) | (2.00) | 0 | 0.00 | (535) |

85

Financial Services

98

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|------------------------------------|---|-------|------------------|------------------|------------------|------------------|---------------|---------------|---------------|---------------|--------|
| Contractual Inflation | | | | | | | | | | | |
| 1 | | | | | | | | | | | |
| Total Contractual Inflation | | | | | | | | | | | |
| Pressures | | | | | | | | | | | |
| 2 | Revenues & Benefits Housing Benefit Admin Grant reduction of 10% each year, current amount £420k | | 42 | 38 | 34 | 30 | | | | | |
| Total Pressures | | | 42 | 38 | 34 | 30 | | | | | |
| Efficiencies | | | | | | | | | | | |
| 3 | Revenues & Benefits Impact of Universal Credit Rollout savings pushed back a further two years. Awaiting date of managed migration but likely to do tax credits before housing costs - due to be completed by 2023/2025 | M | | | (75) | (55) | | | (2.00) | (1.50) | (3.50) |
| 4 | Revenues & Benefits 2% savings from reduction in postage and printing costs (central budget) as a result of moving customers from paper notifications to the online portal | L | (10) | (5) | | | | | | | |
| 5 | Accountancy Structural savings within Finance Team | M | | | (40) | | | | (1.00) | | (1.00) |
| 6 | Revenues Council Tax Reduction admin savings following review of scheme (£70k) in conjunction with saving of £50k in Contact Centre | M | (70) | | | | (1.50) | | | | (1.50) |
| Total Efficiencies | | | (80) | (5) | (115) | (55) | (1.50) | (3.00) | (1.50) | (6.00) | |
| Invest to Save | | | | | | | | | | | |
| 7 | Investigation External trading income - current income budget is £321k - slipped a year. Balance of income in council tax and business rates. Linked to line 12 - £40k expected from increased CT & NNDR collection | M | | (10) | | | | | | | |
| Total Invest to Save | | | | (10) | | | | | | | |

Financial Services

87

| Proposal | | H/M/L | 2021-22 £000s | 2022-23 £000s | 2023-24 £000s | 2024-25 £000s | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total | |
|--|---------------------|--|------------------|------------------|------------------|------------------|-------------|---------------|---------------|---------------|---------------|---------------|
| Fees and Charges | | | | | | | | | | | | |
| 8 | Investigations | Additional net income contribution from the expansion of the Investigations service - current income budget is £321k | H | (7) | | | | | | | | |
| Total Fees and Charges | | | | (7) | | | | | | | | |
| Service Reduction | | | | | | | | | | | | |
| 9 | | | | | | | | | | | | |
| Total Service Reduction | | | | | | | | | | | | |
| New Investments / Bids | | | | | | | | | | | | |
| 10 | | | | | | | | | | | | |
| Total New Investment/Bids | | | | | | | | | | | | |
| COVID-19 Pressures | | | | | | | | | | | | |
| 11 | | | | | | | | | | | | |
| Total COVID-19 Pressures | | | | | | | | | | | | |
| 2020/21 paused bids | | | | | | | | | | | | |
| 12 | Investigations | Data Manager (Investigation Services) | | 50 | (50) | | 1.00 | (1.00) | | | | |
| Total 20/21 paused bids | | | | 50 | (50) | | 1.00 | (1) | | | | |
| New Officer Proposals | | | | | | | | | | | | |
| 13 | Revenues & Benefits | New Revs & Bens system - savings generated by not having to operate through two systems - savings split £80k Revs&Bens and £20k CC | M | | (80) | | | (2.00) | | | (2.00) | |
| 14 | | Channel shift to cashless payments | H | (10) | (10) | (10) | | | | | | |
| 15 | | Pension fund - £5m additional top up into fund from April 2023 | M | | | (420) | | | | | | |
| Total New Officer Proposals | | | | (10) | (90) | (430) | | (2.00) | | | (2.00) | |
| Total Financial Services Bids & Savings | | | | (5) | (67) | (561) | (25) | (0.50) | (2.00) | (4.00) | (1.50) | (8.00) |
| Amended Bids & Savings | | | | | | | | | | | | |
| New Bids & Savings | | | | | | | | | | | | |

Law & Governance

| Proposal | H/M/L | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|--|-------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| | | £000s | £000s | £000s | £000s | | | | | |
| Contractual Inflation | | | | | | | | | | |
| 1 | | | | | | | | | | |
| Total Contractual Inflation | | | | | | | | | | |
| Pressures | | | | | | | | | | |
| 2 | | | | | | | | | | |
| Total Pressures | | | | | | | | | | |
| Efficiencies | | | | | | | | | | |
| 3 | L | (3) | | | | | | | | |
| Legal Services | | | | | | | | | | |
| Reduced Court Fees from current budget of £20k to be in line with court fee spending over the last 3 years. It should be noted that this leaves no contingency should the level of court activity increase with civil cases, in particular, having the potential to incur significant fees | | | | | | | | | | |
| Total Efficiencies | | (3) | | | | | | | | |
| Invest to Save | | | | | | | | | | |
| 4 | | | | | | | | | | |
| Total Invest to Save | | | | | | | | | | |

88

HRA

| Proposal | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|------------------------------------|-----|--|-----------|-----------|-----------|-----------|---------|---------|---------|-------|
| | | H/M/L | £000s | £000s | £000s | | | | | |
| Contractual Inflation | | | | | | | | | | |
| 1 | HRA | Pay Inflation | 60 | 61 | 47 | 47 | | | | |
| 2 | HRA | Contractual employee inflationary uplifts for the Improvement to communal area management and cleaning team | 2 | 2 | 2 | 2 | | | | |
| 3 | HRA | Contractual employee inflationary uplifts associated with works undertaken by ODS covering areas of activity including Caretaking Services, the Garden Scheme, Grounds Maintenance and Planned Maintenance | 4 | 4 | 4 | 4 | | | | |
| Total Contractual Inflation | | | 66 | 67 | 53 | 53 | | | | |

HRA

91

| Proposal | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|------------------|-----|---------|---------|---------|---------|---------|---------|---------|---------|--------|
| | | H/M/L | £000s | £000s | £000s | | | | | |
| Pressures | | | | | | | | | | |
| 4 | HRA | | (80) | | | | | | | |
| 5 | HRA | | | | | | | | | |
| | HRA | 100 | | | (100) | | | | | |
| | HRA | 100 | (100) | | | | | | | |
| 6 | HRA | (2) | (6) | | | | | | | |
| 7 | HRA | | (86) | (100) | | | | | | |
| 8 | HRA | (180) | | | | | | | | |
| 9 | HRA | | | (150) | | | | | | |
| 10 | HRA | | | (103) | | | | (2.00) | | (2.00) |
| 11 | HRA | (463) | (250) | | | | | | | |
| 12 | HRA | 336 | 278 | 268 | 268 | | | | | |
| 13 | HRA | 102 | (102) | | | | | | | |
| 14 | HRA | 790 | 487 | 471 | 471 | | | | | |
| 15 | HRA | 300 | (300) | | | | | | | |
| 16 | HRA | (573) | | | | | | | | |
| 17 | HRA | | 667 | 1,652 | 1,652 | | | | | |

HRA

92

| | Proposal | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|----|---|--------------|----------------|--------------|--------------|-------------|---------------|---------|---------|---------------|
| | | H/M/L | £000s | £000s | £000s | | | | | |
| 18 | HRA | | | | | | | | | |
| | Retained Right Buy Receipts (for street acquisition or HRA development) - match funding to support new supply either through s 106 purchase or open market acquisition using RRtB receipts. RRTB's gross budget that is funded from 30% RRTB receipts that need to be used during 21-22 or returned at 4% above base rate on compound basis | | | | | | | | | |
| | | | | | | | | | | |
| 19 | HRA | | | | | | | | | |
| | Next Steps Accommodation Programme - NSAP Funding for the open market acquisition of 10 one bedroom properties to support the exit strategy from the 'Everyone In ' for rough sleepers. Supported by funding from MHCLG and Oxford Growth Deal. Note budget approval to support a further 5 given in 20/21. | | | | | | | | | |
| | | | | | | | | | | |
| 20 | HRA | | | | | | | | | |
| | Asbestos - increase to cover the additional surveys and air monitoring required, plus pre-surveys for all projects. Additional £100k to cover the removal of Asbestos Insulation Board which is installed at Southfield Park. | | | | | | | | | |
| | | | | | | | | | | |
| 21 | HRA | | | | | | | | | |
| | PPJ - £463k moved from fencing, plus additional £100k to base to increase our focus on external fabric planned maintenance. | | | | | | | | | |
| | | | | | | | | | | |
| 22 | HRA | | | | | | | | | |
| | Communications Officer - 50% contribution to a comms officer (grade 7) in KP01 other 50% in OCHL (A0108 MM40) | | | | | | | | | |
| | | | | | | | | | | |
| | Total Pressures | | | | | | | | | |
| | | 6,339 | (2,084) | 2,038 | 2,291 | 0.50 | (2.00) | | | (1.50) |
| | Efficiency Savings | | | | | | | | | |
| 23 | | | | | | | | | | |
| | | | | | | | | | | |
| | Total Efficiency Savings | | | | | | | | | |
| | Fees & Charges | | | | | | | | | |
| 24 | | | | | | | | | | |
| | | | | | | | | | | |
| | Total Fees & Charges | | | | | | | | | |
| | Service Reductions | | | | | | | | | |
| 25 | | | | | | | | | | |
| | | | | | | | | | | |
| | Total Service Reductions | | | | | | | | | |

HRA

93

| Proposal | H/M/L | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|---------------------------------|-------|---|------------|-------------|-------------|---------|-------------|-------------|---------------|-------------|
| | | £000s | £000s | £000s | £000s | | | | | |
| New Investment | | | | | | | | | | |
| 26 | HRA | Additional Senior TMO G8. Fixed term post for one year filled from 10/20 to test tenancy management engagement with hub/locality arrangements including strengthening client arrangements with ODS at local level. This proposal makes the arrangement permanent. | 53 | | | | 1.00 | | | 1.00 |
| 27 | HRA | QL Exploitation Post G7. Additional resource to support further exploitation of QL to realise efficiencies from the system investment. | 47 | (47) | | | 1.00 | (1.00) | | |
| 28 | HRA | Shared Ownership Officer (G8). To support the establishment of capability to manage shared ownership properties starting Jan 22. | 13 | 40 | | | 0.25 | 0.75 | | 1.00 |
| 29 | HRA | Complaint Investigation Officers (G7 & G6). New Complaint Code introduced by the Housing Ombudsman needs an increased resource to meet the new requirements of a dedicated complaint person or team to investigate all housing related complaints that are in the scope of the Housing Ombudsman's work (eg repairs, tenancy, transfers (not homeless allocations), ASB (not statutory such as noise) etc). | 88 | | | | 2.00 | | | 2.00 |
| 30 | HRA | Building Safety Officer & Support (G8 & G6). Additional posts to fulfill new requirements relating to fire safety that will become a legislative requirement in 2021. (Building Bill going through Parliament currently). | 95 | | | | 2.00 | | | 2.00 |
| Total New Investment | | | 297 | 40 | (47) | | 6.25 | 0.75 | (1.00) | 6.00 |
| COVID-19 Pressures | | | | | | | | | | |
| 31 | HRA | Reduction in caretaking/cleaning service charges | 91 | (91) | | | | | | |
| Total COVID-19 Pressures | | | 91 | (91) | | | | | | |
| 2020/21 paused bids | | | | | | | | | | |
| 32 | | | | | | | | | | |
| Total 20/21 paused bids | | | | | | | | | | |

HRA

| Proposal | 2021-22 | | | | 2022-23 | | | | 2023-24 | | | | 2024-25 | | | |
|------------------------------------|---|--------------|----------------|--------------|--------------|-------|-------|-------|---------|-------------|-------------|---------------|---------|-------------|-------|--|
| | H/M/L | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | |
| New Officer Proposals | | | | | | | | | | | | | | | | |
| 33 | | | | | | | | | | | | | | | | |
| Total New Officer Proposals | | | | | | | | | | | | | | | | |
| Total HRA | | 6,793 | (2,068) | 2,044 | 2,344 | | | | | 6.75 | 0.75 | (3.00) | | 4.50 | | |
| Footnote: | | | | | | | | | | | | | | | | |
| HRA | Rent to be set according to the Rent Standard at CPI + 1% from 1st April 2020 and for 5 years thereafter. | (1,367) | (1,968) | (2,587) | (4,058) | | | | | | | | | | | |
| HRA | Service Charges | (46) | (122) | (35) | (48) | | | | | | | | | | | |
| HRA | Repairs Inflation at 2.5% for the next 4 years | 332 | 354 | 352 | 351 | | | | | | | | | | | |

- Amended Bids & Savings
- New Bids & Savings

Appendix 4

HRA Business Plan | Oxford City Council

Operating Account - Traditional View

| | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|-----------------|-----------------|-----------------|-----------------|
| | £'000 | £'000 | £'000 | £'000 |
| Dwelling Rent | (43,595) | (45,710) | (47,971) | (52,338) |
| Service Charges | (1,987) | (2,018) | (2,053) | (2,101) |
| Garage Income | (221) | (226) | (228) | (228) |
| Miscellaneous Income | (846) | (846) | (820) | (820) |
| Net Income | (46,649) | (48,800) | (51,072) | (55,487) |
| Management & Services (Stock Related) | 10,538 | 10,594 | 10,774 | 10,880 |
| Other Revenue Spend (Stock Related) | 1,779 | 1,824 | 1,827 | 1,827 |
| Misc Expenditure (Not Stock Related) | 954 | 988 | 889 | 910 |
| Bad Debt Provision | 770 | 791 | 812 | 853 |
| Responsive & Cyclical Repairs | 14,175 | 14,067 | 14,032 | 14,375 |
| Interest Paid | 9,026 | 10,701 | 12,764 | 14,286 |
| Depreciation | 9,079 | 9,370 | 9,662 | 9,662 |
| Total expenditure | 46,321 | 48,333 | 50,761 | 52,793 |
| Net Operating Expenditure/(Income) | (328) | (467) | (311) | (2,694) |
| Investment Income | (62) | (55) | (57) | (66) |
| Revenue Contribution to Capital | 0 | 0 | 0 | 0 |
| Total Appropriations | (62) | (55) | (57) | (66) |
| Total HRA (Surplus)/Deficit for the year | (389) | (522) | (369) | (2,760) |
| Balance b/f | (5,576) | (5,965) | (6,487) | (6,855) |
| Balance c/f | (5,965) | (6,487) | (6,855) | (9,615) |

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Appendix 5

HRA

Average weekly rent by Ward

| Estate | 2021.22 | 2021.22 |
|-----------------------------------|---------------|---------------|
| | Formula Rent | Actual Rent |
| Jericho And Osney Ward | 122.89 | 111.21 |
| Churchill Ward | 109.83 | 106.04 |
| Hinksey Park Ward | 122.08 | 107.39 |
| Iffley Fields | 108.63 | 105.52 |
| Barton And Sandhills Ward | 113.69 | 109.43 |
| Summertown Ward | 112.83 | 106.20 |
| Headington Hill And Northway Ward | 110.26 | 106.35 |
| Littlemore Ward | 107.52 | 105.96 |
| Blackbird Leys Ward | 109.01 | 105.44 |
| St Clements | 116.41 | 111.33 |
| Cowley | 100.11 | 97.87 |
| Rosehill And Iffley Ward | 114.89 | 110.27 |
| Quarry And Risinghurst Ward | 111.37 | 108.03 |
| Cowley Marsh Ward | 107.90 | 105.41 |
| Kidlington Ward | 110.73 | 109.22 |
| Northfield Brook | 108.22 | 104.49 |
| Carfax Ward | 130.92 | 115.80 |
| Wolvercote Ward | 106.02 | 101.53 |
| St Mary'S Ward | 115.36 | 110.04 |
| Lye Valley Ward | 109.21 | 105.55 |
| Headington Ward | 111.01 | 107.82 |
| Abingdon Abbey & Barton Ward | 131.51 | 121.10 |
| Marston Ward | 121.21 | 112.05 |
| North Ward | 124.44 | 116.31 |
| Holywell Ward | 106.55 | 104.10 |
| Abingdon Ward | 126.65 | 126.64 |
| DIDCOT | 99.60 | 99.47 |
| TOTAL | 111.90 | 107.03 |

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CAPITAL BUDGET 2021/22-2024/25

| | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|---|-------------------|------------------|------------------|------------------|
| | £ | £ | £ | £ |
| General Fund Capital Programme | | | | |
| New Bids / Anticipated Bids | | | | |
| Osney Bridge (Growth Deal) | 1,100,000 | 3,500,000 | 1,340,000 | |
| Regeneration property purchases | 20,000,000 | | | |
| 1-3 George Street | 1,635,200 | 20,000 | | |
| Cave Street (Standingford House) | 1,407,500 | 2,755,000 | 1,277,500 | |
| Controlled Parking Zones | 250,000 | 250,000 | | |
| Coach Parking Feasibility | 20,000 | | | |
| Decarbonisation Fund - OCC element | 7,538,547 | | | |
| Decarbonisation Fund - Low Carbon Hub Loan Element | 3,385,000 | | | |
| Bullington Community Centre - Additional Bid | 190,000 | | | |
| East Oxford Community Centre - Additional Bid | 765,984 | 1,000,000 | | |
| Meanwhile in Oxfordshire | 1,875,000 | | | |
| OxWED Loan | 1,000,000 | | | |
| New Bids | 39,167,231 | 7,525,000 | 2,617,500 | - |
| C3039 - ICT Infrastructure | | | | |
| C3044 - Software Licences | 245,000 | 245,000 | 245,000 | 245,000 |
| C3060 - ICT End Point Devices | 60,000 | 150,000 | 150,000 | 150,000 |
| C3066 - Telephony Device refresh | - | 60,000 | 60,000 | 60,000 |
| Paris Payment System, Replacement / PCI DSS | 17,924 | | | |
| Windows 2008 Server Replacement | 121,128 | | | |
| Revenues System Replacement | 245,000 | | | |
| Business Improvement | 689,052 | 455,000 | 455,000 | 455,000 |
| A4820 - Upgrade Tennis Courts | 35,000 | | | |
| A4847 - Rose Hill Community Centre - Parking Management | 10,000 | | | |
| A4848 - Barton Fit Trail | 7,085 | | | |
| B0075 - Stage 2 Museum of Oxford Development | 35,000 | | | |
| B0083 - East Oxford Community Centre | 3,446,455 | | | |
| B0084 - Jericho Community Centre | 200,000 | | | |
| B0096 - Bullington Community Centre | 1,291,151 | | | |
| Community Services | 5,024,691 | - | - | - |
| City Wide Cycling Infrastructure Contribution | 60,000 | 60,000 | 60,000 | 60,000 |
| Car Parking Oxpens | 43,000 | | | |
| B0086 - Extension to Seacourt Park & Ride | | | | |
| B0100 - Gloucester Green Car Park (H&S) | 74,979 | | | |
| B0101 - Capital works at Covered Market | 1,012,790 | | | |
| B0102 - Replace or refurbish Lifts | 43,294 | | | |
| B0106 - Covered Market Roofing | 240,000 | 325,000 | 325,000 | 325,000 |
| Town Hall Dry Risers | 37,282 | | | |
| Osney Mead Infrastructure | 900,000 | 4,590,000 | 540,000 | |
| Commercial Property | | | | |
| City Cycle Schemes (Growth Deal) | 450,000 | | | |
| City Centre Restart | | | | |
| Feasibility Projects | | | | |
| R & D Feasibility Fund | 439,397 | 400,000 | 400,000 | 400,000 |
| Feasibilities funded from CIL | 270,000 | | | |
| Regeneration & Economy | 3,570,742 | 5,375,000 | 1,325,000 | 785,000 |
| A4845 - CCTV Suite Upgrade | 68,688 | | | |
| E3511 - Renovation Grants | 24,948 | 15,000 | 15,000 | 15,000 |
| E3521 - Disabled Facilities Grants | 1,282,378 | 1,200,000 | 1,200,000 | 1,200,000 |
| Bodycams for Community Safety team | 60,450 | | | |
| Regulatory & Community Safety | 1,436,464 | 1,215,000 | 1,215,000 | 1,215,000 |
| E3557 - Oxford and Abingdon Flood Alleviation Scheme | | 250,000 | | |
| E3558 - Go Ultra Low Oxford on street | 4,545 | | | |
| Ox Pops (Electric Vehicle Charging) | 35,806 | | | |

| | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--|--------------------|-------------------|-------------------|-------------------|
| | £ | £ | £ | £ |
| Environmental Sustainability | 40,351 | 250,000 | - | - |
| F7007 - Woodfarm / Headington Community Centre - Improvement | 8,000 | | | |
| F7011 - Headington Environmental Improvements | 29,629 | | | |
| F7024 - St Clements Environmental Improvements | 20,000 | | | |
| Planning Services | 57,629 | - | - | - |
| B0108 - Floyds Row Refurbishment | 41,400 | | | |
| Housing System Replacement | | | | |
| Loan to Housing Company re Barton Park | 5,736,037 | 7,600,000 | 8,250,000 | 8,300,000 |
| M5026 - Housing Company Loan | 32,200,000 | 30,200,000 | 45,500,000 | 15,000,000 |
| Barton Park - Purchase by Council | 5,736,037 | 7,600,000 | 8,250,000 | 8,300,000 |
| Blackbird Leys Regeneration (GF Element) | 226,395 | 14,011,669 | 1,235,172 | 1,835,841 |
| Affordable Housing Supply | 3,000,000 | | | |
| Oxford Growth Deal Registered Provider Funding | 6,900,000 | | | |
| Housing Services | 53,839,869 | 59,411,669 | 63,235,172 | 33,435,841 |
| R0005 - MT Vehicles/Plant Replacement Prog. | 2,929,845 | 2,950,212 | 2,665,952 | 2,134,220 |
| Electric Vehicles | 424,000 | 575,350 | | |
| T2273 - Car Parks Resurfacing | 468,231 | 300,000 | 300,000 | 300,000 |
| T2299 - Controlled Parking Zones | 150,000 | | | |
| Depot Rationalisation | 700,000 | 6,000,000 | 5,179,718 | |
| Transformation Funding | 400,000 | | | |
| Additional Technology Requirements | 1,464,000 | | | |
| Oxford Direct Services | 6,536,076 | 9,825,562 | 8,145,670 | 2,434,220 |
| Total General Fund Schemes | 110,362,105 | 84,057,231 | 76,993,342 | 38,325,061 |
| <u>Housing Revenue Account Capital Programme</u> | | | | |
| <u>Special Projects</u> | | | | |
| Tower Blocks | 200,200 | - | - | - |
| <u>Planned Major Repairs</u> | | | | |
| Adaptations for disabled | 704,000 | 756,000 | 810,000 | 810,000 |
| <u>Improvements</u> | | | | |
| Structural | 846,600 | 666,000 | 232,000 | 232,000 |
| Controlled entry | 312,500 | 83,000 | 87,000 | 87,000 |
| Damp-proof works (K&B) | 119,000 | 122,000 | 137,000 | 137,000 |
| Doors and Windows | 579,200 | 500,000 | 500,000 | 500,000 |
| Extensions & Major Adaptions | 265,000 | 278,000 | 290,000 | 290,000 |
| Communal Areas | 198,000 | 213,000 | 229,000 | 229,000 |
| Lift replacements | 306,500 | - | - | - |
| Stock condition survey | 169,200 | - | - | - |
| NEW Renewal Fire Alarm Panels | 102,000 | | | |
| <u>Regulatory</u> | | | | |
| Kitchens & Bathrooms | - | 2,695,000 | 2,905,000 | 2,905,000 |
| Kitchens | 1,228,080 | - | - | - |
| Bathrooms | 907,266 | - | - | - |
| Heating | - | 2,265,000 | 2,306,000 | 2,306,000 |
| Boilers Only | 1,512,780 | - | - | - |
| Heating Systems | 272,100 | - | - | - |
| Roofing | 1,040,000 | 700,000 | 700,000 | 700,000 |
| Electrics | 625,000 | 625,000 | 653,000 | 653,000 |
| Fire doors | 530,000 | 580,000 | 580,000 | 580,000 |
| <u>Estate Improvement</u> | | | | |
| Great Estates: Estate Enhancements and Regeneration | 1,300,000 | 1,109,000 | 1,163,000 | 1,163,000 |
| Barton Regeneration | 600,000 | - | - | - |
| BBL Regeneration | 209,000 | 152,000 | 3,259,000 | 296,000 |
| <u>Future Programme</u> | | | | |

| | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|---|--------------------|--------------------|--------------------|--------------------|
| | £ | £ | £ | £ |
| Properties purchased from OCHL | 33,768,207 | 46,131,500 | 45,064,900 | 69,977,000 |
| <u>Affordable Housing Development</u> | | | | |
| Northfield Hostel | 7,900,000 | 5,600,000 | | |
| Lanham Way | 3,050,000 | 2,460,000 | 459,000 | |
| Tucker/Thomson/Juniper | 2,607,000 | | | |
| Unallocated Development Site 1 | 5,026,000 | | | |
| Unallocated Development Site 2 | 4,000,000 | | | |
| Additional units | 3,103,606 | - | - | - |
| East Oxford Development | 3,533,000 | 7,067,000 | - | - |
| Social rented housing acquisitions | 3,097,294 | - | - | - |
| Next Steps Accommodation Programme | 2,392,000 | | | |
| <u>Empty Properties</u> | | | | |
| Major Voids | 472,000 | 515,000 | 560,000 | 560,000 |
| <u>Energy Efficiency Initiatives</u> | | | | |
| Energy Efficiency Initiatives | 1,252,200 | 1,985,000 | 2,000,000 | 2,000,000 |
| Climate Change | | | | 4,000,000 |
| Total Housing Revenue Account Schemes | 82,227,733 | 74,502,500 | 61,934,900 | 87,425,000 |
| Total Capital Programme (GF & HRA) | 192,589,838 | 158,559,731 | 138,928,242 | 125,750,061 |
| FINANCING | | | | |
| Financing - General Fund | | | | |
| Grants - bus technology | | | | |
| Government Grants zero omissions vehciles | 424,000 | 302,000 | | |
| Capital Receipts | 1,191,778 | 4,608,016 | 1,030,556 | 565,991 |
| Capital receipts re Barton | 4,028,733 | 7,600,000 | 8,250,000 | 8,300,000 |
| Retained right to buy receipts | | | | |
| Great estates programme | | | | |
| Direct Revenue Funding | 318,987 | 239,861 | 200,000 | 200,000 |
| Capital Financing Reserve | | | | |
| Vehicles Repairs and Renewals Fund | 2,089,646 | 1,158,877 | 515,556 | 244,269 |
| ICT Renewals fund - revenue funding | 689,052 | 455,000 | 455,000 | |
| Developer Contributions -S106 | 200,000 | 4,309,247 | 1,235,172 | 2,055,581 |
| Affordable housing section 106 receipts | 3,000,000 | | | |
| Community Infrastructure Levy | 5,577,151 | 1,756,422 | 60,000 | |
| Funding from EA and LEP | 1,875,000 | | | |
| Government Funding (DFG) | 1,282,378 | 1,200,000 | 1,200,000 | 1,200,000 |
| Government Grants | 100,000 | 302,000 | | |
| Decarbonisation Fund SALIX funding | 10,923,547 | | | |
| Growth Deal Funding | 8,450,000 | 3,500,000 | 1,340,000 | |
| Housing Infrastructure Funds (HIF) | 900,000 | 10,840,000 | 540,000 | |
| OxLEP Grant | 1,930,000 | | | |
| Prudential Borrowing | 65,510,378 | 49,830,212 | 63,198,170 | 25,759,220 |
| Prudential Borrowing on mixed funded schemes | 1,871,455 | 273,350 | | |
| Total Financing - General Fund | 110,362,105 | 84,057,231 | 76,993,342 | 38,325,061 |
| General Fund Over / (Under) Financing | 0 | 0 | 0 | (0) |
| Financing - HRA | | | | |
| Homes England Grant | 4,230,000 | 3,870,000 | 11,790,000 | 13,420,000 |
| MRR | 9,136,000 | 9,370,000 | | 2,613,000 |
| RRTB Receipts | 2,706,000 | 594,000 | | 1,720,000 |
| Other RTB Receipts | 52,000 | 52,000 | 26,000 | 26,000 |
| Other Capital receipts | | 2,338,000 | 1,158,000 | 7,680,000 |
| Reserves | 14,016,000 | | | |
| Revenue | | | | |
| Borrowing | 52,087,733 | 58,278,500 | 48,960,900 | 61,966,000 |
| Total Financing - HRA | 82,227,733 | 74,502,500 | 61,934,900 | 87,425,000 |
| HRA Over / (Under) Financing | (0) | 0 | 0 | 0 |

| | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|------------------------|--------------------|--------------------|--------------------|--------------------|
| | £ | £ | £ | £ |
| TOTAL FINANCING | 192,589,838 | 158,559,731 | 138,928,242 | 125,750,061 |

Fees & Charges

2021/22

Regeneration & Economy Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|---|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Estate Management Fees and Charges | | | | |
| Consents | | | | |
| To Assignments and Subletting | 800.00 | 800.00 | 0.00 | 0.00 |
| Alteration of Lease terms or consent for alterations | 800.00 | 800.00 | 0.00 | 0.00 |
| If both an alteration and alienation | 1,300.00 | 1,300.00 | 0.00 | 0.00 |
| Administration fee for consent (in relation to restrictive covenants) | 275.00 | 275.00 | 0.00 | 0.00 |
| Administration fee for preparation of access licences and similar agreements (Minimum charge) | 300.00 | 300.00 | 0.00 | 0.00 |
| For work based on a time charge: Hourly Rate £100 / hour | | | | |

Housing Services Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|---|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Rent | | | | |
| <u>Exempt from VAT</u> | | | | |
| Weekly Charges | | | | |
| Temporary Accommodation [Heat,Light,Cook] - 1 bed | 16.50 | 17.85 | 1.35 | 8.18 |
| Temporary Accommodation [Heat,Light,Cook] - 2 bed | 17.50 | 19.20 | 1.70 | 9.71 |
| Temporary Accommodation [Heat,Light,Cook] - 3 bed | 18.00 | 19.50 | 1.50 | 8.33 |
| Temporary Accommodation [Heat,Light,Cook] - 4 bed | 22.00 | 26.00 | 4.00 | 18.18 |
| Temporary Accommodation Rent - 1 bed | 144.34 | 144.34 | 0.00 | 0.00 |
| Temporary Accommodation Rent - 2 bed | 176.54 | 176.54 | 0.00 | 0.00 |
| Bicester 2 Beds | 135.00 | 135.00 | 0.00 | 0.00 |
| Temporary Accommodation Rent - 3 bed | 206.66 | 206.66 | 0.00 | 0.00 |
| Bicester 3 Beds | 165.11 | 165.11 | 0.00 | 0.00 |
| Temporary Accommodation Rent - 4 bed | 275.19 | 275.19 | 0.00 | 0.00 |
| Temporary Accommodation [Water & Sewerage] - 1 bed | 5.30 | 5.30 | 0.00 | 0.00 |
| Temporary Accommodation [Water & Sewerage] - 2 bed | 6.00 | 6.00 | 0.00 | 0.00 |
| Temporary Accommodation [Water & Sewerage] - 3 bed | 8.50 | 8.50 | 0.00 | 0.00 |
| Temporary Accommodation [Water & Sewerage] - 4 bed | 11.00 | 11.00 | 0.00 | 0.00 |
| Nightly Charge Rent - Any unit size with no kitchen | 160.38 | 160.38 | 0.00 | 0.00 |
| <u>Garages</u> | | | | |
| <u>Exempt from VAT (before discounts)</u> | | | | |
| Council tenant | 16.27 | 16.27 | 0.00 | 0.00 |
| Council tenant Premium | 18.47 | 18.47 | 0.00 | 0.00 |
| Blue badge council | 16.27 | 16.27 | 0.00 | 0.00 |
| Blue badge council Premium | 18.47 | 18.47 | 0.00 | 0.00 |
| Mobility council | 16.27 | 16.27 | 0.00 | 0.00 |
| Mobility council Premium | 18.47 | 18.47 | 0.00 | 0.00 |
| <u>VATable (before discounts)</u> | | | | |
| Private tenant | 16.27 | 16.27 | 0.00 | 0.00 |
| Private tenant Premium | 18.47 | 18.47 | 0.00 | 0.00 |
| Blue badge private | 16.27 | 16.27 | 0.00 | 0.00 |
| Blue badge private Premium | 18.47 | 18.47 | 0.00 | 0.00 |
| Mobility private | 16.27 | 16.27 | 0.00 | 0.00 |
| Mobility private Premium | 18.47 | 18.47 | 0.00 | 0.00 |
| <u>Exempt from VAT (before discounts)</u> | | | | |
| Parking spaces | 15.74 | 15.74 | 0.00 | 0.00 |
| Parking spaces (Blue Badge) | 15.74 | 15.74 | 0.00 | 0.00 |
| <u>VATable (before discounts)</u> | | | | |
| Parking spaces Private | 15.74 | 15.74 | 0.00 | 0.00 |

Regulatory & Community Safety Fees and Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|--|------------------------------|------------------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Building Control | | | | |
| Schedule 1 | | | | |
| Charges for the creation of or conversion to new dwellings - inclusive of VAT | | | | |
| Number of Dwellings | | | | |
| 1 | 900.00 | 900.00 | 0.00 | 0.00 |
| 2 | 1,195.00 | 1,195.00 | 0.00 | 0.00 |
| 3 | Please contact for quotation | Please contact for quotation | | |
| Regularisation applications made in respect of unauthorised Schedule 1 work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT. | | | | |
| Schedule 2 | | | | |
| Extension including controllable conservatories, not including basements (for more than one extension, use the total sum of internal floor area) - inclusive of VAT | | | | |
| Extension up to 10m2 | 530.00 | 530.00 | 0.00 | 0.00 |
| 10m2 – 40m2 | 680.00 | 680.00 | 0.00 | 0.00 |
| 40m2 – 60m2 | 825.00 | 825.00 | 0.00 | 0.00 |
| 60m2 – 100m2 | 900.00 | 900.00 | 0.00 | 0.00 |
| Over 100m2 | Please contact for quotation | Please contact for quotation | | |
| Basement or part basement | Please contact for quotation | Please contact for quotation | | |
| Small domestic garages and carports and stores (Detached garages less than 30m2 may be exempt) - inclusive of VAT | | | | |
| Up to 40m2 | 320.00 | 320.00 | 0.00 | 0.00 |
| 40m2 – 60m2 | 425.00 | 425.00 | 0.00 | 0.00 |
| Over 100m2 | Please contact for quotation | Please contact for quotation | | |
| Erection or non-habitable extension of detached building not used solely as a garage/carport/store - inclusive of VAT | | | | |
| 30m2 – 60m2 | 825.00 | 825.00 | 0.00 | 0.00 |
| 60m2 – 100m2 | 900.00 | 900.00 | 0.00 | 0.00 |
| Over 100m2 | Please contact for quotation | Please contact for quotation | | |
| Loft conversion - inclusive of VAT | | | | |
| Up to 100m2 | 620.00 | 620.00 | 0.00 | 0.00 |
| Over 100m2 | Please contact for quotation | Please contact for quotation | | |
| Conversion of garage to habitable space - inclusive of VAT | | | | |
| Up to 10m2 | 530.00 | 530.00 | 0.00 | 0.00 |
| Up to 40m2 | 680.00 | 680.00 | 0.00 | 0.00 |
| 40m2 – 60m2 | 825.00 | 825.00 | 0.00 | 0.00 |
| Over 60m2 | Please contact for quotation | Please contact for quotation | | |
| Controllable work (Not Competent Person Schemes) - inclusive of VAT | | | | |
| Rewire/partial rewire of a single dwelling | Please contact for quotation | Please contact for quotation | | |
| Any other controllable electrical work | Please contact for quotation | Please contact for quotation | | |
| Multiple work (eg extension & basement/loft conversion/works) - inclusive of VAT | | | | |
| up to £100,000 | 1,085.00 | 1,085.00 | 0.00 | 0.00 |
| Underpinning | Please contact for quotation | Please contact for quotation | | |
| Energy efficiency improvements (Not Competent Person Scheme) - inclusive of VAT | | | | |
| New and replacement windows and doors (Up to 7 windows and 2 doors to be installed at the same time). | 210.00 | 210.00 | 0.00 | 0.00 |
| Removal/renovation of a thermal element | 260.00 | 260.00 | 0.00 | 0.00 |
| Installation of a woodburner | 395.00 | 395.00 | 0.00 | 0.00 |
| Installation of solar panel/s | 265.00 | 265.00 | 0.00 | 0.00 |
| Regularisation applications made in respect of unauthorised Schedule 2 work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT. | | | | |
| Schedule 3 | | | | |
| Works not listed in schedules 1 or 2 e.g. Structural alterations, refurbishments, internal alterations - inclusive of VAT | | | | |
| Estimated cost of works | | | | |
| £0 - £5000 | 320.00 | 320.00 | 0.00 | 0.00 |
| £5001 - £10,000 | 395.00 | 395.00 | 0.00 | 0.00 |
| £10,001 - £20,000 | 575.00 | 575.00 | 0.00 | 0.00 |
| £20,001 - £50,000 | 755.00 | 755.00 | 0.00 | 0.00 |
| £50,001 - £75,000 | 1080.00 | 1080.00 | 0.00 | 0.00 |
| £75,001 - £100,000 | 1435.00 | 1435.00 | 0.00 | 0.00 |

Regulatory & Community Safety Fees and Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|--|--|--|------------------------------|------------------------------|
| >£100,000 | Please contact for quotation | Please contact for quotation | | |
| Regularisation applications made in respect of unauthorised Schedule 3 work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT. | | | | |
| Schedule 4 | | | | |
| All general costs such as chargeable advice, requests for viewing documentation, dealing with previously deposited applications etc will be based on the hourly rate | 65.00 | 65.00 | 0.00 | 0.00 |
| Inspection and Provision of a Fire Risk Assessment Report | 320.00 | 320.00 | 0.00 | 0.00 |
| Miscellaneous Fees - VAT needs to be added | | | | |
| Copy of Approval Notice | 32.00 | 32.00 | 0.00 | 0.00 |
| Copy of Completion Certificate | 32.00 | 32.00 | 0.00 | 0.00 |
| Hourly charge for responding to enquiries regarding house sales | 65.00 | 65.00 | 0.00 | 0.00 |
| Food Hygiene Training | | | | |
| Exempt from VAT | | | | |
| Programmed Certificated Courses (charges are per person) | | | | |
| Level 2 Award in Food Safety in Catering | 75.00 | 75.00 | 0.00 | 0.00 |
| Level 3 Award in Supervising Food Safety in Catering | 280.00 | 280.00 | 0.00 | 0.00 |
| Exam resit charge- Level 2 award in Food Safety in Catering | POA | POA | | |
| Exam resit charge- Level 3 award in Supervising Food Safety in Catering | POA | POA | | |
| Group Certificated Courses (for businesses requesting own on-site training) | | | | |
| Level 2 Awards in Food Safety or Health & Safety - charge per candidate (minimum 10 delegates) | POA | POA | | |
| Level 3 Award in Supervising Food Safety (3 day course, plus ½ day revision) - charge per candidate (minimum 10 delegates) | POA | POA | | |
| Other non certificated part day and day courses | | | | |
| Other non specified training courses (minimum 10 delegates) | POA | POA | | |
| Other Bespoke courses across Planning & Regulatory Services | | | | |
| Charges for bespoke training courses will be calculated to take into account market rates | POA | POA | | |
| Sustainable Food Advice | | | | |
| Charging for business advice (e.g noise, pre planning application advice, odour etc) - per hour | 65.00 | 65.00 | 0.00 | 0.00 |
| Food Business set up and advice consultation- per hour | 65.00 | 65.00 | 0.00 | 0.00 |
| Food hygiene rating rescore visit | 185.00 | 185.00 | 0.00 | 0.00 |
| Primary Authority Hourly Fee | POA | POA | | |
| Miscellaneous | | | | |
| Accommodation assessments for UK entry clearance - charge per report | 380.00 | 380.00 | 0.00 | 0.00 |
| Request for confirmation of registration in support of work permit application | 56.00 | 56.00 | 0.00 | 0.00 |
| Food Condemnation Certificate (e.g. insurance claim for freezer breakdown, damaged food)- minimum 1 hour | 95.00 | 95.00 | 0.00 | 0.00 |
| Works in default across Planning and Regulatory Services | Value of time spent based on hourly rates + costs incurred | Value of time spent based on hourly rates + costs incurred | | |
| Provision of factual statements etc across Planning and Regulatory Services | Value of time spent based on hourly rates + costs incurred | Value of time spent based on hourly rates + costs incurred | | |
| Copy of Legal Notice | 25.50 | 26.00 | 0.50 | 1.96 |
| Copy of Premises/Person Entry in Licensing Register | 24.00 | 24.50 | 0.50 | 2.08 |
| Confirmation of Food Business Registration | 28.50 | 29.00 | 0.50 | 1.75 |
| Plans under copyright | 9.30 | 9.50 | 0.20 | 2.15 |
| Plans: A0, A1 & A2 size | 5.20 | 5.30 | 0.10 | 1.92 |
| Plans: A3 & A4 size | 1.05 | 1.10 | 0.05 | 4.76 |
| Photocopying per A4 sheet | 0.52 | 0.55 | 0.03 | 5.77 |
| Invoice request | 25.50 | 26.00 | 0.50 | 1.96 |
| Recovery Fee - Dishonoured Cheque | 33.50 | 34.00 | 0.50 | 1.49 |

Regulatory & Community Safety Fees and Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|---|--|--|------------------------------|------------------------------|
| Home Improvement Agency | | | | |
| HIA fee rate for professional services as an agent for a client in receipt of a disabled facilities grant or other building work | 15% of the value of works plus ancillary costs | 15% of the value of works plus ancillary costs | 0.00 | 0.00 |
| Acting as an agent for a client who is privately funding building works: | Fee of 15% of the builders quotation plus ancillary costs | Fee of 15% of the builders quotation plus ancillary costs | 0.00 | 0.00 |
| HIA fee rate for administrative services in support of a private sector housing grant application or privately funding building works | £255 plus VAT per application | £260 plus VAT per application | 5.00 | 1.96 |
| HIA fee rate for the management of HRA funded adaptations schemes | 15% flat fee per scheme | 15% flat fee per scheme | 0.00 | 0.00 |
| Small Repairs Service | £20 per hour, including VAT, plus the cost of materials used | £20 per hour, including VAT, plus the cost of materials used | 0.00 | 0.00 |
| Any works carried out by the Handyperson that is not part of the Small Repairs Service | 44.00 | 45.00 | 1.00 | 2.27 |
| Supply and Fit Alert Keysafe (Within 1 working day) | 64.00 | 65.00 | 1.00 | 1.56 |
| Street Trading Consents - subject to approval by General Purposes Licensing Committee | | | | |
| City Centre & Late Night Traders | | | | |
| Application Fee | 345.00 | 345.00 | 0.00 | 0.00 |
| Annual consent (Pro Rata for period of Consent) | 8,180.00 | 8,180.00 | 0.00 | 0.00 |
| Weekly Consent (Weekly Rota) | 183.00 | 183.00 | 0.00 | 0.00 |
| All other traders | | | | |
| Application Fee | 345.00 | 345.00 | 0.00 | 0.00 |
| Annual consent (Pro Rata for period of Consent) | 2,780.00 | 2,780.00 | 0.00 | 0.00 |
| Peripatetic traders (mobile traders- e.g. icecream vans, sandwich vans) | | | | |
| Application fee | 115.00 | 115.00 | 0.00 | 0.00 |
| Annual consent (Pro Rata for period of Consent) | 1,445.00 | 1,445.00 | 0.00 | 0.00 |
| General Charges | | | | |
| Replacement Consent | 34.50 | 34.50 | 0.00 | 0.00 |
| Identification badge (per badge) | 34.50 | 34.50 | 0.00 | 0.00 |
| Events | | | | |
| Street Trading at event for commercial benefit (up to 5 days) - per stall | 29.50 | 29.50 | 0.00 | 0.00 |
| Street Trading at event for commercial benefit (6-14 days) - per stall | 47.50 | 47.50 | 0.00 | 0.00 |
| Street Trading at event for community / charity benefit | No Fee | No Fee | | |
| Street Café Licences - subject to approval by General Purposes Licensing Committee | | | | |
| Annual Fee | 815.00 | 100.00 | (715.00) | (87.73) |
| Miscellaneous Licensing - subject to approval by General Purposes Licensing Committee | | | | |
| Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - person) | 126.00 | 126.00 | 0.00 | 0.00 |
| Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - premises) | 253.00 | 253.00 | 0.00 | 0.00 |
| Boarding for cats and/or dogs | 306 + vet fee | 306 + vet fee | | |
| Hiring out horses | 306 + vet fee | 306 + vet fee | | |
| Breeding dogs | 306 + vet fee | 306 + vet fee | | |
| Selling animals as pets | 306 + vet fee | 306 + vet fee | | |
| Keeping or training animals for exhibition | 285 + vet fee | 285 + vet fee | | |
| Request for variation | 132.00 | 132.00 | | |
| Request for re-inspection | 132 + vet fee | 132 + vet fee | | |
| Dangerous Wild Animals | 455 + vet fee | 455 + vet fee | | |
| Zoo | 455 + vet fee | 455 + vet fee | | |

Regulatory & Community Safety Fees and Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|---|---|---|------------------------------|------------------------------|
| HMO Licensing | | | | |
| Applications | | | | |
| A1 Higher Rate New Application - New application for a one-year licence where the HMO has been operating unlicensed for more than 12 weeks | Stage 1 £1133 Stage 2 £865 Total £1998 | Stage 1 £930 Stage 2 £1,270 Total: £2,200 | 202.00 | 10.11 |
| A2 New application for an HMO licence where the previous licence expired and a new application was not made within 6 weeks of the expiry date | Used to be charged B fee | Stage 1 £440 Stage 2 £310 Total £750 | 209 * compared to B | 38.63 |
| B Standard New Application - New application for a one-year* licence where: i) The HMO was acquired and/or began operating as an HMO within the previous 12 weeks; or ii) The licence expired before a valid renewal application was completed; or iii) Change of existing licence holder. | Stage 1 £314 Stage 2 £227 Total £541 | Stage 1 £315 Stage 2 £310 Total £625 | 84.00 | 15.53 |
| *May be eligible for longer licence in cases of i) or iii) if Licence Holder holds other HMO licences with us and all relevant criteria are met at time of application | | | | |
| C Standard Renewal - Annual renewal where there are no management concerns or outstanding conditions and the licence holder is not a Oxford City Council Accredited Landlord | Stage 1 £196 Stage 2 £62 Total £258 | Stage 1 £123 Stage 2 £220 Total £333 | 75.00 | 29.07 |
| D Higher Rate Renewal - Annual renewal where there are management concerns, non-compliance issues or other reasons that re-inspection or audit is required | Stage 1 £268 Stage 2 £222 Total £490 | Stage 1 £180 Stage 2 £370 Total £530 | 40.00 | 8.16 |
| E Two-year Renewal -Licence renewal for 2 years where all two-year licence criteria are met | Stage 1 £196 Stage 2 £88 Total £284 | Stage 1 £123 Stage 2 £280 Total £403 | 119.00 | 41.90 |
| F Five year licence - Oxford City Council Accredited Landlords only - licence for five or more tenants(falls under the mandatory licence natioanl legal requirement) - must meet all eligibility criteria (NB - if additional licensing is renewed then this fee will apply to eligible accredited landlords regardless of number of occupants) | Stage 1 £196 Stage 2 £211 Total £407 | Stage 1 £123 Stage 2 £319 Total £442 | 35.00 | 8.60 |
| Inspection to advise on requirements before property is licensed. | 167.00 | 195.00 | 28.00 | 16.77 |
| Request for short register with licence holder name and address and manager name and address | N/A | 81.00 | New charge | |
| Request for full register | N/A | 291.00 | New charge | |
| Housing Act charges | | | | |
| Charging for the service of Improvement Notices, Prohibition Orders or Hazard Awareness Notices under the Housing Act 2004. | Value of time spent based on hourly rates + costs incurred | Value of time spent based on hourly rates + costs incurred | | |
| Charging for taking Emergency Remedial Action or serving an Emergency Prohibition Order under the Housing Act 2004. | Value of time spent based on hourly rates + costs incurred | Value of time spent based on hourly rates + costs incurred | | |
| Charging for review of Suspended Improvement Notices or Suspended Prohibition Orders served under the Housing Act 2004. | Value of time spent based on hourly rates + costs incurred | Value of time spent based on hourly rates + costs incurred | | |
| Other charges incurred in the determining of whether to serve a notice/make an order | Value of time spent based on hourly rates + costs incurred | Value of time spent based on hourly rates + costs incurred | | |
| Rent repayment order service for tenants | Fee of 10% of the rent repaid to the tenant | Fee of 10% of the rent repaid to the tenant | | |
| Integrated Pollution Prevention & Control Permits | | | | |
| LAPPC Charges - Industrial processes covered by Environmental Permitting Regulations | The fee for each application and renewal will be calculated in accordance with DEFRA guidance | The fee for each application and renewal will be calculated in accordance with DEFRA guidance | | |
| Mobile Homes Act 2013 | | | | |
| New application | 365.00 | 365.00 | 0.00 | 0.00 |
| Licence alterations application | 335.00 | 335.00 | 0.00 | 0.00 |
| Depositing of site rules fee | 123.00 | 123.00 | 0.00 | 0.00 |
| Transfer of licence application | 365.00 | 365.00 | 0.00 | 0.00 |
| Copy of licence | 28.50 | 28.50 | 0.00 | 0.00 |
| Exisiting operator annual licence | | | | |
| Large (51+) | | | | |
| Site inspections every 12 months (Cat A risk rating) | 427.00 | 427.00 | 0.00 | 0.00 |
| Site inspections every 18 months (Cat B risk rating) | 285.00 | 285.00 | 0.00 | 0.00 |
| Site inspections every 24 months (Cat C risk rating) | 214.00 | 214.00 | 0.00 | 0.00 |
| Site inspections every 36 months (Cat D risk rating) | 142.00 | 142.00 | 0.00 | 0.00 |
| Medium (11-50) | | | | |
| Site inspections every 12 months (Cat A risk rating) | 334.00 | 334.00 | 0.00 | 0.00 |
| Site inspections every 18 months (Cat B risk rating) | 223.00 | 223.00 | 0.00 | 0.00 |
| Site inspections every 24 months (Cat C risk rating) | 167.00 | 167.00 | 0.00 | 0.00 |
| Site inspections every 36 months (Cat D risk rating) | 112.00 | 112.00 | 0.00 | 0.00 |

Regulatory & Community Safety Fees and Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|---|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Small (10 or less) | | | | |
| Site inspections every 12 months (Cat A risk rating) | 243.00 | 243.00 | 0.00 | 0.00 |
| Site inspections every 18 months (Cat B risk rating) | 162.00 | 162.00 | 0.00 | 0.00 |
| Site inspections every 24 months (Cat C risk rating) | 122.00 | 122.00 | 0.00 | 0.00 |
| Site inspections every 36 months (Cat D risk rating) | 81.00 | 81.00 | 0.00 | 0.00 |
| Transferring/Replacing Licences & Certificates | | | | |
| Other replacement licence | 30.50 | 30.50 | 0.00 | 0.00 |

Regulatory & Community Safety Fees and Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|---|------------------------|------------------------|------------------------------|------------------------------|
| Taxi Licensing | | | | |
| Vehicles | | | | |
| Hackney Carriage | 400.00 | 400.00 | 0.00 | 0.00 |
| Hackney Carriage (Low Emission Vehicle) | 300.00 | 300.00 | 0.00 | 0.00 |
| Hackney Carriage (ULEV Early Adopter Discount) | 0.00 | 0.00 | | |
| Hackney Transfer of Ownership | 100.00 | 100.00 | 0.00 | 0.00 |
| Hackney Change of Vehicle | 100.00 | 100.00 | 0.00 | 0.00 |
| Hackney Plate Deposit | 50.00 | 50.00 | 0.00 | 0.00 |
| Hackney Temporary Vehicle | 75.00 | 75.00 | 0.00 | 0.00 |
| Private Hire | 262.00 | 262.00 | 0.00 | 0.00 |
| Private Hire (Low Emission Vehicle) | 162.00 | 162.00 | 0.00 | 0.00 |
| Private Hire (ULEV Early Adopter Discount) | 0.00 | 0.00 | | |
| Private Hire Transfer | 100.00 | 100.00 | 0.00 | 0.00 |
| Private Hire Change of Vehicle | 100.00 | 100.00 | 0.00 | 0.00 |
| Private Hire Temporary Vehicle | 75.00 | 75.00 | 0.00 | 0.00 |
| Drivers | | | | |
| Hackney Combined (1 yr licence) | 115.00 | 115.00 | 0.00 | 0.00 |
| Hackney Combined (3 yr licence) | 345.00 | 345.00 | 0.00 | 0.00 |
| Hackney Combined for Oxfordshire Licensed drivers with 1 full year on current licence (3 yr licence only) | 230.00 | 230.00 | 0.00 | 0.00 |
| Hackney Combined for Oxfordshire Licensed drivers with 2 full years on current licence (3 yr licence only) | 115.00 | 115.00 | 0.00 | 0.00 |
| Private Hire (1 yr licence) | 101.00 | 101.00 | 0.00 | 0.00 |
| Private Hire (3 yr licence) | 303.00 | 303.00 | 0.00 | 0.00 |
| Private Hire for Oxfordshire Licensed drivers with 1 full year on their current licence (3 yr OCC licence only) | 202.00 | 202.00 | 0.00 | 0.00 |
| Private Hire for Oxfordshire Licensed drivers with 2 full years on their current licence(3 yr OCC licence only) | 101.00 | 101.00 | 0.00 | 0.00 |
| Additional Charges | | | | |
| Mandatory Safeguarding and Disability Awareness Training - provided by Oxfordshire County Council | 50.00 | 50.00 | 0.00 | 0.00 |
| Local Knowledge & Safeguarding Test | 75.00 | 75.00 | 0.00 | 0.00 |
| Local Knowledge & Safeguarding Re-Test | 75.00 | 75.00 | 0.00 | 0.00 |
| DBS check - all driver only, at cost | 50.00 | 50.00 | 0.00 | 0.00 |
| DVLA check - for new applicants only, at cost | 7.00 | 7.00 | 0.00 | 0.00 |
| Licence badge/replacement badge | 10.00 | 10.00 | 0.00 | 0.00 |
| Internal PHV Licence Plate | 15.00 | 15.00 | 0.00 | 0.00 |
| Internal HC Licence Plate | 15.00 | 15.00 | 0.00 | 0.00 |
| Replacement external plate | 25.00 | 25.00 | 0.00 | 0.00 |
| Private Hire Vehicle Door Stickers (pair) | 35.00 | 35.00 | 0.00 | 0.00 |
| Exempt badge/replacement badge | 25.00 | 25.00 | 0.00 | 0.00 |
| Replacement approved fare chart | 2.00 | 2.00 | 0.00 | 0.00 |
| Replacement approved no smoking signs (includes VAT) | 1.00 | 1.00 | 0.00 | 0.00 |
| Duplicate paper licence (replacement) | 5.00 | 5.00 | 0.00 | 0.00 |
| Unpaid Cheque Charge | 30.00 | 30.00 | 0.00 | 0.00 |
| Amendments to Private Hire Operator Licence | 100.00 | 100.00 | 0.00 | 0.00 |
| Charge for Exemption Notice | 50.00 | 50.00 | 0.00 | 0.00 |
| Operator's Licence | | | | |
| Vehicle 3 & under (1 YEAR LICENCE) | 490.00 | 490.00 | 0.00 | 0.00 |
| Vehicle 4 & over (1 YEAR LICENCE) | 980.00 | 980.00 | 0.00 | 0.00 |
| Vehicle 3 & under (5 YEAR LICENCE) | 2,450.00 | 2,450.00 | 0.00 | 0.00 |
| Vehicle 4 & over (5 YEAR LICENCE) | 4,900.00 | 4,900.00 | 0.00 | 0.00 |
| Motor Salvage Operators | | | | |
| Scrap Metal Dealers (replaces Motor Salvage Operators) | | | | |
| New Site Licence | 1,220.00 | 1,220.00 | 0.00 | 0.00 |
| Renewal Site Licence | 1,220.00 | 1,220.00 | 0.00 | 0.00 |
| Variation Site Licence | 300.00 | 300.00 | 0.00 | 0.00 |
| New Mobile Collector Licence | 605.00 | 605.00 | 0.00 | 0.00 |
| Renewal Mobile Collector Licence | 605.00 | 605.00 | 0.00 | 0.00 |
| Variation Mobile Collector Licence | 300.00 | 300.00 | 0.00 | 0.00 |
| Sex Establishments | | | | |
| Sex establishment (Sex Shop or Sex Cinema)- New | 2,508.00 | 2,508.00 | 0.00 | 0.00 |
| Sex establishment (Sex Shop or Sex Cinema)- Renewal | 2,508.00 | 2,508.00 | 0.00 | 0.00 |
| Sex establishment (Sex Shop or Sex Cinema)- Variation/ transfer | 1,175.00 | 1,175.00 | 0.00 | 0.00 |
| Sexual entertainment venues new | 5,880.00 | 5,880.00 | 0.00 | 0.00 |
| Sexual entertainment venues renewal | 5,880.00 | 5,880.00 | 0.00 | 0.00 |
| Sexual entertainment variation/ transfer | 1,175.00 | 1,175.00 | 0.00 | 0.00 |
| * Reasonable charges to be determined by the Head of Financial Services and Head of Law and Governance | | | | |

Regulatory & Community Safety Fees and Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|---|------------------------|------------------------|------------------------------|------------------------------|
| Licensing Act 2003 | | | | |
| Application fee | | | | |
| Application and Variation Fees - Premises Licenses and Club Premises Certificates - Minimum | 100.00 | 100.00 | 0.00 | 0.00 |
| Application and Variation Fees - Premises Licenses and Club Premises Certificates - Maximum | 635.00 | 635.00 | 0.00 | 0.00 |
| Enhanced fee for some premises with rateable value above £87,001 - Minimum | 900.00 | 900.00 | 0.00 | 0.00 |
| Enhanced fee for some premises with rateable value above £87,001 - Maximum | 1,905.00 | 1,905.00 | 0.00 | 0.00 |
| Additional fee for capacity of more than 5,000 people - Minimum | 1,000.00 | 1,000.00 | 0.00 | 0.00 |
| Additional fee for capacity of more than 5,000 people - Maximum | 64,000.00 | 64,000.00 | 0.00 | 0.00 |
| Annual fee | | | | |
| Premises Licenses and Club Premises Certificates - Minimum | 70.00 | 70.00 | 0.00 | 0.00 |
| Premises Licenses and Club Premises Certificates - Maximum | 350.00 | 350.00 | 0.00 | 0.00 |
| Enhanced fee for some premises with rateable value above £87,001 - Minimum | 640.00 | 640.00 | 0.00 | 0.00 |
| Enhanced fee for some premises with rateable value above £87,001 - Maximum | 1,050.00 | 1,050.00 | 0.00 | 0.00 |
| Additional fee for capacity of more than 5,000 people - Minimum | 500.00 | 500.00 | 0.00 | 0.00 |
| Additional fee for capacity of more than 5,000 people - Maximum | 32,000.00 | 32,000.00 | 0.00 | 0.00 |
| Other Application Fees | | | | |
| Personal License | 37.00 | 37.00 | 0.00 | 0.00 |
| Transfer of Premises Licence | 23.00 | 23.00 | 0.00 | 0.00 |
| Change of address | 10.50 | 10.50 | 0.00 | 0.00 |
| Copy of licence | 10.50 | 10.50 | 0.00 | 0.00 |
| Temporary Event Notice | 21.00 | 21.00 | 0.00 | 0.00 |
| Provisional Statement | 315.00 | 315.00 | 0.00 | 0.00 |
| Gambling Act 2005 - Premises | | | | |
| Bingo Premises | | | | |
| Application (3500 max permitted) | 930.00 | 930.00 | 0.00 | 0.00 |
| Annual fee (1000 max permitted) | 610.00 | 610.00 | 0.00 | 0.00 |
| Variation application (1750 max permitted) | 1,330.00 | 1,330.00 | 0.00 | 0.00 |
| Transfer application (1200 max permitted) | 430.00 | 430.00 | 0.00 | 0.00 |
| Reinstatement application (1200 max permitted) | 555.00 | 555.00 | 0.00 | 0.00 |
| Provisional statement application (3500 max permitted) | 805.00 | 805.00 | 0.00 | 0.00 |
| Copy of licence | 25.00 | 25.00 | 0.00 | 0.00 |
| Notification of a change | 50.00 | 50.00 | 0.00 | 0.00 |
| Family Entertainment Centre | | | | |
| Application (2000 max permitted) | 750.00 | 750.00 | 0.00 | 0.00 |
| Annual fee (750 max permitted) | 680.00 | 680.00 | 0.00 | 0.00 |
| Variation application (1000 max permitted) | 1,000.00 | 1,000.00 | 0.00 | 0.00 |
| Transfer application (950 max permitted) | 400.00 | 400.00 | 0.00 | 0.00 |
| Reinstatement application (950 max permitted) | 485.00 | 485.00 | 0.00 | 0.00 |
| Provisional statement application (2000 max permitted) | 660.00 | 660.00 | 0.00 | 0.00 |
| Copy of licence | 25.00 | 25.00 | 0.00 | 0.00 |
| Notification of a change | 50.00 | 50.00 | 0.00 | 0.00 |
| Adult Gaming Centre | | | | |
| Application (2000 max permitted) | 750.00 | 750.00 | 0.00 | 0.00 |
| Annual fee (1000 max permitted) | 680.00 | 680.00 | 0.00 | 0.00 |
| Variation application (2000 max permitted) | 1,030.00 | 1,030.00 | 0.00 | 0.00 |
| Transfer application (1200 max permitted) | 400.00 | 400.00 | 0.00 | 0.00 |
| Reinstatement application (1200 max permitted) | 485.00 | 485.00 | 0.00 | 0.00 |
| Provisional statement application (2000 max permitted) | 660.00 | 660.00 | 0.00 | 0.00 |
| Copy of licence | 25.00 | 25.00 | 0.00 | 0.00 |
| Notification of a change | 50.00 | 50.00 | 0.00 | 0.00 |
| Betting Premises (Track) | | | | |
| Application (2500 max permitted) | 890.00 | 890.00 | 0.00 | 0.00 |
| Annual fee (1000 max permitted) | 805.00 | 805.00 | 0.00 | 0.00 |
| Variation application (1250 max permitted) | 1,250.00 | 1,250.00 | 0.00 | 0.00 |
| Transfer application (950 max permitted) | 420.00 | 420.00 | 0.00 | 0.00 |
| Reinstatement application (950 max permitted) | 520.00 | 520.00 | 0.00 | 0.00 |
| Provisional statement application (2500 max permitted) | 730.00 | 730.00 | 0.00 | 0.00 |
| Copy of licence | 25.00 | 25.00 | 0.00 | 0.00 |
| Notification of a change | 50.00 | 50.00 | 0.00 | 0.00 |
| Betting Premises (Other) | | | | |
| Application (3000 max permitted) | 835.00 | 835.00 | 0.00 | 0.00 |
| Annual fee (600 max permitted) | 600.00 | 600.00 | 0.00 | 0.00 |
| Variation application (1500 max permitted) | 1,160.00 | 1,160.00 | 0.00 | 0.00 |
| Transfer application (1200 max permitted) | 420.00 | 420.00 | 0.00 | 0.00 |
| Reinstatement application (1200 max permitted) | 520.00 | 520.00 | 0.00 | 0.00 |
| Provisional statement application (3000 max permitted) | 730.00 | 730.00 | 0.00 | 0.00 |
| Copy of licence | 25.00 | 25.00 | 0.00 | 0.00 |
| Notification of a change | 50.00 | 50.00 | 0.00 | 0.00 |

Regulatory & Community Safety Fees and Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|--|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Gambling Act 2005 - Permits | | | | |
| Alcohol Premises Gaming Machine Permits | | | | |
| Application | 150.00 | 150.00 | 0.00 | 0.00 |
| Existing operator application | 100.00 | 100.00 | 0.00 | 0.00 |
| Annual fee | 50.00 | 50.00 | 0.00 | 0.00 |
| Permit variation fee | 100.00 | 100.00 | 0.00 | 0.00 |
| Transfer of permit | 25.00 | 25.00 | 0.00 | 0.00 |
| Change of name on permit | 25.00 | 25.00 | 0.00 | 0.00 |
| Copy of permit | 15.00 | 15.00 | 0.00 | 0.00 |
| Notification of 2 machines | 50.00 | 50.00 | 0.00 | 0.00 |
| Club Gaming Permits and Club Gaming Machine Permits | | | | |
| Application | 200.00 | 200.00 | 0.00 | 0.00 |
| Application (Club Premises Certificate holder) | 100.00 | 100.00 | 0.00 | 0.00 |
| Annual fee | 50.00 | 50.00 | 0.00 | 0.00 |
| Permit variation fee | 100.00 | 100.00 | 0.00 | 0.00 |
| Renewal | 200.00 | 200.00 | 0.00 | 0.00 |
| Renewal (Club Premises Certificate holder) | 100.00 | 100.00 | 0.00 | 0.00 |
| Permit variation fee | 100.00 | 100.00 | 0.00 | 0.00 |
| Copy of permit | 15.00 | 15.00 | 0.00 | 0.00 |
| Family Entertainment Centre Gaming Machine Permits | | | | |
| Application | 300.00 | 300.00 | 0.00 | 0.00 |
| Existing operator application | 100.00 | 100.00 | 0.00 | 0.00 |
| Renewal | 300.00 | 300.00 | 0.00 | 0.00 |
| Change of name on permit | 25.00 | 25.00 | 0.00 | 0.00 |
| Copy of permit | 15.00 | 15.00 | 0.00 | 0.00 |
| Gambling Act 2005 Temporary Use Notice | | | | |
| Submission of Notice | 500.00 | 500.00 | 0.00 | 0.00 |
| Copy of Notice | 25.00 | 25.00 | 0.00 | 0.00 |
| Road Closures | | | | |
| Commercial Event Road Closures- Events (under 500 people) | 105.00 | 105.00 | 0.00 | 0.00 |
| Commercial Event Road Closures- Market and Street Fairs | 255.00 | 255.00 | 0.00 | 0.00 |
| Commercial Event Road Closures- Events (500 or more people) | 305.00 | 305.00 | 0.00 | 0.00 |
| Road Closure with no commercial element inc Street Parties | 16.00 | 16.00 | 0.00 | 0.00 |
| Miscellaneous Charges | | | | |
| Copy of Premises/Person Entry in Licensing Register | 22.00 | 22.00 | 0.00 | 0.00 |
| Statement of Licensing Policy document | 43.00 | 43.00 | 0.00 | 0.00 |
| Statement of Gambling Policy document | 43.00 | 43.00 | 0.00 | 0.00 |
| Copy of Licensing Decision Notice | 22.00 | 22.00 | 0.00 | 0.00 |
| Current list of licensing applications | 11.00 | 11.00 | 0.00 | 0.00 |
| Viewing of Films requiring Certification - Per 15 Minutes | 8.00 | 8.00 | 0.00 | 0.00 |
| Issue of Film Certification | 8.00 | 8.00 | 0.00 | 0.00 |
| Fixed Penalty Notice Fines | | | | |
| Full standard charge | | | | |
| Depositing litter | 150.00 | 150.00 | 0.00 | 0.00 |
| Littering from a vehicle - penalty charge | 300.00 | 300.00 | 0.00 | 0.00 |
| Community Protection Notice | 100.00 | 100.00 | 0.00 | 0.00 |
| Public Space Protection Order | 100.00 | 100.00 | 0.00 | 0.00 |
| Failure to produce waste documents | 300.00 | 300.00 | 0.00 | 0.00 |
| Failure to produce authority to transport waste | 300.00 | 300.00 | 0.00 | 0.00 |
| Unauthorised distribution of free printed matter | 150.00 | 150.00 | 0.00 | 0.00 |
| Failure to comply with a waste receptacles notice (S46-domestic waste) | 60.00 | 60.00 | 0.00 | 0.00 |
| Failure to comply with a waste receptacles notice (S47- commercial waste) | 110.00 | 110.00 | 0.00 | 0.00 |
| Failure to comply with Household Waste Duty of Care | 250.00 | 250.00 | 0.00 | 0.00 |
| Parking of vehicles exposed for sale on a road | 100.00 | 100.00 | 0.00 | 0.00 |
| Repairing vehicles in a road by a business | 100.00 | 100.00 | 0.00 | 0.00 |
| Failure to comply with a request to turn off an idling engine on a stationary vehicle | 20.00 | 20.00 | 0.00 | 0.00 |
| Failure to comply with a request to turn off an idling engine on a stationary vehicle (if not paid within 28 days) | 40.00 | 40.00 | 0.00 | 0.00 |
| Graffiti/Flyposting | 150.00 | 150.00 | 0.00 | 0.00 |
| Failure to nominate key holder within alarm notification area | 75.00 | 75.00 | 0.00 | 0.00 |
| Noise Act FPN (residential) | 110.00 | 110.00 | 0.00 | 0.00 |
| Noise from licensed premises | 500.00 | 500.00 | 0.00 | 0.00 |
| Fly-tipping | 400.00 | 400.00 | 0.00 | 0.00 |
| Reduced charge if paid within 10 days | | | | |
| Depositing litter | 75.00 | 75.00 | 0.00 | 0.00 |
| Littering from a vehicle - penalty charge | 75.00 | 75.00 | 0.00 | 0.00 |
| Community Protection Notice | 75.00 | 75.00 | 0.00 | 0.00 |
| Public Space Protection Order | 75.00 | 75.00 | 0.00 | 0.00 |
| Unauthorised distribution of free printed matter | 75.00 | 75.00 | 0.00 | 0.00 |
| Failure to comply with a waste receptacles notice (S46- domestic waste) | 40.00 | 40.00 | 0.00 | 0.00 |
| Failure to comply with a waste receptacles notice (S47- commercial waste) | 75.00 | 75.00 | 0.00 | 0.00 |
| Failure to comply with Household Waste Duty of Care | 150.00 | 150.00 | 0.00 | 0.00 |
| Graffiti/Flyposting | 75.00 | 75.00 | 0.00 | 0.00 |
| Failure to nominate key holder within alarm notification area | 55.00 | 55.00 | 0.00 | 0.00 |
| Fly-tipping | 200.00 | 200.00 | 0.00 | 0.00 |

Regulatory & Community Safety Fees and Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|--|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| | | | | |

Planning Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|---|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Items 1-24 are set nationally | | | | |
| Planning | | | | |
| Standard rated & exclusive of VAT | | | | |
| Operations | | | | |
| 1. New Dwellings | | | | |
| a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare | 462.00 | 462.00 | 0.00 | 0.00 |
| a) Outline (sites of 2.5 ha or more) - plus £138 per 0.1 hectare in excess of 2.5 hectare | 11,432.00 | 11,432.00 | 0.00 | 0.00 |
| b) Where the application is for permission in principle - charge per 0.1 hectare | 402.00 | 402.00 | 0.00 | 0.00 |
| c) Others (50 or less) - charge per dwelling | 462.00 | 462.00 | 0.00 | 0.00 |
| c) Others (51 or more) - plus £138 per dwelling in excess of 50 | 22,859.00 | 22,859.00 | 0.00 | 0.00 |
| 2. New buildings or extensions (except dwellings, agricultural buildings or plant): | | | | |
| a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare | 462.00 | 462.00 | 0.00 | 0.00 |
| a) Outline (sites of 2.5 ha or more) - plus £138 per 0.1 ha in excess of 2.5 hectare | 11,432.00 | 11,432.00 | 0.00 | 0.00 |
| b) Where the application is for permission in principle - charge per 0.1 hectare | 402.00 | 402.00 | 0.00 | 0.00 |
| b) Others: | | | | |
| (i) where no floor area is created | 234.00 | 234.00 | 0.00 | 0.00 |
| (ii) where floor area created is below 40 sq.m. | 234.00 | 234.00 | 0.00 | 0.00 |
| (iii) where floor area is between 40 and 75 sq.m. | 462.00 | 462.00 | 0.00 | 0.00 |
| (iv) where floor area is between 75 and 3,750 sq.m. - charge per 75 sq. m | 462.00 | 462.00 | 0.00 | 0.00 |
| (v) where floor area exceeds 3,750 sq.m - plus £138 per 75 sq. m in excess of 3,750 sq m | 22,859.00 | 22,859.00 | 0.00 | 0.00 |
| 3. Erection, alteration or replacement of plant or machinery | | | | |
| (a) Site area not exceed 5 ha - charge per 0.1 hectare | 462.00 | 462.00 | 0.00 | 0.00 |
| (b) Site area exceeds 5 ha - plus £138 per 0.1 ha in excess of 5 hectare | 22,859.00 | 22,859.00 | 0.00 | 0.00 |
| 4. Extensions or alterations to existing dwellings | | | | |
| (a) one dwelling | 206.00 | 206.00 | 0.00 | 0.00 |
| (b) 2 or more dwellings | 407.00 | 407.00 | 0.00 | 0.00 |
| 5. Curtilage, parking and vehicular access | | | | |
| Operations within the curtilage of a dwelling house for domestic purposes (including gates, fences, etc) | 206.00 | 206.00 | 0.00 | 0.00 |
| 6. Car park, road and access to serve single undertaking | | | | |
| The construction of car parks, service roads and other means of access on land used for the purposes of a single undertaking, where the development is required for a purpose incidental to the existing use of the land. | 234.00 | 234.00 | 0.00 | 0.00 |
| Uses | | | | |
| 7. Change of use of a building: dwellings | | | | |
| (a) from existing dwelling to two or more dwellings for 50 or fewer - charge per extra dwelling | 462.00 | 462.00 | 0.00 | 0.00 |
| (b) from existing dwelling to two or more dwellings over 50 dwellings - plus £138 per dwelling in excess of 50 | 22,859.00 | 22,859.00 | 0.00 | 0.00 |
| (c) from other building to one or more dwellings for 50 or fewer - charge per extra dwelling | 462.00 | 462.00 | 0.00 | 0.00 |
| (d) from other building to one or more dwellings over 50 dwellings - plus £138 per dwelling in excess of 50 | 22,859.00 | 22,859.00 | 0.00 | 0.00 |
| 8. Use of disposal of refuse or waste materials and open mineral storage | | | | |
| (a) Site area not exceed 15 ha - charge per 0.1 hectare | 234.00 | 234.00 | 0.00 | 0.00 |
| (b) Site area exceeds 15 ha - plus £138 per 0.1 ha in excess of 15 hectare | 34,934.00 | 34,934.00 | 0.00 | 0.00 |
| 9. Material change of use other than above | | | | |
| | 462.00 | 462.00 | 0.00 | 0.00 |
| Plant and machinery | | | | |
| 10. Wind Turbines | | | | |
| a) Site area not exceeding 5 ha - charge per 0.1 hectare | 462.00 | 462.00 | 0.00 | 0.00 |
| b) Site area exceeds 5 ha - plus £138 per 0.1 ha in excess of 50 hectare | 22,859.00 | 22,859.00 | 0.00 | 0.00 |
| Advertisements | | | | |
| 11. Advertising relating to business and displayed on the premises | | | | |
| | 132.00 | 132.00 | 0.00 | 0.00 |
| 12. Advance directions signs | | | | |
| | 132.00 | 132.00 | 0.00 | 0.00 |
| 13. All other advertisements, e.g. banners | | | | |
| | 462.00 | 462.00 | 0.00 | 0.00 |
| 14. Any other operation not within any of above categories | | | | |
| a) Where the site area does not exceed 15ha - charge per 0.1 hectare | 234.00 | 234.00 | 0.00 | 0.00 |
| b) Where site area exceeds 15ha - £138 per 0.1ha in excess of 15 hectare | 34,934.00 | 34,934.00 | 0.00 | 0.00 |
| c) In any other case - £234 for each 0.1ha of the site | | | | |

Planning Fees & Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|--|---|---|------------------------------|------------------------------|
| Compliance with Conditions | | | | |
| 15. Confirmation of compliance with condition attached to planning permission | | | | |
| a) Householder application - charge per request | 34.00 | 34.00 | 0.00 | 0.00 |
| b) Any other type of application - charge per request | 116.00 | 116.00 | 0.00 | 0.00 |
| Any fee paid will be refundable if the LPA fails to give written confirmation within a period of 12 weeks | | | | |
| Non-material amendments | | | | |
| Application for a Non-material Amendment Following a Grant of Planning Permission (Fees for applications for non-material changes to planning permission: England Regulation 11E of The Town and Country Planning (Fees for Applications and Deemed applications) Regulations 1989) as amended) | | | | |
| 16. Non-Material Amendment | | | | |
| (a) if the application is a householder application | 34.00 | 34.00 | 0.00 | 0.00 |
| (b) in any other case | 234.00 | 234.00 | 0.00 | 0.00 |
| Other Permission | | | | |
| 17. Variation of conditions: | | | | |
| Application for removal or variation of a condition following grant of planning permission | | | | |
| | 234.00 | 234.00 | 0.00 | 0.00 |
| Lawful Development Certificates | | | | |
| 18. Certificate of Existing Lawful Use | | | | |
| a) Existing use or development | 234.00 | 234.00 | 0.00 | 0.00 |
| b) lawful not to comply with particular condition | 234.00 | 234.00 | 0.00 | 0.00 |
| 19. Proposed use or development | | | | |
| | Half the normal planning fee | Half the normal planning fee | | |
| Change of Use to House in Multiple Occupation | | | | |
| 20. HMO Application | | | | |
| a) C3 dwellinghouse to C4 HMO (6 or less people) | 462.00 | 462.00 | 0.00 | 0.00 |
| b) C3 dwellinghouse to Sui Generis HMO (more than 6 people) | 462.00 | 462.00 | 0.00 | 0.00 |
| c) C4 dwellinghouse to Sui Generis HMO | 462.00 | 462.00 | 0.00 | 0.00 |
| Article 4 Direction | | | | |
| 21. No Exemption – Article 4 Direction | | | | |
| Works that require planning permission only by virtue of an Article 4 Direction. | | | | |
| | Fees now payable as per a normal application. | Fees now payable as per a normal application. | | |
| Removal of Permitted Development Rights by Condition | | | | |
| 22. No Exemption – PD Rights Removed | | | | |
| Works that require planning permission only by virtue of removal of permitted development rights by condition. | | | | |
| | Fees now payable as per normal application. | Fees now payable as per normal application. | | |
| Concessions | | | | |
| 23. Applications made by: | | | | |
| a) or on behalf of Parish and Community Councils | Half the normal fee | Half the normal fee | | |
| b) Non-profit making clubs or organisations relating to playing fields, for their own use | 462.00 | 462.00 | 0.00 | 0.00 |

Planning Fees & Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|--|--------------------------------|--------------------------------|------------------------------|------------------------------|
| Determination | | | | |
| 24. Whether the prior approval of the Council is required for | | | | |
| Installation of a radio mast, antennae over 4m above roof of building, radio equipment housing over 2.5 cubic metres, development ancillary to equipment housing or public callbox. | 462.00 | 462.00 | 0.00 | 0.00 |
| Agricultural & Forestry buildings and operations, Non-domestic extensions and alterations, Demolition, and installation of renewable energy | 96.00 | 96.00 | 0.00 | 0.00 |
| Temporary Buildings and Structures | 96.00 | 96.00 | 0.00 | 0.00 |
| Proposed Change of Use to State Funded School or Registered Nursery | 96.00 | 96.00 | 0.00 | 0.00 |
| Proposed Change of Use of Agricultural Building to a State-Funded School or Registered Nursery | 96.00 | 96.00 | 0.00 | 0.00 |
| Proposed Change of Use of Agricultural Building to a flexible use within Shops, Financial and Professional Services, Restaurants and Cafes, Business, Storage or Distribution, Hotels, or Assembly or Leisure | 96.00 | 96.00 | 0.00 | 0.00 |
| Proposed Change of Use of building from Office (Use Class B1) to a use falling within Use Class C3 (Dwellinghouse) | 96.00 | 96.00 | 0.00 | 0.00 |
| Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), where there are no Associated Building Operations | 96.00 | 96.00 | 0.00 | 0.00 |
| Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), and Associated Building Operations | 206.00 | 206.00 | 0.00 | 0.00 |
| Proposed Change of Use of a building from Retail (Use Class A1 or A2) or a Mixed Retail and Residential Use, to a use falling within Use Class C3 (Dwellinghouse), where there are no Associated Building Operations | 96.00 | 96.00 | 0.00 | 0.00 |
| Proposed Change of Use of a building from Retail (Use Class A1 or A2) or a Mixed Retail and Residential Use, to a use falling within Use Class C3 (Dwellinghouse), and Associated Building Operations | 206.00 | 206.00 | 0.00 | 0.00 |
| Notification for Prior Approval for a Change of Use from Storage and Distribution Buildings (Use Class B8) and any land within its curtilage to Dwellinghouses (Use Class C3) | 96.00 | 96.00 | 0.00 | 0.00 |
| Notification for Prior Approval for a Change of Use from Amusement Arcades/Centres and Casinos (Sui Generis) and any land within its curtilage to Dwellinghouses (Use Class C3), and no Associated Building Operations | 96.00 | 96.00 | 0.00 | 0.00 |
| Notification for Prior Approval for a Change of Use from Amusement Arcades/Centres and Casinos (Sui Generis) and any land within its curtilage to Dwellinghouses (Use Class C3), and Associated Building Operations | 206.00 | 206.00 | 0.00 | 0.00 |
| Notification for Prior Approval for a Change of Use from Shops (Use Class A1), Financial and Professional Services (Use Class A2), betting Offices, Pay Day Loan Shops and Casinos (Sui Generis) to Restaurants and Cafes (Use Class A3) and no Associated Building Operations | 96.00 | 96.00 | 0.00 | 0.00 |
| Notification for Prior Approval for a Change of Use from Shops (Use Class A1), Financial and Professional Services (Use Class A2), betting Offices, Pay Day Loan Shops and Casinos (Sui Generis) to Restaurants and Cafes (Use Class A3) and Associated Building Operations | 206.00 | 206.00 | 0.00 | 0.00 |
| Notification for Prior Approval for Change of Use from Shops (Use Class A1) and Financial and Professional Services (Use Class A2), Betting Offices, Pay Day Loan Shops (Sui Generis) to Assembly and Leisure (Use Class D2). | 96.00 | 96.00 | 0.00 | 0.00 |
| Application for a New Planning Permission to replace an Extant Planning Permission. | | | | |
| SCHEDULE 1 - (PART SUBSTITUTED FOR PART 1 OF SCHEDULE 1 TO THE 1989 REGULATIONS) | | | | |
| PART 1 - Fee for applications for a grant of replacement planning permission subject to a new time limit: England Schedule 1 Part 1 New 7B of The Town and Country Planning (Fees for Applications and Deemed applications) Regulations 1989 as amended) | | | | |
| 7B(1) Where an application of the description contained in article 10B(1)(b) of the Town and Country Planning (General Development Procedure Order 1995 is made (consultations before grant of a replacement planning permission subject to a new time limit) the following fees shall be paid to the local planning authority - | | | | |
| (a) if the application is a householder application | 68.00 | 68.00 | 0.00 | 0.00 |
| (b) if the application is an application for major development | 690.00 | 690.00 | 0.00 | 0.00 |
| (c) in any other case | 234.00 | 234.00 | 0.00 | 0.00 |
| Exempt from VAT | | | | |
| Documents & Publications | | | | |
| 1st Decision notice | 17.70 | 17.70 | 0.00 | 0.00 |
| Subsequent notice | 17.70 | 17.70 | 0.00 | 0.00 |
| TPO's | 23.40 | 23.40 | 0.00 | 0.00 |
| Legal Agreements | 23.40 | 23.40 | 0.00 | 0.00 |
| Plans stamped Approved or Refused | 7.30 | 7.30 | 0.00 | 0.00 |
| Local Development Framework Policies Map | 27.10 | 27.10 | 0.00 | 0.00 |
| Oxford Core Strategy 2026 | 32.50 | 32.50 | 0.00 | 0.00 |
| Oxford Local Plan 2001-2016 | 81.00 (Oxford residents 53.00) | 81.00 (Oxford residents 53.00) | | |
| West End Area Action Plan 2007-2016 | 32.50 | 32.50 | 0.00 | 0.00 |
| Adopted Supplementary Planning Documents Sites and Housing Plan | 8.30 | 8.30 | 0.00 | 0.00 |
| | 27.00 plus 3.00 p&p | 27.00 plus 3.00 p&p | | |
| Barton Area Action Plan | 32.50 | 32.50 | 0.00 | 0.00 |
| Northern Gateway Area Action Plan | 32.50 | 32.50 | 0.00 | 0.00 |
| Provision of above documents and publications on the internet | | | | |
| Provision of above documents and publications on the internet | | | | |

Planning Fees & Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|--|------------------------|------------------------|------------------------------|------------------------------|
| Subsequent plans according to size: | | | | |
| AO plan | 5.80 | 5.80 | 0.00 | 0.00 |
| A1 plan | 5.80 | 5.80 | 0.00 | 0.00 |
| A2 plan | 5.80 | 5.80 | 0.00 | 0.00 |
| A3 plan | | | | |
| A4 plan | | | | |
| Provision of above plans on the internet | | | | |
| Other | | | | |
| A4 Miscellaneous copies | | | | |
| Subsequent copy | | | | |
| <u>Design Review</u> | | | | |
| Design Review Panel Meeting (Ex VAT) | POA | POA | | |
| <u>Standard rated & exclusive of VAT</u> | | | | |
| Weekly schedule of applications | | | | |
| By Post | | | | |
| Commercial | 193.00 | 193.00 | 0.00 | 0.00 |
| | 160.00 | 160.00 | 0.00 | 0.00 |
| Local groups/residents | 44.80 | 44.80 | 0.00 | 0.00 |
| | 37.50 | 37.50 | 0.00 | 0.00 |
| Via email | | | | |
| Commercial | 49.00 | 49.00 | 0.00 | 0.00 |
| | 41.00 | 41.00 | 0.00 | 0.00 |
| Local groups/residents | FREE | FREE | | |
| <u>Planning - Other charges</u> | | | | |
| <u>Standard rated & exclusive of VAT</u> | | | | |
| Planning pre-application advice | | | | |
| Large scale proposals (over 25 units or 2000m2) | | | | |
| Charge per hour | 780.00 | 819.00 | 39.00 | 5.00 |
| Charge per written report | 388.00 | 407.40 | 19.40 | 5.00 |
| Medium scale proposals (6-25 units or 500-2000m2) | | | | |
| Charge per hour | 593.00 | 622.65 | 29.65 | 5.00 |
| Charge per written report | 294.00 | 308.70 | 14.70 | 5.00 |
| Small scale proposals (up to 5 units or 499m2) | | | | |
| Charge per hour | 372.00 | 390.60 | 18.60 | 5.00 |
| Charge per written report | 184.00 | 193.20 | 9.20 | 5.00 |
| Householder Developments | | | | |
| Charge per hour | 92.00 | 96.60 | 4.60 | 5.00 |
| Charge per written report | 46.00 | 48.30 | 2.30 | 5.00 |
| Listed Buildings - Non Householder | | | | |
| Charge per hour | 361.00 | 379.05 | 18.05 | 5.00 |
| Charge per written report | 184.00 | 193.20 | 9.20 | 5.00 |
| Listed Buildings - Householder | | | | |
| Charge per hour | 92.00 | 96.60 | 4.60 | 5.00 |
| Charge per written report | 46.00 | 48.30 | 2.30 | 5.00 |
| <i>However, where a whole series of planning pre-application meetings is necessary, bespoke charges may be negotiated if appropriate and to offer an enhanced service provision.</i> | | | | |
| Additional specialist advice (e.g. conservation, listed buildings, archaeology, trees, landscaping, housing, environmental protection, highways, etc) required by the developer at pre-application stage to be charged extra on hourly rate basis. | | | | |
| | 74.00 | 77.70 | 3.70 | 5.00 |
| Specialist consultant advice (eg. conservation, archaeology, trees, etc) to be provided on an hourly rate basis. | | | | |
| | 74.00 | 77.70 | 3.70 | 5.00 |
| <i>However, bespoke one-off charges may be negotiated for production of substantial specialist documents, studies, reports etc.</i> | | | | |
| Requests for informal Permitted Development (PD) checks - To be introduced following availability of on-line expert advice system, including at planning reception. However submission of formal applications for Certificate of Lawful Use or Development is normally encouraged instead. | | | | |
| | 63.00 | 66.15 | 3.15 | 5.00 |

Planning Fees & Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|--|----------------------------|----------------------------|------------------------------|------------------------------|
| Exempt from VAT | | | | |
| Written requests for planning history and planning constraints searches | 63.00 | 66.15 | 3.15 | 5.00 |
| Requests of hard copies of plans stamped approved or refused | 7.00 | 7.35 | 0.35 | 5.00 |
| Application checking service per application | 63.00 | 66.15 | 3.15 | 5.00 |
| H42 - Householder Prior Approval | 96.00 | 96.00 | 0.00 | 0.00 |
| Local Land Charges | | | | |
| LLC1 form | 37.00 | 37.00 | 0.00 | 0.00 |
| LLC1 Additional Parcel | 1.50 | 1.50 | 0.00 | 0.00 |
| Additional Enquiries | 28.00 | 28.00 | 0.00 | 0.00 |
| Standard rated & exclusive of VAT | | | | |
| Local Land Charges | | | | |
| CON29R form | 133.00 | 133.00 | 0.00 | 0.00 |
| CON29R Additional Parcel | 24.00 | 24.00 | 0.00 | 0.00 |
| CON29O Optional Enquiries 4 to 21 (Additional parcel fees on application) | 17.00 | 17.00 | 0.00 | 0.00 |
| CON29O Optional Enquiry 22 only | 42.00 | 42.00 | 0.00 | 0.00 |
| Electronic | | | | |
| Land Charges Register | 7.00 | 7.00 | 0.00 | 0.00 |
| Compiled official answers combination of Qu. 1.1k, 3.4, 3.6, 3.7 and 3.8 | 19.00 | 19.00 | 0.00 | 0.00 |
| All other CON29R questions other than the above | | | | |
| Official Answers for Component Data (CON29R) | | | | |
| Qu 1.1 a-e | 11.00 | 11.00 | 0.00 | 0.00 |
| Qu 1.1 f-l | 6.00 | 6.00 | 0.00 | 0.00 |
| Qu 1.2 | 8.00 | 8.00 | 0.00 | 0.00 |
| 2.1-2.5 | 6.00 | 6.00 | 0.00 | 0.00 |
| Qu 3.1 | 5.00 | 5.00 | 0.00 | 0.00 |
| Qu 3.2 | 5.00 | 5.00 | 0.00 | 0.00 |
| Qu 3.3 | | | | |
| Qu 3.4 a-f | 9.00 | 9.00 | 0.00 | 0.00 |
| Qu 3.5 | 5.00 | 5.00 | 0.00 | 0.00 |
| Qu 3.6 a-l | 15.00 | 15.00 | 0.00 | 0.00 |
| Qu 3.7a-g | 9.00 | 9.00 | 0.00 | 0.00 |
| Qu 3.8 | 6.00 | 6.00 | 0.00 | 0.00 |
| Qu 3.9a-n | 30.00 | 30.00 | 0.00 | 0.00 |
| Qu 3.10 a-h | 6.00 | 6.00 | 0.00 | 0.00 |
| Qu 3.11 a-b | 6.00 | 6.00 | 0.00 | 0.00 |
| Qu 3.12 | 5.00 | 5.00 | 0.00 | 0.00 |
| Qu 3.13 | 5.00 | 5.00 | 0.00 | 0.00 |
| Q3.14 | 6.00 | 6.00 | 0.00 | 0.00 |
| Qu 3.15 | 6.00 | 6.00 | 0.00 | 0.00 |
| Street Naming and Numbering Charges | | | | |
| Exempt from VAT | | | | |
| Numbering of new developments (including sub-division of existing properties) | | | | |
| 1 plot | 50.00 | 50.00 | 0.00 | 0.00 |
| 2 plots | 80.00 | 80.00 | 0.00 | 0.00 |
| 3 plots | 110.00 | 110.00 | 0.00 | 0.00 |
| 4 - 20 plots | 70.00 plus 20.00 per plot | 70.00 plus 20.00 per plot | | |
| 21- 50 plots | 165.00 plus 15.00 per plot | 165.00 plus 15.00 per plot | | |
| 50+ plots | 310 plus 13.00 per plot | 310 plus 13.00 per plot | | |
| New street name | 110.00 | 110.00 | 0.00 | 0.00 |
| New building name (eg for blocks of flats / offices) | 50.00 | 50.00 | 0.00 | 0.00 |
| Changes to new addresses caused by changes to development after issue of numbering scheme. Cost per plot | 10.00 | 10.00 | 0.00 | 0.00 |
| Reissue of address following demolition and reconstruction | 30.00 | 30.00 | 0.00 | 0.00 |
| Change of house name | 45.00 | 45.00 | 0.00 | 0.00 |
| Addition of house name to numbered property | 45.00 | 45.00 | 0.00 | 0.00 |

Environmental Sustainability Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|---|-------------------|-------------------|---|-------------------------|
| | £ | £ | £ | % |
| Contaminated Land Enquiries (not Land Charges) | | | | |
| Location enquires - fixed price | 82.00 | 86.00 | 4.00 | 4.88 |
| Locational enquires- additional questions | 25.00 | 26.25 | 1.25 | 5.00 |
| Air Quality Enquiries | | | | |
| Provision of data and written advice | | | | |
| | | | Value of time spent based on hourly rate decided by Service Manager | |
| Environmental Sustainability Enquiries | | | | |
| Provision of advice (e.g. air quality, contaminated land, ecology, flood risk, energy management, renewable energy, etc) | | | | |
| | | | Value of time spent based on hourly rate decided by Service Manager | |
| Planning pre-application advice (Standard rated & exclusive of VAT)-renewable energy compliance, contaminated land, air quality, ecology, flood risk | | | | |
| Additional specialist advice required by the developer at pre-application stage to be charged extra on hourly rate basis. | 77.00 | 81.00 | 4.00 | 5.19 |
| Miscellaneous | | | | |
| Air Quality Reports | 27.00 | 28.35 | 1.35 | 5.00 |
| Contaminated Land Strategy document | 27.00 | 28.35 | 1.35 | 5.00 |

Community Services Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|--|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Leisure Centres | | | | |
| Standard rated & inclusive of VAT | | | | |
| ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS | | | | |
| Adult | | | | |
| Casual Swimming | 4.90 | 5.00 | 0.10 | 2.04 |
| Family Swim Ticket | 12.70 | 12.90 | 0.20 | 1.57 |
| Hinksey Swimming | 6.70 | 6.80 | 0.10 | 1.49 |
| Hinksey Family Swim Ticket | 19.90 | 20.30 | 0.40 | 2.01 |
| Hinksey (early/late) | 4.90 | 5.00 | 0.10 | 2.04 |
| Hinksey Family Swim Ticket (early/late) | 12.70 | 12.90 | 0.20 | 1.57 |
| Sauna & Swim (LPLC) | 8.40 | 8.60 | 0.20 | 2.38 |
| Water Workout | 7.00 | 7.10 | 0.10 | 1.43 |
| Badminton (per person) | 4.00 | 4.10 | 0.10 | 2.50 |
| Squash (per person) | 4.50 | 4.60 | 0.10 | 2.22 |
| U17 / 66+ / Student | | | | |
| Casual Swimming | 3.20 | 3.20 | 0.00 | 0.00 |
| Hinksey Swimming | 4.40 | 4.50 | 0.10 | 2.27 |
| Hinksey (early/late) | 3.20 | 3.20 | 0.00 | 0.00 |
| Sauna & Swim (LPLC) | 5.30 | 5.40 | 0.10 | 1.89 |
| Water Workout | 4.60 | 4.70 | 0.10 | 2.17 |
| Badminton (per person) | 3.10 | 3.10 | 0.00 | 0.00 |
| Squash (per person) | 3.10 | 3.10 | 0.00 | 0.00 |
| Bonus Concessionary* | | | | |
| Casual Swimming (Off peak) | 2.00 | 2.00 | 0.00 | 0.00 |
| Casual Swimming (Peak) | 2.50 | 2.50 | 0.00 | 0.00 |
| Hinksey Swimming (Off peak) | 1.60 | 1.60 | 0.00 | 0.00 |
| Hinksey Swimming (Peak) | 2.10 | 2.10 | 0.00 | 0.00 |
| Hinksey (Off Peak early/late) | 1.60 | 1.60 | 0.00 | 0.00 |
| Hinksey (Peak early/late) | 2.10 | 2.10 | 0.00 | 0.00 |
| Sauna & Swim @ LPLC | 2.60 | 2.60 | 0.00 | 0.00 |
| Water Workout (Off peak) | 2.00 | 2.00 | 0.00 | 0.00 |
| Water Workout (Peak) | 2.50 | 2.50 | 0.00 | 0.00 |
| Badminton (Off peak per person) | 2.00 | 2.00 | 0.00 | 0.00 |
| Badminton (Peak per person) | 2.50 | 2.50 | 0.00 | 0.00 |
| Squash (Off peak per person) | 2.00 | 2.00 | 0.00 | 0.00 |
| Squash (Peak per person) | 2.50 | 2.50 | 0.00 | 0.00 |
| ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS | | | | |
| Adult | | | | |
| Gyms | 9.20 | 9.40 | 0.20 | 2.17 |
| Express Induction – Proficient user | 22.10 | 22.50 | 0.40 | 1.81 |
| Beginner Induction | 24.30 | 24.80 | 0.50 | 2.06 |
| Fitness programme | 14.70 | 15.00 | 0.30 | 2.04 |
| Programme & Health Review | 10.10 | 10.30 | 0.20 | 1.98 |
| Fitness Classes | 7.20 | 7.30 | 0.10 | 1.39 |
| Table Tennis | 3.80 | 3.80 | 0.00 | 0.00 |
| Racket Hire | 2.00 | 2.00 | 0.00 | 0.00 |
| U17 / 66+ / Student | | | | |
| Gyms | 4.70 | 4.80 | 0.10 | 2.13 |
| Aspires Academy | 3.60 | 3.60 | 0.00 | 0.00 |
| Express Induction – Proficient user | 11.00 | 11.20 | 0.20 | 1.82 |
| Beginner Induction | 11.60 | 11.80 | 0.20 | 1.72 |
| Fitness programme | 8.00 | 8.10 | 0.10 | 1.25 |
| Programme & Health Review | 7.00 | 7.10 | 0.10 | 1.43 |
| Aspires Academy Induction | 12.30 | 12.50 | 0.20 | 1.63 |
| Fitness Classes | 4.60 | 4.70 | 0.10 | 2.17 |
| Table Tennis | 3.00 | 3.00 | 0.00 | 0.00 |
| Racket Hire | 1.60 | 1.60 | 0.00 | 0.00 |
| Bonus Concessionary* | | | | |
| Gyms (Off peak) | 2.00 | 2.00 | 0.00 | 0.00 |
| Gyms (Peak) | 2.50 | 2.50 | 0.00 | 0.00 |
| Aspires Academy (Off peak) | 2.00 | 2.00 | 0.00 | 0.00 |
| Aspires Academy (Peak) | 2.50 | 2.50 | 0.00 | 0.00 |
| Express Induction – Proficient user | 5.20 | 5.20 | 0.00 | 0.00 |
| Beginner Induction | 5.20 | 5.20 | 0.00 | 0.00 |
| Fitness programme | 5.20 | 5.20 | 0.00 | 0.00 |
| Programme & Health Review | 5.20 | 5.20 | 0.00 | 0.00 |
| Aspires Academy Induction | 5.20 | 5.20 | 0.00 | 0.00 |
| Fitness Classes (Off peak) | 1.60 | 1.60 | 0.00 | 0.00 |
| Fitness Classes (Peak) | 2.50 | 2.50 | 0.00 | 0.00 |
| Table Tennis (Off peak per person) | 1.60 | 1.60 | 0.00 | 0.00 |
| Table Tennis (Peak per person) | 2.50 | 2.50 | 0.00 | 0.00 |
| Racket Hire | 1.00 | 1.00 | 0.00 | 0.00 |

Community Services Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|---|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO CHOICE MEMBERSHIP CARD HOLDERS | | | | |
| Adult | | | | |
| Skate general session | 8.90 | 9.10 | 0.20 | 2.25 |
| Tea time skate (Family Skate/Twilight) | 5.70 | 5.80 | 0.10 | 1.75 |
| Skate Disco Session | 8.90 | 9.10 | 0.20 | 2.25 |
| Family Skate Ticket (for 5) | 31.30 | 31.90 | 0.60 | 1.92 |
| Family Skate Ticket (for 4) | 26.00 | 26.50 | 0.50 | 1.92 |
| After School or Family Skate (5) | 25.40 | 25.90 | 0.50 | 1.97 |
| After School or Family Skate (4) | 20.00 | 20.40 | 0.40 | 2.00 |
| Disco family Skate (for 5) | 37.60 | 38.30 | 0.70 | 1.86 |
| Disco family Skate (for 4) | 29.80 | 30.40 | 0.60 | 2.01 |
| Skate Training 1 | 7.80 | 7.90 | 0.10 | 1.28 |
| Skate Training 2 | 3.40 | 3.40 | 0.00 | 0.00 |
| Guardian Fee (spectators who are supervising children) | 1.30 | 1.30 | 0.00 | 0.00 |
| Adult Group Lesson | 42.20 | 43.00 | 0.80 | 1.90 |
| U17 / 66+ / Student | | | | |
| Skate general session | 6.95 | 7.10 | 0.15 | 2.16 |
| Tea Time Skate (Family/ Twilight) | 5.80 | 5.90 | 0.10 | 1.72 |
| Skate Disco Session | 8.90 | 9.10 | 0.20 | 2.25 |
| Thursday evening Student Disco | 5.40 | 5.50 | 0.10 | 1.85 |
| Skate Training 1 | 5.20 | 5.30 | 0.10 | 1.92 |
| Skate Training 2 | 2.90 | 2.90 | 0.00 | 0.00 |
| Golden Blades (over 50) | 4.70 | 4.80 | 0.10 | 2.13 |
| Guardian Fee (spectators who are supervising children) | 1.50 | 1.50 | 0.00 | 0.00 |
| Junior Group Lesson | 36.90 | 37.60 | 0.70 | 1.90 |
| Bonus Concessionary | | | | |
| Skate general session (off peak) | 2.25 | 2.25 | 0.00 | 0.00 |
| Skate general session (Peak) | 2.50 | 2.50 | 0.00 | 0.00 |
| Tea Time Skate (Off peak) | 2.25 | 2.25 | 0.00 | 0.00 |
| Tea Time Skate (Peak) | 2.50 | 2.50 | 0.00 | 0.00 |
| Skate Disco Session (Off peak) | 2.25 | 2.25 | 0.00 | 0.00 |
| Skate Disco Session (Peak) | 2.50 | 2.50 | 0.00 | 0.00 |
| Skate Training 1 | 2.10 | 2.10 | 0.00 | 0.00 |
| Skate Training 2 | 2.10 | 2.10 | 0.00 | 0.00 |
| Golden Blades (over 50) | 2.10 | 2.10 | 0.00 | 0.00 |
| Guardian Fee (spectators who are supervising children) | 2.10 | 2.10 | 0.00 | 0.00 |
| OTHER CHARGES (per session) | | | | |
| Adult | | | | |
| Aqua Natal | 9.90 | 10.10 | 0.20 | 2.02 |
| Physical Assessment | 24.30 | 24.80 | 0.50 | 2.06 |
| Body Fat Analysis | 13.90 | 14.20 | 0.30 | 2.16 |
| Aerobic Capacity Analysis | 13.90 | 14.20 | 0.30 | 2.16 |
| Fi-tech cholesterol test | 13.90 | 14.20 | 0.30 | 2.16 |
| GP Referral Sessions | 2.20 | 2.20 | 0.00 | 0.00 |
| GP Referral Sessions (Consultation 1) | 6.90 | 7.00 | 0.10 | 1.45 |
| Choice & Active | | | | |
| Aqua Natal | 8.70 | 8.90 | 0.20 | 2.30 |
| Physical Assessment | 13.30 | 13.60 | 0.30 | 2.26 |
| Body Fat Analysis | 7.20 | 7.30 | 0.10 | 1.39 |
| Aerobic Capacity Analysis | 7.20 | 7.30 | 0.10 | 1.39 |
| Fi-tech cholesterol test | 6.20 | 6.30 | 0.10 | 1.61 |
| GP Referral Sessions | 1.40 | 1.40 | 0.00 | 0.00 |
| GP Referral Sessions (Consultation 1) | 6.20 | 6.30 | 0.10 | 1.61 |
| U17 / 66+ / Student | | | | |
| Aqua Natal | 8.70 | 8.90 | 0.20 | 2.30 |
| Physical Assessment | 13.60 | 13.90 | 0.30 | 2.21 |
| Body Fat Analysis | 7.90 | 8.00 | 0.10 | 1.27 |
| Aerobic Capacity Analysis | 7.90 | 8.00 | 0.10 | 1.27 |
| Fi-tech cholesterol test | 6.20 | 6.30 | 0.10 | 1.61 |
| GP Referral Sessions | 1.40 | 1.40 | 0.00 | 0.00 |
| GP Referral Sessions (Consultation 1) | 6.20 | 6.30 | 0.10 | 1.61 |
| Bonus Concessionary Membership | | | | |
| Aqua Natal | 4.60 | 4.70 | 0.10 | 2.17 |
| Physical Assessment | 7.20 | 7.30 | 0.10 | 1.39 |
| Body Fat Analysis | 3.90 | 4.00 | 0.10 | 2.56 |
| Aerobic Capacity Analysis | 3.90 | 4.00 | 0.10 | 2.56 |
| Fi-tech cholesterol test | 3.90 | 4.00 | 0.10 | 2.56 |
| GP Referral Sessions | 1.40 | 1.40 | 0.00 | 0.00 |
| GP Referral Sessions (Consultation 1) | 6.20 | 6.30 | 0.10 | 1.61 |

Community Services Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|--|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| SWIMMING LESSONS | | | | |
| Adult | | | | |
| Adult Swim Lessons (Per hour) | 13.60 | 13.90 | 0.30 | 2.21 |
| Adult Private Swim Lessons (Per half hour 1:1) | 23.70 | 24.20 | 0.50 | 2.11 |
| Adult Private Swim Lessons (Per half hour 1:2) | 37.60 | 38.40 | 0.80 | 2.13 |
| Choice, Active & Aqua | | | | |
| Junior Swim Lessons (Per half hour) | 6.70 | 6.80 | 0.10 | 1.49 |
| Adult Swim Lessons (Per hour) | 12.40 | 12.60 | 0.20 | 1.61 |
| U17 / 66+ / Student | | | | |
| Junior Swim Lessons (Per half hour) | 6.70 | 6.80 | 0.10 | 1.49 |
| Private Swim Lessons (Per half hour 1:1) | 22.70 | 23.20 | 0.50 | 2.20 |
| Private Swim Lessons (Per half hour 1:2) | 22.70 | 23.20 | 0.50 | 2.20 |
| Adult Swim Lessons (Per hour) | 10.00 | 10.20 | 0.20 | 2.00 |
| Bonus Slice | | | | |
| Junior Swim Lessons (Per half hour) | 3.90 | 4.00 | 0.10 | 2.56 |
| Adult Swim Lessons (Per hour) | 8.00 | 8.20 | 0.20 | 2.50 |
| Standard rated & inclusive of VAT | | | | |
| Direct Debit Membership | | | | |
| Choice Card | | | | |
| Adult | 48.40 | 49.40 | 1.00 | 2.07 |
| Adult Corporate -10% | 45.60 | 46.60 | 1.00 | 2.19 |
| Concession | 31.90 | 32.50 | 0.60 | 1.88 |
| Couple | 86.50 | 88.20 | 1.70 | 1.97 |
| Family | 116.40 | 118.70 | 2.30 | 1.98 |
| Family Corporate | 104.80 | 106.90 | 2.10 | 2.00 |
| Family Flex 1+3 | 94.80 | 96.70 | 1.90 | 2.00 |
| Family Flex 1+3 Corporate -10% | 85.50 | 87.10 | 1.60 | 1.87 |
| Choice Additional Child | 21.10 | 21.50 | 0.40 | 1.90 |
| Student Peak | 38.10 | 38.90 | 0.80 | 2.10 |
| Student Off Peak | 31.90 | 32.50 | 0.60 | 1.88 |
| Bonus Concessionary | 20.10 | 20.50 | 0.40 | 1.99 |
| Centre Only Adult | 36.10 | 36.80 | 0.70 | 1.94 |
| Active Family Corp - 10% | 90.80 | 92.60 | 1.80 | 1.98 |
| Swim Only | | | | |
| Adult | 36.10 | 36.80 | 0.70 | 1.94 |
| 66+ | 21.10 | 21.50 | 0.40 | 1.90 |
| Under 17 | 21.10 | 21.50 | 0.40 | 1.90 |
| Family | 73.10 | 74.60 | 1.50 | 2.05 |
| Adult Rink | | | | |
| Skate Training | 58.70 | 59.90 | 1.20 | 2.04 |
| Choice plus skate training | 84.85 | 86.60 | 1.75 | 2.06 |
| Junior Rink | | | | |
| Skate Training | 44.30 | 45.20 | 0.90 | 2.03 |
| Choice plus skate training | 56.70 | 57.80 | 1.10 | 1.94 |
| Annual Card | | | | |
| Choice Card | | | | |
| Adult 12 months for 11 | 555.20 | 566.30 | 11.10 | 2.00 |
| Couple 12 months for 11 | 951.70 | 971.00 | 19.30 | 2.03 |
| Family 12 months (2 adults + 2 children) | 1283.30 | 1308.90 | 25.60 | 1.99 |
| Family 12 months for 11 (1 adult + 3 children) | 1042.40 | 1063.20 | 20.80 | 2.00 |
| Concession 12 months for 11 | 351.20 | 358.20 | 7.00 | 1.99 |
| Student 9 months for 8 - Peak | 304.90 | 311.00 | 6.10 | 2.00 |
| Student 9 months for 8 - Off Peak | 255.40 | 260.50 | 5.10 | 2.00 |
| Swim Only | | | | |
| Adult 12 months for 11 | 396.60 | 404.60 | 8.00 | 2.02 |
| 66+ 12 months for 11 | 232.60 | 237.20 | 4.60 | 1.98 |
| Under 17 12 months for 11 | 232.60 | 237.20 | 4.60 | 1.98 |
| Family 12 months for 11 | 804.40 | 820.50 | 16.10 | 2.00 |
| Adult (Hinksey) | 205.00 | 209.10 | 4.10 | 2.00 |
| 66+ / under 17 (Hinksey) | 105.90 | 108.00 | 2.10 | 1.98 |
| Family (Hinksey) | 396.60 | 404.50 | 7.90 | 1.99 |

Community Services Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|--|--------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Skate | | | | |
| Adult Choice Plus 12 months for 11 | 912.10 | 930.30 | 18.20 | 2.00 |
| Junior Rink Plus Annual 12 months for 11 | 605.00 | 617.10 | 12.10 | 2.00 |
| Other Cards | | | | |
| Adult Centre only | 36.10 | 36.80 | 0.70 | 1.94 |
| Choice | | | | |
| Bolt on Adult | 32.50 | 33.10 | 0.60 | 1.85 |
| Bolt on Child | 23.10 | 23.50 | 0.40 | 1.73 |
| Student | 12.40 | 12.60 | 0.20 | 1.61 |
| Bonus | | | | |
| Adult | 3.00 | 3.00 | 0.00 | 0.00 |
| Dependent | 1.00 | 1.00 | 0.00 | 0.00 |
| Skate Training | | | | |
| Adult | 58.70 | 59.90 | 1.20 | 2.04 |
| Child | 44.30 | 45.80 | 1.50 | 3.39 |
| Elite Skate Training DD Junior | 89.60 | 91.40 | 1.80 | 2.01 |
| Adult Choice plus Skate Training | 84.80 | 86.50 | 1.70 | 2.00 |
| Junior Rink plus Skate Training | 56.70 | 57.80 | 1.10 | 1.94 |
| Staff | | | | |
| Family | 51.50 | 52.50 | 1.00 | 1.94 |
| Individual wet & dry | 36.10 | 36.80 | 0.70 | 1.94 |
| Individual dry | 25.80 | 26.30 | 0.50 | 1.94 |
| Swim School Direct Debit | 57.20 | | | |
| Adult | 31.00 | 58.30 | 27.30 | 88.06 |
| Child | 41.20 | 31.60 | (9.60) | (23.30) |
| 66+ | 21.70 | 42.00 | 20.30 | 93.55 |
| Bonus | | 22.10 | 22.10 | #DIV/0! |
| Reward (booking card) | | | | |
| Offered as a free loyalty card by Fusion | 0.00 | 0.00 | N/A | N/A |
| Sport Pitches (per match unless other wise stated) | | | | |
| Cricket | | | | |
| Grass wicket - weekend & bank holidays (Cutteslowe & Horspath 1) | 63.80 | 65.00 | 1.20 | 1.88 |
| Grass wicket - weekdays (Cutteslowe & Horspath 1) | 49.00 | 50.50 | 1.50 | 3.06 |
| Football | | | | |
| Adults | | | | |
| Full Size Pitch weekend & Bank holidays | 44.80 | 46.00 | 1.20 | 2.68 |
| Full Size Pitch weekend & Bank holidays 10 game booking - No VAT * | 373.30 | 383.30 | 10.00 | 2.68 |
| Full Size Pitch weekdays | 34.50 | 35.50 | 1.00 | 2.90 |
| Full Size Pitch weekdays 10 game - No VAT | 287.50 | 295.80 | 8.30 | 2.89 |
| Under 17's | | | | |
| Full Size Pitch weekend & Bank holidays | 23.00 | 23.70 | 0.70 | 3.04 |
| Full Size Pitch weekend 10 game booking - No VAT | 191.70 | 197.50 | 5.80 | 3.03 |
| Full Size Pitch weekdays | 17.70 | 18.20 | 0.50 | 2.82 |
| Full Size Pitch weekdays 10 game - No VAT | 147.50 | 151.60 | 4.10 | 2.78 |
| Under 11's | | | | |
| Mini football | 15.50 | 15.90 | 0.40 | 2.58 |
| Mini football 10 game - No VAT | 129.00 | 132.50 | 3.50 | 2.71 |
| Court Place Farm Stadium inc changing rooms | 130.00 | 130.00 | 0.00 | 0.00 |
| Court Place Farm Stadium floodlights | 43.80 | 43.80 | 0.00 | 0.00 |
| Floodlit 5 a side (East Oxford) per hour | 43.80 | 43.80 | 0.00 | 0.00 |
| Other Charges | | | | |
| Baseball | 53.30 | 54.80 | 1.50 | 2.81 |
| Rugby | 44.50 | 45.80 | 1.30 | 2.92 |
| Athletics Adult | | | | |
| | Set by Oxford City | | | |
| | Athletics Club | | | |
| | (OCAC) | | | |
| OCAC Member Athletics Adult | Set by OCAC | | | |
| OCAC Member Athletics Adult - 12 week pass | Set by OCAC | | | |
| Athletics Junior | Set by OCAC | | | |
| OCAC Member Athletics Junior | Set by OCAC | | | |
| OCAC Member Athletics Junior - 12 week pass | Set by OCAC | | | |
| Athletics Match (senior) | Set by OCAC | | | |
| Athletics Match (junior) | Set by OCAC | | | |
| Athletics track centre with lights | Set by OCAC | | | |

Community Services Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|--|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Pavilions/Changing rooms | | | | |
| Standard rate (whole building) per hour | 52.00 | 53.60 | 1.60 | 3.08 |
| Standard rate (whole building) Day Rate for up to 10 hours | 410.00 | 422.00 | 12.00 | 2.93 |
| Changing Rooms Community rate (sports clubs, charities, community and resident associations) | 21.90 | 22.50 | 0.60 | 2.74 |
| Concessionary Rate (including U17's) | 11.60 | 11.90 | 0.30 | 2.59 |
| Under 11's | 5.70 | 5.90 | 0.20 | 3.51 |
| Adults 10 game booking - No VAT * | 182.50 | 188.00 | 5.50 | 3.01 |
| Concessionary Rate (including U17's) 10 game booking - No VAT * | 96.70 | 99.60 | 2.90 | 3.00 |
| Under 11's 10 game booking - No VAT * | 47.50 | 48.90 | 1.40 | 2.95 |
| Summer Activities | | | | |
| Peak Charges | | | | |
| Tennis Court Hire - Adult | 7.00 | 7.00 | 0.00 | 0.00 |
| Tennis Court Hire - U17's concessionary rate | 3.50 | 4.00 | 0.50 | 14.29 |
| Off Peak Charges | | | | |
| Tennis Court Hire - Adult | 5.00 | 5.00 | 0.00 | 0.00 |
| Tennis Court Hire - U17's concessionary rate | 3.00 | 3.50 | 0.50 | 16.67 |
| Floodlit Courts | | | | |
| Tennis Court Hire Floodlit - Adult | 8.00 | 8.00 | 0.00 | 0.00 |
| Tennis Court Hire Floodlit - Concessions | 5.00 | 5.00 | 0.00 | 0.00 |
| Bowls | | | | |
| Bowls Adult | 2.80 | 3.00 | 0.20 | 7.14 |
| Bowls Conc. | 1.45 | 1.50 | 0.05 | 3.45 |
| Bowls Bonus Slice | 1.35 | 1.40 | 0.05 | 3.70 |
| Putting Adult | 2.80 | 3.00 | 0.20 | 7.14 |
| Putting Conc. | 1.45 | 1.50 | 0.05 | 3.45 |
| Putting Bonus | 1.45 | 1.50 | 0.05 | 3.45 |
| Putting Family Rate | 5.90 | 6.00 | 0.10 | 1.69 |
| Equipment Hire Bowls | 1.35 | 1.40 | 0.05 | 3.70 |
| Equipment Hire Tennis | 1.35 | 1.40 | 0.05 | 3.70 |
| Equipment Hire Putting | 1.35 | 1.40 | 0.05 | 3.70 |
| Sales lost tennis ball | 1.35 | 1.40 | 0.05 | 3.70 |
| Sales lost golf ball | 1.35 | 1.40 | 0.05 | 3.70 |
| Crazy Golf (Cutteslow) | | | | |
| Family Ticket including golf club hire | 15.80 | 16.00 | 0.20 | 1.27 |
| Single Adult | 6.30 | 6.50 | 0.20 | 3.17 |
| Single Child | 4.20 | 4.30 | 0.10 | 2.38 |
| Club and ball hire | 1.30 | 1.40 | 0.10 | 7.69 |
| Mini Golf (Florence Park and Bury Knowle) | | | | |
| Family Ticket including hire of clubs and balls | 8.10 | 8.10 | 0.00 | 0.00 |
| Single Adult | 4.10 | 4.10 | 0.00 | 0.00 |
| Single Child | 2.00 | 2.00 | 0.00 | 0.00 |
| Club and ball hire | 1.30 | 1.30 | 0.00 | 0.00 |
| Annual Club Charges | | | | |
| Bowls | | | | |
| Per Green (7 days a week) per season | 2,735.00 | 2,817.00 | 82.00 | 3.00 |
| Tennis | | | | |
| Hard Court per season | 2,315.00 | 2,384.00 | 69.00 | 2.98 |
| Grass Court per season | 2,625.00 | 2,704.00 | 79.00 | 3.01 |
| Hard Court (floodlit) per season | 2,735.00 | 2,817.00 | 82.00 | 3.00 |
| Equipment Provided and Prices | | | | |
| Goal Nets (set) | 78.30 | 78.30 | 0.00 | 0.00 |
| Corner Posts (each) | 11.40 | 11.40 | 0.00 | 0.00 |
| Corner Flags (each) | 6.20 | 6.20 | 0.00 | 0.00 |
| Net Pegs (each) | 1.00 | 1.00 | 0.00 | 0.00 |
| Soft Broom | 13.40 | 13.40 | 0.00 | 0.00 |
| Dust Pan & Brush | 13.40 | 13.40 | 0.00 | 0.00 |
| Dust Bin (each) | 22.30 | 22.30 | 0.00 | 0.00 |
| Other Charges | | | | |
| Use of wrong pitch | 50.00 | 50.00 | 0.00 | 0.00 |
| Cost for over running per 10 minutes | 8.30 | 8.30 | 0.00 | 0.00 |

Community Services Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|---|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Community Centres Fees and Charges | | | | |
| Charges per hour session unless stated | | | | |
| Tier 1 is Standard rate | | | | |
| Tier 2 is Discounted community rate | | | | |
| East Oxford Games Hall - hire of games hall | 18.00 | 18.50 | 0.50 | 2.78 |
| East Oxford Games Hall - hire of 10 sessions in advance (per session) | 15.50 | 15.90 | 0.40 | 2.58 |
| East Oxford Games Hall - Badminton court hire (new arrangement) | 8.00 | 8.20 | 0.20 | 2.50 |
| Rose Hill Community Centre - Bill Buckingham Ballroom tier 1 (standard) | 42.00 | 42.00 | 0.00 | 0.00 |
| Rose Hill Community Centre - Bill Buckingham Ballroom tier 2 (community) | 27.00 | 28.00 | 1.00 | 3.70 |
| Rose Hill Community Centre - Norman Brown 1 tier 1 (standard) | 21.40 | 21.60 | 0.20 | 0.93 |
| Rose Hill Community Centre - Norman Brown 1 tier 2 (community) | 16.50 | 16.60 | 0.10 | 0.61 |
| Rose Hill Community Centre - Norman Brown 2 tier 1 (standard) | 17.00 | 17.20 | 0.20 | 1.18 |
| Rose Hill Community Centre - Norman Brown 2 tier 2 (community) | 11.20 | 11.40 | 0.20 | 1.79 |
| Rose Hill Community Centre - Norman Brown 1&2 tier 1 (standard) | 38.50 | 38.80 | 0.30 | 0.78 |
| Rose Hill Community Centre - Norman Brown 1&2 tier 2 (community) | 27.80 | 28.00 | 0.20 | 0.72 |
| Rose Hill Community Centre - Youth 1 (hall) tier 1(standard) | 24.00 | 25.00 | 1.00 | 4.17 |
| Rose Hill Community Centre - Youth 1 (hall) tier 2 (community) | 18.00 | 18.40 | 0.40 | 2.22 |
| Rose Hill Community Centre - Youth 2 (chill out) tier 1 (standard) | 15.20 | 15.20 | 0.00 | 0.00 |
| Rose Hill Community Centre - Youth 2 (chill out) tier 2 (community) | 10.40 | 10.40 | 0.00 | 0.00 |
| Pavilion Hire (3hours- 2x changing rooms only) | 18.00 | 18.40 | 0.40 | 2.22 |
| Rose Hill Community Centre - Gym - CASH MONTH adult + Classes | 30.00 | 30.00 | 0.00 | 0.00 |
| Rose Hill Community Centre - Gym - monthly DD adult + Classes | 24.00 | 24.00 | 0.00 | 0.00 |
| Rose Hill Community Centre - Gym and classes - CASH MONTH DD junior/65+ | 20.00 | 20.00 | 0.00 | 0.00 |
| Rose Hill Community Centre - Gym only- monthly DD adult | 15.00 | 15.00 | 0.00 | 0.00 |
| Rose Hill Community Centre - Gym and classes - CASH MONTH DD junior/65+ (NEW MEMBERSHIP TYPE) | 20.00 | 20.00 | 0.00 | 0.00 |
| Rose Hill Community Centre - Gym and classes - monthly DD junior/65+ | 15.00 | 15.00 | 0.00 | 0.00 |
| Rose Hill Community Centre - Gym only - CASH MONTH junior/65+ concession | 15.00 | 15.00 | 0.00 | 0.00 |
| Rose Hill Community Centre - Gym only - monthly DD junior/65+ concession | 10.00 | 10.00 | 0.00 | 0.00 |
| Rose Hill Community Centre - Gym and classes - Family - CASH MONTH | 66.00 | 66.00 | 0.00 | 0.00 |
| Rose Hill Community Centre - Gym and classes - Family - monthly DD | 61.00 | 61.00 | 0.00 | 0.00 |
| NEW: Rose Hill Community Centre - Gym only- Family - CASH MONTH concession | | | | |
| | 46.00 | 46.00 | 0.00 | 0.00 |
| Rose Hill Community Centre - Gym only- Family - monthly DD concession | 40.00 | 40.00 | 0.00 | 0.00 |
| Rose Hill Community Centre - Gym - Adult casual | 6.00 | 6.00 | 0.00 | 0.00 |
| Rose Hill Community Centre - Gym Junior | 3.70 | 3.70 | 0.00 | 0.00 |
| Blackbird Leys Community Centre - Jack Argent Room tier 1 (standard) | 16.40 | 17.00 | 0.60 | 3.66 |
| Blackbird Leys Community Centre - Jack Argent tier 2 (community) | 10.20 | 10.60 | 0.40 | 3.92 |
| Blackbird Leys Community Centre - Meeting room tier 1 (standard) | 10.60 | 11.00 | 0.40 | 3.77 |
| Blackbird Leys Community Centre - Meeting room tier 2 (community) | 6.00 | 6.20 | 0.20 | 3.33 |
| Blackbird Leys Community Centre - Sports Hall tier 1 (standard) | 20.00 | 20.60 | 0.60 | 3.00 |
| Blackbird Leys Community Centre - Sports Hall tier 2 (community) | 10.60 | 11.00 | 0.40 | 3.77 |
| Blackbird Leys Community Centre - IT Suite (3hr Session) | 11.40 | 11.80 | 0.40 | 3.51 |
| Blackbird Leys Community Centre - Reception (Standard) | 10.20 | 10.60 | 0.40 | 3.92 |
| Blackbird Leys Community Centre - Reception (Community) | 5.60 | 6.00 | 0.40 | 7.14 |
| Jubilee Hall - Hall, meeting room, kitchen (Standard) | 20.50 | 21.00 | 0.50 | 2.44 |
| Jubilee Hall - Hall, meeting room, kitchen - (Community) | 16.40 | 17.00 | 0.60 | 3.66 |
| East Oxford Community Centre - Upstairs Hall weekdays - tier 2 (community) | 10.60 | 10.80 | 0.20 | 1.89 |
| East Oxford Community Centre - Upstairs Hall weekdays - tier 1 (standard) | 11.80 | 12.00 | 0.20 | 1.69 |
| East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 2 (community) | 12.60 | 13.00 | 0.40 | 3.17 |
| East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 1 (standard) | 13.80 | 14.00 | 0.20 | 1.45 |
| East Oxford Community Centre - downstairs Hall weekdays - tier 2 (community) | 10.60 | 10.80 | 0.20 | 1.89 |
| East Oxford Community Centre - downstairs Hall weekdays - tier 1 (standard) | 11.80 | 12.00 | 0.20 | 1.69 |
| East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 2 (community) | 12.80 | 13.00 | 0.20 | 1.56 |
| East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 1 (standard) | 13.80 | 14.00 | 0.20 | 1.45 |
| East Oxford Community Centre - Lounge weekdays - tier 2 (community) | 9.60 | 9.80 | 0.20 | 2.08 |
| East Oxford Community Centre - Lounge weekdays - tier 1 (standard) | 10.60 | 10.80 | 0.20 | 1.89 |
| East Oxford Community Centre - Lounge Eve & Wkd - tier 2 (community) | 11.80 | 12.00 | 0.20 | 1.69 |
| East Oxford Community Centre - Lounge Eve & Wkd - tier 1 (standard) | 12.80 | 13.00 | 0.20 | 1.56 |
| East Oxford Community Centre - Kitchen weekdays - | 10.80 | 11.00 | 0.20 | 1.85 |
| East Oxford Community Centre - Kitchen weekdays - over 3 hours | 26.00 | 26.60 | 0.60 | 2.31 |
| East Oxford Community Centre - Kitchen weekdays - over 5 hours | 37.50 | 40.00 | 2.50 | 6.67 |
| East Oxford Community Centre - Kitchen Eve & Wkd - | 13.00 | 13.40 | 0.40 | 3.08 |
| East Oxford Community Centre - Kitchen Eve & Wkd - over 3 hrs | 31.00 | 32.00 | 1.00 | 3.23 |
| East Oxford Community Centre - Kitchen Eve & Wkd - over 5 hrs | 49.00 | 50.00 | 1.00 | 2.04 |
| East Oxford Community Centre - Hall, Kitchen & Lounge (tier 2) evening events fri / | 87.00 | 90.00 | 3.00 | 3.45 |
| East Oxford Community Centre - Hall, Kitchen & Lounge (tier 2) evening events fri / | 107.00 | 115.00 | 8.00 | 7.48 |
| East Oxford Community Centre - Hall, Kitchen & Lounge (tier 1) evening events fri / | | | | |
| sat 5 hrs | 138.00 | 145.00 | 7.00 | 5.07 |
| East Oxford Community Centre - Hall, Kitchen & Lounge (tier 1) evening events fri / | | | | |
| sat 5 hrs | 167.00 | 175.00 | 8.00 | 4.79 |

Community Services Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|--|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Events Charges | | | | |
| Application fee (none refundable) | | | | |
| All Event Applications | 20.00 | 20.50 | 0.50 | 2.50 |
| 1. City Centre | | | | |
| Oxford based Charity and/or Community Events (per day) | | | | |
| Small | 250.00 | 255.00 | 5.00 | 2.00 |
| Medium | 500.00 | 510.00 | 10.00 | 2.00 |
| Large | 1,500.00 | 1,530.00 | 30.00 | 2.00 |
| Extra-Large | 4,000.00 | 4,080.00 | 80.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| National Charity Events (per day) | | | | |
| Small | 500.00 | 510.00 | 10.00 | 2.00 |
| Medium | 1,000.00 | 1,020.00 | 20.00 | 2.00 |
| Large | 1,500.00 | 1,530.00 | 30.00 | 2.00 |
| Extra-Large | 4,000.00 | 4,080.00 | 80.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| Bonn Square - use of power/electricity per day | | | | |
| Refundable Bond for key for using power in Bonn Square £500 | 25 - 75 | 25 - 75 | | |
| Commercial Events | | | | |
| 1. City Centre - Bonn Sq, Broad St, Gloucester Green & other city locations (per day) | | | | |
| Small | 1,000.00 | 1,020.00 | 20.00 | 2.00 |
| Medium | 2,000.00 | 2,040.00 | 40.00 | 2.00 |
| Large | 4,000.00 | 4,080.00 | 80.00 | 2.00 |
| Extra Large | 6,000.00 | 6,120.00 | 120.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| 2. City Centre Markets | | | | |
| weekday | 750.00 | 765.00 | 15.00 | 2.00 |
| weekend | 1,000.00 | 1,020.00 | 20.00 | 2.00 |
| Bond Payable £500 - £1,500 | | | | |
| Parks and Green Spaces | | | | |
| Premium parks - South Park, Cutteslowe Park, Oxpens Meadow | | | | |
| Local Charity & Local Community Events (per day) | | | | |
| Small | 500.00 | 510.00 | 10.00 | 2.00 |
| Medium | 1,000.00 | 1,020.00 | 20.00 | 2.00 |
| Large | 1,500.00 | 1,530.00 | 30.00 | 2.00 |
| Extra-Large | 4,000.00 | 4,080.00 | 80.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| National Charity Event (per day) | | | | |
| Small | 500.00 | 510.00 | 10.00 | 2.00 |
| Medium | 1,000.00 | 1,020.00 | 20.00 | 2.00 |
| Large | 1,500.00 | 1,530.00 | 30.00 | 2.00 |
| Extra-Large | 4,000.00 | 4,080.00 | 80.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| Commercial Events (per day) | | | | |
| Small | 1,000.00 | 1,020.00 | 20.00 | 2.00 |
| Medium | 2,000.00 | 2,040.00 | 40.00 | 2.00 |
| Large | 4,000.00 | 4,080.00 | 80.00 | 2.00 |
| Extra-Large | 6,000.00 | 6,120.00 | 120.00 | 2.00 |
| Bond Payable £500 - £2,500 | | | | |
| City Parks (per day) | | | | |
| Local Charity & Local Community Events (per day) | | | | |
| Small | 250.00 | 255.00 | 5.00 | 2.00 |
| Medium | 500.00 | 510.00 | 10.00 | 2.00 |
| Large | 1,500.00 | 1,530.00 | 30.00 | 2.00 |
| Extra-Large | 2,000.00 | 2,040.00 | 40.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| National Charity Event (per day) | | | | |
| Small | 500.00 | 510.00 | 10.00 | 2.00 |
| Medium | 100.00 | 102.00 | 2.00 | 2.00 |
| Large | 1,500.00 | 1,530.00 | 30.00 | 2.00 |
| Extra-Large | 2,000.00 | 2,040.00 | 40.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| Commercial Events (per day) | | | | |
| Small | 1,000.00 | 1,020.00 | 20.00 | 2.00 |
| Medium | 1,500.00 | 1,530.00 | 30.00 | 2.00 |
| Large | 2,000.00 | 2,040.00 | 40.00 | 2.00 |
| Extra-Large | 4,000.00 | 4,080.00 | 80.00 | 2.00 |
| Bond Payable £500 - £2,500 | | | | |

Community Services Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|---|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Neighbourhood Parks (per day) | | | | |
| Local Charity & Local Community Events (per day) | | | | |
| Small | 250.00 | 255.00 | 5.00 | 2.00 |
| Medium | 500.00 | 510.00 | 10.00 | 2.00 |
| Large | 750.00 | 765.00 | 15.00 | 2.00 |
| Extra-Large | 1,000.00 | 1,020.00 | 20.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| National Charity Event (per day) | | | | |
| Small | 250.00 | 255.00 | 5.00 | 2.00 |
| Medium | 500.00 | 510.00 | 10.00 | 2.00 |
| Large | 750.00 | 765.00 | 15.00 | 2.00 |
| Extra-Large | 1,000.00 | 1,020.00 | 20.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| Commercial Events (per day) | | | | |
| Small | 1,000.00 | 1,020.00 | 20.00 | 2.00 |
| Medium | 1,500.00 | 1,530.00 | 30.00 | 2.00 |
| Large | 2,500.00 | 2,550.00 | 50.00 | 2.00 |
| Extra-Large | 4,000.00 | 4,080.00 | 80.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| Local Parks (per day) | | | | |
| Local Charity & Local Community Events (per day) | | | | |
| Small | 250.00 | 255.00 | 5.00 | 2.00 |
| Medium | 500.00 | 510.00 | 10.00 | 2.00 |
| Large | 750.00 | 765.00 | 15.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| National Charity Event (per day) | | | | |
| Small | 400.00 | 408.00 | 8.00 | 2.00 |
| Medium | 750.00 | 765.00 | 15.00 | 2.00 |
| Large | 1,200.00 | 1,225.00 | 25.00 | 2.08 |
| Bond Payable £250 - £1,500 | | | | |
| Commercial Events (per day) | | | | |
| Small | 1,000.00 | 1,020.00 | 20.00 | 2.00 |
| Medium | 1,500.00 | 1,530.00 | 30.00 | 2.00 |
| Large | 2,000.00 | 2,040.00 | 40.00 | 2.00 |
| Bond Payable £500 - £1,500 | | | | |
| Other events / Activities taking place in Parks & Green Spaces | | | | |
| Sports Tournaments & associated events | | | | |
| Bond Payable £250 - £1,500 | 100 - 5000 | 100 - 5000 | | |
| Funfairs & Circuses | | | | |
| up to 10 rides/units | 1,000.00 | 1,020.00 | 20.00 | 2.00 |
| 10 to 20 rides/units | 1,500.00 | 1,530.00 | 30.00 | 2.00 |
| Bond Payable £1,000 - £2,500 | | | | |
| Promotions/Marketing in the city | | | | |
| Full Day | 1000 - 4000 | 1000 - 4000 | | |
| Bond Payable £250 - £1,500 | | | | |
| Site visits - Park Rangers | | | | |
| | 75.00 | 77.00 | 2.00 | 2.67 |
| Use of existing Premises Licence (500-4999 people) | | | | |
| Commercial | 250.00 | 255.00 | 5.00 | 2.00 |
| Local Charity & Community | 50.00 | 51.00 | 1.00 | 2.00 |
| Late application/submission fee if timescales/deadlines not met | | | | |
| | 75 - 500 | 75 - 500 | | |
| Late Application Fee - fewer than 8 weeks before the event for a small event or 3 months before the event for a medium size event or 6 months before the event for a large or extra large event | | | | |
| | double hire fee | double hire fee | | |
| Some events that are deemed to have significant cultural and communal benefit that take place in regeneration areas may be eligible for our policy for free use of parks in those regeneration areas for priority groups | | | | |

Community Services Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|--|---------------------|---------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| South Park - Large Sized Events (over 499 people) | | | | |
| Application Fee: non-refundable - Commercial | 100.00 | 102.00 | 2.00 | 2.00 |
| Application Fee: non-refundable - Local Community & Local Charity | 100.00 | 102.00 | 2.00 | 2.00 |
| Application Fee: National Charity | 100.00 | 102.00 | 2.00 | 2.00 |
| Non-operational days on site - e.g. for set up/set down - 50% of the venue hire day rate per day | | | | |
| Fee for vehicle to remain on site during the event and/or after set up | | | | |
| Per Car/Small vehicle | 50.00 | 51.00 | 1.00 | 2.00 |
| Van/Luton | 100.00 | 102.00 | 2.00 | 2.00 |
| Per 7.5 tonne truck/cherry picker | 150.00 | 153.00 | 3.00 | 2.00 |
| Cancellation fee | | | | |
| | 50-100% of hire fee | 50-100% of hire fee | | |
| Filming - Commercial | | | | |
| Application Processing Fee | | | | |
| | 75 - 250 | 75 - 250 | | |
| 1. Half Day (4 hours or less) | | | | |
| Small | 375.00 | 383.00 | 8.00 | 2.13 |
| Medium | 625.00 | 638.00 | 13.00 | 2.08 |
| Large | 1,250.00 | 1,275.00 | 25.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| 2. Full Day | | | | |
| Small | 750.00 | 765.00 | 15.00 | 2.00 |
| Medium | 1,250.00 | 1,275.00 | 25.00 | 2.00 |
| Large | 2,500.00 | 2,550.00 | 50.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| Photography / GV's | | | | |
| half day | 500.00 | 510.00 | 10.00 | 2.00 |
| full day | 1,000.00 | 1,020.00 | 20.00 | 2.00 |
| Filming - Promotion / Marketing | | | | |
| 1. Half Day | | | | |
| Small | 375.00 | 383.00 | 8.00 | 2.13 |
| Medium | 625.00 | 638.00 | 13.00 | 2.08 |
| Large | 1,250.00 | 1,275.00 | 25.00 | 2.00 |
| Bond Payable £250 - £1,000 | | | | |
| 2. Full Day | | | | |
| Small | 750.00 | 765.00 | 15.00 | 2.00 |
| Medium | 1,250.00 | 1,275.00 | 25.00 | 2.00 |
| Large | 2,500.00 | 2,550.00 | 50.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| Photography / GV's | | | | |
| half day | 500.00 | 510.00 | 10.00 | 2.00 |
| full day | 1,000.00 | 1,020.00 | 20.00 | 2.00 |
| Filming - Education/Documentary/Non Commercial | | | | |
| 1. Half Day | | | | |
| Small | 100.00 | 102.00 | 2.00 | 2.00 |
| Medium | 250.00 | 255.00 | 5.00 | 2.00 |
| Large | 500.00 | 510.00 | 10.00 | 2.00 |
| Bond Payable £250 - £1,000 | | | | |
| 2. Full Day | | | | |
| Small | 250.00 | 255.00 | 5.00 | 2.00 |
| Medium | 500.00 | 510.00 | 10.00 | 2.00 |
| Large | 750.00 | 765.00 | 15.00 | 2.00 |
| Bond Payable £250 - £1,500 | | | | |
| Photography / GV's | | | | |
| half day | 250.00 | 255.00 | 5.00 | 2.00 |
| full day | 500.00 | 510.00 | 10.00 | 2.00 |

Community Services Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|---|--------------------------|--------------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Filming - Student | | | | |
| 1. Half Day | | | | |
| Small | 100.00 | 102.00 | 2.00 | 2.00 |
| Medium | 250.00 | 255.00 | 5.00 | 2.00 |
| Bond Payable £250 - £500 | | | | |
| 2. Full Day | | | | |
| Small | 250.00 | 255.00 | 5.00 | 2.00 |
| Medium | 500.00 | 510.00 | 10.00 | 2.00 |
| Bond Payable £250 - £500 | | | | |
| Photography / GV's | | | | |
| half day | 250.00 | 255.00 | 5.00 | 2.00 |
| full day | 500.00 | 510.00 | 10.00 | 2.00 |
| Additional charges for filming | | | | |
| Vehicle Fee | | | | |
| Car / Small vehicle - each | 50.00 | 51.00 | 1.00 | 2.00 |
| Van / Luton - each | 100.00 | 102.00 | 2.00 | 2.00 |
| 7.5 ton Truck - each | 150.00 | 153.00 | 3.00 | 2.00 |
| Cherry Pucker - each | 150.00 | 153.00 | 3.00 | 2.00 |
| Site visits - per hour | 75.00 | 77.00 | 2.00 | 2.67 |
| Cancellation fee | 50 - 100% of filming fee | 50 - 100% of filming fee | | |
| Late Application Fee | double filming fee | double filming fee | | |
| Road Closures | | | | |
| Commercial Event Road Closures- Events (under 500 people) | 105.00 | 107.00 | 2.00 | 1.90 |
| Commercial Event Road Closures- Market and Street Fairs | 255.00 | 260.00 | 5.00 | 1.96 |
| Commercial Event Road Closures- Events (500 or more people) | 305.00 | 311.00 | 6.00 | 1.97 |
| Road closure with no commercial element inc street parties | 16.00 | 16.30 | 0.30 | 1.88 |
| St Giles Fair Tolls - reasonable charges to be set by Head of Community Services | | | | |
| | Increase all by 5% | Increase all by 5% | | |
| Events & Culture notes: | | | | |
| For Filming requests with less than 7 days notice, all charges will be doubled | | | | |
| Some filming activities which are deemed to have a significant benefit to the city may be eligible for a discount, which will be discussed with the Events Officer in advance | | | | |
| Small Event: 0-100 people | | | | |
| Medium Event: 100-499 people | | | | |
| Large Event: 500-4999 people | | | | |
| Extra Large Event: 5000+ people | | | | |
| Extra-Extra Large Event: 20,000+ people | | | | |
| Filming (small): crew size 1-5 people | | | | |
| Filming (medium): crew size 6-11 people | | | | |
| Filming (large): crew size 12 + people | | | | |
| Town Hall Charges | | | | |
| Room Charges - Commercial Rates | | | | |
| <i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i> | | | | |
| Main Hall | 260.00 | 260.00 | 0.00 | 0.00 |
| Assembly Room | 160.00 | 160.00 | 0.00 | 0.00 |
| Old Library | 160.00 | 160.00 | 0.00 | 0.00 |
| Long Room | 90.00 | 90.00 | 0.00 | 0.00 |
| Meeting Rooms | 75.00 | 75.00 | 0.00 | 0.00 |
| Room Charges - Community/Charity Rates | | | | |
| <i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i> | | | | |
| Main Hall | 130.00 | 130.00 | 0.00 | 0.00 |
| Assembly Room | 80.00 | 80.00 | 0.00 | 0.00 |
| Old Library | 80.00 | 80.00 | 0.00 | 0.00 |
| Long Room | 45.00 | 45.00 | 0.00 | 0.00 |
| Meeting Rooms | 37.50 | 37.50 | 0.00 | 0.00 |

Community Services Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|---|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Social Events Packages | | | | |
| Civil Ceremonies (Inclusive of VAT) | | | | |
| (Based on 2 hours room hire, with one hour prior to the ceremony start time and one hour after) | | | | |
| Main Hall | 780.00 | 780.00 | 0.00 | 0.00 |
| Assembly Room/Old Library | 630.00 | 630.00 | 0.00 | 0.00 |
| Court Room | 510.00 | 510.00 | 0.00 | 0.00 |
| St Aldate's Room | 330.00 | 330.00 | 0.00 | 0.00 |
| Wedding Receptions (per hour inclusive of VAT) | | | | |
| Main Hall | 300.00 | 300.00 | 0.00 | 0.00 |
| Assembly Room/Old Library | 180.00 | 180.00 | 0.00 | 0.00 |
| St Aldate's Room | 180.00 | 180.00 | 0.00 | 0.00 |
| Discounts | | | | |
| Social Event Off - Peak Monday/Tuesday only | | | | |
| Concessionary Meetings | | | | |
| Preparation, Clearance or Rehearsal | | | | |
| 6 hours or more consecutive at the standard price | | | | |
| Agency Commission room hire fees (maximum) | 15% | 15% | | |
| Royalties - based on total box office sales, | | | | |
| Classical Concerts | 4.80% | 4.80% | | |
| Pop Concerts | 3% | 3% | | |
| Variety Performances | 2% | 2% | | |
| All other events including music, films, video, DVD films or promotional events | 9% | 9% | | |
| Box Office | | | | |
| Minimum fee of £25 or 10% of sales (whichever is greater) | 13% | 13% | | |
| Technical Facilities | | | | |
| Data Projector | 50.00 | 50.00 | 0.00 | 0.00 |
| Main Hall Projector & Screen | 150.00 | 150.00 | 0.00 | 0.00 |
| Flipchart, pad & pens (inc. in DDR) | 15.00 | 15.00 | 0.00 | 0.00 |
| Laptop computer (internal use only) | 55.00 | 55.00 | 0.00 | 0.00 |
| Lectern – table | FOC | FOC | | |
| Lectern – free standing | FOC | FOC | | |
| Long Room - AV Equipment | 55.00 | 55.00 | 0.00 | 0.00 |
| PA system (Main Hall) | 100.00 | 100.00 | 0.00 | 0.00 |
| Large Screen | 55.00 | 55.00 | 0.00 | 0.00 |
| Small pop up screen | 27.50 | 27.50 | 0.00 | 0.00 |
| Stage extension - Small | 400.00 | 400.00 | 0.00 | 0.00 |
| Stage extension - Large | 400.00 | 400.00 | 0.00 | 0.00 |
| Musical Equipment | | | | |
| Organ – Events | 110.00 | 110.00 | 0.00 | 0.00 |
| Organ – rehearsal/practice (per hour) | 13.50 | 13.50 | 0.00 | 0.00 |
| Piano – events | 75.00 | 75.00 | 0.00 | 0.00 |
| Piano – rehearsal/practice (per hour) | 13.50 | 13.50 | 0.00 | 0.00 |
| License Holders & Door Supervisors | | | | |
| Door Supervisors (per hr per Supervisor) | At Cost | At Cost | | |
| Internal Charges | | | | |
| Small meeting room hire Mon-Fri (8am-5pm extended to 10pm on selected weekdays) | | | | |
| | FOC | FOC | | |
| Cancellation less than 72 hrs before | 50% | 50% | 0.00 | 0.00 |
| Catering Charges | | | | |
| Kitchen Hire per head (minimum 100) | 4.00 | 4.00 | 0.00 | 0.00 |
| Servery Hire Only (per day) | 65.00 | 65.00 | 0.00 | 0.00 |
| Distribution of Free Printed Matter | | | | |
| Non Static - Annual Consent | 400.00 | 400.00 | 0.00 | 0.00 |
| Non Static - Monthly consent | 100.00 | 100.00 | 0.00 | 0.00 |
| Static Annual Consent | 200.00 | 200.00 | 0.00 | 0.00 |
| Non-profit and community organisations | | | | |
| | 50.00 | 50.00 | 0.00 | 0.00 |
| Replacement badge | 25.00 | 25.00 | 0.00 | 0.00 |

Housing Revenue Account Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|--|-------------------|-------------------|-------------------------|-------------------------|
| | £ | £ | £ | % |
| <u>Exempt from VAT</u> | | | | |
| Other charges | | | | |
| Sheltered Guest Room Hire per night | 20.00 | 20.30 | 0.30 | 1.50 |
| <u>Standard rated & exclusive of VAT</u> | | | | |
| Other charges | | | | |
| ASSA Key | 27.00 | 30.00 | 3.00 | 11.11 |
| Controlled Entry Key Fob | 27.00 | 30.00 | 3.00 | 11.11 |
| Residential Leasehold Solicitor Questionnaire Fee | 275.00 | 275.00 | 0.00 | 0.00 |
| Futher Requests beyond standard Leasehold Property Forms | 110.00 | 110.00 | 0.00 | 0.00 |
| <u>Exempt from VAT (before discounts)</u> | | | | |
| Garage with in curtiledge | 16.27 | 16.27 | 0.00 | 0.00 |
| Replacement lost/damaged resident parking permit | 18.00 | 20.00 | 2.00 | 11.11 |

Oxford Direct Services Fees & Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|--|------------------------|------------------------|------------------------------|------------------------------|
| Garden Waste Charges | | | | |
| Outside Scope for VAT | | | | |
| Garden Waste Bags Pack 10 | 35.50 | 38.50 | 3.00 | 8.45 |
| Garden Waste Bags Pack 20 | 51.00 | 57.00 | 6.00 | 11.76 |
| Concessionary rate for Garden Waste Bags/Bin | 0.00 | 45.00 | 45.00 | New charge |
| Bulky Waste Charges | | | | |
| Outside Scope for VAT | | | | |
| Bulky household waste collection (excluding large electrical or white goods) | n/a | 20.00 | n/a | New charge |
| Large electrical or white goods (per item) | n/a | 30.00 | n/a | New charge |
| Concessionary rate at 50% | n/a | £10- £15 | n/a | New charge |
| Car Parks Charges | | | | |
| Standard rated & inclusive of VAT | | | | |
| City Centre Car Parks | | | | |
| Oxpens Car Park | | | | |
| Monday to Friday, & Sundays (08:00 - 20:00) | | | | |
| 0 - 1 Hours | 3.00 | 3.00 | 0.00 | 0.00 |
| 1 to 2 Hours | 4.00 | 4.00 | 0.00 | 0.00 |
| 2 to 3 Hours | 5.00 | 5.00 | 0.00 | 0.00 |
| 3 to 4 Hours | 7.00 | 7.00 | 0.00 | 0.00 |
| 4 to 6 Hours | 9.00 | 9.00 | 0.00 | 0.00 |
| 6 to 8 Hours | 18.00 | 18.00 | 0.00 | 0.00 |
| 8+ Hours | 25.00 | 25.00 | 0.00 | 0.00 |
| All other times | 3.00 | 3.00 | 0.00 | 0.00 |
| Saturdays (08:00 - 20:00) | | | | |
| 0 - 1 Hours | 3.10 | 3.10 | 0.00 | 0.00 |
| 1 to 2 Hours | 5.20 | 5.20 | 0.00 | 0.00 |
| 2 to 3 Hours | 8.00 | 8.00 | 0.00 | 0.00 |
| 3 to 4 Hours | 10.00 | 10.00 | 0.00 | 0.00 |
| 4 to 6 Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| 6 to 8 Hours | 22.50 | 22.50 | 0.00 | 0.00 |
| 8+ Hours | 28.60 | 28.60 | 0.00 | 0.00 |
| All other times | 3.00 | 3.00 | 0.00 | 0.00 |
| Worcester Street Car Park | | | | |
| Monday to Friday, & Sundays (08:00 - 20:00) | | | | |
| 0 - 1 Hours | 4.00 | 4.00 | 0.00 | 0.00 |
| 1 to 2 Hours | 6.00 | 6.00 | 0.00 | 0.00 |
| 2 to 3 Hours | 9.00 | 9.00 | 0.00 | 0.00 |
| 3 to 4 Hours | 11.50 | 11.50 | 0.00 | 0.00 |
| 4 to 6 Hours | 18.00 | 18.00 | 0.00 | 0.00 |
| 6 to 8 Hours | 28.00 | 28.00 | 0.00 | 0.00 |
| 8+ Hours | 35.00 | 35.00 | 0.00 | 0.00 |
| All other times | 4.00 | 4.00 | 0.00 | 0.00 |
| Saturdays (08:00 - 20:00) | | | | |
| 0 - 1 Hours | 4.50 | 4.50 | 0.00 | 0.00 |
| 1 to 2 Hours | 7.30 | 7.30 | 0.00 | 0.00 |
| 2 to 3 Hours | 10.00 | 10.00 | 0.00 | 0.00 |
| 3 to 4 Hours | 12.50 | 12.50 | 0.00 | 0.00 |
| 4 to 6 Hours | 20.00 | 20.00 | 0.00 | 0.00 |
| 6 to 8 Hours | 30.00 | 30.00 | 0.00 | 0.00 |
| 8+ Hours | 35.00 | 35.00 | 0.00 | 0.00 |
| All other times | 4.50 | 4.50 | 0.00 | 0.00 |
| Gloucester Green Car Park | | | | |
| Monday to Friday, & Sundays (08:00 - 20:00) | | | | |
| 0 - 1 Hours | 4.00 | 4.00 | 0.00 | 0.00 |
| 1 to 2 Hours | 6.00 | 6.00 | 0.00 | 0.00 |
| 2 to 3 Hours | 9.00 | 9.00 | 0.00 | 0.00 |
| 3 to 4 Hours | 11.50 | 11.50 | 0.00 | 0.00 |
| 4 to 6 Hours | 18.00 | 18.00 | 0.00 | 0.00 |
| 6 to 8 Hours | 28.00 | 28.00 | 0.00 | 0.00 |
| 8+ Hours | 35.00 | 35.00 | 0.00 | 0.00 |
| All other times | 4.00 | 4.00 | 0.00 | 0.00 |
| Saturdays (08:00 - 20:00) | | | | |
| 0 - 1 Hours | 4.50 | 4.50 | 0.00 | 0.00 |
| 1 to 2 Hours | 7.30 | 7.30 | 0.00 | 0.00 |
| 2 to 3 Hours | 10.00 | 10.00 | 0.00 | 0.00 |
| 3 to 4 Hours | 12.50 | 12.50 | 0.00 | 0.00 |
| 4 to 6 Hours | 20.00 | 20.00 | 0.00 | 0.00 |

Oxford Direct Services Fees & Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|-----------------|------------------------|------------------------|------------------------------|------------------------------|
| 6 to 8 Hours | 30.00 | 30.00 | 0.00 | 0.00 |
| 8+ Hours | 35.00 | 35.00 | 0.00 | 0.00 |
| All other times | 4.50 | 4.50 | 0.00 | 0.00 |

Oxford Direct Services Fees & Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|--|------------------------|------------------------|------------------------------|------------------------------|
| Other Off Street Car Parks | | | | |
| St Clements Car Park | | | | |
| Monday to Sunday (08:00 - 20:00) | | | | |
| 0 - 1 Hours | 2.00 | 2.00 | 0.00 | 0.00 |
| 1 to 2 Hours | 2.50 | 2.50 | 0.00 | 0.00 |
| 2 to 3 Hours | 4.00 | 4.00 | 0.00 | 0.00 |
| 3 to 4 Hours | 7.50 | 7.50 | 0.00 | 0.00 |
| 4 to 6 Hours | 10.50 | 10.50 | 0.00 | 0.00 |
| 6 to 8 Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| 8+ Hours | 20.00 | 20.00 | 0.00 | 0.00 |
| All other times | 2.00 | 2.00 | 0.00 | 0.00 |
| Headington Car Park | | | | |
| Monday to Sunday (08:00 - 20:00) | | | | |
| 0 to 1 hour | 2.00 | 2.00 | 0.00 | 0.00 |
| 1 to 2 Hours | 2.50 | 2.50 | 0.00 | 0.00 |
| 2 to 3 Hours | 3.50 | 3.50 | 0.00 | 0.00 |
| 3 to 4 Hours | 6.00 | 6.00 | 0.00 | 0.00 |
| 4 to 6 Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| 6 to 8 Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| 8+ Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| All other times | 2.00 | 2.00 | 0.00 | 0.00 |
| Local resident/business permit - Day charge | 6.50 | 6.50 | 0.00 | 0.00 |
| Note: permits will be sold in blocks of 4 weeks minimum | | | | |
| Union Street Car Park | | | | |
| Monday to Sunday (08:00 - 20:00) | | | | |
| 0 - 1 Hours | 2.00 | 2.00 | 0.00 | 0.00 |
| 1 to 2 Hours | 2.50 | 2.50 | 0.00 | 0.00 |
| 2 to 3 Hours | 3.50 | 3.50 | 0.00 | 0.00 |
| 3 to 4 Hours | 6.00 | 6.00 | 0.00 | 0.00 |
| 4 to 6 Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| 6 to 8 Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| 8+ Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| All other times | 2.00 | 2.00 | 0.00 | 0.00 |
| Ferrv Pool Car Park | | | | |
| Monday to Sunday (08:00 - 20:00) | | | | |
| 0 - 1 Hours | 2.00 | 2.00 | 0.00 | 0.00 |
| 1 to 2 Hours | 2.50 | 2.50 | 0.00 | 0.00 |
| 2 to 3 Hours | 3.50 | 3.50 | 0.00 | 0.00 |
| 3 to 4 Hours | 6.00 | 6.00 | 0.00 | 0.00 |
| 4 to 6 Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| 6 to 8 Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| 8+ Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| All other times | 2.00 | 2.00 | 0.00 | 0.00 |
| Annual Permit (20:00-08:00) | 120.00 | 120.00 | 0.00 | 0.00 |
| St Leonards | | | | |
| Monday to Sunday (08:00 - 20:00) | | | | |
| 0 to 1 hour | 2.00 | 2.00 | 0.00 | 0.00 |
| 1 to 2 Hours | 2.50 | 2.50 | 0.00 | 0.00 |
| 2 to 3 Hours | 3.50 | 3.50 | 0.00 | 0.00 |
| 3 to 4 Hours | 6.00 | 6.00 | 0.00 | 0.00 |
| 4 to 6 Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| 6 to 8 Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| 8+ Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| All other times | 2.00 | 2.00 | 0.00 | 0.00 |
| Local resident/business permit - Day charge | 6.50 | 6.50 | 0.00 | 0.00 |
| Note: permits will be sold in blocks of 4 weeks minimum | | | | |
| Summertown Car Park | | | | |
| Monday to Sunday (08:00 - 20:00) | | | | |
| 0 - 1 Hours | 2.00 | 2.00 | 0.00 | 0.00 |
| 1 to 2 Hours | 2.50 | 2.50 | 0.00 | 0.00 |
| 2 to 3 Hours | 3.50 | 3.50 | 0.00 | 0.00 |
| 3 to 4 Hours | 6.00 | 6.00 | 0.00 | 0.00 |
| 4 to 6 Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| 6 to 8 Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| 8+ Hours | 15.00 | 15.00 | 0.00 | 0.00 |
| All other times | 2.00 | 2.00 | 0.00 | 0.00 |

Oxford Direct Services Fees & Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|--|------------------------|------------------------|------------------------------|------------------------------|
| Chargeable Parking in Selected Park Areas | | | | |
| Cutteslowe Park - Harbord Road | | | | |
| Monday to Sunday | | | | |
| 0 - 1 hour | 0.80 | 0.80 | 0.00 | 0.00 |
| 1 - 3 hours | 2.00 | 2.00 | 0.00 | 0.00 |
| 3 - 24 hours | 3.00 | 3.00 | 0.00 | 0.00 |
| Annual Permit | 50.00 | 50.00 | 0.00 | 0.00 |
| Note: for Park visit use only | | | | |
| Alexandra Courts - Woodstock Road | | | | |
| Monday to Sunday | | | | |
| 0 - 1 hours | 1.00 | 1.00 | 0.00 | 0.00 |
| 1 - 3 hours | 2.00 | 2.00 | 0.00 | 0.00 |
| 3 - 5 hours | 4.00 | 4.00 | 0.00 | 0.00 |
| 5 - 24 hours | 15.00 | 15.00 | 0.00 | 0.00 |
| Annual Permit | 50.00 | 50.00 | 0.00 | 0.00 |
| Note: for Park visit use only | | | | |
| Cutteslowe Park - A40 | | | | |
| Monday to Sunday | | | | |
| 0 - 1 hour | 0.80 | 0.80 | 0.00 | 0.00 |
| 1 - 3 hours | 2.00 | 2.00 | 0.00 | 0.00 |
| 3 - 24 hours | 3.00 | 3.00 | 0.00 | 0.00 |
| Annual Permit | 50.00 | 50.00 | 0.00 | 0.00 |
| Note: for Park visit use only | | | | |
| Port Meadow - Walton Well Road | | | | |
| Monday to Sunday | | | | |
| 0 - 1 hours | 0.80 | 0.80 | 0.00 | 0.00 |
| 1 - 3 hours | 2.00 | 2.00 | 0.00 | 0.00 |
| 3 - 5 hours | 4.00 | 4.00 | 0.00 | 0.00 |
| 5 - 24 hours | 15.00 | 15.00 | 0.00 | 0.00 |
| Annual Permit | 50.00 | 50.00 | 0.00 | 0.00 |
| Note: for Park visit use only | | | | |
| Hinksey Park - Abingdon Road | | | | |
| Monday to Sunday | | | | |
| 0 - 1 hours | 0.80 | 0.80 | 0.00 | 0.00 |
| 1 - 3 hours | 2.00 | 2.00 | 0.00 | 0.00 |
| 3 - 5 hours | 4.00 | 4.00 | 0.00 | 0.00 |
| 5 - 24 hours | 15.00 | 15.00 | 0.00 | 0.00 |
| Annual Permit | 50.00 | 50.00 | 0.00 | 0.00 |
| Note: for Park visit use only | | | | |
| Park & Ride | | | | |
| Redbridge, Seacourt & Peartree | | | | |
| 0-1 hour free | 0.00 | 0.00 | 0.00 | #DIV/0! |
| 1-11 hours | 2.00 | 2.00 | 0.00 | 0.00 |
| 11-24 hours | 4.00 | 4.00 | 0.00 | 0.00 |
| 24-48 hours | 8.00 | 8.00 | 0.00 | 0.00 |
| 48-72 hours | 12.00 | 12.00 | 0.00 | 0.00 |
| Monthly Permit | 30.00 | 30.00 | 0.00 | 0.00 |
| Quarterly Permit | 85.00 | 85.00 | 0.00 | 0.00 |
| Annual Permit | 300.00 | 300.00 | 0.00 | 0.00 |
| Redbridge Coach & Lorry Park | | | | |
| Coach for up to 4 hours | 5.00 | 5.00 | 0.00 | 0.00 |
| Coach for 24 hours | 10.00 | 10.00 | 0.00 | 0.00 |
| Minibuses for up to 4 hours | 5.00 | 5.00 | 0.00 | 0.00 |
| Minibuses 4-24 Hours | 12.50 | 12.50 | 0.00 | 0.00 |
| Lorries for up to 4 hours | 5.00 | 5.00 | 0.00 | 0.00 |
| Lorries for 24 hours | 10.00 | 10.00 | 0.00 | 0.00 |
| Motorhomes for 24 hours | 8.00 | 8.00 | 0.00 | 0.00 |

Oxford Direct Services Fees & Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|--|------------------------|------------------------|------------------------------|------------------------------|
| Parking Penalty Charges | | | | |
| Outside Scope for VAT | | | | |
| For Off-Street Parking, Gloucester Green Bus Station and loading area | | | | |
| Failure to display a current, valid ticket | 100.00 | 100.00 | 0.00 | 0.00 |
| Overstaying the expiry time of the ticket purchased | 100.00 | 100.00 | 0.00 | 0.00 |
| Parking in an area which is closed or not available for use | 100.00 | 100.00 | 0.00 | 0.00 |
| Causing an obstruction or nuisance | 100.00 | 100.00 | 0.00 | 0.00 |
| Parking in a manner in which the whole or part of the vehicle is outside of a marked bay | 100.00 | 100.00 | 0.00 | 0.00 |
| Unauthorised class of vehicle | 100.00 | 100.00 | 0.00 | 0.00 |
| Parking in a parking bay reserved for a specific class of vehicle | 100.00 | 100.00 | 0.00 | 0.00 |
| Causing a vehicle to remain in a car park when it is closed | 100.00 | 100.00 | 0.00 | 0.00 |
| Bus overstay layover bay in excess of 30 minutes | 100.00 | 100.00 | 0.00 | 0.00 |
| Bus overstay layover bay in excess of 60 minutes | 100.00 | 100.00 | 0.00 | 0.00 |
| Return to car park to park within 3 hours of expiry of a ticket for that car park | 100.00 | 100.00 | 0.00 | 0.00 |
| Recovery of a removed vehicle from any offence position | 150.00 | 150.00 | 0.00 | 0.00 |
| Cemeteries Fees & Charges | | | | |
| Purchase of Exclusive Rights of Burial: | | | | |
| Exclusive Right of Burial for 50 years in an adult grave (Resident) | 1,000.00 | 1,030.00 | 30.00 | 3.00 |
| Exclusive Right of Burial for 50 years in an adult grave (Non-Resident) | 3,000.00 | 3,090.00 | 90.00 | 3.00 |
| Exclusive Right of Burial for 50 years in a child grave (Resident) | 0.00 | 0.00 | | |
| Exclusive Right of Burial for 50 years in a child grave (Non-Resident) | 570.00 | 585.00 | 15.00 | 2.63 |
| Exclusive Right of Burial for 50 years in a cremated remains plot (Resident) | 420.00 | 430.00 | 10.00 | 2.38 |
| Exclusive Right of Burial for 50 years in a cremated remains plot (Non-Resident) | 1,260.00 | 1,290.00 | 30.00 | 2.38 |
| Fee to purchase additional 25 years Exclusive Rights of Burial: | | | | |
| Fee to purchase additional 25 years Exclusive Right of Burial in an adult grave | 480.00 | 495.00 | 15.00 | 3.13 |
| Fee to purchase additional 25 years Exclusive Right of Burial in an child's grave | 145.00 | 150.00 | 5.00 | 3.45 |
| Fee to purchase additional 25 years Exclusive Right of Burial in a cremated remains plot | 205.00 | 210.00 | 5.00 | 2.44 |
| Fee for the transfer of a Deed or Grant | 80.00 | 85.00 | 5.00 | 6.25 |
| Fee for Arrangement of Cremated Remains Interment | 35.00 | 35.00 | 0.00 | 0.00 |
| Fee for Attending Cremated Remains Interment | 50.00 | 50.00 | 0.00 | 0.00 |

Oxford Direct Services Fees & Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|---|------------------------|------------------------|------------------------------|------------------------------|
| Search Fee: | | | | |
| Search Fee: General Enquiry (1-2 searches) | Nil | Nil | | |
| Search Fee: Family History (3-5 searches) | 10.00 | 10.00 | 0.00 | 0.00 |
| Search Fee: Family History (5-10 searches) | 20.00 | 20.00 | 0.00 | 0.00 |
| To verify Deed Holder prior to burial where no Deed produced | 50.00 | 50.00 | 0.00 | 0.00 |
| Interments (to include boards, straps, soil disposal and removal of flowers): | | | | |
| A child whose age at the time of death was less than one month (Resident) | 0.00 | 0.00 | | |
| A child whose age at the time of death was less than one month (Non-Resident) | 70.00 | 75.00 | 5.00 | 7.14 |
| Interment of child at time of death was prior to 12th birthday (Resident) | 0.00 | 0.00 | | |
| Interment of child at time of death was prior to 12th birthday (Non-Resident) | 205.00 | 210.00 | 5.00 | 2.44 |
| Interment of person at time of death was beyond 12th birthday in single depth grave (Resident) | 700.00 | 720.00 | 20.00 | 2.86 |
| Interment of person at time of death was beyond 12th birthday in single depth grave (Non-Resident) | 2,100.00 | 2,160.00 | 60.00 | 2.86 |
| Interment of person at time of death was beyond 12th birthday in double depth grave or to re-open grave (Resident) | 600.00 | 620.00 | 20.00 | 3.33 |
| Interment of person at time of death was beyond 12th birthday in double depth grave or to re-open grave (Non-Resident) | 1,800.00 | 1,860.00 | 60.00 | 3.33 |
| Interment of ashes in grave where Exclusive Right of Burial has been purchased (Resident) | 245.00 | 250.00 | 5.00 | 2.04 |
| Interment of ashes in grave where Exclusive Right of Burial has been purchased (Non-Resident) | 735.00 | 750.00 | 15.00 | 2.04 |
| For the interment of a foetus (less than 24 weeks gestation) in a communal grave through hospital contract (Resident) | 0.00 | 0.00 | | |
| For the interment of a foetus (less than 24 weeks gestation) in a communal grave through hospital contract (Non-Resident) | 20.00 | 25.00 | 5.00 | 25.00 |
| Interment of body parts | 40.00 | 45.00 | 5.00 | 12.50 |
| Timber shoring for backfilling | 190.00 | 195.00 | 5.00 | 2.63 |
| Timber for use as wooden top covering | 90.00 | 95.00 | 5.00 | 5.56 |
| Casket - not metal (Resident) | 1,200.00 | 1,235.00 | 35.00 | 2.92 |
| Casket - not metal (Non-Resident) | 3,600.00 | 3,705.00 | 105.00 | 2.92 |
| Exhumation of an Adult | 5,000.00 | 5,000.00 | 0.00 | 0.00 |
| Exhumation of a Child | 2,000.00 | 2,000.00 | 0.00 | 0.00 |
| Memorials: | | | | |
| The Council does not maintain or restore memorials nor is the Council responsible for the removal or replacement after an interment. | | | | |
| The following rates include the description of name(s) of those interred at the time the memorial is placed. | | | | |
| For the right to erect or place on a grave in respect of which the Exclusive Rights of Burial has been purchased: | | | | |
| A headstone or other memorial more than 2 feet 6 inches in height up to a maximum of 3 feet 6 inches in height | 235.00 | 240.00 | 5.00 | 2.13 |
| A headstone, book or other memorial up to and including 2 feet 6 inches in height (including cremated remains memorials up to a maximum of 18 inches) | 200.00 | 205.00 | 5.00 | 2.50 |
| A headstone, flat stone, tablet book, inscribed vase or other memorial on any plot up to and including 12 inches in height | 140.00 | 145.00 | 5.00 | 3.57 |
| A headstone or other memorial on a child's grave not exceeding 18 inches in height | 50.00 | 55.00 | 5.00 | 10.00 |
| Flat cover slab 6 feet x 3 feet approximately on an adult's grave | 200.00 | 205.00 | 5.00 | 2.50 |
| Flat cover slab 3 feet x 1.5 feet approximately on a child's grave | 100.00 | 105.00 | 5.00 | 5.00 |
| Any additional inscription after the first on any memorial | 120.00 | 125.00 | 5.00 | 4.17 |
| Memorial Plaques 10" x 5" | 40.00 | 45.00 | 5.00 | 12.50 |
| Miscellaneous: | | | | |
| Chapel - Use of Cemetery Chapel and organ per 30 minute period | 125.00 | 130.00 | 5.00 | 4.00 |
| Penalty for late arrival | 60.00 | 60.00 | 0.00 | 0.00 |
| Penalty for extended during | 80.00 | 80.00 | 0.00 | 0.00 |
| Commercial photography (per hour or part hour) | 160.00 | 160.00 | 0.00 | 0.00 |
| Minor filming or video recording (per hour or part hour) | 280.00 | 280.00 | 0.00 | 0.00 |
| Major filming (per hour or part hour) | 400.00 | 400.00 | 0.00 | 0.00 |
| Photocopies of Grave Section Maps (A4 per sheet) | 0.50 | 1.00 | 0.50 | 100.00 |
| Photocopies of Registers (A3 per sheet) | 1.00 | 1.00 | 0.00 | 0.00 |
| Copy of Deed document | 10.00 | 15.00 | 5.00 | 50.00 |
| Provision of wooden frame surround on a grave | 80.00 | 80.00 | 0.00 | 0.00 |

Oxford Direct Services Fees & Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|--|------------------------|----------------------------|------------------------------|------------------------------|
| Dog Warden Services | | | | |
| Return of impounded stray dog | 130.00 | 135.00 | 5.00 | 3.85 |
| Return of impounded stray dog (additional cost per day after first week) | | 18.00 | 18.00 | New charge |
| Return of impounded stray where owner in receipt of prescribed benefits | | | | |
| | 70.00 | 80.00 | 10.00 | 14.29 |
| Stray Returned Direct to Owner (without going to kennels) | 27.00 | 28.00 | 1.00 | 3.70 |
| Stray Returned Direct to Owner (without going to kennels) where the owner in receipt of prescribed benefits | 25.75 | 26.50 | 0.75 | 2.91 |
| Pest Control Services (Treatments in Domestic Premises) | | | | |
| For people not in receipt of prescribed benefits: | | | | |
| Rats - charge per treatment | 85.00 | 87.50 | 2.50 | 2.94 |
| Mice - charge per treatment | 85.00 | 87.50 | 2.50 | 2.94 |
| Wasps | 75.00 | 77.50 | 2.50 | 3.33 |
| Garden Ants (other than Pharaohs Ants) | 105.00 | 108.00 | 3.00 | 2.86 |
| Bedbugs - initial survey and up to 2 treatment visits (Up to standard 3 bedroom property) | 360.00 | 380.00 | 20.00 | 5.56 |
| Bedbugs - additional rooms | 90.00 | 95.00 | 5.00 | 5.56 |
| Bedbugs - additional treatment visits (Up to standard 3 bedroom property) | 145.00 | 150.00 | 5.00 | 3.45 |
| Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property) | 105.00 | 108.00 | 3.00 | 2.86 |
| Moths - additional rooms | 45.00 | 46.50 | 1.50 | 3.33 |
| Moths - additional treatment visits (Up to standard 3 bedroom property) | 90.00 | 93.00 | 3.00 | 3.33 |
| Coachroache Survey | 40.00 | 42.00 | 2.00 | 5.00 |
| Cockroaches - Initial treatment visit and 1 revisit | 150.00 | 155.00 | 5.00 | 3.33 |
| Cockroaches - additional revisits | 90.00 | 93.00 | 3.00 | 3.33 |
| Pharaoh ants Survey | 40.00 | 42.00 | 2.00 | 5.00 |
| Pharaoh ants - Initial treatment visit and 1 revisit | 165.00 | 170.00 | 5.00 | 3.03 |
| Pharaoh antss - additional revisits | 90.00 | 93.00 | 3.00 | 3.33 |
| Fleas - initial survey and 1 treatment visit (Up to standard 3 bedroom property) | 105.00 | 108.00 | 3.00 | 2.86 |
| Fleas - additional rooms | 45.00 | 46.50 | 1.50 | 3.33 |
| Fleas - additional treatment visits (Up to standard 3 bedroom property) | 90.00 | 93.00 | 3.00 | 3.33 |
| Squirrels - call out and treatment charge for up to three visits | 2,000.00 | 2,100.00 | 100.00 | 5.00 |
| Other pests where there is a public health significance - initial survey and 1 treatment visit (Up to standard 3 bedroom property) | 200.00 | 206.00 | 6.00 | 3.00 |
| Other pests where there is a public health significance - additional rooms | 40.00 | 42.00 | 2.00 | 5.00 |
| Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property) | 90.00 | 93.00 | 3.00 | 3.33 |
| Site survey & advice | 40.00 | 42.00 | 2.00 | 5.00 |
| Preperation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation | 75.00 | 78.00 | 3.00 | 4.00 |
| Heat treatment for Bed Bugs, minimum charge dependant on area | 350.00 | Quotation following survey | | |
| Premium Rate for a premium service | | | | |
| For people in receipt of prescribed benefits: | | | | |
| Rats - charge per treatment | 0.00 | 0.00 | 0.00 | 0.00 |
| Mice - charge per treatment | 0.00 | 0.00 | 0.00 | 0.00 |
| Wasps | 36.00 | 36.00 | 0.00 | 0.00 |
| Garden Ants (other than Pharaohs Ants) | 41.00 | 41.00 | 0.00 | 0.00 |
| Bedbugs - initial survey and up to 1 treatment visit | 216.00 | 216.00 | 0.00 | 0.00 |
| Bedbugs - additional treatment visits | 165.00 | 165.00 | 0.00 | 0.00 |
| Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property) | 46.00 | 46.00 | 0.00 | 0.00 |
| Moths - additional treatment visits (Up to standard 3 bedroom property) | 46.00 | 46.00 | 0.00 | 0.00 |
| Pharaoh ants - Initial treatment visit and 3 revisit - NOTE added extra 2 revisits | 82.00 | 82.00 | 0.00 | 0.00 |
| Cockroaches - Initial survey, treatment visit and 1 revisit - NOTE Added additional survey visit | 62.00 | 62.00 | 0.00 | 0.00 |
| Fleas - initial survey and 1 treatment visit | 46.00 | 46.00 | 0.00 | 0.00 |
| Fleas - additional treatment visits (Up to standard 3 bedroom property) | 46.00 | 46.00 | 0.00 | 0.00 |
| Squirrels - call out and treatment charge for up to three visits | 82.00 | 82.00 | 0.00 | 0.00 |
| Other pests where there is a public health significance - initial survey and 1 treatment visit | 46.35 | 46.35 | 0.00 | 0.00 |
| Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property) | 46.00 | 46.00 | 0.00 | 0.00 |
| Site survey & advice | 36.00 | 36.00 | 0.00 | 0.00 |
| Preparation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation | 72.00 | 72.00 | 0.00 | 0.00 |
| Heat treatment for Bed Bugs, minimum charge dependant on area | 300.00 | 300.00 | 0.00 | 0.00 |

Oxford Direct Services Fees & Charges 2021/22

| | 2020/21 Charge £ | 2021/22 Charge £ | Increase/ (Decrease) £ | Increase/ (Decrease) % |
|--|----------------------------|------------------------|------------------------------|------------------------------|
| Pest Control Services (Commercial Premises) | | | | |
| Rats & mice - call out and treatment charge for up to first hour | 85.00 | 110.50 | 25.50 | 30.00 |
| Pharaoh ants - initial survey | 40.00 | 52.00 | 12.00 | 30.00 |
| Pharaoh ants - initial treatment and 1 revisit | 165.00 | 214.50 | 49.50 | 30.00 |
| Pharaoh ants - additional revisit | 90.00 | 117.00 | 27.00 | 30.00 |
| Cockroaches - initial survey | 40.00 | 52.00 | 12.00 | 30.00 |
| Cockroaches - initial treatment and 1 revisit | 150.00 | 195.00 | 45.00 | 30.00 |
| Cockroaches - additional revisit | 90.00 | 117.00 | 27.00 | 30.00 |
| Bedbugs - initial survey and 2 treatment visits (3 bed) | 360.00 | 468.00 | 108.00 | 30.00 |
| Bedbugs - additional rooms | 90.00 | 117.00 | 27.00 | 30.00 |
| Bedbugs - additional treatments (3 bed) | 145.00 | 188.50 | 43.50 | 30.00 |
| Fleas - initial survey and 1 treatment (3 bed) | 105.00 | 136.50 | 31.50 | 30.00 |
| Foxes - we do not carry out treatment for foxes. A call out fee will be made for a visit by a pest control surveyor for site-specific advice | Quotation following survey | | | |
| Pigeons - call out and treatment charge for up to first hour | Quotation following survey | | | |
| Squirrels - call out and treatment charge for up to three visits | 2,000.00 | 2,600.00 | 600.00 | 30.00 |
| Wasps - call out and treatment charge | 85.00 | 110.50 | 25.50 | 30.00 |
| Garden Ants (other than Pharaohs Ants) - call out and treatment charge for up to first hour | 105.00 | 136.50 | 31.50 | 30.00 |
| | | | | |

Law & Governance Fees & Charges 2021/22

| | 2020/21 Charge | 2021/22 Charge | Increase/ (Decrease) | Increase/ (Decrease) |
|---|--|--|-------------------------|-------------------------|
| | £ | £ | £ | % |
| Legal Services | | | | |
| Copies of legal documents | Reasonable charges (minimum 25.00) to be set by Head of Law and Governance £175 an hour | Reasonable charges (minimum 25.00) to be set by Head of Law and Governance £175 an hour | n/a | |
| All legal transactions subject to the exceptions/ qualifications set out below:- | | | | |
| Legal Hub Transactions | | | | |
| Standard hourly rate | £100 an hour excluding VAT | £100 an hour excluding VAT | n/a | |
| Third party hourly rate | £175 an hour excluding VAT | £175 an hour excluding VAT | n/a | |
| Fixed fee | The rate agreed by the Head of Law and Governance for the particular transaction. | The rate agreed by the Head of Law and Governance for the particular transaction. | n/a | |
| Other Public Body or Charitable Organisation Transactions | | | | |
| Standard hourly rate | £100 an hour excluding VAT | £100 an hour excluding VAT | n/a | |
| Fixed fee | The rate agreed by the Head of Law and Governance for the particular transaction. | The rate agreed by the Head of Law and Governance for the particular transaction. | n/a | |
| Property Transactions | | | | |
| Lease | £1,500 minimum charge | £1,500 minimum charge | n/a | |
| Agreement for lease/building agreement | £800 minimum charge | £800 minimum charge | n/a | |
| Licence to assign/underlet/change of use/alter - | 800.00 | £800 | 0.00 | 0.00 |
| Deed of variation/release | 800.00 | £800 | 0.00 | 0.00 |
| Deed of grant/easement | 800.00 | £800 | 0.00 | 0.00 |
| Rent deposit/AGA/guarantee | 400.00 | £400 | 0.00 | 0.00 |
| Right of way licence | 400.00 | £400 | 0.00 | 0.00 |
| Licence to occupy | 400.00 | £400 | 0.00 | 0.00 |
| Registration(commercial) | 90.00 | £90 | 0.00 | 0.00 |
| Registration (commercial unit in housing estate) | 60.00 | £60 | 0.00 | 0.00 |
| Registration (residential) | 50.00 | £50 | 0.00 | 0.00 |
| Registration (residential) 2 notices | 75.00 | £75 | 0.00 | 0.00 |
| Registration (residential) 3 notices | 100.00 | £100 | 0.00 | 0.00 |
| Sale | 0.25% of property price with a minimum charge of £625 | 0.25% of property price with a minimum charge of £625 | n/a | |
| Acquisition | The rate agreed by the Head of Law and Governance for the particular transaction. | The rate agreed by the Head of Law and Governance for the particular transaction. | n/a | |
| Committee and Members' Services | | | | |
| Copies of the Constitution | 25.00 | 25.00 | 0.00 | 0.00 |
| Copies of agenda | Reasonable charges to be set by Head of Law and Governance | Reasonable charges to be set by Head of Law and Governance | n/a | |
| Inspection of background papers | Reasonable charges to be set by Head of Law and Governance | Reasonable charges to be set by Head of Law and Governance | n/a | |
| Research of non electronically archived minutes | Reasonable charges to be set by Head of Law and Governance | Reasonable charges to be set by Head of Law and Governance | n/a | |
| Electoral Services | | | | |
| Hire of ballot boxes | 18.00 | 18.00 | 0.00 | 0.00 |
| Hire of polling screens | 18.00 | 18.00 | 0.00 | 0.00 |
| Certificates of Registration (for current register) | 10.00 | 10.00 | 0.00 | 0.00 |
| Certificates of Registration (for historic registers at same address) | 20.00 | 20.00 | 0.00 | 0.00 |
| Certificates of Registration (for historic registers at different addresses) | 30.00 | 30.00 | 0.00 | 0.00 |

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Appendix 8

BUDGET REPORT RISK IMPLICATIONS 2021/22 to 2024/25

| Risk ID | Risk | | | | | | Gross Risk | | Current Risk | | Residual Risk | | Risk Mitigation |
|---------|-------------------------------|--------------------|--|---|---|-------------|------------|---|--------------|---|---------------|---|--|
| | Risk Title | Opportunity/Threat | Risk Description | Risk Cause | Consequence | Date raised | I | P | I | P | I | P | |
| B1 | Commercial Property Income | Threat | Commercial property income less than expected | Bankrupt businesses or reduced trading conditions create difficulties in paying rent | Less income, empty shops | 1-Dec-20 | 3 | 3 | 3 | 3 | 2 | 3 | Monitor, discussions with tenants |
| B1 | Brexit | Threat | Brexit deal or no deal adversely affects business in Oxford or the city council directly | Brexit | Less business rates, loss of commercial property rental income, loss of property capital values, reduced interest rates leading to reduced investment | 1-Dec-20 | 2 | 3 | 2 | 3 | 2 | 3 | Monitor |
| B2 | Reduced return from companies | Threat | Reduction in interest and dividend from OCHL or dividend from ODS | Reduced development activity in OCHL or reduced income and efficiency in ODS | Severe impact on Councils MTFP. | 1-Dec-20 | 4 | 3 | 4 | 3 | 4 | 2 | Monitor monthly |
| 143 | Homelessness spend | Threat | Homelessness spend exceeds budget and has bigger draw on reserves | Escalating homelessness costs caused by migration of claimants to UC | Overspending or reduced service | 1-Dec-20 | 3 | 3 | 3 | 3 | 3 | 2 | Monitor monthly, reduce spend either in homelessness or other areas of the budget |
| B3 | Partner failure | Threat | Major partner fails financially causing disruption or ceasing of key council services e.g leisure | Financial failure of partner | Overpends or service reduction in other service areas | 1-Dec-20 | 3 | 3 | 3 | 3 | 3 | 2 | Monitor, prepare contingency plans to re-tender service |
| B5 | Business Rates Income | Threat | Business rates income less than expected | Volatility in business premises closing or being developed; Business Rates appeals being higher than anticipated, Business rates reset and fairer funding reduce income lower than expected | Less council funding | 1-Dec-20 | 4 | 3 | 4 | 3 | 4 | 2 | Monitor monthly |
| B7 | Investment interest | Threat | Actual interest rates and investment returns being lower than projected | Economic climate. Spend in Companies is less than expected reducing the margin to the Council | Reduced investment income | 1-Dec-20 | 4 | 2 | 4 | 2 | 4 | 2 | Interest rates are already low therefore only moderate impact. Monitor and ensure placing investments in high credit rated agencies. There is a higher level of risk associated with property investment funds which is mitigated through the use of earmarked reserves. |
| B8 | Efficiencies | Threat | Any further slippage in the delivery of savings and efficiencies, especially around trading or additional pressures on the 2019-20 budget that could impact on 2020-21 | Changes in circumstances make savings unattainable | Reduced efficiencies increased overspend on net budget | 1-Dec-20 | 3 | 3 | 3 | 3 | 3 | 2 | Monitor monthly, take corrective action if problem identified. Use contingencies within the budget to cover high and medium risks |

| Risk ID | Risk | | | | | | Gross Risk | | Current Risk | | Residual Risk | | Risk Mitigation |
|---------|---------------------------------------|--------------------|--|--|--|-------------|------------|---|--------------|---|---------------|---|--|
| | Risk Title | Opportunity/Threat | Risk Description | Risk Cause | Consequence | Date raised | I | P | I | P | I | P | |
| B10 | Right to Buy sales vary from estimate | Threat | Variations in numbers of RTB's affects HRA planning | More houses sold | A decrease in the numbers of RTB's will lead to less capital receipts to fund the Capital Programme. Conversely an increase in the numbers of RTBs would lead to a revenue pressure from reduced rental income | 1-Dec-20 | 4 | 3 | 4 | 2 | 4 | 2 | Track situation and either re-prioritise spend or use additional borrowing headroom |
| B11 | Robustness of Estimates | Threat | The revenue and capital estimates vary from estimated and planned. The implications of Government policy impact more adversely than anticipated. | Fluctuations in prices and reduced income | Potential overspend | 1-Dec-20 | 4 | 3 | 3 | 2 | 3 | 2 | Robust monthly budget monitoring to detect variations and put in mitigating action. Adequate reserves, balances and contingencies within the budget to cover where mitigation is insufficient. |
| B12 | Capital Receipts | Threat | Asset disposals are not secured or fall short of target amount | Economic climate or inability to negotiate deals | Insufficient resources to fund capital programme | 1-Dec-20 | 4 | 3 | 4 | 3 | 4 | 2 | Robust monthly monitoring, consider prudential borrowing to fund shortfall or defer projects |
| B13 | Savings not achieved | Threat | Savings in budget may not be achieved | Service pressures | Potential overspend | 1-Dec-20 | 3 | 3 | 3 | 3 | 3 | 2 | Monitoring |
| B14 | Slippage in Capital Programme | Threat | Schemes in Capital Programme do not start or finish on time | Contract delays or increased variations | Impact on delivery of Council priorities | 1-Dec-20 | 3 | 3 | 3 | 3 | 3 | 2 | Robust monthly monitoring of programme, introduction of Capital Gateway Process and flexible treasury management strategy |

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Appendix 9

Oxford City Council Budget Medium Term Financial Strategy 2022-23 to 2024-2025 and 2021-22 Budget for Consultation (Equality Assessment)

The following assessment gives more details from an equality and diversity perspective on the Council’s various on-going budget proposals. It provides an initial commentary, incorporating input from Heads of Service and specialist officers, to indicate the potential risks and actual mitigating actions already in place or planned to support the investment proposals before the wider public consultation period from December 2020 to January 2021.

The draft budget has been structured so that it is in balance for the next four years, and although post Brexit national economic pressures on local government are ever present, it recommends revisions, efficiencies and small reductions in service but aims to protect frontline services as far as possible, particularly for the most vulnerable. In addition it includes additional expenditure on work on the prevention of homelessness including the opening of new accommodation and assessment centre for rough sleepers at 1 Floyds Row. It also outlines proposals to facilitate capital investment for large scale regeneration projects which will bring economic growth, jobs, more social and affordable housing and wider interventions to ensure social inclusive communities and opportunities: underpinning the Council’s vision of “Building a World Class City for Everyone”.

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| Budget Proposal | Increase Council Tax by an expected 1.99% for 2021/22 followed by subsequent annual increases of 1.99%, and maintain the existing Council Tax Support Scheme |
|--|---|
| Is this proposal new or subject to an annual review? | This is an annual consideration. This assumes no new changes in the Referendum Principles when the Government announces the results of its Spending Review on 25 th November. Currently District authorities are able to increase council tax by up to 2% or £5 whichever is the higher. For district councils the referendum level is exceeded if council tax is to be increased by 2% or more and more than £5.00 on a Band D property – i.e. an increase of more than 2% is permitted as long as it does not exceed £5.00 on a Band D property. The Council is proposing an increase of 1.99% since the increase at that level is £6.25 per annum |
| What are the likely risks? | <ul style="list-style-type: none"> • Council Tax rises are likely to have the hardest impact on the most economically disadvantaged groups such as part time and low paid workers (although these are mitigated by the council tax support scheme, which is being maintained in full). • Increased arrears due Council tax increases |

| | | | | | | | | | | |
|--|--|--|------------------------------|-----------------------|---------------------------------------|--------------------------------------|--------------------------------------|-----------------------|---|--|
| What public consultation has been planned/ taken place? | There will be further opportunities for comment on the level of council tax increase as part of the public consultation during the period December 2020 to January 2021. The Council is consulting to the Council Tax Support Scheme. The Council is one of only 35 councils in the country that has retained the parameters of the existing scheme introduced in April 2013 and therefore it is unlikely that the overall cost will reduce although there will be changes to the administration of the scheme aimed at simplifying it and reducing admin costs. | | | | | | | | | |
| What mitigating actions will the Council implement to offset any negative impacts? | The Council is currently consulting on minor changes to the CTR scheme for 2021-22 and these changes are expected to be approved at Cabinet in January 2021. | | | | | | | | | |
| Overall assessment of the equality risks | <ul style="list-style-type: none"> It is difficult to estimate the dimensions of equalities risks around CT increases. The Council has put in place proportionate mitigating actions such as the CT Support Scheme and the work of the Welfare Reform Team to protect the most vulnerable and economically challenged communities across Oxford. Currently the total net caseload is 14,850 receiving Council Tax Benefit & Housing Benefit, with 3,500 of those receiving CTR discount in full and therefore the 1.99% increase will have no effect. <table border="1" data-bbox="622 820 2031 1225"> <tr> <td data-bbox="622 820 1120 916">Race Neutral</td> <td data-bbox="1120 820 1568 916">Disability Neutral</td> <td data-bbox="1568 820 2031 916">Age Neutral</td> </tr> <tr> <td data-bbox="622 1011 1120 1107">Gender reassignment Neutral</td> <td data-bbox="1120 1011 1568 1107">Religion or Belief Neutral</td> <td data-bbox="1568 1011 2031 1107">Sexual Orientation Neutral</td> </tr> <tr> <td data-bbox="622 1123 1120 1219">Sex Neutral</td> <td data-bbox="1120 1123 1568 1219">Pregnancy and Maternity Neutral</td> <td data-bbox="1568 1123 2031 1219">Marriage & Civil Partnership Neutral</td> </tr> </table> | Race Neutral | Disability Neutral | Age Neutral | Gender reassignment Neutral | Religion or Belief Neutral | Sexual Orientation Neutral | Sex Neutral | Pregnancy and Maternity Neutral | Marriage & Civil Partnership Neutral |
| Race Neutral | Disability Neutral | Age Neutral | | | | | | | | |
| Gender reassignment Neutral | Religion or Belief Neutral | Sexual Orientation Neutral | | | | | | | | |
| Sex Neutral | Pregnancy and Maternity Neutral | Marriage & Civil Partnership Neutral | | | | | | | | |
| Budget Proposal | Rent setting: Decrease in council house rents by 2.70% per annum for 2020/21. | | | | | | | | | |

| | | | | | | | | | | |
|--|---|--|------------------------------|-----------------------|---------------------------------------|--------------------------------------|--------------------------------------|-----------------------|---|--|
| Is this proposal new or subject to an annual review? | Following a 4 year period of 1% rent reduction under the Welfare Reform and Work Bill, in 2017 the Government announced that from 1 st April 2020 under the 2020 rent standard, rent would be increased by CPI +1% for a period of 5 years for local authority and housing association social rents. For 2021/22 the CPI rate is 0.5% and hence council house rents are estimated to increase by 1.5% from 2020-21 levels, with 3% increases estimated for future years. | | | | | | | | | |
| What are the likely risks? | The increase for 2021-22 represents an average of £1.57 per week. There is a risk of increased rents arrears which could rise as a result of the increase. Issues may arise from the implementation of universal credit which is being monitored by the Council | | | | | | | | | |
| What public consultation has been planned/ taken place? | Agree to consult on an increase in council rents and service charges through special focus groups of council tenants/ leaseholders | | | | | | | | | |
| What mitigating actions will the Council implement to offset any negative impacts? | Additional staffing in rent collection should assist in providing an early warning mechanism of arrears increasing and a resource to help tackle the potential increased rent arrears. Currently around 70% of council tenants are in receipt of housing benefit | | | | | | | | | |
| Overall assessment of the equality risks | <table border="1"> <tr> <td>Race Neutral</td> <td>Disability Neutral</td> <td>Age Neutral</td> </tr> <tr> <td>Gender reassignment Neutral</td> <td>Religion or Belief Neutral</td> <td>Sexual Orientation Neutral</td> </tr> <tr> <td>Sex Neutral</td> <td>Pregnancy and Maternity Neutral</td> <td>Marriage & Civil Partnership Neutral</td> </tr> </table> | Race Neutral | Disability Neutral | Age Neutral | Gender reassignment Neutral | Religion or Belief Neutral | Sexual Orientation Neutral | Sex Neutral | Pregnancy and Maternity Neutral | Marriage & Civil Partnership Neutral |
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| Gender reassignment Neutral | Religion or Belief Neutral | Sexual Orientation Neutral | | | | | | | | |
| Sex Neutral | Pregnancy and Maternity Neutral | Marriage & Civil Partnership Neutral | | | | | | | | |
| Budget Proposal | Roll out of Universal Credit | | | | | | | | | |
| Is this proposal new or subject to an annual review? | The roll out of universal credit commenced in Oxford on 18 th October 2017 for all working age claimants replacing a number of existing benefits and tax credits. Full roll out to all claimants is has been delayed by the Government to 2025 .Within the Council budget, provision has been made for | | | | | | | | | |

| | | | | | | | | | | |
|--|---|--|------------------------------|-----------------------|---------------------------------------|--------------------------------------|--------------------------------------|-----------------------|---|--|
| | changes arising from Universal Credit which will impact on staffing. Staffing reductions will only be made from 2023-24, to allow for dealing with any adverse workloads. | | | | | | | | | |
| What are the likely risks? | Risk to the Council in terms of increased rent and council tax arrears arising from claimants moved onto Universal Credit. Risk in terms of increased homelessness. | | | | | | | | | |
| What public consultation has been planned/ taken place? | There is no further public consultation on the roll out of Universal Credit | | | | | | | | | |
| What mitigating actions will the Council implement to offset any negative impacts? | The Council has slipped savings in its MTFP in The Housing Benefit and Customer Services areas to future years to mitigate against increased workloads. In addition it has increased staffing in the Incomes Team to deal with increased arrears. | | | | | | | | | |
| Overall assessment of the equality risks | Strong governance and review will mitigate against any adverse impacts, although none have been flagged <table border="1" data-bbox="622 676 2033 1082"> <tr> <td>Race Neutral</td> <td>Disability Neutral</td> <td>Age Neutral</td> </tr> <tr> <td>Gender reassignment Neutral</td> <td>Religion or Belief Neutral</td> <td>Sexual Orientation Neutral</td> </tr> <tr> <td>Sex Neutral</td> <td>Pregnancy and Maternity Neutral</td> <td>Marriage & Civil Partnership Neutral</td> </tr> </table> | Race Neutral | Disability Neutral | Age Neutral | Gender reassignment Neutral | Religion or Belief Neutral | Sexual Orientation Neutral | Sex Neutral | Pregnancy and Maternity Neutral | Marriage & Civil Partnership Neutral |
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| Gender reassignment Neutral | Religion or Belief Neutral | Sexual Orientation Neutral | | | | | | | | |
| Sex Neutral | Pregnancy and Maternity Neutral | Marriage & Civil Partnership Neutral | | | | | | | | |
| Budget Proposal | Increases in Fees and Charges across Council services | | | | | | | | | |
| Is this proposal new or subject to an annual review? | The Medium Term Financial Strategy for the next four years allows for fees and charges to increase over the medium term resulting in increased income of around £2.7 million by 2023-24. In 2020-21 there are increases in the areas shown below <p style="text-align: center;">Increases in Fees and Charges –Most fees and charges are held at last years levels given the impact of COVID 19 on the councils income streams. Details of specific</p> | | | | | | | | | |

| | |
|--|--|
| | <p>fees and charges increases in 2020-21 are given in Appendix 8 with summary details below:</p> <ul style="list-style-type: none"> a) Garden waste bins - £54 per year to £57 (5.55%) reduced to (£45) of the fee for concessions <p>Leisure activities:</p> <ul style="list-style-type: none"> b) Sports - 40p -£1.30 – (2.58% to 3%) c) Casual Swimming – 10p (2.0%) d) Adult gym – 20p (2.2%) e) Adult Skating - 20p (2.25%) <p>Other</p> <ul style="list-style-type: none"> f) Pest Control – domestic- increases – £2 to £6 (3% - 5%) g) General licencing – zero h) Building control – zero i) Off street car parks and park and ride - zero j) Cemeteries adult right of burial £30 (3%) k) Garages – zero <p>In 2021-22 the Council plans to introduce a new for bulky waste items charging a flat rate of £20 per item plus £30 for fried/TV. Residents on universal credit or Housing Benefit will have a reduced concessionary charge of 50% of the actual charge</p> |
| What are the likely risks? | That customers will be unable to afford to purchase council services |
| What public consultation has been planned/ taken place? | Budget consultation annually (December 2020/ January 2021). |
| What mitigating actions will the Council implement to offset any negative impacts? | <p>Concessions are given to users of the services who are in receipt of housing benefit, Council Tax Reduction and the housing element of universal credit re in receipt of Housing Benefit in the following areas:</p> <p>Leisure Services –</p> |

| | | | | | | | | | | | | | | | | | | | |
|--|---|---|-------------------|------------|---------|---------|---------|----------------------------|---------------------------|---------------------------|---------|---------|---------|------------|--------------------------------|---|---------|---------|---------|
| | <p>The concession is given for various leisure activities including free swimming for children under 17 at various sessions during the week -</p> <p>Garden Maintenance for housing tenants</p> <p>Pest Control</p> <p>Garden waste</p> <p>There are approximately 19,000 garden waste customers and 3,000 (16%) that are provided the service for free of charge.</p> | | | | | | | | | | | | | | | | | | |
| Overall assessment of the equality risks | <p>There may be groups adversely affected by specific service fees, however, consultation and monitoring will take place with these groups once identified.</p> <table border="1"> <tr> <td>Race</td> <td>Disability</td> <td>Age</td> </tr> <tr> <td>Neutral</td> <td>Neutral</td> <td>Neutral</td> </tr> <tr> <td>Gender reassignment</td> <td>Religion or Belief</td> <td>Sexual Orientation</td> </tr> <tr> <td>Neutral</td> <td>Neutral</td> <td>Neutral</td> </tr> <tr> <td>Sex</td> <td>Pregnancy and Maternity</td> <td>Marriage & Civil Partnership</td> </tr> <tr> <td>Neutral</td> <td>Neutral</td> <td>Neutral</td> </tr> </table> | Race | Disability | Age | Neutral | Neutral | Neutral | Gender reassignment | Religion or Belief | Sexual Orientation | Neutral | Neutral | Neutral | Sex | Pregnancy and Maternity | Marriage & Civil Partnership | Neutral | Neutral | Neutral |
| Race | Disability | Age | | | | | | | | | | | | | | | | | |
| Neutral | Neutral | Neutral | | | | | | | | | | | | | | | | | |
| Gender reassignment | Religion or Belief | Sexual Orientation | | | | | | | | | | | | | | | | | |
| Neutral | Neutral | Neutral | | | | | | | | | | | | | | | | | |
| Sex | Pregnancy and Maternity | Marriage & Civil Partnership | | | | | | | | | | | | | | | | | |
| Neutral | Neutral | Neutral | | | | | | | | | | | | | | | | | |
| Budget Proposal | Increases in Fees and Charges across Council services | | | | | | | | | | | | | | | | | | |
| Is this proposal new or subject to an annual review? | <p>Going cashless – During the COVID lockdown the use of cash and cheque payments has been vastly reduced as the council no longer sees customers face to face. Cheques received in the post are difficult to distribute to processing staff who are based largely at home. Most shops now encourage payment by bank card to reduce the transmission of the virus. The council announced a temporary suspension of this method of payments for all debits in July 2020 and has undertaken work to establish whether this could continue</p> | | | | | | | | | | | | | | | | | | |
| What are the likely risks? | Customers may not be able to pay for council services | | | | | | | | | | | | | | | | | | |

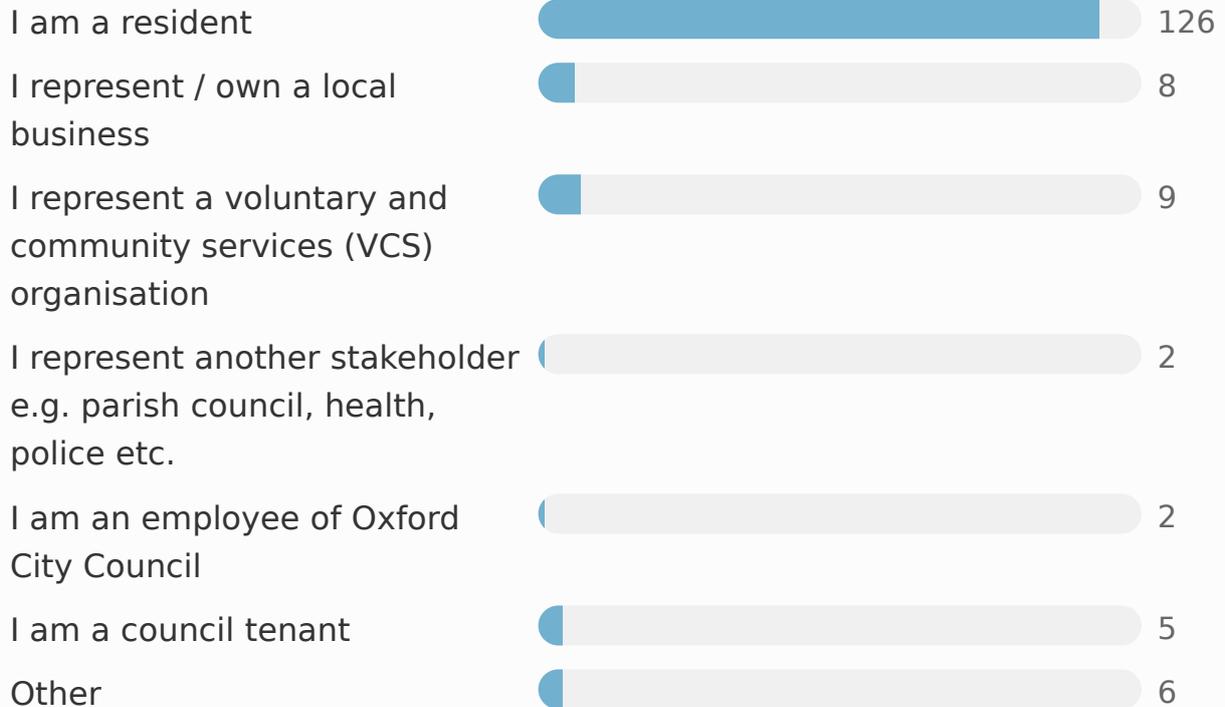
| | | | | | | | | | | |
|--|---|--|------------------------------|-----------------------|---------------------------------------|--------------------------------------|--------------------------------------|-----------------------|---|--|
| What public consultation has been planned/ taken place? | Budget consultation annually (December 2020/ January 2021) plus widespread communication to residents on roll out | | | | | | | | | |
| What mitigating actions will the Council implement to offset any negative impacts? | A report in undertaken in April 2019 as published in the Guardian newspaper gave details of research undertaken on the number of adults with bank accounts. This report outlined that 15-20 years ago around £2.5 million people in the UK were without a bank account (around 4% of the population). By 2017 this number had reduced to 1.2million i.e 1.7% of the population. Whilst the numbers of residents without bank accounts is low those that still remain without accounts will still be able to pay for services though Paypoint outlets in the city. The largest savings will arise from a roll out of cashless car parks. A trial roll out of this will be undertaken in limited car parks | | | | | | | | | |
| Overall assessment of the equality risks | <p>There may be groups adversely affected by specific service fees, however, consultation and monitoring will take place with these groups once identified.</p> <table border="1" data-bbox="624 616 2029 1007"> <tr> <td data-bbox="624 616 1133 711">Race Neutral</td> <td data-bbox="1133 616 1592 711">Disability Neutral</td> <td data-bbox="1592 616 2029 711">Age Neutral</td> </tr> <tr> <td data-bbox="624 807 1133 903">Gender reassignment Neutral</td> <td data-bbox="1133 807 1592 903">Religion or Belief Neutral</td> <td data-bbox="1592 807 2029 903">Sexual Orientation Neutral</td> </tr> <tr> <td data-bbox="624 903 1133 1007">Sex Neutral</td> <td data-bbox="1133 903 1592 1007">Pregnancy and Maternity Neutral</td> <td data-bbox="1592 903 2029 1007">Marriage & Civil Partnership Neutral</td> </tr> </table> | Race Neutral | Disability Neutral | Age Neutral | Gender reassignment Neutral | Religion or Belief Neutral | Sexual Orientation Neutral | Sex Neutral | Pregnancy and Maternity Neutral | Marriage & Civil Partnership Neutral |
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| Sex Neutral | Pregnancy and Maternity Neutral | Marriage & Civil Partnership Neutral | | | | | | | | |

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Summary of Responses

1

In which role are you responding to this survey? Please tick all that apply.



2

Approach to Budget Setting

The City Council’s approach to setting it’s Budget and Medium Term Financial Strategy includes a number of elements which are listed below. Other organisations undertake alternative approaches to this exercise

To what extent do you agree or disagree with the **City Council approach** set out below?



| | Agree | | | | Disagree |
|---|-------|----|----|----|----------|
| Using our wholly owned company, Oxford Direct Services Ltd to generate more income from external trading | 48 | 53 | 19 | 3 | 8 |
| Using our wholly owned company Oxford City Housing Ltd to develop social and market housing | 54 | 45 | 21 | 2 | 9 |
| Increase council tax by the maximum level permitted (1.99% per year) to safeguard services | 49 | 33 | 22 | 10 | 18 |
| Reduce office space and remote working by admin staff | 48 | 37 | 36 | 7 | 2 |
| Go cashless- withdrawing the ability to pay for council services by cash and cheque in favour of card, electronic | 29 | 23 | 23 | 29 | 26 |

| | | | | | |
|---|----|----|----|----|---|
| banking or Paypoint | | | | | |
| Use balances and reserves to meet one-off costs of the pandemic | 42 | 56 | 28 | 4 | 2 |
| Maintain current service levels and continue to support with annual efficiencies and increased fees and charges | 34 | 52 | 29 | 13 | 4 |

3

Alternative Approaches to Budget Setting.

These are strategies the City Council is not proposing, but upon which we would welcome your views. To what extent do you agree or disagree with the following options:

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|--|----------------|-------|---------|----------|-------------------|
| Maintain all services but offer less of each service | 5 | 33 | 32 | 46 | 14 |
| Stop delivery of less important | 10 | 27 | 25 | 40 | 28 |

| | | | | | |
|--|----|----|----|----|----|
| services and cut jobs and expenditure accordingly | | | | | |
| Reduce capital investment in community centres | 8 | 15 | 23 | 42 | 44 |
| Reduce capital investment in social housing | 11 | 6 | 11 | 41 | 64 |
| Reduce capital investment in combatting climate change | 18 | 19 | 7 | 31 | 58 |
| Hold a referendum to consult on increases in council tax above the 1.99% cap | 25 | 31 | 23 | 22 | 30 |
| Freeze Council Tax and cut services | 14 | 11 | 13 | 28 | 66 |

4

Our Priorities

In terms of meeting its overall objective of 'Building a World Class City for Everyone' the Council's key aims are to:

- **Enable an inclusive economy:** Council staff are skilled and confident in delivering services our residents want and the workforce as a whole better reflects Oxford’s diverse population; The Council’s supply chain supports more local businesses, including social enterprises and cooperatives, promoting wider benefits to the local economy
- **Deliver more, affordable housing:** The Council have increased the supply of high quality, energy efficient housing with a balanced mix of homes for sale and to rent at different price points; The Council’s Blackbird Leys regeneration delivers high quality homes and a better use of space; More Council and private sector tenants are supported to stay in their homes where they face the prospect of eviction
- **Support thriving communities:** The Council’s services, grants, community and leisure facilities, parks and cultural events have helped reduce inequality, increase cohesion and improve health and wellbeing across Oxford’s communities; Children and young people’s resilience and confidence is increased through the educational and recreational activities we offer; The Council’s public spaces remain clean, safe, well maintained and are more accessible
- **Pursue a zero carbon Oxford:** The City Council making significant progress on the journey to reduce its own carbon footprint to zero; all new buildings by the Council progressing towards near or net-zero carbon standards; The Council’s existing council housing is being made more energy efficient.

How would you rank the priority of the following services:

| | Very High Priority | High Priority | Medium Priority | Low Priority | Very Low Priority |
|---------------------------------|--------------------|---------------|-----------------|--------------|-------------------|
| Provision of affordable housing | 66 | 38 | 21 | 2 | 5 |
| Tackling Climate Change | 61 | 29 | 18 | 14 | 9 |
| Preventing homelessness | 61 | 40 | 20 | 4 | 6 |

| | | | | | |
|---|----|----|----|----|----|
| Providing and supporting community centres | 33 | 44 | 32 | 16 | 5 |
| Strengthening our local economy | 33 | 47 | 40 | 7 | 4 |
| Enhancing our city centre | 24 | 24 | 50 | 19 | 12 |
| Maintaining and improving recycling | 36 | 41 | 43 | 4 | 6 |
| Maintaining parks and open spaces | 42 | 45 | 36 | 7 | |
| Providing leisure centres and keeping them affordable | 27 | 40 | 47 | 11 | 7 |
| Providing services for young people | 31 | 58 | 29 | 7 | 6 |
| Helping with council tax for those on low income | 27 | 45 | 39 | 13 | 7 |
| Supporting community safety | 31 | 43 | 48 | 7 | 1 |
| Providing grants to voluntary and community | 18 | 28 | 44 | 29 | 12 |

5

Capital Investment

The Council's capital investment programme over the next four years totals £314 million. Some of the more significant schemes are detailed below. To what extent do you agree or disagree with the following schemes:

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|----------------|-------|---------|----------|-------------------|
| Covered market refurbishment £2.2 million | 29 | 34 | 38 | 20 | 10 |
| New hardware and software Information and communication technology to support services provision - £1.4 million | 16 | 50 | 43 | 14 | 7 |
| Refurbishment and new build Community Centres at East Oxford £3.8m | 21 | 45 | 31 | 22 | 12 |
| Refurbishment and new build Bullingdon Community | 30 | 38 | 29 | 24 | 13 |

| | | | | | |
|--|----|----|----|----|----|
| Centre £1.3 million | | | | | |
| Consolidation of the existing two works depots onto one site to reduce cost of delivering services:- £12million | 42 | 40 | 32 | 11 | 6 |
| New social housing- £218 million | 64 | 38 | 11 | 7 | 11 |
| Council dwelling kitchen/ bathrooms, heating, roofing, fire doors and electrical replacement, funded out of tenants' rents £22.6,million | 54 | 45 | 27 | 2 | 3 |
| Environmental improvements to estates, funded out of tenants' rents £7.2million | 47 | 47 | 23 | 9 | 5 |
| Loans to the Councils wholly owned Housing development company (OCHL) to deliver market | 34 | 45 | 28 | 12 | 12 |

| | | | | | |
|--|----|----|----|----|----|
| and affordable housing - £152 million | | | | | |
| Blackbird leys Regeneration - for the development of affordable and market housing, community centre, replacement shops and associated infrastructure - £21 million contribution | 28 | 46 | 32 | 15 | 11 |

6

Council Housing

Over the coming years of the Medium Term Financial Strategy we will acquire an additional 1,119 new homes, ensure that our existing homes are properly maintained (including meeting the new “Oxford Standard”), improve the environment on our estates (through the “Great Estates” programme), improve the energy efficiency of existing homes and provide particular support to the regeneration of central Blackbird Leys and Barton.

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

Select the most applicable option in each row. You can only select one option in each column.

| | | | | | |
|--|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|

| | | | | | |
|--|----|----|----|----|----|
| Building and acquiring new council homes | 50 | 14 | 16 | 9 | 23 |
| Maintaining the quality of existing council homes | 21 | 44 | 20 | 15 | 4 |
| Investing to improve the environment on council estates | 13 | 14 | 27 | 36 | 21 |
| Improving energy efficiency of existing council homes | 25 | 30 | 35 | 19 | 11 |
| Targeted estate regeneration e.g Blackbird Leys and Barton | 12 | 13 | 19 | 29 | 51 |

7

Neighbourhood Community Infrastructure Levy (NCIL)

The **Community Infrastructure Levy (CIL)** is a planning charge, introduced by the Planning Act 2008, as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area.

Some of the money gained by **CIL** will be passed on to local communities where the development is built. This is known as Neighbourhood CIL. In line with CIL regulations 15% of CIL received in unparished areas of the city, which do not have an adopted neighbourhood plan, are retained by the city council for allocation. This money is for the provision,

improvement, replacement, operation or maintenance of infrastructure; or anything else that is concerned with addressing the demands that development places on an area.

The City Council currently allocate £5,000 annually to ward councillors not within a parish or neighbourhood plan area. The ward councillors then allocate this on projects that they identify through ongoing engagement with their communities. This approach and allocation will continue. In addition, we are consulting as part of this budget, on a further allocation of NCIL as outlined in the table below.

To what extent do you agree or disagree with the following options:

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|--|----------------|-------|---------|----------|-------------------|
| Citizens Assembly Climate Change initiatives including Retrofit Summit, Youth Summit, Zero Carbon Organisation Summit and additional biodiversity work; -£142k | 35 | 33 | 28 | 16 | 13 |
| Tackling homelessness including Young People's Pathway Contribution (provides housing and supports 16 to | 68 | 41 | 9 | 2 | 8 |

24 year olds, who are homeless or at risk of homelessness) and raising awareness around homelessness issues; -£216k

Investment to support for children & young people who need it; -£30k

Community Grants -£600k

Engagement in transport initiatives across Oxford including Connecting Oxford and Zero Emission Zone; -£78k

Support for city restart and economic recovery activity; - £88k

| | | | | | |
|--|----|----|----|----|----|
| | | | | | |
| | 50 | 53 | 12 | 3 | 8 |
| | 22 | 44 | 40 | 11 | 9 |
| | 44 | 37 | 16 | 10 | 19 |
| | 36 | 40 | 31 | 10 | 9 |

8

Other Comments

Are there any other comments that you would like to make on Oxford City Council's draft Medium Term Financial Strategy 2022-25 and Consultation Budget 2021 -22?

This question has been answered 27 times.

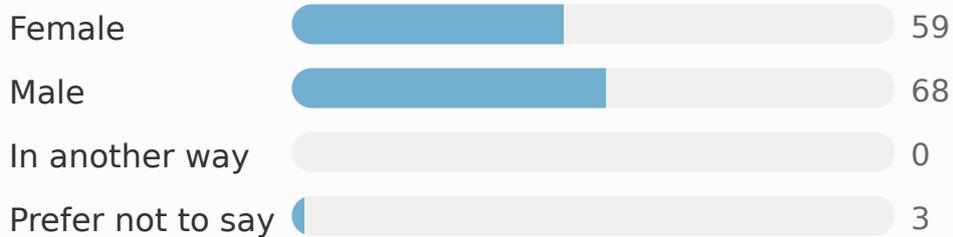
9.

What is your postcode?

This question has been answered 123 times.

10.

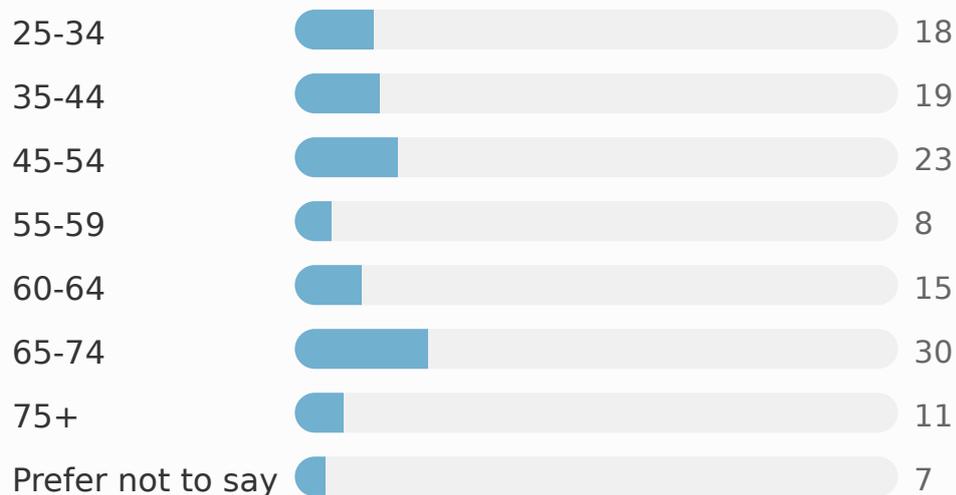
Which of the following best describes how you think of yourself?



11.

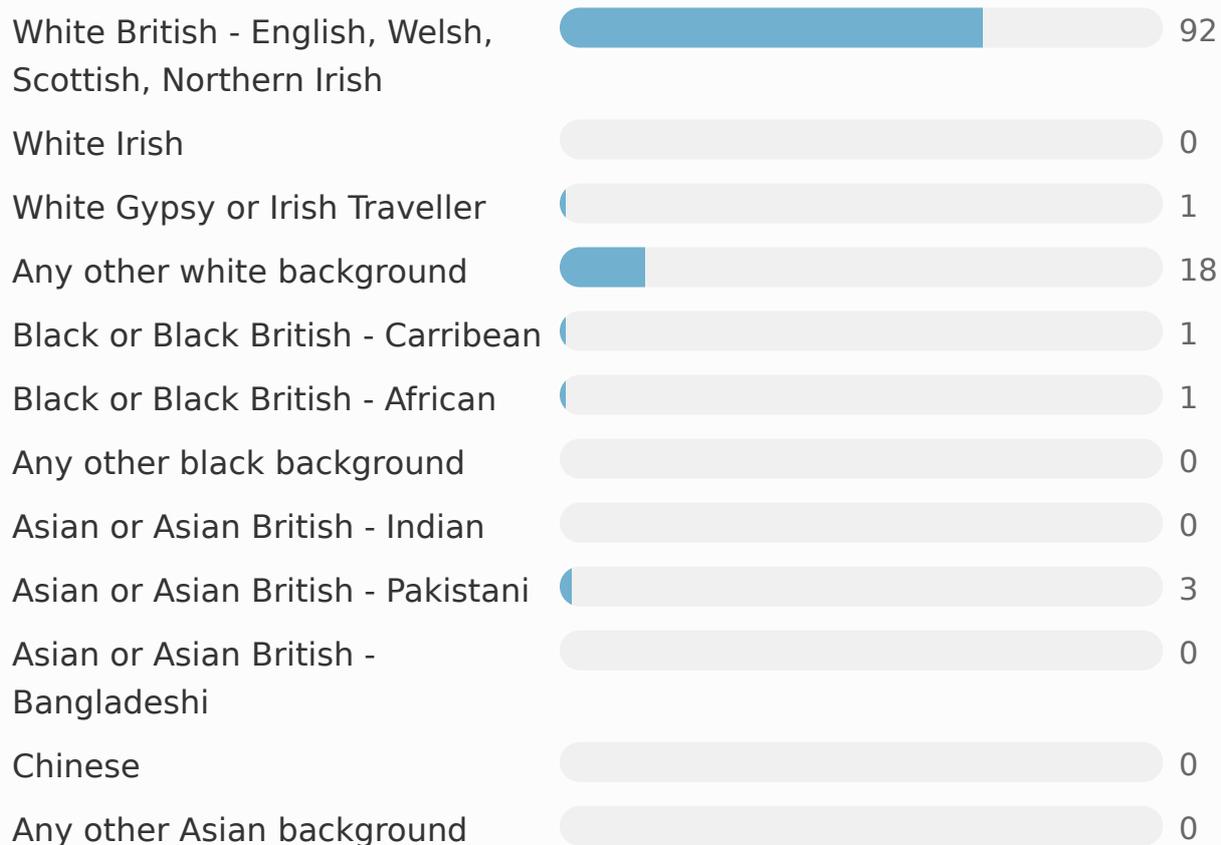
Which age bracket do you fall into?

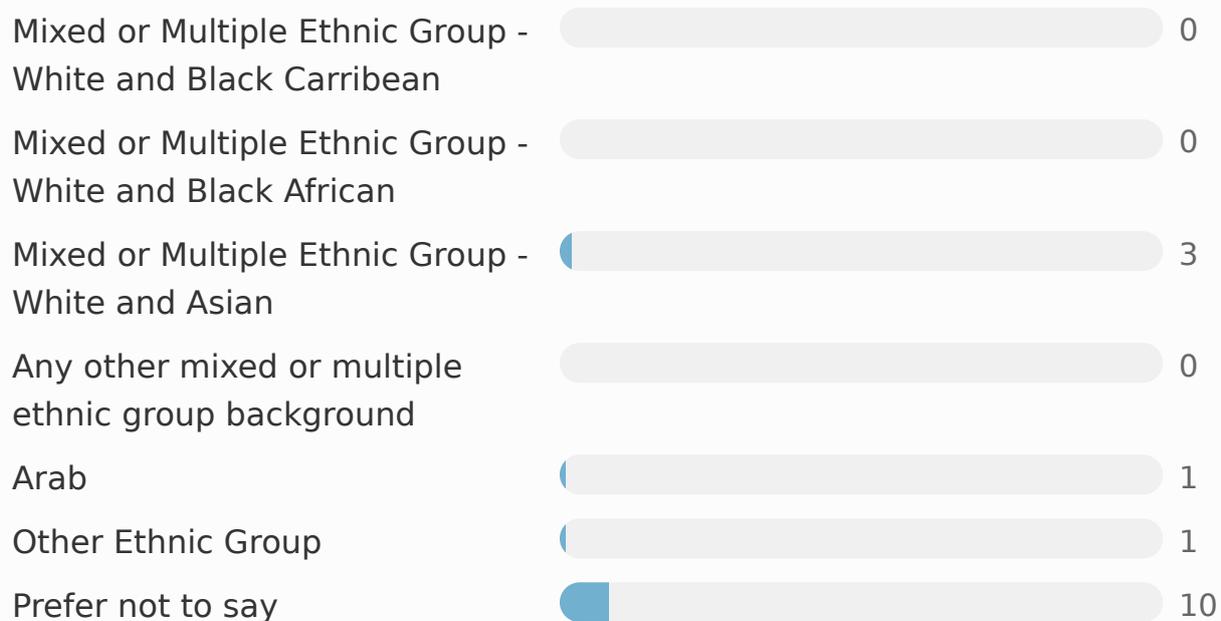




12.

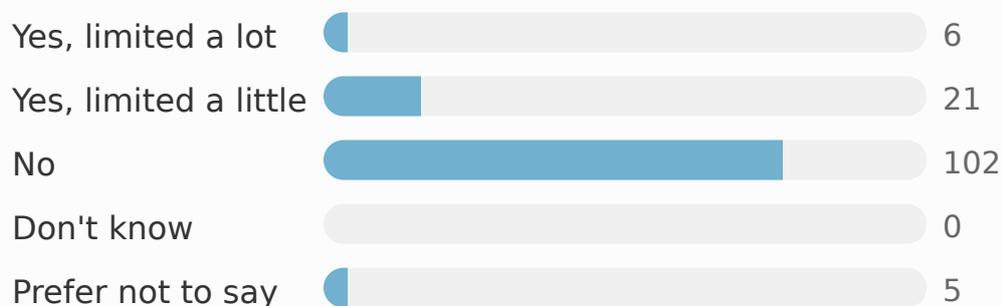
Which of the following best describes your ethnic group?





13.

Are your day-to-day activities limited because of a health problem or disability which has lasted or is expected to last, at least 12 months?



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To: Cabinet
Date: 10 February 2021
Report of: Head of Financial Services
Title of Report: Capital Strategy 2021/22 – 2024/25

| Summary and recommendations | |
|--|---|
| Purpose of report: | To present the Capital Strategy for approval. |
| Key decision: | No |
| Executive Board Member: | Councillor Ed Turner |
| Corporate Priority: | All. |
| Policy Framework: | Council Strategy 2020-2024 |
| Recommendation: That Cabinet resolves to: | |
| Recommend that Council approves: | |
| 1. The Capital Strategy attached at Appendix A | |

| Appendices | |
|-------------------|------------------------------------|
| Appendix A | Capital Strategy 2021/22 – 2024/25 |

Introduction and background

1. Paragraph 18.11 of the Council’s Constitution requires that a Capital Strategy is prepared which includes:
 - a. The principles the Council will follow in its capital planning and management;
 - b. The methodology for inclusion of schemes within the Capital Programme; and
 - c. The arrangements for the effective management of capital schemes.
2. The CIPFA 2017 Prudential Code introduced a requirement that Councils prepare and approve a Capital Strategy. This requirement includes consideration of non Treasury investments such as Investment Properties and loans to other organisations.

3. There is a link between the Capital Strategy and the Treasury Strategy through cashflow implications and borrowing strategies. To aid clarity the Treasury Strategy includes all Treasury implications including the Minimum Revenue Provision policy and the Capital Strategy is restricted to non-Treasury Management matters where possible, although will refer to the Treasury Management Strategy when appropriate.
4. The Council continues to have a significant capital investment programme and has adopted a methodology for identifying, selecting and monitoring capital projects. The Council believes that capital programme delivery is essential to support the services that the Council provides to its customers.
5. The Council's updated Capital Strategy, which is attached at Appendix A, sets out the approval process for schemes getting into the Programme as well as the governance arrangements in place to manage delivery. The processes (as detailed in the Strategy) set out a clear path for approving a scheme for inclusion in the capital programme. Its aim is to ensure greater clarity about schemes in the programme and strong monitoring, in order to improve delivery and assist in prioritisation.
6. The Strategy also sets out the various funding sources available for capital projects and how these might change over time. It also aims to set out the issues the Council needs to consider over the medium to long term.

Financial implications

7. The Capital Strategy provides a rationale for evaluating, managing and monitoring the Council's Capital Programme in order to secure delivery of the Programme and its objectives in the most cost effective manner.
8. The Head of Financial Service in his capacity as Chief Finance Officer believes that the Capital Strategy is deliverable and affordable within the parameters of the section 25 report on the robustness of the Council's budget and bears acceptable risks within that context.

Legal issues

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

Level of risk

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

Equalities impact

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

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

Background Papers: None

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CAPITAL STRATEGY 2021/22 – 2024/25

January 2020

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Capital Strategy

1. Purpose

- 1.1 The Council's Constitution requires the Head of Financial Services to prepare a Capital Strategy which:
- a. Sets out the principles the Council will follow in its capital planning.
 - b. Outlines the methodology for inclusion of schemes within the Capital Programme.
 - c. Sets out the arrangement for management of capital schemes.
 - d. Identifies the capital schemes to be undertaken over the following four financial years and how those schemes will be funded.
- 1.2 The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential code also requires local authorities to produce a capital strategy from 2019/20 onwards. The strategy demonstrates how the Council ensures that capital expenditure decisions are taken in line with desired outcomes and consider stewardship, value for money, prudence, sustainability and affordability.
- 1.3 The Capital Strategy document is a key document for the Council and forms part of the Council's integrated revenue, capital, treasury and balance sheet planning. It is a high level document that provides an overview of how capital expenditure and capital financing contribute towards the delivery of desired outcomes. To facilitate this it summarises the Council's approach to capital investment and lays out the means by which capital schemes are prepared, evaluated and monitored and the governance processes around this. It also includes a narrative of how risks associated with capital expenditure are managed.

2. Scope

- 2.1 The Capital Strategy covers all capital expenditure and capital investment decisions for the Council and also those entered into under Group arrangements. The Capital Strategy specifically excludes all investments that are entered into under Treasury Management powers; these are covered in the Treasury Management Strategy. The Treasury Management Strategy also includes the policy around borrowing to finance capital expenditure.

3. Capital Expenditure and Investment

- 3.1 Capital Expenditure can be defined as:
“The acquisition, construction or enhancement of fixed assets (non-current assets) (tangible and intangible) “
- 3.2 Expenditure can be capitalised where it relates to the:
- Acquisition, reclamation, enhancement or laying out of land.

- Acquisition, construction, preparation, enhancement or replacement of roads, buildings and other structures.
- Acquisition, installation or replacement of movable or immovable plant, machinery, apparatus vehicles or vessels.
- Expenditure incurred on works to any land or building in which the local authority has no future direct control or benefit from the resultant assets, which would be capital expenditure if the local authority had an interest in that land or building
- Loans or grants which will be used for one of these purposes

Enhancement of an existing fixed asset means:

1. To lengthen the useful life of the asset ;
2. To increase substantially the open market value of the asset ; or
3. To increase substantially the extent to which the asset can be used for the purposes of or in connection with the functions of Oxford City Council.

Over-riding all of this is a minimum amount of £5,000 that the Council has set under which value a project or scheme will not be treated as capital.

- 3.3 There are two additional situations where expenditure may be capitalised:
 - The Secretary of State makes a direction that the expenditure can be treated as capital expenditure. These directions are only issued in exceptional or specific circumstances; and
 - There is specific legislation that directs that certain expenditure or activity must be capitalised.
- 3.4 Capital expenditure and investment seeks to provide long-term solutions to Council priorities and operational requirements. Expenditure for capital purposes therefore gives rise to new assets, increases the value and/or useful life of existing assets and can generate an income stream to the Council.
- 3.5 Expenditure incurred in relation to repairs and maintenance of existing assets, irrespective of the amount, is not classified as capital expenditure; it must be charged to the Revenue Account. Revenue Expenditure is any expenditure which does not meet the definition of capital expenditure.
- 3.6 The following principles have been adopted which are in accordance with CIPFA's new Treasury Management Code of Practice:
 - The Council recognises that capital investment in other financial assets and property primarily for financial return and not treasury management purposes, e.g. loans to companies in support of service outcomes and investment property portfolios require careful management and monitoring
 - The Council ensures that all of its non-treasury investments are covered by its Capital Strategy, and sets out, where relevant, the Council's risk appetite and specific policies and arrangements for

its non-treasury investments. The risk appetite for these activities may differ from that for treasury management

- The Council has compiled a schedule setting out a summary of its existing material investments and liabilities including financial guarantees together with the Council's associated risk exposure

4. Links to Other Corporate Strategies and Plans

4.1 The Council has an overarching view of its future direction, Oxford2050, which was extensively consulted upon prior to being finalised. This vision can be found on the website:

<https://oxford2050.com/>

4.2 The Vision has 5 overarching themes:

- Work and learning
- People and communities
- Built and natural environment
- Transport and connectivity
- Culture and leisure

4.3 Supplementing this, the Council has a Corporate Plan which sets out the Council's vision and priorities for the City.

4.4 The Council's Corporate Plan 2020-2024 sets out the following five strategic priorities:

➤ **Foster an inclusive economy**

Oxford needs a more inclusive economy in which wealth is distributed across our communities and where all residents can share the benefits of growth.

➤ **Deliver more affordable housing**

Intervention is needed to address Oxford's housing crisis where existing homes are unaffordable for many and demand for good quality homes outstrips what is available.

➤ **Support flourishing communities**

Oxford's diverse communities should be equipped, supported and enabled to ensure everyone is able to play a full part in the life of our city.

➤ **Pursue a zero carbon Oxford**

The clear message from Oxford's Citizens' Assembly on Climate Change is that citizens want the city to continue to take a lead in reducing emissions and increasing biodiversity.

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

- Medium Term Financial Strategy
- Oxford Economic Growth Strategy
- Oxford Growth Strategy

- Regeneration Framework
- Treasury Management Strategy
- Housing Strategies
- Service Plans

4.6 The operation of all of these strategies and plans is underpinned by the Council's Constitution, in particular the Contract Procedure Rules and the Financial Regulations. Capital resources are directed to those projects that optimise the achievement of the overall outcomes as set out in these strategies and plans. The processes adopted are designed to ensure that this happens.

5. External Drivers

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

6. Setting the Capital Budget

6.1 Identifying Capital Expenditure / Investment Need

The need for a capital project may be identified through one or more of the following processes:

- Service areas prepare plans for the delivery and improvement of their services which align with the overall desired outcomes of the Council; these may identify any capital investment needed to meet future service outcomes;
- Property management processes and condition surveys highlight deficiencies in the condition, suitability and sufficiency of the Council's existing property portfolio and identify future areas of need;
- Housing Management highlight deficiencies in the condition, suitability and sufficiency of the Council's existing housing stock and identifies future areas of need;
- The need to respond to Government initiatives and new laws and regulations;
- The need to generate a revenue income to contribute to the delivery of desired outcomes.

6.2 Assessing Capital Expenditure / Investment Need

6.2.1 Due to competing demands for limited resources, the Council prioritises capital investment based on a number of different factors such as:

- Its contribution to corporate priorities
- Necessity both in terms of physical Health and Safety and also software security

- The extent to which it facilitates delivery of statutory or non-statutory services
- The ability of the project to leverage additional funding, or secure a future income stream
- The affordability of the revenue implications of the project
- The risk of undertaking / not undertaking the capital expenditure

6.2.2 For capital expenditure in relation to loans to companies, these are assessed on the ability to provide an income return to the Council, not necessarily from the loan itself but from a future dividend return. This is assessed on a risk based approach compared to financial return.

6.3 Environmental Considerations in Capital Decision Making

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

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

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

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

6.4 Key Questions

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

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

Prudence

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

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

- 6.4.3 The authority needs to consider whether this choice represents the best use of resources having looked at all available options: will buying the cheapest now prove to be a false economy? Above all, the authority should be confident that the preferred option is the best value for money, and the quality is sufficient to meet the Council's needs.
- 6.4.4 Prudence and value for money are also key considerations when deciding whether to loan monies to new companies, this will include security of the loan and the likely pay back period and length of the loan.

Affordability

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

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

- 6.4.7 Feasibility costs may be capitalised provided the scheme leads to the eventual construction of an asset, if not, any such costs incurred must be charged to revenue.
- 6.4.8 Affordability in respect of investments in property will be a judgement as to whether the return, both financial and service benefit, after taking account of the cost of capital is sufficient.
- 6.4.9 Affordability in respect of investments in companies will need to consider the contribution towards the Councils Corporate Objectives as well as the financial return and potential dividend.

Sustainability

- 6.4.10 The third question the Code poses relates to sustainability. In assessing whether a capital investment is sustainable, the authority should consider:
- How it fits into any future policy or environmental framework
 - The future availability of resources to implement and continue to maintain any capital asset arising
 - The potential for changes in the need for the asset, e.g. demographic developments

- The potential for changes in the nature of the driver, problem, or policy the capital expenditure is seeking to address.
- The security on loans made
- The liquidity of investments
- The whole life costs of the project

6.5 Assessing the Impact of Capital Investment on Overall Finances

- 6.5.1 The assessment of schemes will ensure that the relationship between capital accounting, capital and revenue expenditure and treasury management are considered by identifying the impact that capital investment decisions have on the finances of the authority overall and the relative impact on the General Fund and Housing Revenue Accounts.
- 6.5.2 The process of adhering to a strict option appraisal methodology and setting prudential indicators will clearly illustrate the revenue impact of capital investment decisions. As well as identify alternative solutions.

6.6 Prioritising Investment

- 6.6.1 The Capital Strategy plays an important role in the Council's service planning and budget process. Capital Expenditure projects are prioritised and ranked through a scoring methodology aligned to a Capital Gateway framework that ensures capital resources are specifically targeted towards schemes that best meet and deliver the Council's corporate objectives. The process includes the production of fully costed business case. Approved schemes are subsequently monitored to ensure delivery is on time, within budget and meets the projects objectives. More detail on this is shown in Section 7.
- 6.6.2 Capital Investments projects such as Loans to companies and Investment in property are assessed differently. When considering loans to companies the Council will consider any Business Plans available to ensure that the investment is sound and that the Council's money is secure. Investment in property is prioritised based on the investment return that will be received back to the Council and taking into account a range of other factors which are outlined in Section 14.

6.7 How Schemes Get Included in the Capital Programme

- 6.7.1 The Council believes that capital programme delivery is essential to support the services that the Council provides to its customers. To this end a Project Management Office and associated Project Development Team have been constituted and resourced. The Project and Gateway Process has subsequently been fully reviewed and revised.
- 6.7.2 All capital schemes and major projects are assessed and filtered by the Project Management Office and the Review Group prior to being passed through to the Operational Delivery Group or the Development Board and then through to Corporate Management Team.

- 6.7.3 Once schemes have been approved to the business case stage and are no longer waiting as a pipeline project they will be presented to Members for inclusion into the draft capital programme which is considered alongside the draft Medium Term Financial Plan. Final approval of the capital programme will be at the Council meeting in February of each year.
- 6.7.4 As part of the process of producing a list of potential schemes for the capital programme service managers must complete option appraisals to determine the most cost effective way to optimise the desired outcomes.
- 6.7.5 Capital schemes and adjustments to capital scheme budgets can be added to the capital programme during the year, however this will be by exception and will still need pre-approval through the Capital Project Process prior to being submitted to Members.
- 6.7.6 It is recognised that there needs to be a process whereby the Council's customers can have input into what is needed for the City. The outline of how the Council seeks to accommodate this is shown in Appendix 2.

7. Performance Monitoring

Council in-house Capital Schemes.

- 7.1 Capital expenditure is reviewed for its legitimacy in meeting the definition of a capital purpose and is reconciled monthly. Monthly monitoring meetings are held between Responsible Officers allocated to deliver capital projects and finance staff. For larger projects this may mean the setting up of a Project Board with officers and advisors covering a variety of expertise, chaired by a lead officer who is responsible for the delivery of the project.
- 7.2 All responsible officers and project managers can obtain monthly financial reports via the Council's Financial Management System, Agresso, advising them of current spend against the profiled budget with variances shown. Officers are responsible for providing an outturn forecast for the project and reasons for any variance.
- 7.3 Performance of the Council's Capital Programme is reported to the Cabinet via the Quarterly Integrated Report plus the out-turn report. The Integrated Reports to Cabinet also summarise the risk profile of the schemes in the capital programme. The Cabinet Member for Finance and Asset Management receives a detailed update on scheme progress and reports to Cabinet show the stage that each project is at and which projects are still subject to feasibility.
- 7.4 Development Board also review the Capital Programme in detail on a monthly basis, and discuss and approve slippage and underspends of each of the current schemes. The Head of Financial Service has authority to reschedule projects into the following year or pull a project forward from

a proceeding year. In cases where a project is forecasting an overspend of £250k or more and cannot be funded from other scheme underspends then the overspend must be reported to Council.

Loans to Companies

- 7.5 This relates to capital expenditure on capital loans to Council owned or jointly owned companies. These schemes are included within the Council's capital programme and as such are reported on in the same way as other capital projects.
- 7.6 Loans to Companies will require the monitoring of the operations of the borrower. This will take the form of performance and financial monitoring reports to Shareholders. The Shareholder can comment on any issue of concerns with a recommendation for corrective action where appropriate, with the ultimate sanction of loan call in. In addition to this, more regular monitoring of the performance of companies is undertaken by the Head of Financial Services.
- 7.7 Where loans to companies have been financed from borrowing, there will be no charge to revenue in respect of the principal element of the loan whilst the Council is satisfied that the company business plans support repayment in line with the agreed terms. The receipt from the company of principal repayments will then be a capital receipt which will be used to reduce the capital financing requirement. Where the Council has uncertainty over the repayment of loans, a charge to revenue will be made commensurate with the level of risk. This is in line with the Council's Minimum Revenue Provision statement.

8. Outline of the Capital Project Review Process

- 8.1 Projects and Capital funding bids will pass through a series of stages unless they are specifically exempted from this process (see 8.3). The process is designed to ensure that the bids and a project's progress are monitored and assessed through a robust process aligned to the Capital Strategy.
- 8.2 The process will require specific documentation to be completed and submitted for review and challenge at various stages. As capital funding bids are to be submitted by September of any year, and funding is approved, ready for release during the new Financial Year (beginning April), the documentation requirement will ensure that capital expenditure or capital project details and its associated business case are recorded, in a consistent manner, so that any scheme can continue with all parties understanding the proposed outcomes and costs.
- 8.3 Some schemes will not need to go through the full process. Though the capital expenditure will need to be understood for aspects such as vehicle replacement or fencing maintenance, these will not be subject to the Gateway Process other than the first stage (Proposal). These aspects will be managed within Service Areas and be subject to budget monitoring.

8.4 A high level outline of the process is as follows:

- A project is proposed
- The proposal is reviewed and normally recommended to go through feasibility
- Projects in feasibility, as well all projects fully in the capital programme, are reported to Cabinet
- A business case, based on the feasibility outcome, is produced
- Approved business cases go into the project pipeline
- Projects in the pipeline are put forward at relevant times for approval by Cabinet and entry into the capital programme where funding is allocated
- Capital Monitoring reports are incorporated into the quarterly integrated report and include the status of all schemes alongside financial information.

8.4 Once a project has been approved, as well as governance and assurance gateways, monitoring reports will be required, for review by the Development Board.

8.5 Governance arrangements for a project are to be proposed to the Development Board, who will revise or ratify the arrangements and make recommendations to the Corporate Management Team (CMT). Should responsibility for the project be delegated by the Development Board, the delegated authority (typically the Operational Delivery Group) will be responsible for the completion of any governance and assurance. Monitoring reports regarding the Capital Bid and Projects will continue to be submitted for review by the Development Board irrespective of whether authority has been delegated or not.

8.6 The six stages of the process are listed below and detailed in Appendix 1. The financial appraisal of capital projects, which will be summarised within the business case document, is detailed in Section 10.

- Ideas and proposals
- Feasibility and options appraisal
- Design and specification
- Pipeline
- Delivery
- Closure

9. Capital Funding

9.1 There are a number of sources of funding the Council can use to finance its Capital Programme. In the past the Council has relied heavily on capital receipts to fund its General Fund Programme but with limited property available for sale these are gradually being eroded. With continuing budgetary pressures being placed on the Council's General Fund the ability to use direct revenue funding is reducing and consequently the Council will need to either find alternative sources, use prudential borrowing, or curtail its ambitions for capital spend.

- 9.2 The Council's Capital Programme is currently funded from the following sources:
- Capital Receipts
 - Prudential Borrowing
 - Developers Contributions e.g. s106 receipts and Community Infrastructure Levy (CIL)
 - Revenue Contributions
 - External funding – Capital Grants and contributions e.g.
 - Disabled Facilities Grant – housing adaptations within the private sector
 - Housing Revenue Account Financing including the Major Repairs Reserve

9.3 Capital Receipts

9.3.1 The Council can recycle capital receipts generated from the disposal of assets back to fund both General Fund and HRA capital projects. As at the 31 March 2020 the Council had £17.8 million of usable capital receipts available to fund future capital spend of which £7.4 million is ringfenced to schemes that increase the supply of affordable housing and £10.4 million is available for any General Fund capital financing.

9.3.2 The City Council owns many assets and the continuation of holding such assets is reviewed and decisions are taken on whether to:

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

Further information on Investment Properties can be found in Section 11.

9.3.3 The Council has entered into an agreement with the Department for Communities and Local Government in which the authority will recycle within a rolling 3 year period Right to Buy (RTB) receipts arising from “additional” RTB disposals into new social housing dwellings within the City. There are rules around the sum allowed per new social housing build project from funding source. However, the Council currently anticipates all receipts will be utilised on eligible schemes as and when they arise. As at the 31 March 2020 the Council had £7.4 million of these receipts.

9.4 Prudential Borrowing

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

9.4.2 There is approximately £425 million of Prudential Borrowing included in the Council's MTFP over the next four years. This is to fund the costs of social housing provision, repairs to Council properties, funding loans to Council companies plus some operational capital schemes.

9.4.3 Borrowing under the Prudential Framework can be used to finance Spend to Save Schemes where the capital investment achieves either revenue savings, or facilitates cost avoidance.

9.4.4 Prudential borrowing to fund capital projects will likely, depending on the nature of the capital investment, bring with it the need to make a charge to revenue to reflect the cost of borrowing. The basis for this charge, known as Minimum Revenue Provision (MRP) is set out within the Council's Treasury Management Strategy. This cost, where it is to be incurred, will be included in the financial appraisal as part of any project's business case.

9.4.5 Prudential borrowing for property fund investments and the making of loans to companies does not require an MRP since the loan will ultimately be repaid to the Council and within an agreed timescale. However the value of the investment is reviewed annually and should the value deteriorate then impairment would need to be charged to the revenue account.

9.5 **S106 Developer Contributions/Community Infrastructure Levy (CIL)**

9.5.1 Developer contributions and CIL are sought to mitigate the impact of developments and to overcome what would otherwise be a potential reason to refuse a planning application. Following the introduction of CIL the Council primarily seeks S106 contributions to meet the social housing targets within current planning policies.

9.5.2 The CIL charging mechanism which largely replaces s106 monies can be claimed to fund:

- Community Facilities,
- Indoor Sports Facilities,
- Public Open Space,
- Environmental Improvements,
- Public Art,
- Highway measures (inclusive of Park and Ride, Pedestrian measures, Cycle Facilities etc.),
- Education,
- Libraries,
- Waste Recycling,
- Youth Services,
- Museum Resource Centre and
- Day Care Provision for Adults.

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

9.6 Revenue Contributions

9.6.1 Revenue funding can be used to directly finance capital expenditure. The amount that is available is dependent on other revenue income and expenditure and is driven by the Medium Term Financial Plan. Revenue Reserves can also be used to supplement the in-year funding. The levels of revenue funding available overall are subject to the judgement of the Head of Financial Services (the section 151 officer) who will assess the necessary levels of general balances and earmarked reserves.

9.7 External funding

9.7.1 External funding can be sought to support capital schemes and indeed this is to be encouraged since it increases the level of resources available to the Council. However prior to submitting bids for grant funding, an assessment of the proposed scheme must be undertaken including all revenue implications and conditions of the funding. The Development Board and the Head of Financial Services must agree to the capital project and the submission of a funding bid prior to entering into any commitment.

9.8 Housing Revenue Account Specific Funding

9.8.1 Capital commitments can be funded from surpluses within the Council's Housing Revenue Account (HRA). The production of a 30 year HRA Business Plan, which is periodically reviewed, enables the funding needs of the Council's housing stock to be accommodated. The amount of surplus is influenced by rents which, for four years from 1/4/2016, have been limited by Government to a year on year decrease of 1%. Under the Government Rent Standard, since 1/4/2020 rents may only be increased by CPI +1% for a period of 5 years for local authority and housing association social rents. This in turn limits the amount of funding available to finance capital expenditure

9.8.2 The HRA can utilise prudential borrowing. The HRA had a debt cap from 2012 until recently but this cap has now been abolished by Central Government.

9.8.3 The HRA is charged with depreciation which, unlike the General Fund, is not reversed out and so is a real charge to the account. This amount is then available through the Major Repairs Reserve for financing new capital expenditure.

9.8.4 The resulting HRA Capital Programme provides for renovation and improvement of existing housing stock, tower block refurbishment and limited estate regeneration. Since the lifting of the HRA debt cap in 2018 there is now scope for purchasing or developing properties in the HRA. The Council makes use of this relaxation by purchasing social

housing developed by the Councils Housing development company
Oxford City Housing Ltd (OCHL)

10. Financial Assessment of Business Cases

10.1 General

10.1.1 Where proposals are all intrinsically part of the same project, these can be combined into one business case. Where they are distinct i.e. benefits will accrue if one part is undertaken but not the other, then separate modelling should be undertaken to give the option of taking one part without the other. Where there are potential variations within aspects of the project, an options appraisal should be undertaken.

10.1.2 For grant funded projects, separate analysis should be undertaken to ensure that any benefits outweigh any costs incurred in addition to that funded directly by grant. Grant projects are not risk free and care should be taken about the risks fall and the potential impact of those risks on the Council or the City. **Projects must be approved by the Chief Finance Officer prior to applying for grant funding.**

10.1.3 The purpose of the financial appraisal element of a business case is to:

- identify the financial implications for the project,
- allow comparison of project costs against the forecast benefits,
- ensure the project is affordable; ensure every cost associated with the project is considered,
- assess the financial impact of risks associated with the project
- understand the project sensitivities and the potential impact of these
- assess value for money, and
- predict cash flow.

10.2 Financial Analysis

10.2.1 Financial analysis must be undertaken with support from the relevant service accountant. The Financial Analysis must include:

- All marginal Capital and Revenue requirements
- Impact on the Balance Sheet
- The impact on the Revenue Account
- The impact on cashflows
- Overall affordability and funding

10.2.2 Costs which will no longer be incurred due to the project should be included as a benefit and likewise income which will no longer be received should be included as a cost.

10.2.3 The Financial Analysis must be undertaken on the basis of a full financial cost benefit analysis with all key assumptions identified, aiming for as much accuracy as possible. Costs and benefits should exclude VAT where this is recoverable but should include non-recoverable tax (such as national insurance and corporation tax).

Financial analysis must be iterative because as the business case is developed, earlier work must be revisited to verify the continued applicability and valuation of costs and benefits.

10.2.4 Capital Funding for capital projects must be assumed to be through borrowing unless there is specific funding for the project which only becomes available to the Council through undertaking the project i.e. the construction of a new building which directly frees up another asset for sale in which case the capital receipt from that potential sale can be used as financing or part-financing. Where it is proposed to use capital funding other than borrowing for financial analysis purposes, this must be explicitly agreed by a Finance Manager (the Financial Accounting Manager or the Management Accounting Manager). Where it has been agreed to use other funding sources in the financial analysis, care must be taken over timings and to ensure costs of bridge funding are included in the analysis.

10.2.5 The rate of interest to be used for borrowing will be based on PWLB rate projections indicated by the life of the asset and the expected timing of the funding requirement. Rates to be used will be set for each budget round by the Financial Accounting team.

10.2.6 The period of time each case is assessed over depends on the life of the asset / project. As a guide:

- For capital based projects the assessment should be over the life of the asset and should include all costs and benefits for the whole of that life;
- For revenue based projects the assessment should be over a 5 year period.

10.2.7 All costs and benefits must be clearly broken down so that it is clear what is included and so that the behaviours of the individual elements can be properly assessed and scrutinised. Costs and benefits with different behaviours and / or dependencies should therefore be separately identified. This analysis should be undertaken from both a cash and a revenue account perspective. Detailed workings should be available in excel format and all assumptions must be identified.

10.2.8 The overall impact on both the income and expenditure account and the impact on the balance sheet should be identified based on the analysis.

10.2.9 The following indicators must be provided for the financial cost benefit analysis:

- Net Present Value (NPV)
- Payback period (years)
- Benefit/Cost Ratio
- Internal Rate of Return (IRR)

The NPV, payback period and Benefit / Cost Ratio calculations must use a discount rate of 3.5% (as per the Treasury Green Book which is the discount rate the Council uses as a standard). The indicators must

be calculated using both a cash and a revenue basis. The payback period should be provided on a discounted and a non-discounted basis.

(NB there will be other non-financial costs and benefits and these should also be identified in the business case but not as part of the financial analysis element.)

10.3 Risk Assessment

A risk assessment should be undertaken using the Council's standard methodology. The assessment summarises the significant risks specifically related to the project and should explain clearly what the causes, consequences, controls and mitigations are and how the risks are managed. There are other high level risks inherent in capital programmes and these are covered in Section 14.

10.4 Sensitivity Analysis

10.4.1 Sensitivity analysis should be undertaken based on the risks of the project and the key assumptions adopted in the financial analysis. Sensitivity analysis concerns project risk and looks at alternative futures by measuring the impact on project outcomes or assumptions of changing values in which there is uncertainty.

10.4.2 The actual sensitivities used may vary from project to project but some basic sensitivities should include:

- Costs more than expected by 5%
- Expected savings / income less than expected by 5%
- Costs more than expected by 5% AND expected savings / income less than expected by 5%

The NPV and other indicators of each of these scenarios should be shown against the baseline case.

Also:

- How much would cost increase / savings need to reduce by to make the project unviable

10.5 Business Case Financial Assessment

10.5.1 The key assessment criterion is the NPV measure. IRR can be a useful guide but also can be unreliable when comparing projects with different cash flows.

10.5.2 The Payback period is useful but normally doesn't take account of the discount factor, hence the need for inclusion of a separate discounted payback period.

10.5.3 The sensitivity analysis gives an indication of how the project will fare given variations, however judgment will have to be applied on the probability of those variations.

10.5.4 Undertaking analysis of the cashflows and revenue impact allows the impact on both the profit and the liquidity of the organisation. It may be that there will be a limit placed on the amount of projects undertaken from a strategic perspective based on the cashflow and revenue impact and associated risks as well as other non-financial factors (such as capacity).

10.6 **Standard Models**

Standard base models will be developed and revised over time, however there can never be a one size fits all approach since all projects are different and the assumptions and sensitivities will vary from project to project, however some assumptions will be consistent to enable comparison between projects. These standard assumptions will be developed and refined over time by the Financial Accounting Team within Financial Services and in any case will be reviewed for each budget round. The standard assumptions will include what general inflation figures should be used for different types of expenditure and income; variations from this can be agreed, however justification for the variation would be needed.

10.7 **Inclusion of Financial Information in a Business Case Document**

Financial analysis of a project is undertaken using excel modelling techniques. It is not appropriate to include this in detail in the Business Case for a project. Instead the key aspects of the financial analysis should be summarised, identifying the key factors such as:

- Revenue impact
- Cashflow impact
- Summary of indicators
- Sensitivity impacts

11. **Existing Property Investments**

11.1 The Council has a substantial portfolio of properties that are held for revenue or capital returns and not for service delivery. The gross book value of these properties as at 1st April 2020 was £125.9 million. Rent due to be received in 2020/21 is £12.5 million of which it is anticipated that £4.6 million will need to be written off due to the economic impact of the pandemic. This has already been included in the Council's forecasting.

11.2 Staff within the property team have experience dealing with commercial property from within the private sector.

11.3 It is recognised that lease and covenant strength is a key factor in relation to the maintenance of property rental income levels and therefore potential tenants and lease agreements are assessed for:

- Tenancy Strength – the ability of the tenant to pay rent on time and in full.

- Lease length – the unexpired term of the lease and any break clauses in the lease
- The risk associated with a tenant vacating and the potential to attract good quality replacements tenants at acceptable rental levels
- Repairing and other terms within the lease agreement

12. Loans to Companies

12.1 In response to reducing resources the Council has looked to new delivery models to maintain service provision and continue its significant capital investment in the City which levers in other partners and innovative financing. These new delivery models include:

12.2 Barton Oxford LLP

12.2.1 In 2011 the City Council entered into a partnership with the property developer Grosvenor to undertake the development of a 94 acre residential led scheme to the North East of Oxford, Barton Park.

12.2.2 Planning permission has been secured for 885 homes (354 affordable) alongside a primary school, food store, community hub and park.

12.2.3 The authority has contracted to purchase the 354 affordable dwellings which it will transfer to its Housing Company or to its Housing Revenue Account.

12.2.4 There is no loan as such to the Barton Oxford LLP, however the Council did transfer some of its land which it was expecting to receive a payment plus interest. Due in the main to adverse market conditions, it is no longer expected that the Council will receive payment for this land and so the long term debtor was fully impaired in 2018/19.

12.3 Oxford City Housing Ltd (OCHL)

12.3.1 The City Council approved the establishment of a group of wholly owned housing companies in March 2016 and Oxford City Housing Limited (OCHL) (The Holding Company), Oxford City Housing (Investment) Limited (OCHIL) and Oxford City Housing (Development) Limited (OCHDL) were incorporated in September 2016.

12.3.2 The Companies' business plan includes the purchase of Barton Park properties plus the development of multiple development sites resulting in social dwellings plus additional market and shared ownership dwellings. The social dwellings are planned to be purchased by the Council's Housing Revenue Account.

12.4 Oxpens West End Development Company Limited (OxWED)

12.4.1 In January 2016 the Council entered into a joint venture with Nuffield College forming OXWED. The company acquired land from London and Continental Railways and following a period of master-planning will

procure a development partner, complete land assembly, and bring forward a scheme of comprehensive development comprising a new mixed use neighbourhood with business space and affordable and market homes.

12.4.2 The Council has also transferred its own related land holdings into the company at market value.

12.5 Oxford Direct Services

12.5.1 In 2017 the Council formed two wholly owned companies:

- Oxford Direct Services Limited, a Teckal company largely providing services back to the Council and
- Oxford Direct Service Trading Limited, a Trading Company which initially is limited to commercial waste collection but in future will expand to include all external trading activity

12.5.2 The two companies became operational on 1st April 2018.

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

12.6 Loans to the Companies

12.6.1 As at 1st April 2020 the following loans that the Council had given to the companies were outstanding:

- £9.70 million to OCHIL for the purchase of properties from the Housing Revenue Account and at Barton Park
- £3.63 million to OCHDL for the purchase of land and development costs
- £6.50 million to OxWED for the purchase of land from London and Continental Railways and £4.16 million for the purchase of land at market price from the Council
- £0.10 million to OxWED for working capital

12.6.2 Further loans have been granted during 2020/21:

- £3.51 million to OCHIL for the purchase of Barton properties
- £15.21 million to OCHDL for the purchase of land and development costs
- £0.50 million to OxWED for working capital

12.6.3 There are plans for further loans to the Housing Company to the value of £30 million for OCHIL and £126 million for OCHDL over financial years 2020/21 to 2024/25.

12.6.4 The Council either holds the land and property relating to the capital loans as collateral or has the ability to place a charge on the property. The Council ensures that due diligence is undertaken in all aspects of these new service delivery models and their activities. The business

plans of the Companies are monitored and if there is uncertainty over the repayment of these loans, the Council will make a charge for impairment to its revenue account. Currently the Council does not consider that there is any significant risk of non payment of these loans.

12.6.5 Any loan for capital purposes to a company in which the Council has an interest is categorised as capital expenditure by the Council. This means that the Council can take out external borrowing to fund the loans as necessary. The Council could fund such loans from many sources; however, the majority will be funded from internal and external borrowing. The Council will not make any MRP provision in respect of loans to a Company in which it has an interest on the basis that the loan will be repaid in full on the agreed terms. The Council will undertake these loans under powers other than its Treasury Management investment powers.

12.6.6 Interest rates charged on the loans will be set with reference to:

- The level of collateral;
- An assessment of the credit worthiness of the company; and
- State Aid rules

12.6.7 Loan agreements will be put in place for any loans to Companies in which it has an interest. The agreements will detail:

- The general terms under which the loan is advanced;
- Loan repayment requirements;
- What security there is on the loan with reference to collateral; and
- Any loan covenants that must be adhered to.

13. Transformation Funding

13.1 As a general rule it is not lawful to use capital resources to finance revenue expenditure; this is based on legislation applying to local authorities. DCLG issued the Statutory Guidance on the Flexible Use of Capital Receipts in March 2016. The Local Government Act 2003 (“the Act”), section 15(1) requires a local authority “... to have regard (a) to such guidance as the Secretary of State may issue, and (b) to such other guidance as the Secretary of State may by regulations specify ...”. The guidance on use of capital receipts flexibility is issued under section 15(1) of the Act and authorities are therefore required to have regard to it. A Direction made under section 16(2)(b) of the Act was also published to give the actual statutory powers to apply this flexibility. The guidance has been updated to include the financial years 2016/17 to 2020/21.

13.2 Oxford Direct Services Limited is undertaking a transformation project. The overall intention of the Transformation project is to transform the operations of Oxford Direct Services (ODS), increase their competitiveness and therefore increase the dividend paid back to the Council. The project consists of a number of elements including the replacement of assets, restructuring the workforce and improving the

ICT systems used by the Company. This update is concerned with the capitalised revenue costs of the transformation relating to technology, project management, consultancy and voluntary redundancy. There has been a £1.25 million capital transformation grant formally approved for ODS to fund this after considering the projected returns from the capitalised revenue aspects of the project. The capital grant was paid to ODS on the condition that it is repayable if the increased efficiencies and the increased dividend to the Council are not achieved.

- 13.3 Local authorities cannot borrow to finance the revenue costs of service reform. Local authorities can only use capital receipts from the disposal of property, plant and equipment assets received in the years in which this flexibility is offered. Local authorities may not use their existing stock of capital receipts to finance the revenue costs of reform. There were sufficient capital receipts both from general sales and from the repayment of the vehicle leases in place between the Council and Oxford Direct Services Limited to finance the capitalisation of the Oxford Direct Services transformation costs.
- 13.4 The progress and delivery of the capitalised revenue cost element must be reported on an annual basis within the Capital Strategy. Due to the effects of the Covid-19 pandemic and delays in the implementation of the QL computer system, the planned savings to ODS have been understandably delayed, however ODS remains confident that the expected efficiencies can still be achieved, although in later years than originally anticipated.

14. Risk Management

- 14.1 Risk is the threat that an event or action will adversely affect the Council's ability to achieve its desired outcomes and to execute its strategies successfully.
- 14.2 Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of managing them and/or responding to them. It is both a means of minimising the costs and disruption to the organisation caused by undesired events and of ensuring that staff understand and appreciate the element of risk in all their activities.
- 14.3 The aim is to reduce the frequency of adverse risk events occurring (where possible), minimise the severity of their consequences if they do occur, or to consider whether risk can be transferred to other parties. The corporate risk register sets out the key risks to the successful delivery of the Council's corporate aims and priorities and outlines the key controls and actions to mitigate and reduce risks, or maximise opportunities.
- 14.4 To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.

- 14.5 It is important to identify the appetite for risk by each scheme and for the capital programme as a whole.
- 14.6 The Council accepts there will be a certain amount of risk inherent in delivering the desired outcomes of the Oxford2050 Vision. The Council seeks to keep the risk of capital projects to a low level whilst making the most of opportunities for improvement. Where greater risks are identified as necessary to achieve desired outcomes, the Council seeks to mitigate or manage those risks to a tolerable level. All key risks identified as part of the capital planning process are considered for inclusion in the corporate risk register.
- 14.7 In producing its capital plans, the Council will ensure that its approach to activities is proportional to its overall resources so that undue risk is not placed on the Council's future financial position.
- 14.8 The Following risks should be included in the Project Risk Assessment:
- **Credit Risk**
This is the risk that the organisation with which the Council has invested capital monies becomes insolvent and cannot pay the investment returns or complete the agreed contract. Accordingly, the Council will need to ensure that robust due diligence procedures cover all external capital investment. Where possible contingency plans will be identified at the outset and enacted when appropriate.
 - **Liquidity Risk**
This is the risk that the timing of any cash inflows from a project will be delayed, for example if other organisations do not make their contributions when agreed. This also includes the risk that the cash inflows will be less than expected.
 - **Legal and Regulatory Risk**
This is the risk that changes in laws or regulation make a capital project more expensive or time consuming to complete, make it no longer cost effective or make it illegal or not advisable to complete. Before entering into capital expenditure or making capital investments, the Council must understand the powers under which the investment is made. Forthcoming changes to relevant laws and regulations must be kept under review and factored into any capital bidding and programme monitoring processes.
 - **Interest Rate Risk**
Interest rate risk must be considered at a project level where there are potential project level impacts, for instance through contractual conditions or through the effect on expected returns from the project.
 - **Inflation Risk**

Inflation risk must be considered at a project level where there are potential project level impacts, for instance through contractual conditions or through the effect on expected returns from the project.

- **Fraud, Error and Corruption**
This is the risk that financial losses will occur due to errors or fraudulent or corrupt activities. Officers involved in any of the processes around capital expenditure or funding are required to follow the Council's policies and procedures.

14.9 The Following risks are considered at a Corporate level as part of the overall capital and revenue budgeting process:

- **Interest Rate Risk**
This is the risk that interest rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Interest rates will be reviewed as part of the on-going monitoring arrangements to identify such adverse effects. As far as possible exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.
- **Exchange Rate Risk**
This is the risk that exchange rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Where relevant, exchange rates will be reviewed as part of the on-going monitoring arrangements to identify such adverse effects. As far as possible exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.
- **Inflation Risk**
This is the risk that rates of inflation will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Rates of inflation will be reviewed as part of the on-going monitoring arrangements to identify such adverse effects. As far as possible exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

15. **Other Considerations**

Capital Schemes must comply with legislation, such as the Disability Discrimination Act, the General Data Protection Regulations (GDPR), building regulations etc.

Capital Scheme and Major Projects Process

Overview

Projects will be worked up through a number of controlled stages. On completion of a stage, the enabling body will approve the project to continue to the next stage or may prematurely close the project.

The process aims that all projects should:

- Maximise our resource
- Work collaboratively
- Not be afraid to fail

The council's project delivery process is made up of six stages:

1. Ideas and proposals – identifying a concept, providing more information and identifying resources needed
2. Feasibility and options appraisal – developing an idea/proposal and identifying any issues that need to be overcome or may prevent your project progressing
3. Design and Specification – develop the business case and establish the requirements and full costs to enable successful delivery of the project
4. Pipeline – approved projects that are waiting for confirmation of funding
5. Delivery – implementing the approved project in line with the business case
6. Closure – reviewing the delivered project to see what went well and what lessons can be learned

Ideas and proposals

Ideas can come from different places – team plans, members, strategies, service/action plans, people in the community, reviews and audits

The purpose of this stage is to:

- set out clearly what the idea is
- provide supporting information on why it should be prioritised
- identify the resources needed to take it forward

Submitting a project proposal

Ideas and proposals need to be:

- supported and approved by the relevant Head of Service
- put forward using the Proposal template to the Project Management Office (PMO) by email

A proposal will outline the scheme in enough detail to enable the Review Panel to make a recommendation to either Development Board or Operational Delivery Group (ODG). They, in turn, will make a recommendation to the Corporate Management Team (CMT) to make the decision to proceed.

Possible outcomes

There are a number of outcomes to a project proposal:

- it may be rejected by the Review Panel
- It may be approved by the Review Panel but rejected by Development Board or ODG
- It may be approved in initial stages but be rejected by CMT
- it may be added to the pipeline of future project

Feasibility funding

A proposal scheme may need feasibility funding to help it progress. An R&D feasibility fund is available to support the development of projects at their early, discovery stages.

- **Proposal** – to help develop the project proposal
- **Feasibility** – to help develop of the outline business case
- **Design & Technical Specification** – to help develop the full business case

It is important to be aware that if the project doesn't progress to the construction of an asset, the sum advanced will become a revenue cost for the service

Use of the feasibility fund

The fund can be used:

- to procure goods, services and resources as required
- to secure project resources (if this is for an individual project)

It **cannot** be used:

- to recruit general resources that will be used across more than one project
- if the project it is for cannot be 'capitalised' (i.e. is a revenue project not creating an asset)

Making a request for feasibility funding

Project managers must develop and submit proposals and outline business cases to the Review Panel. This can include requests for feasibility funding. These documents are assessed and recommendations on next steps are then made for Development Board consideration.

Should Development Board accept the recommendations of Review Panel, the R&D Feasibility Fund sum will be allocated.

Accounting for feasibility funding

A full business case will need to:

- ensure the project budget requirement includes any previously used R&D Feasibility Fund allocations
- include any revenue funds used in the recruitment of a project resource

Transferring revenue to capital funding

It may be possible to move legitimate costs initially coded to revenue to a newly approved capital budget once approved by Council **unless**:

- the revenue cost was in a previous financial year
- the request was made too close to the budget approval process

Officer decisions and the allocation of feasibility funding

The value of the R&D Feasibility Fund is set as part of the annual capital budget process with ongoing oversight by the Development Board's Review Panel. It should be noted that, where requested sums are £10,000 or more, the Council is legally required to publish the decision to spend the money.

The Project Management Office (PMO) will assist with the completion of the 'delegated decisions to officers' form and seek signatures of the decision taker and confirming officers who include the Head of Financial Services (Section 151 Officer) and the Monitoring Officer.

Recording feasibility funding allocations

The PMO and Financial Services maintain a register of projects, and this will include any feasibility sums allocated. Financial Services will vire any agreed sum from the R&D Feasibility Fund to the appropriate project budget code.

The Head of Financial Services will remain the 'Approver' of expenditure, as set out in the scheme of delegation, within the Agresso financial system. This ensures there is no unauthorized expenditure from the overall budget code.

Writing a good proposal

A good proposal would ideally meet one or more of these criteria:

- it meets one or more of our corporate priorities
- it is essential work
- it generates income or lead to service improvements
- it saves the council money
- it makes a difference to local communities
- has a positive impact on the environment

Feasibility and options appraisal

This stage is primarily for large capital projects. Smaller scale and ICT projects will move directly to the design and specification stage.

The feasibility and options appraisal stage is about developing the idea/proposal and identifying any issues that need to be overcome or may prevent the project progressing. Feasibility work undertaken will enable the Development Board to understand if a project is feasible and viable and whether the project should progress into detailed design. This stage may take many weeks or months and may require assistance from 'Oxford Direct

Services' or externally procured professional services. External funding sources may be identified at this stage.

There are a number of things to consider when entering into the feasibility stage. What to consider:

1. What options have been considered
2. What consents and from which agencies are these required?
 - What is the timescale for delivery of these?
 - Are they showstoppers?
3. What will it cost and how will it be funded
4. What is the return on investment? How long will it take to deliver? What other benefits are anticipated?
5. What other benefits will there be – financial or non-financial
6. What risks have you identified and how have they been managed or plans to mitigate?
7. Are there Corporate Impact Assessments needed e.g. Equalities Impact Assessment, Privacy Impact Assessment
8. CDM pre-construction checklist
9. Corporate Health & Safety
10. What resources will you need for the next stage (either implementation or detailed design)
11. Who will be on the team?
 - Oxford Direct Services?
 - Other internal?
 - External support?
12. Direct Services to express interest in project and demonstrate competency/value for money
13. External influences
 - Procurement
 - Funding/Grants
 - Members
 - Planning – both our the Council's own Planning Service and outside
14. Soft market testing
15. Roadmap for implementation – including proposed start date
16. Lessons learned

Site surveys

This stage may require you to consider site surveys and Construction Design and Management (CDM) will need to be considered.

Writing an Outline Business Case

Two business case templates are available:

- Business Case for Physical Assets
- Business Case for Efficiency Projects

The appropriate template should be selected. Supporting feasibility reports and documentation should also be submitted along with the Business Case. An outline Business Case that is supported and approved by the relevant Head of Service is to be produced at the end of this stage.

Smartsheet 'Project Updates' will be issued during this stage.

Feasibility funding

Feasibility funding may be needed to support the development of the project.

Outline business case

A good Outline Business Case would ideally meet one or more of these criteria:

- the proposed project is feasible, viable and deliverable
- it will continue to meet corporate priorities
- it is still essential work?
- it will still generate income or lead to service improvement
- it still looks like it will make a difference to local communities

Design and Specification

Large capital projects will need to have been through the feasibility and options stage before this stage. This stage will develop the business case and establish the requirements and full costs to enable successful delivery of the project.

Full Business Case

Two business case templates are available:

- Business Case for Physical Assets
- Business Case for Efficiency Projects

The appropriate template for the scheme should be selected. Supporting feasibility reports and documentation should also be submitted along with the Business Case. A full Business Case needs to be supported and approved by the relevant Head of Service.

Review and recommendations

The PMO will review any submitted Business Case through a Review Panel.

There are four recommendations the Review Panel may make:

- The Business Case needs further information/revision. The Business Case form will be returned to the author describing what additional information is required
- The Business Case will not be progressed
- The Business Case will be progressed but to be added to a pipeline of projects for future delivery
- The Business Case will be submitted to
 - the Development Board for capital programme evaluation (for large capital projects)
 - Operational Delivery Group (for smaller scale and ICT projects)

For large capital projects

The full business case will enable the Development Board to determine whether funding commitment should be recommended and contracts awarded or whether the project should be held back in favour of another project that better achieves the organisation's key priorities. Development Board will make recommendations to the Corporate Management Team (CMT) regarding the projects to be included in the Capital Programme.

For smaller scale and ICT projects

The full business case will enable the Operational Delivery Group to determine whether funding commitment should be recommended and contracts awarded or whether the project should be held back in favour of another project that better achieves the organisation's key priorities.

Funding

The Council has a defined process for agreeing the budget for the next financial year.

Projects pipeline

This stage is a holding position and relates to projects whose full business case has been approved but is awaiting confirmation of the funding being included in the Council's capital budget. A number of business cases may be received, and approved for progression, throughout the year. These business cases will form a pipeline of potential projects. These approved business cases will be evaluated against a set of criteria which will prioritise them and enable Development Board and CMT to indicate which business cases to take forward, and therefore, what budget to request from Council.

Project delivery and progress monitoring

Once approved, projects are delivered against their full business case. Periodic update reports enable the Development Board, Operational Delivery Group and Corporate Management Team to monitor costs, current status, risks, and issues relating to delivery.

How projects are monitored

Project updates

The Council uses Smartsheet to:

- request project updates from project managers
- update project spend against projects

Update requests are issued by email on 6th of each month with the update provided within 5 working days. The information is then reviewed as follows:

- Directors and Heads of Service review progress for all schemes to enable the effective management of the capital programme;

- Directors view confirmed values regarding forecast outturn and variation (including slippage) against latest budgets including reasons for variations
- Head of Finance uses progress information and commentary to present internal monthly monitoring reports and feed into quarterly monitoring reports to Cabinet;
- Climate Change is high on the Council's priorities and so relevant information needs to be captured on this
- Directors review, on a monthly basis, a list of schemes where an update has not been provided.

Project reporting

The Council uses PowerBI to compile reports on progress.

Monitoring individual projects

There are supporting tools which are not mandatory within the Project Management methodology, however project managers may find them useful to support delivery of their project:

- Project highlight report
- Project workbook
- Client projects checklist
- Pre-construction checklist

Viewing project financial information

Project managers are able to view current Financial information regarding their projects using the Agresso reporting tool.

Project closure and lessons learned

On completion, the project will be reviewed to assess what went well, what could have been done differently, what were the challenges and to capture key learning. All projects will need to consider

- communication,
- stakeholders,
- planning,
- risk,
- issue management,
- governance

Each project is unique but individual aspects will be common across them all, and the success or failure of a project may be assisted by learning from the good practices or issues faced by previous or similar projects.

Project closure report

A Closure report template, supported and approved by the relevant Head of Service needs to be produced when a project ends. This needs to be sent to the PMO along with supporting reports and documentation.

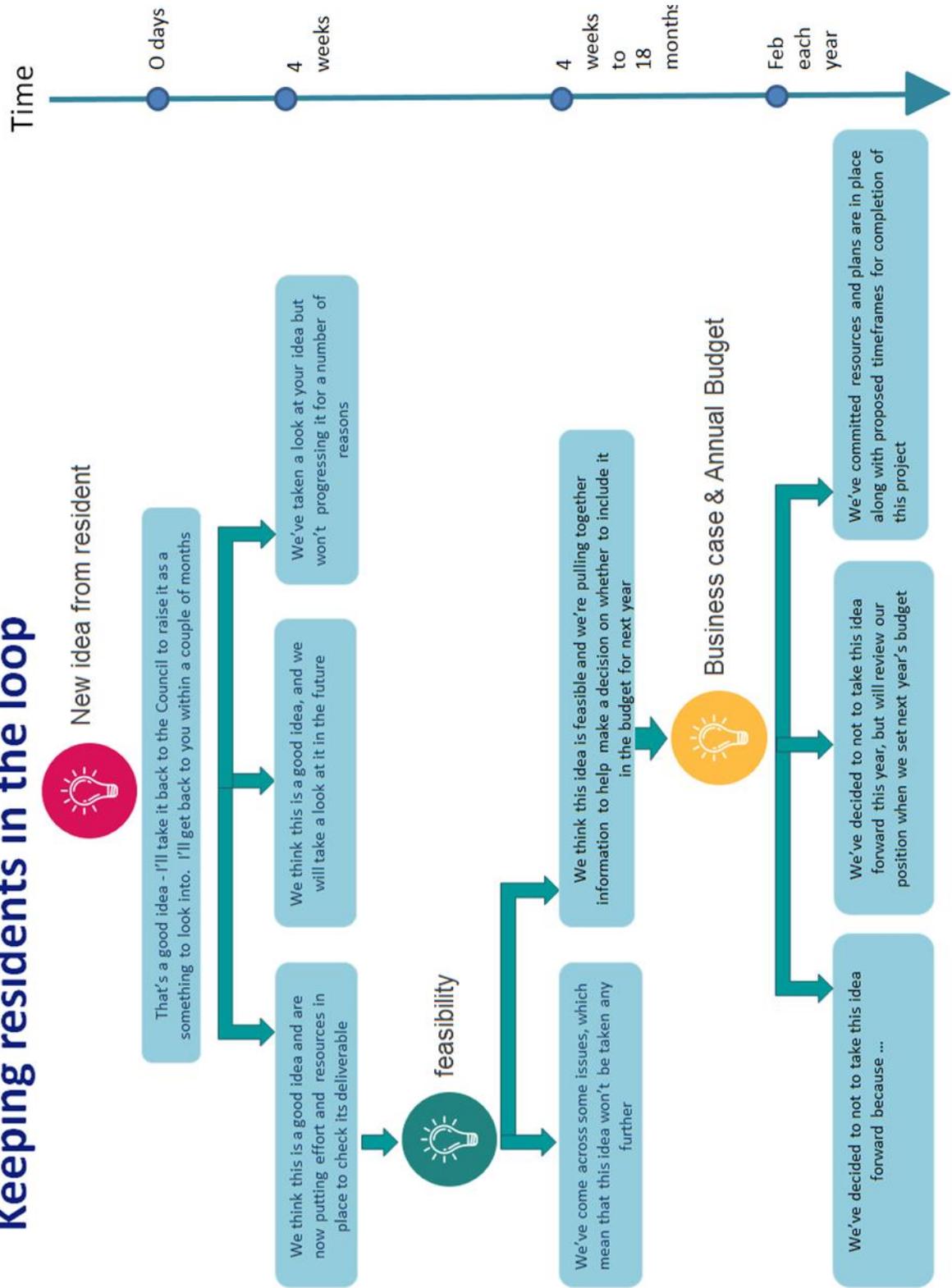
Lessons learned

The importance of reviewing the lessons learned log is to help to:

- Avoid mistakes and issues that occurred in previous, similar projects
- Repeat the actions, processes and practices that worked well in other previous, similar projects

A Lessons learned checklist is available to assist in collecting lessons learned. It offers a variety of questions that may be asked to determine which elements of the project should be avoided in the future, and which aspects

Keeping residents in the loop



To: Cabinet
Date: 10 February 2021
Report of: Head of Financial Services
Title of Report: Treasury Management Strategy 2021/22

| Summary and recommendations | |
|---|--|
| Purpose of report: | To present the Council's Treasury Management Strategy for 2021/22 together with the Prudential Indicators for 2021/22 to 2024/25 |
| Key decision: | Yes |
| Executive Board Member: | Councillor Ed Turner, (Deputy Leader) Finance and Corporate Assets |
| Corporate Priority: | All |
| Policy Framework: | Council Strategy 2020-2024 |
| Recommendations: That Cabinet resolves to: | |
| Recommend that Council approves: | |
| <ol style="list-style-type: none"> 1. The Treasury Management Strategy 2021/22 as set out in paragraphs 19 to 62 and the Prudential Indicators for 2021/22 – 2024/25 as set out in Appendix 2; 2. The Borrowing Strategy at paragraphs 27 to 38; 3. The Minimum Revenue Provision (MRP) Statement at paragraphs 39 to 41 which sets out the Council's policy on charging borrowing to the revenue account; and 4. The Investment Strategy for 2021/22 and investment criteria as set out in paragraphs 42 to 62 and Appendix 1. | |

| Appendices | |
|-------------------|---|
| Appendix 1 | Credit and Counterparty Risk Management |
| Appendix 2 | Prudential Indicators 2021/22 – 2024/25 |

Summary

1. The Council's Treasury Management Strategy has been written in accordance with the revised CIPFA Prudential Code and the revised CIPFA Treasury Management Code of Practice.
2. The report presents the Council's prudential indicators for 2021/22 – 2024/2025. Notable indicators include capital expenditure and borrowing limits as these are areas of significant activity.
3. The average value of investments during the calendar year to 31st December 2020 was £105.9m. The actual daily value fluctuated between £86.9m and £123.4m. This is an decrease on the previous calendar year, when average balances were £114.3m and daily values ranged from £95.6m to £131.6m.
4. All external debt as at 31 March 2020 (£198.5m) relates to the Housing Revenue Account self-financing debt taken out in 2012 which is held at fixed rates with varying fixed periods to maturity.
5. The Council's General Fund Capital Programme over the next four years is funded from a combination of government grants, capital receipts, revenue, Community Infrastructure Levy and prudential borrowing. However, due to the scale of investment over the period to 2024/25, including the loans to the Council's Housing Company (£152.8 million), the level of prudential borrowing will increase to over £642.1 million in 2024/25 from the projected £287.5 million at the end of 2020/21. Borrowing from internal resources will be maximised, however much of the borrowing will need to be from external resources with anticipated external borrowing increasing from £198.5 million to £548.5 million in 2024/25. The Housing Revenue Account Capital Programme is largely funded from council house rents over time but includes £219.5 million borrowing from 2021/22 to 2024/25.
6. The CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice were revised in late 2017 and have been fully adopted from 2019/20 onwards. The codes include a requirement to produce a Capital Strategy (which the Council already did previously) and included additional requirements for this and also for non-Treasury Investments. In order to maintain the clarity between Treasury and non-Treasury Management Activity, all non Treasury Investment capital activity is covered by the Capital Strategy.
7. All Prudential Indicators continue to be covered together in the Treasury Strategy. This will allow the indicators to be seen as a whole and in the context of Treasury Management activity to which they are closely related. There are, however, some cross-overs to areas covered by the Capital Strategy.
8. The Prudential Indicators have been revised in line with the revised Codes of Practice. Additional disclosures are included to cover the Government's focus on "commercial activities". This focus has occurred due to some Councils (which have been featured in the press) incurring substantial expenditure buying investment properties to support their revenue budgets.

9. The limit for non-specified investments is proposed to remain at 30% of the previous year's total investment portfolio or £30 million, whichever is the greater, which allows capacity for occasional non-specified investments other than pooled investment funds such as investments with local authorities for longer than 364 days.

Loans to the Council's Companies

10. Over the four year life of the Council's Medium Term Financial Strategy to 2024/25 it is assumed that the Council will give loans to the Council's Housing Company to the value of around £152.8 million. Whereas these are not Treasury investments, there is however a positive impact on the Council's net investment income due to a markup being charged on the loans which is increasing from 2.2% to 3.2% as of 1st April 2021. As at the end of December 2020 the Council had loans outstanding to Oxford West End Developments (OxWED) of £10.76 million and to the Housing Company of £29.05 million with accrued interest to 31st March 2020 of around £2.68 million and ongoing interest of around £1.74 million per annum.

Interest and Economic Outlook

11. The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Link have provided the following forecasts which includes the 1% reduction in the PWLB margin that was announced late in 2020 alongside the results of the PWLB consultation. These are forecasts for certainty rates, gilt yields plus 80bps:

| Link Group Interest Rate View | | | | | | | | | | | | | |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| These Link forecasts have been amended for the reduction in PWLB margins by 1.0% from 25.11.20 | | | | | | | | | | | | | |
| | Mar-21 | Jun-21 | Sep-21 | Dec-21 | Mar-22 | Jun-22 | Sep-22 | Dec-22 | Mar-23 | Jun-23 | Sep-23 | Dec-23 | Mar-24 |
| BANK RATE | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 |
| 3 month ave earnings | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 |
| 6 month ave earnings | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 |
| 12 month ave earnings | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 |
| 5 yr PWLB | 0.80 | 0.80 | 0.80 | 0.80 | 0.90 | 0.90 | 0.90 | 0.90 | 0.90 | 1.00 | 1.00 | 1.00 | 1.00 |
| 10 yr PWLB | 1.10 | 1.10 | 1.10 | 1.10 | 1.20 | 1.20 | 1.20 | 1.20 | 1.20 | 1.30 | 1.30 | 1.30 | 1.30 |
| 25 yr PWLB | 1.50 | 1.60 | 1.60 | 1.60 | 1.60 | 1.70 | 1.70 | 1.70 | 1.70 | 1.80 | 1.80 | 1.80 | 1.80 |
| 50 yr PWLB | 1.30 | 1.40 | 1.40 | 1.40 | 1.40 | 1.50 | 1.50 | 1.50 | 1.50 | 1.60 | 1.60 | 1.60 | 1.60 |

12. The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it has left the Bank base rate unchanged since, although some forecasters have suggested that a further base rate cut, taking base rates into negative rates, could happen in the future. The Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecast table above, no change in the Bank Rate is expected in the

near-term as economic recovery is expected to be only gradual and, therefore, prolonged. These forecasts incorporate the assumption that a Brexit trade deal would be agreed by 31.12.20.

Gilt yields / PWLB rates

13. As the interest forecast table for PWLB certainty rates above shows, there is expected to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment, (as shown on 9th November when the first results of a successful COVID-19 vaccine trial were announced). Such volatility could occur at any time during the forecast period.

Investment and borrowing rates

14. Investment returns are likely to remain exceptionally low during 2021/22 with little increase in the following two years.
15. Borrowing interest rates fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England; gilt yields up to 6 years were negative during most of the first half of 20/21. The unexpected increase of 100 bps in PWLB rates on top of the then current margin over gilt yields of 80 bps in October 2019, required an initial major rethink of local authority treasury management strategy and risk management. However, in March 2020, the Government started a consultation process for reviewing the margins over gilt rates for PWLB borrowing for different types of local authority capital expenditure.
16. On 25th November 2020, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates; the standard and certainty margins were reduced by 1% (100 basis points) but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three year capital programme. The new margins over gilt yields applying to the Council is the PWLB Certainty Rate which is gilts plus 80 basis points.
17. The long-term forecast for the Bank Rate is 2.00% but not for many years. Lower rates can currently be obtained in borrowing for shorter maturity periods, however this is coupled with increased interest rate risk on refinancing. Longer-term borrowing provides more certainty and where there are long term assets being financed, this long term certainty will be balanced against the overall maturity profile.
18. The Council, given its capital programme, will not be able to avoid borrowing to finance new capital expenditure and to replace maturing debt. This must be timed

to reduce the cost of carry (the difference between higher borrowing costs and lower investment returns).

Treasury Management Strategy Statement

Background

19. The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in counterparties or instruments commensurate with the Council's risk appetite, providing adequate liquidity initially before considering investment return.
20. The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.
21. The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance. Additionally reserves and balances are forecast to reduce by around £12 million over the medium term which will lead to reduced balances available for investment or to use for internal borrowing.
22. Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, arising usually from capital expenditure, and are separate from the day to day treasury management activities.
23. CIPFA defines treasury management as:
"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
24. Revised reporting is required for the 2019/20 reporting cycle onwards due to revisions of the MHCLG Investment Guidance, the MHCLG Minimum Revenue Provision (MRP) Guidance, the CIPFA Prudential Code and the CIPFA Treasury

Management Code. The reporting changes include the introduction of the requirement to approve a capital strategy (which the Council produced in a slightly different form previously), to provide a longer-term focus to the capital plans, and greater reporting requirements surrounding any commercial activity undertaken under the Localism Act 2011. The capital strategy is being reported separately and includes the additional requirements introduced with these changes.

Treasury Management Advisors

25. Treasury advice and market information is provided by Link Asset Services. A procurement exercise was undertaken during 2018 and the contract was awarded to Link Asset Services in September 2018 for 3 years with an option to extend for a further 2 years. The information provided by Link Asset Services that is used for making investment decisions is outlined further on in this report and in associated appendices.
26. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

Borrowing and Debt

27. Under the Prudential Code, individual authorities are responsible for deciding their level of borrowing. The system is designed to allow authorities with an affordable borrowing requirement, to borrow in order to pay for capital investment.
28. The arrangements also facilitate 'invest to save' schemes where they are affordable, prudent and sustainable.
29. The parameters for determining the level of prudential borrowing are:
- A balanced revenue budget that includes the revenue consequences of any capital financing i.e. interest, debt repayment and running costs of any new project; and
 - That the impact of the Authorised Borrowing Limit on Council Tax or council rents is reasonable.
30. The draft Capital Programme for 2021/22 to 2024/25, which appears elsewhere on the Agenda; includes the following expenditure which is currently planned to be financed by borrowing:
- £152.8 million loans to the Housing Company, primarily to finance the purchase of New Affordable Housing at Barton and housing developments;
 - £3.2 million for Community Centres
 - £11.0 million on vehicles to be leased to Oxford Direct Services
 - £11.8 million on Depot Rationalisation
 - £20 million on regeneration
 - £6.3 million on corporate and other property refurbishment
 - £219.5 million to finance HRA capital expenditure.

31. The S151 officer has delegated authority to determine the need for external borrowing taking into account prevailing interest rates and associated risks. Borrowing may be undertaken to fund the approved Capital Programme or to fund future debt maturities and a combination of long-term and short-term fixed and variable rate borrowing may be considered which may include borrowing in advance of future years' requirements. In using the delegated authority, the S151 Officer will take into account the following factors:
- The on-going revenue liabilities created, and the implications for the future plans and budgets;
 - The economic and market factors that might influence the manner and timing of any decision to borrow;
 - The pros and cons of alternative forms of funding including internal borrowing;
 - The impact of borrowing in advance on cash balances and the consequent increase in counterparty risk.
32. Council officers, in conjunction with the Council's treasury advisors, Link Asset Services, monitor prevailing interest rates and market forecasts, thereby allowing the Council to respond to any changes that may impact on the timing and manner of borrowing decisions, to ensure these are optimised.
33. The Council currently has £198.5m of external debt held at fixed rates with varying maturity terms up to 2057. This debt relates to the Council's housing stock within its HRA. The first repayment, of £20 million, is due at the end of 2020/21. Debt to the same value is expected to be taken out in order to replace the debt repaid. The first repayment of the remaining existing debt, in the sum of £20 million, will now take place in 2025-26.
34. The Council's Capital Financing Requirement (CFR) is an indication of the Council's underlying need to borrow to fund its capital investments; this borrowing can be undertaken internally using available resources or externally by borrowing from a reputable institution or the Public Works Loans Board (PWLB). The estimated level of CFR for each year can be found in the Prudential Indicators in Appendix 2.
35. In October 2018, a policy change of the abolition of the HRA debt cap was announced. The Chancellor announced in the Budget that the date the debt cap was to be removed was 29th October 2018. The Council can now undertake further borrowing to finance HRA capital expenditure, provided it is both affordable and prudent to do so, in line with the CIPFA Prudential Borrowing Code. The Council is using these new borrowing powers to increase housing supply by buying properties from the Housing Company, OCHL.

Borrowing Strategy 2021/22

36. The Council currently has £55 million internal borrowing as at 1st April 2020. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt since cash supporting the Council's reserves, balances and cash flow has been used as a temporary funding source.

This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

37. The Head of Financial Services will continue to monitor interest rates and take a pragmatic approach to changing circumstances. Due to the risks within the economic forecast, and the increased fluctuations in cashflow being experienced, caution will be adopted with the 2021/22 treasury operations, although the decrease in PWLB rates has made the PWLB more competitive again than other sources of borrowing. Additionally the Council will consider carefully when to take out borrowing, balancing the need for cash to fund capital expenditure and the cost of borrowing.:
- If it is considered that there is a likelihood of a significant fall in long and short term rates (e.g. due to a marked increase of risks in respect of recession or deflation), then long term borrowing will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
 - Alternatively, if it is felt that there is a significant risk of a sharp increase in long and short term rates than currently forecast, then external borrowing is likely to be taken earlier.

Borrowing in Advance of Need

38. The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds. Prior to borrowing in advance the risks and benefits of undertaking the borrowing will be considered. Actual borrowing will be subsequently reported through either the mid-year performance report or annual report as appropriate. Due to the amount of Prudential Borrowing in the Capital Programme, the potential benefits earlier borrowing will be closely monitored.

Minimum Revenue Provision (MRP) Statement 2021/22

39. Prudential borrowing increases the Council's Capital Financing Requirement (CFR) or underlying need to borrow. Whether the Council actually borrows externally to finance capital expenditure is a treasury management decision which is not directly linked to the capital financing decision. In practice, the Council is likely to use a combination of internal and external borrowing in the medium term to fund the Capital Programme. The amount of external borrowing undertaken will depend on the borrowing requirement compared to the projected level of cash balances. The Council is required to make a prudent charge to its revenue account for borrowing, whether that borrowing is financed internally or externally. This charge is known as the Minimum Revenue Provision (MRP) and reflects the repayment cost of principal borrowed.
40. Regulations require the Council to approve an MRP policy on an annual basis and to calculate in each financial year an amount of MRP that it considers to be prudent. In doing this, the Council has to pay regard to governmental statutory guidance on MRP. MRP is not charged until the year after the expenditure has been incurred.

41. It is recommended that this MRP methodologies continue to be adopted for 2021/22:

- a) For borrowing incurred before 1 April 2008 the practice of making a 4% annual charge on the reducing balance, outlined in the former Department for Communities and Local Government (DCLG) regulations, will apply.
- b) For borrowing that relates to the assets transferred from the Housing Revenue Account (HRA) to the General Fund (GF), MRP will be based on the estimated useful life of the assets, taking into account the number of years the assets have been in existence, and previous funding allocated to them.
- c) There will be no annual MRP charge made for the following items where they are deemed to be capital under s25(b)/s25(d) of The Local Authorities Capital Finance and Accounting (England) Regulations 2003 and where it is anticipated the investment will be repaid in full:
 - i. The Council's investments in a Directly Managed Property Fund;
 - ii. Loans to other organisations, such as a company in which the Council has an interest;
 - iii. Treasury management investments undertaken in accordance with section 12 of the Local Government Act 2003;
 - iv. Borrowing related to capital expenditure incurred on assets which are to be leased to one of the Council's companies; and
 - v. Other borrowing related to expenditure where it is anticipated the investment will be repaid in full.

The repayment to the Council for these will be a capital receipt of which the Council will set aside the amount for which borrowing was used in order to repay that borrowing. Each item where there is no annual MRP charge will be reviewed on at least an annual basis and if there is a likelihood of capital loss, a prudent MRP provision will then be made.

- d) For all borrowing incurred after 1 April 2008 relating to expenditure other than that which is covered in c) above, the MRP will be charged using the Asset Life Method. The default methodology under this option is that MRP will be based on the estimated life of the asset and will be charged to the revenue account in equal instalments over the life of the asset. Where the Head of Financial Services, in their capacity of section 151 officer, is comfortable that the asset or the income arising from that asset is appreciating over time, MRP will be based on an annuity charge over the estimated life of the asset. Applying the annuity method results in an annual charge to revenue which takes account of the time value of money. The charges made through the annuity method thus results in a consistent charge over an asset's life, taking into account the real value of the annual charges when they fall due.
- e) For finance leases the council will charge MRP to its General Fund each year dependant on the life of the underlying asset.

Annual Investment Strategy 2021/22

Management of Risk

42. The MHCLG and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with financial investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy which is presented in a separate report.

43. The Council’s investment policy has regard to the following: -

- MHCLG’s Guidance on Local Government Investments (“the Guidance”)
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 (“the Code”)
- CIPFA Treasury Management Guidance Notes 2018

The Council’s investment priorities will be security first, portfolio liquidity second and then yield (return).

44. The guidance from the MHCLG and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

- a) Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
- b) **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “**credit default swaps**” and overlay that information on top of the credit ratings.
- c) **Other information sources** used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- d) This authority has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in appendix 1 under the categories of ‘specified’ and ‘non-specified’ investments.
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year.
 - **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.

45. As a result of the change in accounting standards for 2018/19 under IFRS 9, the Council will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. In November 2018, the Ministry of Housing, Communities and Local Government concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years commencing from 1st April 2018. Even were this over-ride removed now, this would not give cause for concern since the value of investments is significantly higher than the original cost, although it is worth noting this may not always be the case.

Interest rates

46. Average cash balances for the year to 31st December 2020 were £105.93m, having fluctuated between £86.97m and £123.42m.

47. In March 2020, base rate decreased to 0.10% and has remained at that level for 2020. The Council's target average interest rate return is 0.6% above base rate, although this target is unlikely to be achieved due to interest rate margins having reduced along with the base rate. Despite this, the Council's property funds are forecast to return around 3.5% on the initial investment value and the new multi-asset funds, which have been invested in to prudently increase interest rate returns, are forecast to return around 3% on the investment value. Overall investment returns are likely to remain low during 2020/21 and for the foreseeable future.

Investment Durations

48. Most existing investment deal terms are for 6 months or 364 days. Investments are made in accordance with the Council's Treasury Management Strategy such that returns are balanced against security of investment and liquidity of cash to ensure funding of day to day cash flows and yield. Consequently, procedures are in place to determine the maximum periods that funds may be invested for, as well as the nature of those investments. The Council works to achieve the optimum rate of return on its investments commensurate with proper levels of security and liquidity.

Creditworthiness

49. Investment instruments identified for use are listed in Appendix 1 under the Specified and Non-specified investment categories. Counterparty limits are set in accordance with the Council's Treasury Management Practices (TMPs).

50. The Council utilises the creditworthiness services provided by Link Asset Services. The model combines the credit ratings, credit watches and credit outlooks provided by the credit rating agencies - Fitch, Moody's and Standard and Poor's in a weighted scoring system which is then combined with an overlay of Credit Default Swap (CDS) spreads and sovereign ratings. The end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the duration of investments.

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

Specified and Non-Specified investments

56. In approving the Investment Strategy, Members are approving the types of investments the Council can undertake. Investments are classified as either Specified or Non-specified and are shown in more detail in Appendix 1.
57. The Strategy defines a Specified Investment as one that is in sterling, no more than one year in duration or, if in excess of one year can be repaid earlier on request and with counterparties that meet the Council's credit rating criteria. Additionally, once the duration of a Non-specified Investment falls below 365 days, it also falls into the Specified category.
58. Non-specified investments are any other type of investment including pooled investment funds. Whilst generally these investments will earn a higher rate of return they are inherently more risky in nature and therefore limited to either a maximum of 30% (currently £31.8 million) of the previous full year's average

monthly investment balance to 31st December, or £30 million, whichever is the greater. The Council currently has £10 million of property investments; £7 million with Lothbury property fund and £3 million with CCLA Investment Management Ltd property fund. A further investment of £10 million is currently in progress, split equally between Fidelity and Artemis multi asset funds.

59. Investments may be arranged in advance and there has been a significant rise in “forward deals” in recent times. Trades arranged up to four weeks in advance of the start date are still classified as Specified Investments provided the duration of the investment from the start date to the maturity is no longer than 364 days. Trade dates are factored into the duration of the investment if arranged more than four weeks in advance because there is an increased risk due to funds being contractually committed.

Ethical Investment Policy

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

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

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

61. The Council has been able to take advantage of some green deposit notice accounts offered by Barclays Bank who are working in association with Sustainalytics, a leading global provider of environmental, social and corporate governance research and ratings, to achieve a positive environmental impact. Their green framework covers the following environmental areas:

- Energy efficiency projects and renewable energy
- Sustainable food agriculture and forestry
- Waste management
- Greenhouse gas emission reduction
- Sustainable water

The balance of these investments as at 31st December 2020 was £7.5 million.

Prudential Indicators

62. The Council is required to set out a number of indicators, relating to the affordability and prudence of its Treasury Strategy. These indicators are detailed in Appendix 2 for the period 2020/21 – 2024/25, and will be monitored and reported on an annual basis.

Other implications

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

Financial implications

64. All financial issues are addressed in the body and appendices of the report. The Council's assumptions for net investment interest for the General Fund for 2021/22 to 2024/25 are as follows:

| | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|---------------|---------------|---------------|---------------|
| | £000's | £000's | £000's | £000's |
| Interest Payable | 7,441 | 9,377 | 11,126 | 12,506 |
| Interest from companies on borrowing | -3,266 | -4,931 | -6,271 | -7,013 |
| Transfer from HRA | -8,097 | -9,046 | -10,089 | -11,198 |
| Treasury management investment interest | -805 | -804 | -819 | -835 |
| Net investment interest | -4,727 | -5,404 | -6,053 | -6,540 |

65. This includes the cost of borrowing, interest from companies and interest from external investments.

Legal issues

66. This report fulfils four key requirements:

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

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

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

Level of risk

69. Risks are managed as set out in this report and appendices.

70. The value of property funds is reliant on the value of the property held by the funds and of multi-asset funds on the value of the assets held by those funds. Property and investment asset values can go down as well as up. The Funds that the Council uses are monitored to ensure that they hold an asset portfolio which will mitigate the risk of specific sectors suffering a loss. The regular returns from Property Funds are from property rentals so as long as the properties remain tenanted there will be a return. The risk of holding property is also affected by the uncertainty over the exit from the EU and changes in the market such as retail. The regular returns from Multi-asset Funds are from income returns which are reliant on the earnings of the underlying assets.

71. As at 31st December 2020, the Lothbury property fund is still returning around 3% revenue on the original investment and the CCLA property fund is returning around 5%. Despite the challenges of the current economic environment, the capital values of the funds, as at 31st December 2020, are still higher than the original investment value by approximately 20% for Lothbury and 28% for CCLA.

72. Increases and decreases in the value of funds now have to be charged to the revenue account, although there is a statutory mitigation from Government that allows these impacts to be reversed out for the next few years.

Equalities impact

73. The Council has adopted an ethical investment policy to help reduce the environmental, health and wellbeing impacts that could potentially arise from investments. There are no other equalities impacts relating to this report.

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

Background Papers: None

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

The Department of Communities and Local Government (CLG) issued Investment Guidance in 2018, and this informs the structure and content of the Council's policy below.

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

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

Investments that are not part of treasury management activity

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

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

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

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

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

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

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

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

Trades arranged up to four weeks in advance of the start date are still classified as Specified Investments provided the duration of the investment from the start date to the maturity is no longer than 364 days. Trade dates are factored into the duration of the investment if arranged more than four weeks in advance because there is an increased risk due to funds being contractually committed. Where the date of trade is reached and the interest rate is market equivalent or better, these forward deals will be considered as being specified investments from that point.

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

Specified Investments - Limits on value and period

| | Minimum credit criteria/colour banding | Max % of total investments / £ limit per institution | Max maturity period |
|---|---|---|--|
| Debt Management Office – UK Government | Not applicable | 100% | 364 days |
| UK Government Gilts | UK Sovereign rating | 20% | 364 days |
| UK Government Treasury Bills | UK Sovereign rating | 20% | 364 days |
| Bonds issued by multilateral development banks | UK Sovereign rating | 20% | 6 months |
| Money Market Funds | AA | £25m | Liquid |
| Local Authorities, Fire and Police Authorities | | 20% | 364 days |
| Term deposits with banks and rated building societies | Blue Orange Red Green | £15m or 20% of total investments whichever is the greater | Up to 1 year Up to 1 year Up to 6 Months Up to 100 days |
| Certificate of Deposit or corporate bonds with banks and building societies | Blue Orange Red Green | £10m or 20% of total investments whichever is the greater | Up to 1 year Up to 1 year Up to 6 Months Up to 100 days |
| Enhanced Cash funds | | 20% | 6 months |
| Corporate bond funds | | 20% | 6 months |
| Gilt Funds | UK sovereign rating | 20% | 6 months |

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

Non-Specified Investments – Non-specified investments are any other type of investment not defined as Specified. The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Overall Non-specified investments (excluding loans to a company in which the Council has an interest) will not exceed more than 30% of the previous calendar year’s total investment portfolio or £30 million, whichever is the greater. The level of investment in a particular counterparty will be measured based on the amount of the initial investment. Non specified Investments would include any sterling investments with:

Non-Specified Investments - Limits on value and period

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

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

The durational bands adopted in detail are:

- Yellow 5 years *
- Dark pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

The Link Asset Services' creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a Short Term rating (Fitch or equivalents) of F1 and a Long Term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

UK banks – ring fencing

The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as "ring-fencing". Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and "riskier" activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity's core activities are not adversely affected by the acts or omissions of other members of its group.

While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes.

The Monitoring of Investment Counterparties - The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services on a weekly basis, and counterparties are checked promptly. On occasion ratings

may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Section 151 Officer, and if required new counterparties which meet the criteria will be added to the list. The Council also monitors counterparties against the limits specified below:

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

Prudential Indicators

A. Capital Expenditure Plans

1. The Council's capital expenditure plans are the key driver of treasury management activity. Estimates of capital expenditure for the period 2020/21 to 2024/25 based on the Council's draft Capital Programme are summarised below and this forms the first of the prudential indicators. The revenue consequences of associated borrowing and any on-going maintenance costs are accommodated within the Council's revenue budgets.
 2. Capital expenditure can be paid for immediately, by applying capital resources such as capital receipts, capital grants, external funding or revenue contributions, but if these resources are insufficient any residual expenditure will be covered by Prudential Borrowing and will add to the Council's borrowing need, or Capital Financing Requirement (CFR).
 3. The expenditure is split over three areas:
 - Commercial Activities / Non-financial investments
 - Other General Fund
 - HRA
- 229 Estimates of resources such as capital receipts may be subject to uncertainty i.e. anticipated asset sales may be postponed or reduced due to changes in the property market or planning issues.
5. Elsewhere on the agenda the draft Capital Programme is recommended for approval. The table below summarises the proposed expenditure and how it will be financed. Any shortfall of financing results in a borrowing need.

B. Affordability

7. This indicator represents the estimate of the ratio of financing costs to the net revenue stream for both the HRA and General Fund. The General Fund has net interest income and so the indicator is interpreted such that the larger the percentage figure becomes, the more reliant the General Fund is on the net interest income. Note that this includes both investment income and borrowing costs.
8. The HRA has net interest expenditure and this indicator is interpreted such that the larger the negative percentage figure becomes, the more HRA resources are used to finance the net debt costs.

Table 3:- Ratio of Financing Costs to Net Revenue Stream

| General Fund | 2019/20 Actuals £000's | 2020/21 Forecast £000's | 2021/22 Estimate £000's | 2022/23 Estimate £000's | 2023/24 Estimate £000's | 2024/25 Estimate £000's |
|----------------------------------|---------------------------------------|--|--|--|--|--|
| Net Interest Income | -3,909.26 | -2,731.93 | -4,727.82 | -5,403.13 | -6,053.73 | -6,539.99 |
| Revenue stream | -24,167.30 | -24,182.63 | -23,647.60 | -21,291.12 | -21,975.51 | -22,784.90 |
| Ratio | 16.2% | 11.3% | 20.0% | 25.4% | 27.5% | 28.7% |
| | | | | | | |
| Housing Revenue Account | 2019/20 Actuals £000's | 2020/21 Forecast £000's | 2021/22 Estimate £000's | 2022/23 Estimate £000's | 2023/24 Estimate £000's | 2024/25 Estimate £000's |
| Item 8 Borrowing interest | 7,701.72 | 7,701.72 | 8,096.85 | 9,045.63 | 10,088.90 | 11,198.17 |
| Item 8 Investment income | -270.18 | -52.27 | -12.06 | -12.06 | -32.17 | -52.27 |
| Net financing cost | 7,431.54 | 7,649.45 | 8,084.79 | 9,033.57 | 10,056.73 | 11,145.90 |
| Revenue stream | -45,457.98 | -44,873.67 | -46,648.68 | -48,799.76 | -51,072.06 | -55,486.87 |
| Ratio | -16.3% | -17.0% | -17.3% | -18.5% | -19.7% | -20.1% |

It should be noted that the net cost of borrowing within the HRA increases over the MTFP period from 16.3% of the HRA revenue stream at the end of 2019/20 to an estimated 20.1% at the end of 2024/25. A 40 year HRA business plan is maintained for the HRA which shows that this level of borrowing is affordable. This will need to be closely monitored going forwards to ensure that the level of HRA debt does not become unaffordable.

C. The Council's Borrowing Need (the Capital Financing Requirement)

9. This prudential indicator relates to the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure above in Table 1, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.
10. The CFR does not increase indefinitely, as the minimum revenue provision (MRP), which is a statutory annual revenue charge, reduces the indebtedness broadly in line with each asset's life, and so charges the economic consumption of capital assets as they are used.
11. The table also shows the amount of the CFR which is needed to finance the "commercial activities" / non-financial investments.

Table 4:- Estimates of capital financing requirement (underlying need to borrow for a capital purpose)

| | 2019/20 Actuals £000's | 2020/21 Forecast £000's | 2021/22 Estimate £000's | 2022/23 Estimate £000's | 2023/24 Estimate £000's | 2024/25 Estimate £000's |
|---|------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Commercial Activities / Non-financial investments | 0 | 0 | 0 | 0 | 0 | 0 |
| Other General Fund | 29,008 | 62,765 | 130,342 | 174,462 | 200,962 | 199,733 |
| General Fund | 29,008 | 62,765 | 130,342 | 174,462 | 200,962 | 199,733 |
| HRA | 224,725 | 224,725 | 273,183 | 331,462 | 380,423 | 442,389 |
| Total CFR | 253,733 | 287,490 | 403,525 | 505,924 | 581,385 | 642,122 |
| Movement in CFR | 29,025 | 33,757 | 116,035 | 102,399 | 75,461 | 60,737 |
| Movement in the CFR represented by: | | | | | | |
| Net Financing need for the year | 29,062 | 34,082 | 116,720 | 108,383 | 112,160 | 87,725 |
| Repayment of debt | 0 | -288 | -519 | -5,456 | -35,958 | -26,084 |
| Less MRP | -37 | -37 | -165 | -528 | -741 | -904 |
| Movement in CFR | 29,025 | 33,757 | 116,036 | 102,399 | 75,461 | 60,737 |

D. Core Funds and Expected Investment Balances

12. The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or used on other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year-end balances for each resource and anticipated day-to-day cash flow balances.

Table 5:- Core Funds and Expected Investment Balances

| Estimated Year End Resources | 2019/20 Actuals £000's | 2020/21 Forecast £000's | 2021/22 Estimate £000's | 2022/23 Estimate £000's | 2023/24 Estimate £000's | 2024/25 Estimate £000's |
|---------------------------------|---------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Fund Balances & Reserves | 80,097 | 75,597 | 71,097 | 71,097 | 71,097 | 71,097 |
| Capital Receipts & Grants | 31,907 | 21,474 | 21,474 | 21,474 | 21,474 | 21,474 |
| Provisions | 7,523 | 7,523 | 7,523 | 7,523 | 7,523 | 7,523 |
| Other | -438 | -438 | -438 | -438 | -438 | -438 |
| Total Core Funds | 119,089 | 104,156 | 99,656 | 99,656 | 99,656 | 99,656 |
| Working Capital * | 24,469 | 24,469 | 24,469 | 24,469 | 24,469 | 24,469 |
| (Under) / Over Borrowing ** | -54,912 | -88,669 | -93,705 | -93,104 | -93,565 | -93,302 |
| Expected Investments *** | 88,646 | 39,956 | 30,420 | 31,021 | 30,560 | 30,823 |

* Working capital balances shown are estimated year-end; these may be higher mid-year

** Under / Over Borrowing is the difference between the Council's CFR and external borrowing. The Council maximises use of internal balances where possible to reduce borrowing costs. A level of cash resource must be maintained to ensure that cashflow variations during the year can be accommodated.

***This is the level of expected investments at the end of the year; during the year these will often be much higher due to cashflows.

E. External Debt and Treasury Management

13. The Council's forward projections for borrowing are summarised below. The table shows the anticipated external debt against the underlying capital borrowing need, the CFR.

Table 6:- Debt against Underlying Borrowing Need

| External Debt | 2019/20 Actuals £000's | 2020/21 Forecast £000's | 2021/22 Estimate £000's | 2022/23 Estimate £000's | 2023/24 Estimate £000's | 2024/25 Estimate £000's |
|----------------------------------|------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Debt at 1st April | 198,821 | 198,821 | 198,821 | 309,821 | 412,821 | 487,821 |
| Expected Change in Debt | 0 | 0 | 111,000 | 103,000 | 75,000 | 61,000 |
| Expected Debt at 31 March | 198,821 | 198,821 | 309,821 | 412,821 | 487,821 | 548,821 |
| CFR | 253,733 | 287,490 | 403,525 | 505,924 | 581,385 | 642,122 |
| Under / (Over) Borrowing | 54,912 | 88,669 | 93,704 | 93,103 | 93,564 | 93,301 |

14. The Council must set an operational boundary which is the limit beyond which external debt is not normally expected to exceed. This will be lower than the CFR where the Council uses internal resources to finance borrowing (i.e. is under borrowed). The authorised limit is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not necessarily sustainable in the longer term. This is set here at the level of the CFR to allow for flexibility depending on what happens with borrowing rates and to allow for borrowing in advance where this is supported by the capital plans or the CFR. The authorised limit is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.

Table 7:- Limits to borrowing activity

| | 2019/20 Actuals £000's | 2020/21 Forecast £000's | 2021/22 Estimate £000's | 2022/23 Estimate £000's | 2023/24 Estimate £000's | 2024/25 Estimate £000's |
|----------------------|------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Authorised limit | 363,894 | 532,111 | 662,122 | 662,122 | 662,122 | 662,122 |
| Operational boundary | 302,865 | 307,490 | 423,525 | 525,924 | 601,385 | 662,122 |

16. This following indicator links to the Non Specified investments in Appendix 1

Table 10:- Upper limit for principal sums invested for periods longer than 365 days

| | 2019/20 Actuals | 2020/21 Forecast | 2021/22 Estimate | 2022/23 Estimate | 2023/24 Estimate | 2024/25 Estimate |
|--|----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Upper limit for investments for periods longer than 365 days | Higher of £30m and 30% | Higher of £30m and 30% | Higher of £30m and 30% | Higher of £30m and 30% | Higher of £30m and 30% | Higher of £30m and 30% |

To: Cabinet
Date: 10 February 2021
Report of: Head of Financial Services
Title of Report: Council Tax Reduction Scheme 2021/22

| Summary and recommendations | |
|---|--|
| Purpose of report: | To consider the feedback from the recent consultation on the proposed changes to the 2021/22 Council Tax Reduction Scheme and to agree the principles of the new scheme to be drawn up for approval by Council |
| Key decision: | Yes |
| Executive Board Member: | Councillor Marie Tidball, Supporting Local Communities |
| Corporate Priority: | All |
| Policy Framework: | Budget and Medium Term Financial Strategy |
| Recommendations: That Cabinet resolves to: | |
| <ol style="list-style-type: none"> 1. Note the outcome of the consultation on the proposed Council Tax Reduction Scheme; 2. Delegate authority to the Head of Financial Services to draft the details of the new Council Tax Reduction Scheme for 2021/22 in accordance with paragraphs 10-14 of this report; and 3. Recommend Council to resolve to adopt the new Local Council Tax Reduction Scheme for 2021/22 taking into account the changes to the income bandings as highlighted in paragraphs 11-16, and moving to an Income banded scheme for all CTR claimants. | |

| Appendices | |
|-------------------|------------------------------|
| Appendix 1 | Response to consultation |
| Appendix 2 | Risk Register |
| Appendix 3 | Equalities Impact Assessment |
| Appendix 4 | Glossary of Terms |

Introduction and background

1. Councils are required to review their Council Tax Reduction (CTR) Scheme for working age recipients on an annual basis and determine whether to revise it or not. The scheme that exists for pension age recipients is a national scheme prescribed by regulations and cannot be varied locally.

2. In order to change its scheme a council is required by law to:
 - Consult with the major precepting authorities
 - Consult with other persons it considers are likely to have an interest in the operation of the scheme

The CTR Scheme itself must be adopted by full Council, it cannot be delegated to an officer or committee.

3. Local Schemes must take account of and support:
 - Work incentives and in particular avoid disincentives for those moving into work
 - The Council's duties to protect vulnerable people (under the Equality Act 2010, the Care Act 2014, the Child Poverty Act 2010 and the Housing Act 1996)
 - The Armed Forces Covenant

Proposed changes to scheme

4. At its meeting on the 9 September 2020, Cabinet agreed to consult on a new CTR Scheme for 2021/22. Public consultation was undertaken for a period of 8 weeks from 21 September 2020 to 13 November 2020 in both electronic and paper format where required. The Council consulted directly with existing CTR claimants. The views of the major preceptors, Oxfordshire County Council and the Thames Valley Police and Crime Commissioner were also sought alongside the advice agencies in Oxford.
5. A number of new proposals were submitted for consultation, alongside the annual uprating for the income banded scheme. The proposals related to:
 - Reducing the costs of the CTR Scheme for working age claimants by introducing a minimum charge for all residents unless they fall within certain criteria (modelling has been undertaken to assess the impact of any charge introduced);
 - Uprating the current Income Bands for UC claimants;
 - Introducing an Income Banded scheme for all working age claimants, in the same way as UC claimants are treated. The impact on the CTR claimant is that fewer changes will need to be reported to the Council for minor income changes, resulting in less administration and more certainty for claimants;
 - Administering CTR as a discount from the amount of Council Tax due (in the majority of CTR schemes it still mirrors the administration of Council Tax Benefit). Administration savings can be achieved by simplifying how the discount works; and
 - Minor changes to simplify some of the existing scheme rules, such as non-dependant deductions and capital limits, if the scheme remains largely the same as the current scheme.
6. Any of the options suggested in the consultation but not utilised can be revisited in future years due to the increasing cost of the CTR scheme to the Council, and the Council is currently working with an external company, Policy in Practice, to model such schemes and the social impact of making changes to the existing scheme.

Summary of consultation responses

7. Appendix 1 provides details of the responses to the consultation on the proposed changes to the CTR Scheme. Emails and letters were sent to all those currently in receipt of CTR to advise them of the consultation. The major preceptors and advice agencies were also consulted. The only organisation that named themselves was Oxford and District Action on Child Poverty.

8. No paper copies were distributed to surgeries and libraries due to Covid 19, although paper copies were sent to those that were unable to go on-line. 9 paper copies were received.
9. Over 400 online responses and 9 paper responses were received, 260 responses were fully completed which is a big increase on the previous year, with many providing very detailed feedback and showing a good understanding of the issues. In summary:
 - There continues to be strong support for continuing to use income bandings and for the method of uprating the bandings used in the income band scheme, and to extending this to all working age claimants (81% of responses on this point, and 78% strongly agreed, agreed or were neutral on applying an income banded scheme to all working age claimants).
 - There was also strong support (80%) for continuing to provide 100% support to certain groups of claimants.
 - There were differences as to which Income Banded Scheme to support, however when the question was asked as to moving away from a traditional benefit approach to one of a discount, this received majority support (53% said yes, 27% didn't know, 20% said no).
 - There was little support for capping benefit to a certain Band level (25%), reducing the Capital savings limit 25% and reducing the CTR to 75% where there is at least one non-dependant in the household (34%).
 - The majority of respondents did not want to see an increase in Council Tax or Fees and Charges, nor cutting other services to fund the CTR Scheme.

Implementation of the Responses

Making a minimum charge

10. In preparing its Consultation Budget presented to Cabinet on 9th December the Council, in determining its Corporate Priorities, resolved to continue to provide maximum financial support for residents in receipt of CTR, factoring in the cost of such support to the Council into its budget plans. This is in line with the consultation responses which equally indicated little support for capping the amount of financial support provided and as such no further work will be undertaken on this amendment to the scheme for the coming year.

Income Banded Scheme

11. Currently, the Income Banded Scheme only applies to those claimants in receipt of Universal Credit. The consultation response gave strong support to make changes to move to an income banded scheme for all working age claimants, with no minimum payment, thus supporting the most vulnerable households in continuing to receive 100% CTR. Claimants will not need to report minor changes in income if any change has no effect on the income band. This change will then allow the Council to reduce the amount of administration of the CTR scheme and realise £120k worth of staff savings already budgeted for. By moving to this type of approach the application process is much easier, quicker and simpler for the customer, and easier for staff to process the discount. It is based on trust, easily understood, and a review process is built in to check that correct information has been received. Reduced wait times reduces customer contact and repeat contact, and gives a better service.

12. The 2020/21 CTR Scheme, which was approved on 27 January 2020, allows for the Income Band Scheme for residents on Universal Credit to be up-rated annually in line with changes to the National Minimum Wage (NMW) and the Oxford Living Wage (OLW), and that the benefit cap be uprated in line with inflation (based on the Retail Price Index figure for September 2019). Whilst it is not necessary to consult on this annually, it was included in the consultation to check that it is still relevant.
13. The existing Income Bandings used to determine the amount of Council Tax Reduction provided under the 2020-21 CTR Scheme together with the number of claimants on Universal Credit in each band are shown in Table 1 below. There are approximately 2,445 working age claimants not in receipt of UC and therefore not on the current Income Banded Scheme.

| Table 1 : Income Bandings for existing CTR scheme | | | |
|--|----------------------|--------------------------|--|
| Band | Weekly Income | Discount received | Numbers in each band (at 1/12/20) |
| 1 | £0 - £139.99 | 100% | 2,086 |
| 2 | £140 - £209.99 | 75% | 686 |
| 3 | £210 - £306.99 | 50% | 447 |
| 4 | £307 - £407.99 | 25% | 117 |
| 5 | £408+ | 0% | (not recorded) |

The rationale for the figures above is as follows:

- £140.00 is 16 hours on the National Minimum Wage (NMW £8.72) rounded upwards, (and is at a level which ensures households who previously received 100% reduction continue to do so)
- £210 is 24 hours on the NMW rounded upwards
- £307 is 30 hours on the Oxford living wage (OLW £10.21), rounded upwards
- £398 is the benefit cap

These figures have been calculated using the 2020 figures for the NMW and OLW which are £8.72 and £10.21 per hour respectively. The band 5 value has been uprated by 2.4% which is the RPI figure for September 2019.

14. It is proposed to uprate the bands in line with changes to the National Minimum Wage (£8.91) and Oxford Living Wage (£10.31), and in the case of the benefit cap, by inflation (based on the Retail Price Index figure for September 2020 which was 1.1%). It is also proposed to move all working age claimants to an Income Banded Scheme. These changes will have no significant impact on the amount of support provided by the Council and will ensure that no-one has to pay more council tax as a result of receiving a small change in income, except if in Band 5, where the RPI is less than last year and therefore the weekly income figure has decreased.
15. Increases to certain benefits increase by CPI in April each year which for this year is 0.5%. Going forward it is proposed to increase the bands above using CPI rather than RPI to match the benefit up-ratings, this will commence from 12th April 2022.

16. The revised income bandings to be used for all working age claimants and effective from 1ST April 2021 with the proposed changes indentified above are shown in Table 2:

| Table 2 : Proposed income bandings from 1-4-2021 for CTR scheme for all working age claimants | | |
|--|----------------------|--------------------------|
| Band | Weekly Income | Discount received |
| 1 | £0 - £142.99 | 100% |
| 2 | £143 - £213.99 | 75% |
| 3 | £214 - £309.99 | 50% |
| 4 | £310 - £402.99 | 25% |
| 5 | £403+ | 0% |

17. Other than the changes in the weekly income to be used for the income bands and moving all working age claimants to an income banded scheme, there are no other changes to the scheme being recommended following the consultation exercise.
18. The Council will always endeavour to maximise the CTR award. Where the customer has a minimal change in Income and doesn't move from one Income Band to another they will not need to report changes and their CTR award remain the same.
19. As part of the new CTR scheme, we will continue to disregard most disability benefits. We will however take into account Employment Support Allowance Contributions Based, as this benefit is based on National Insurance contributions and the claimant may have other Income.
20. There will be some administrative work required to implement the amendments to the scheme and inform the public about the changes. This includes revising the scheme, updating any legislative changes required, amending the functionality of the software used for administering the CTR Scheme, amending local processes, training staff and producing communications for customers. There may be a small cost for developing the electronic form needed. This will lead to a better customer experience by having an easier application process, with no need to notify of minor income changes unless this would mean moving into a lower or higher band and regular reviews of claims.
21. It is proposed that the Council retains some of its existing Hardship Funding to support anyone that is adversely affected by any changes proposed. We are currently awaiting confirmation that we are able to carry forward any underspend, and are looking at retaining £100k. We are in a position to do this mainly because our existing CTR scheme is more generous than others.

Financial Implications

22. The Council is one of less than 30 councils in the country to maintain a 100% CTR scheme for the payment of CTR i.e. one that requires no minimum payment of council tax but provides financial support at much the same level for claimants as existed within the old Council Tax Benefit scheme, before the new CTR scheme came into force on 1St April 2013. Most other councils have reduced the cost of their schemes by providing a lower level of support. Whilst the Government initially provided funding for the new local schemes, the funding has reduced each year in line with the reduction in the Council's Revenue Support Grant (RSG) which has now reduced to zero, consequently no Government funding is provided towards the CTR Scheme.
23. Due to Covid-19 the Council received a one off funding payment of £1.1m from Central Government for 2020/21 as a hardship fund to help support CTR recipients with payment of the Council Tax. The Government recommended payments of up to £150 to cover outstanding council tax liability although given the Councils 100% funded CTR

scheme the Council has been able to increase this up to £250 as a discount towards the residual element of Council Tax.

24. When the Council set its budget in February 2020 the annual estimated total loss of Income arising from CTR was £11m based on a net CTR caseload of approximately 9,539. More recent figures reflect an increase as a result of the COVID19 pandemic, and indicate that this total council tax income loss has risen to £11.985m albeit that approximately £575k will be met by the one off hardship fund grant. The Council's share of this loss of income based on the Council's Band D council tax at the time that the budget was set was £1.706 million, and this has now risen to £1.769 million. The balance of the income loss is picked up by the major preceptors, Oxfordshire County Council and the Thames Valley PCC.
25. By continuing to award up to 100% CTR this continues to support the residents of Oxford from going further into poverty and building up Council Tax debts. It is important that those on low incomes are not penalised by reducing the support currently available.
26. In preparing its Consultation Budget presented to Cabinet on 9th December the Council, in determining its Corporate Priorities, continued to provide maximum financial support for residents in receipt of CTR, factoring in the cost of such support into its budget plans. This is in line with the consultation responses which equally provided strong support for action. In addition, an amount of £120k of savings was included in the Councils Budget which will be achieved from the changes in administration of the CTR scheme as identified in paragraph 16 above primarily in relation to Income banding.
27. The scheme is administered alongside payment of Housing Benefit by 31fte staff at a gross cost of £1.32m per annum for 2020-21 .Central Government issues a grant to compensate local authorities for the cost of administering Local Council Tax Support (LCTS) and Housing Benefit. For 2020/21 OCC will receive £144,762 for CTR administration, and Housing Benefit Administration grant of £420,278. With some other smaller grants for increased workloads this results in a net annual cost for administration of both Housing Benefit and CTR of £353,167. As universal credit is rolled out the administration grant is likely to be reduced further as will the cost of administration. Provision has been made in the Council MTFs for both these eventualities.
28. The proposed changes to the scheme are not expected to increase the scheme's cost. The bandings in the income band scheme are being updated in line with expected increases in wages, and so this change should ensure current recipients of support stay in the same band as their income increases. As such this will have a neutral impact on cost to the Council, however, by using Income bands for non-UC claimants we may initially see some claimants fall into a band that may reduce or increase entitlement.
29. As the Oxfordshire County Council is the principal precepting authority, it is difficult for Oxford City Council to make significant savings in its cost of support, i.e. to save £1 an additional £6 must be raised. Reducing the amount of support provided would also lead to some administrative costs being incurred in the collection of any additional Council Tax charged.

Legal issues

30. In considering changes to the CTR Scheme, the Council must take into account the provisions of The Council Tax Reduction Schemes (Prescribed Requirements) (England) 2012 and subsequent amendments.
31. Since the introduction of CTR Schemes, there have been a number of legal challenges against other local schemes. Most of these challenges have been in relation to the consultation undertaken and have questioned whether due regard was given to any equality impact assessment when changes were made to schemes. A Supreme Court ruling in 2014 (R (Moseley) v London Borough of Haringey) has determined that consultation on changes to council tax reduction schemes must also include an option for any current scheme to be retained on the same level of funding with a consequent reduction in funding for other services. There were questions in the consultation paper on these options.
32. The CTR Scheme itself must be adopted by Council, and the approval of the scheme cannot be delegated to an officer or committee.

Level of risk

33. A risk register is attached at Appendix 2.

Equalities impact

34. The changes proposed in this report do not have any new equality impacts attached to them. The equality impact of the income band scheme was considered in a report to Cabinet dated 19 December 2017. An Equalities Impact Assessment is attached at Appendix 3.
35. When the scheme is published on the Council website we will ensure customers are aware of our translating and interpreting services available.

| | |
|----------------------------|--|
| Report author | Tanya Bandekar |
| Job title | Revenues & Benefits Service Manager |
| Service area or department | Financial Services |
| Telephone | 07483 011298 |
| e-mail | tbandekar@oxford.gov.uk |

Background Papers: None

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Appendix 1

Consultation on changes to the Council Tax Reduction Scheme

This document collates the responses to the Council Tax Reduction (CTR) Scheme consultation carried out between 21st September 2020 and 13th November 2020. 260 completed responses were received to the consultation. 7 responses indicated they were from an organisation, the remaining responses were from individuals. Responses have been received from CTR claimants (175) and non CTR claimants (52) with the remaining preferring not to say.

The responses to the proposals for change are shown below.

The majority of those that answered were in receipt of CTR already.

The written comments have been summarised as follows:

- Covid-19 was a driver to most answers. People would like CTR to remain the same.
- People want Benefit Cap to be recognised as a detrimental impact on finances under Welfare Reform. It is hard to live on benefits
- Constant review creates stress to people trying to balance their finances.
- Worried about the cost of bills increasing such as food, so do not want the CTR to be reduced.
- Should the bands include the Real Living Wage and not the Oxford Living Wage? Income Bands should be increased to help more people.
- The application process for CTR could be removed for people on UC. People on UC should be treated as passported.
- People would like Council Tax to reduce. Also to consider whether property is correctly valued. Many people stated that living in Oxford is too expensive and unaffordable.
- Protection needs to be available for disabled people.

Comments are collated at the end of the document.

Summary of Responses

| | | |
|----|---|---|
| Q1 | Are you responding on behalf of an organisation? | Yes 7 No 253 |
| Q2 | If you are responding on behalf of an organisation, please state which one? | This question has been answered 11 times |
| Q3 | To what extent do you agree or disagree with the principle of using income bands for deciding how much support people get in paying their council tax? | Strongly Agree 47 Agree 113 Neutral 46 Disagree 17 Strongly Disagree 30 |
| Q4 | To what extent do you agree or disagree with the proposal for uprating the income bands from 2020/21? | Strongly Agree 38 Agree 92 Neutral 70 Disagree 26 Strongly Disagree 29 |
| Q5 | Please provide any comments you have on the income band scheme, and its proposed uprating. | This question has been answered 78 times. |
| Q6 | To what extent do you agree or disagree with applying a banded scheme to all working age CTR claims? | Strongly Agree 40 Agree 87 Neutral 69 Disagree 24 Strongly Disagree 32 |
| Q7 | If every CTR claimant was asked to pay something towards their Council Tax, please indicate how much you think the minimum amount should be? | 0% 130 10% 87 20% 17 More than 20% 17 |
| Q8 | Do you think we should place those on passported benefits (Income Support, Income-Based Jobseeker's Allowance, Income-Related Employment and Support Allowance) and those on maximum Universal Credit with no other income into the lowest income band? | Yes 169 No 34 Don't Know 48 |

| | | |
|---|---|--|
| <p>Q9-11</p> <p>14 local authorities have one set of income bands for all households, as with our income banded scheme for UC claimants. Do you think we should adopt this approach for all claimants, not just those on UC?</p> <p>23 local authorities have four different sets of income bands and associated reduction percentages to cover four different household types - single, couple, households with one child, and households with two or more children. Do you think we should adopt this approach for all claimants, not just those on UC?</p> <p>9 local authorities have six different sets of income bands and associated reduction percentages to cover six different household type - single, couple, single with one child, couple with one child, single with two or more children, couple with two or more children. Do you think we should adopt this approach for all claimants, not just those on UC?</p> | <p>Please rank the following 3 approaches in order of priority, with 1 being the approach you would support the most and 3 being the approach you would support the least.</p> <p>1 2 3</p> <p>1 2 3</p> <p>1 2 3</p> | <p>54 27 74</p> <p>35 94 26</p> <p>110 57 72</p> |
| <p>Q12</p> | <p>The approach to protected groups (usually those in receipt of certain disability benefits, carers or</p> | <p>Yes 202 No 20 Don't Know 30</p> |

| | | | | | | | | |
|------------|---|---|-----|-----|----|-----|------------|----|
| | households with a child under a certain age) is usually to treat them differently outside of the income bands, ensuring they retain access to full/increased support. Do you think we should protect certain groups and retain a 100% CTR scheme? | | | | | | | |
| Q13 | Rather than get claimants to pay a % of their council tax due, another approach is to get claimants to pay a certain amount towards their council tax. As such, claimants with the same income will pay the same contribution towards their council tax, even if their council tax liability differs. Do you agree with this approach? | <table> <tr> <td>Yes</td> <td>66</td> </tr> <tr> <td>No</td> <td>102</td> </tr> <tr> <td>Don't Know</td> <td>85</td> </tr> </table> | Yes | 66 | No | 102 | Don't Know | 85 |
| Yes | 66 | | | | | | | |
| No | 102 | | | | | | | |
| Don't Know | 85 | | | | | | | |
| Q14 | Some authorities have adopted a council tax band 'cap', so if your property band is above the cap you only receive CTR up to that band cap limit (usually a band D council tax). Would you like to see this approach introduced? | <table> <tr> <td>Yes</td> <td>62</td> </tr> <tr> <td>No</td> <td>114</td> </tr> <tr> <td>Don't Know</td> <td>75</td> </tr> </table> | Yes | 62 | No | 114 | Don't Know | 75 |
| Yes | 62 | | | | | | | |
| No | 114 | | | | | | | |
| Don't Know | 75 | | | | | | | |
| Q15 | To date one local authority has moved away from the traditional CTR as a benefit approach to what it actually is - a discount on your council tax bill. The way this works is by a simple online application form with trust placed on the claimant to provide the correct income details, and a decision made on the award straight away, using income bands. A review of income is then carried out at a later date. This | <table> <tr> <td>Yes</td> <td>133</td> </tr> <tr> <td>No</td> <td>52</td> </tr> <tr> <td>Don't Know</td> <td>68</td> </tr> </table> | Yes | 133 | No | 52 | Don't Know | 68 |
| Yes | 133 | | | | | | | |
| No | 52 | | | | | | | |
| Don't Know | 68 | | | | | | | |

| | | |
|-----|--|---|
| | approach means less administration, reducing costs. We are keen to consider this model. Do you agree that this model should be explored further? | |
| Q16 | Please provide any comments you have on creating an income band scheme for all claimants, based on the options detailed above. | This question has been answered 59 times. |
| Q17 | Do you think we should restrict the CTR award to 75% where there is at least one non-dependant in the household? | Yes 86 No 100 Don't Know 66 |
| Q18 | Do you think we should reduce the current £16,000 capital limit? | Yes 63 No 157 Don't Know 33 |
| Q19 | How much should the capital limit be reduced to? | No responses to this question were received |
| Q20 | Should we increase the level of council tax? | Yes 43 No 176 Don't Know 35 |
| Q21 | Should we find savings from cutting other council services? | Yes 84 No 111 Don't Know 58 |
| Q22 | Should we increase fees and charges? | Yes 47 No 153 Don't Know 54 |
| Q23 | Please use the space below if you would like us to consider any other options. | This question has been answered 64 times. |
| Q24 | Please use this space to make other comments on the CTR scheme. | This question has been answered 48 times. |
| Q25 | Are you, or someone in your household, getting CTR now? | Yes 175 No 52 Prefer not to say 27 |

Additional Comments

| Question: 5 Please provide any comments you have on the income band scheme, and its proposed uprating. | Question: 16 Please provide any comments you have on creating an income band scheme for all claimants, based on the options detailed | Question: 23 Please use the space below if you would like us to consider any other options. |
|---|---|--|
| <p>As the City Council is an Oxford Living Wage supporter, should it not be using the Real Living Wage for Oxford as its benchmark?</p> | | |
| | <p>income changes throughout the year and a lot of people will not report changes</p> | |
| | | <p>Try saving money on unnecessary things - like diversity courses & try to get departments to talk to each other - simplify the web site so it is user friendly - at present it's a nightmare to use!</p> |
| <p>Wages earned doesn't reflect what outgoings someone has. Earning band 5 amount but having excessive outgoings still ends up in hardship. Especially when people have more than three children or are private renting</p> | | |
| <p>keep the status quo</p> | | |
| <p>Income staying the same but food bills rent have increased</p> | | |
| <p>It is difficult to understand but I think it is important that those who are unable to work or are on low income get full support.</p> | | |
| <p>The challenge to the banding is that low income folks often on 0 hour contracts and have variable income levels from week to week</p> | | |

| | | |
|---|--|---|
| <p>I struggle to survive with the high cost of living in Oxford anyways. I understand the need to claw back money due the unforeseen circumstances of COVID-19 but you are already penalising the low income family's struggling to get by and many are already living below the poverty line and are already in debt trying to put food on the table. Families trying to work are hit with little or no help paying out extra costs for childcare.</p> | <p>Oxford is like London it is a difficult place to live financially, you always hit the low income families before anyone else..... this is unfair!!!!</p> | <p>Do a London and introduce a congestion charge. Make it the city of bikes like you keep proposing.</p> |
| | | <p>People have been placed under enough pressure this year financially to remove help from them / cut financial help would only cause further problems the council would end up having to deal with!</p> |
| <p>It has to be a reasonable amount as there are people with very low incomes that really need help.</p> | <p>The low income families, with siblings who suffer disabilities should be supported, so should the elderly.</p> | |
| | <p>Option 15 I feel would be open to abuse and interpretation. Single parent households with dependants as in Q 9 need to be looked at separately rather than a couple with children. It's not just about the income but also the ability to earn an income when solely responsible for child care with no help from the other parent.</p> | <p>Why not be a council that embraces volunteering. There are a lot of retired members of the community who you could outsource administrative roles to and families that would happily help in any way they could.</p> |

| | | |
|---|--|--|
| | | <p>1. Scrap the Oxford City Council and save £20 Million per year. We do not need two Councils in one City, so look towards yourselves for savings.</p> <p>2. Start making Students from outside the City contribute a small fee to the facilities they use inside the City, or make the Universities contribute seeing as it is the locals who support them all, for free to date. Why?</p> |
| I only work 3 days a week on low wage and already pay most of my tax myself so it scares me to think it could be even more | | |
| | | |
| Making people pay more who are already struggling is unfair. | | |
| It good but then there are people like me who are on ESA and PIP just can't afford to pay it as money is tight with the COVID | People on ESA in support group and all people on pip and carer allowance should not pay anything towards the council tax | Not everyone can afford to pay for much |
| <p>I think you need to consider house expenses too. Just because you earn more does not mean you have spare money to put towards council tax. It would be could for tenants to actually see how council is spent.</p> <p>Every year is the same with no improvements to service and yet we continue to pay tax.</p> | | |
| I think it all looks fair to be done this way. | | |

| | | |
|--|---|--|
| <p>£407 is 45.2 hours per week at £9 an hour, 39.6 hours per week at £10.21. Why do you mention NMW and OLW in your rationale and not just both, either, or purely take home wage? People that work longer hours do not earn more per hour. In my experience they earn less and have to work longer to make ends meet.</p> | <p>I am of working age with fluctuating income and receive sometimes more and sometimes less UC. I am not either on UC or totally self-sufficient from working as many people find themselves and as your survey suggests it is not an either or situation. People who have lived for many years in certain areas where the cost of housing has expediently escalated should not be forced to move or suffer due to being unable to afford more council tax due to their tax band changing.</p> | <p>Where people can afford to pay more and it is not going to have a dramatic effect on their situation I believe they should do so and so I do not see any other options.</p> |
| | | <p>Increase tax on the elite.</p> |
| | | <p>Council tax is high enough in oxford</p> |
| <p>Despite the fact I am unfortunate enough to have to claim ESA and pip because of my medical conditions, I feel it is a fair way to move forward. ROBIN HOOD comes to mind???</p> | | |
| <p>Constantly reassessing support can be very stressful. I am also concerned how this affects people with disabilities, are they exempt/ have higher cut offs (similar to what happens with their UC)?</p> | <p>As previously mentioned, any situation where someone has to constantly monitor and reassess support due to changes in income can be stressful. I would suggest maybe looking into options for those with highly variable income as 0 hrs contracts have become more common, as have variable hour's contracts.</p> | <p>Any increase in general charges can be exploited by those looking to blame those on support. It may be worth looking into more active, non-tax options for raising funds (though this may or may not be possible due to law).</p> |
| <p>No</p> | <p>No</p> | |

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| <p>That's income related but you have mentioned about people who cannot work and department of work and pension recognises. It and are getting extra support. Will there council tax get zero. Cause people with disabilities have more expenses than. Normal. People. They have to go on taxis to shop. Or get there grocery order so they pay more in getting things to there for their use. What about them. And most people don't understand your weekly allowance system does it work on individual or couple inc.</p> | | |
| <p>Delicate balance as rents are high and employment less certain.</p> | <p>I am in favour of using resources available to aid as many people who need CTR as possible. The next 7 months are post furlough and in the scheme where employees may get paid 77% of wages for 33% of usual hours worked in a time when local restrictions may impact with no notice. Whatever CTR scheme is developed will have to be flexible to cope.</p> | |
| | | <p>Looking in to university students or there landlords paying council tax</p> |
| <p>People's income is likely to be dropping during this pandemic</p> | | |

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| <p>Personally it's already a struggle paying my bills, my recent council tax reduction has allowed a little breathing room but not a lot. People on low income or benefit income are already at risk of falling behind on payments and although I think this will benefit medium to high income households I'm not sure of the benefits it will have on people like myself that are already struggling to pay council tax and other household bills.</p> | <p>I think what people pay should be based on what they earn council tax bands just make cheaper properties cost more because of the areas poverty is a problem in Oxford and council tax usually outweighs it's worth on the property meaning it hurts the incomes of people looking for those cheaper properties as the council tax is normally Band D meaning a complete reduction is not viable putting lower income households at risk of not being able to pay and needing to rely on UC further.</p> | |
| <p>Please include people on high rate PIP and contribution based ESA</p> | | |
| <p>If I understand your wording correctly (please note, it is not entirely clear), the proposal will not disadvantage people but help them, right? So if my weekly income changed from £205 to £215, I wouldn't suddenly have to pay 25% more of council tax. Yes, this is a very sensible idea.</p> | <p>As I read further on through your questions, I must say they are worded in a confusing way. This would highly impact the validity of your survey; people would be answering one thing whilst meaning something else.</p> | <p>It's not that I 'Don't know' how to answer the above three questions. It's that it's extremely difficult to cut or reduce other council services. They're all essential to different people! The suggestions you propose are highly unhelpful. However, it is very interesting you have chosen to exclude the most helpful way: reduce your salaries. Also, push for more government funding. Do not punish people already on low incomes.</p> <p>In addition, re your question about percentage of reduction for single people, again I found your question unclear. What I meant in my answer is No - don't reduce the current single person discount. This would cause extreme hardship to any single person. However, it would make sense to reduce the single person discount if the person already earns a high income on their own and has no dependants.</p> |

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| | All households, regardless of the source of their income, should pay the same in accordance to their income band. | I don't know which fees and charges are being referred to in Q 22 to give a correct answer |
| | | People (at risk of homelessness, etc.) being put up in hotels for extended periods of time is expensive and NOT part of the core services of a city council. City Councils should focus more on core services related to maintenance of roads, street lights, rubbish collections, parks, public building/spaces, etc. and focus on finding savings in the areas of providing accommodations for assorted categories of people. |
| I think it will help to be paying the same amount of council tax each month, but, I am neutral as these changes can be very distressing to individuals, and many are living in poverty already. I just hope these changes do not contribute to others distress, especially when in the midst of a pandemic. | | |

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| | | <p>Be more efficient in the use of resources and human resources.</p> <p>Reduce wastage and unproductive work.</p> <p>Do more stuff online to reduce the need for paper and postage and human low level jobs.</p> <p>Audit where your biggest expenditures are and see how you can do the same thing but in a cheaper way. E.g. the paper magazine sent to tenants every quarter. I never read it and it goes straight in to the recycling box. To me it appears to be a waste. Make it electronic or just don't do it. Eliminate this cost or bring the cost down by going online. Make it downloadable from your website.</p> |
| These income bands are not enough to live on. They should each have a higher threshold | | |
| I think this is the best way forward. | | |
| People who are on UC are already on low incomes in general, leave them alone for goodness sake! | You do realise that there are many low income people in oxford and you department puts them under extreme pressure already. Tax the rich people and oxford university | Ask the government for more money. They managed to find loads when we went into lockdown for Covid and managed to give millions to their friends. Ask them for more money! |
| Because of Covid and being on universal credits I find extremely difficult to deal with bills due to my increase in use of due the circumstances gas/electric/cleaning products etc. | | |

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| | <p>Absolutely agree with single banding regardless of where the income comes from. We are a working household (part time on minimum wage) and still expected to pay more than some of our neighbours who have a higher income through benefits. That having been said, a case by case approach might be required to identify those in high risk who would need their tax reduced to zero or absolutely minimum necessary.</p> | <p>Increase fines, especially for landlords and larger businesses.</p> |
| | <p>I think information should be given trust should not be a factor...dishonest people will spoil it for others</p> | |
| <p>An increase is clearly merited and this seems reasonable but I don't know what I don't know</p> | | |
| <p>An increase is clearly merited and this seems reasonable but I don't know what I don't know. I'm concerned that bands may be used to reduce people's entitlement. "it doesn't fluctuate" is great unless you only ever get the least ever you had before</p> | <p>Q7: 0% contradicts question -but is still right Q8 is bizarre: what's the alternative?</p> <p>12. Bureaucratic stress can be a real problem for vulnerable people. 15. "review at a later date" is rife with dangers</p> | <p>21, 22: the details are absolutely critical here. I'm not about to agree carte blanche.</p> |
| <p>So a family that earns more than £410 a week will have less money than a family earning £405 a week. To live in oxford on an income of £410 a week is very hard especially so if you have a mortgage. You're not entitled to any housing benefits and now you'll end up paying £35 a week for council tax. It's very unfair to be penalised for owning your home or earning a tiny bit more and having to then pay out more. Times are hard. Don't make it harder.</p> | | |

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| actual income needs to be used, people are struggling enough with the benefit cap | Benefit should be calculated on actual income of applicant, circumstance i.e. children, disability, carer etc. With the benefit cap what you are trying to introduce is futile. | There are a lot of Oxford properties that have been heavily extended increasing house hold size and value of property. They should have their council tax band increased to increase council income. |
| | | I work part time, people I know on full UC take more a month than I do yet they don't pay rent or council tax. Making me feel working is not worth it. |
| ok | Ok | ok |
| The council tax benefit should not be completely based on weekly income, it should consider household members (Children, Elderly Parents, and Other Dependent) household members. Simply because one of the house member is on higher income, does not mean that they are not eligible for council tax reduction. | Reducing the admin staff will mean saving cost in short term. Nobody likes to pay the full tax even the big multinational businesses. How come an ordinary person will give exact income details, to save the local authority funds we have to pay the cost of administration? | I am afraid, we need to increase the council tax to keep up with the inflation and growing needs of our community. It's difficult but it the way forward. |
| If you are on those schemas, it means you need help. This proposal will further push people in need to become homeless | Stop this nonsense and do your job. Help people in need and save money by stopping your nonsense projects. | Stop spending money in videos, promotions, nonsense projects, |
| why change things as system is very confusing already | students should be involved in some sort of payment towards council tax | |
| | | Stop paying high ranking council officials ridiculous amounts of money |
| very difficult when renting in the private sector especially a studio flats | Some people would abuse the on line trust to claim more | |
| please help people on benefit | | |
| Think it should stay the same as now | | |

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| <p>- I didn't know how it worked, it was a mystery supporting clients when they were returning to work and being unsure how to budget because we didn't know how much CT they would pay. Having a clear understanding of how much CT clients will pay would be really helpful. Could you write to claimants to explain this if they enter work</p> | <p>For 15, it's about if you can trust the claimant - surely you need to contact the inland revenue still for proof. question 13 could be seen as discriminating against claimants living in poorer quality housing and paying the same</p> | <p>20 - Increase it relative to inflation but a significant increase 21 - I don't have enough information on this to give an answer. Would need to know what is being cut which your finance would be in a better decision to make than the general public. 22 - only if the cost of administrating the service increases</p> |
| <p>It good as it help poorest in our community.</p> | | |
| <p>?</p> | <p>?</p> | <p>if you want to save money thin out the staff before hitting the public</p> |
| <p>Looks ok although more information on how it would affect claimants might help</p> | <p>Each claim is different so you need to take care of people with no income.</p> | <p>Cut back on schemes overall that the council can't afford. Like twinning and salaries paid to local civil servants.</p> |
| <p>I currently receive full HB & CTR and would not like to see any change.</p> | | |
| <p>please endure the scheme does not put any human being into poverty</p> | | |
| <p>CTR must take account of ability to pay. It is not acceptable for anyone to end up in court or with a criminal record because of inability to pay rather than unwillingness. There must be many people who have no ability to pay the 25% of Council Tax that remains after a 75% reduction. Ability to pay depends on the actual amount of Council Tax owed not on what percentage it is. In deciding CTR the percentage bands should be more gradual so that one might go from 100% reduction to 95% or 90%, etc.</p> | <p>When considering income bands, actual income should be the deciding factor, not whether someone is in receipt of benefits. A person choosing not to claim benefits should be given the maximum reduction along with those who do claim. Some people do not claim benefits because they find the requirements so stressful as to make them ill. I have this experience. Many such people find even a claim for a sickness or disability benefit too stressful.</p> | <p>These questions depend which services, fees, charges, are targeted. Perhaps increasing Council Tax would be fairer, but the CTR should remain at 100% for those in lowest income bands and should assume that everyone outside of that band can afford to pay 25%.</p> |

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| <p>I believe people will struggle more especially in these hard times, as changing over to UC has caused so many problem for thousands already, this would be the tip of the iceberg! More homeless people, more children going hungry but plenty of empty council houses much to your delight.</p> | | |
| | | <p>Push for increase in funding from central government which has much higher capacity for funding services (e.g. from taxing highly profitable companies registered offshore etc.). Consider increasing/better enforcement of fines for environmental damage, littering, not segregating or disposing of waste correctly etc.</p> |
| <p>It depends on what you class as income? I work 50 hours a week and earn over your 408 a week but still have 3 dependent children living at home. I get no assistance from any benefit and have to pay for school lunches rent electricity gas food and everything else associated with running a family and people I know solely on benefits have more expendable income at the end of the week than I do. So maybe you should cut benefits to get people off their back sides and out to work</p> | | <p>Cut the amount of eligibility by taking into consideration all of the benefits they receive i.e. rent school meals cash in hand work council tax being paid for</p> |
| | <p>my disability makes it hard to comment</p> | |
| <p>Not everyone on a low income qualifies for Universal Credit therefore this is wholly unfair. Either all residents on low income qualify or no one does.</p> | <p>I don't agree to CTR beyond what is already in place.</p> | <p>Any changes have to be paid for but it will be on many households who have less income than the UC claimants. The system proposed is too narrow and CTR is either open to all or no one.</p> |

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| For me personally, it would be good if tax banding could be agile, i.e. could be updated as income rises and falls - I am hourly paid and paid weekly, and with a reduction in work hours have just fallen from band 5 into band 4. A reduction in council tax at this time would make a big difference to my financial well-being, just like it would have done during lockdown when I was furloughed and lost 20% of my income. | I think it's a good idea, as long as effective measures can be built in to ensure that it is not exploited. | |
| | Oxford council is such a poor council | Close Oxford Direct Services |
| Given current affairs and whether changes would push people into debt if not able to afford tax especially if unexpected bills arrive | | |
| | | Do not increase fees on leisure. Do increase fees on parking. |
| | I think council tax should all be means tested, not based in bands for the house itself | I think rich people should pay a lot more, both through council tax and other taxes, to cover other people who have less. |

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| | <p>A CTR scheme that takes into account both the household income and the household type would be welcome. The property tax band is also a consideration, but the scheme needs to be flexible by taking into account people's different circumstances while making sure that it's fair and applied across the board.</p> | <p>I understand that the Council has a financial shortfall due to cuts in central government funding. However, working people are also suffering from reduced income and job losses. We simply cannot afford to pay more in Council tax or other Council schemes (e.g. proposed private landlord licensing scheme) when our income is already so tightly curtailed. I live very frugally already and have chronic health issues, so I can only work part-time even if I may not be officially classified as "disabled". I pay a lot to upkeep my property, which while it is an asset I don't have much by way of liquid assets. Please create a system that treats people as individuals as much as possible. Thank you.</p> |
| <p>The income bands should be wider and the overall tax higher</p> | | |
| | | <p>Make sure that money is not being over spent on contractors. Cut expense accounts to high earning council employees, cut back on office expenditure. Cap earnings for councillors.</p> |
| <p>It's not easy and we are need support Oxford.</p> | | |
| <p>Because they are job grantees in world if you are not working how u going pay council Tax it's not good idea</p> | | |
| <p>It should be looked at household income not just the applicant</p> | <p>Not just income, but holistically income of household and also other forms of money received benefits, investments etc. Lots of cash transactions happening in many household to avoid council tax</p> | <p>Council tax is already very high, although would be good to present actual data comparisons. Oxford is already extremely expensive to live in and what you need to do is try get more people to pay something every month rather than increase the taxes of the rest.</p> |

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| <p>UC is paid to people & it is simply enough for people to EXIST on, not live a lavish life style. This is an abhorrent idea & appears to steal from the poorest people in society. I am simply disgusted at such proposals.</p> | <p>Leave the benefit claimants alone, they do not have sufficient amounts to live on already. Any funding of public funds to look into this matter is not spending tax payers' monies efficiently. There are far better & more appropriate ways to raise much needed income for councils</p> | |
| <p>You can't get money from people who have none.</p> | <p>Yes as universal credit is low so the council tax should be low by the way council spends money .i.e. top salaries of council civil servants are very high in some cases these should be brought down by 30 per cent. And council spending should be run on a basis of don't spend it if oxford does not need it.</p> | <p>Deep cuts to council tax spending due to the fact it's the public's money opposed to the councils. You should spend our money carefully as if the money was your own.</p> |
| | | <p>Generate income through rent on some of your land and property and from the savings the Council has please. Charge Universities and private education facilities / halls of residences some Council Tax or another tax by another name if that is not legal.</p> |
| <p>I work really hard to send my little one to nursery without any help at all. Others don't work and get all paid for them it's unfair at all.</p> | | |
| | <p>Income bands should be scrapped completely, it should be a sliding scale at any percent.</p> | <p>The council tax for Oxford is a joke, the streets are filled with rubbish. The police are useless, the portion that goes to the County is acceptable, the city council needs scrapping and merging</p> |
| <p>We should consider everyone , particularly singles parents working</p> | | |
| <p>Do not take a lot income bands scheme, and proposed uprating</p> | | |

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| struggles to make ends meet as it is and this scheme will make it even harder | No | |
| | Benefits are the same countrywide, council tax is much higher in Oxford and the southeast. So you can't make people pay more just because they live in an area, | |
| This is a wonderful initiative - well done! | | |
| | Need to create a system that offers the most support possible without being over complicated. People with anxiety about financed need to be able to understand it easily and know their financial entitlements. | |
| I think that the bands should be higher so more support is offered to more people. It seems that people who work more hours are punished | | |
| You may deter people from increasing work hours if they slip into needing to pay an extra 25% of council tax. Smaller increments would work better e.g. 10% | | |
| We should all share in a council tax reduction by scrapping administration like this scheme, and dividing the cost across all Oxford citizens. We all struggle badly to pay these huge bills, and everyone needs relief. Another expensive scheme to administer will only make things worse for the rest of us. | | |
| OCC should use the Oxford Living Wage not NMW for income bands | Income should be different depending on circumstances i.e. people it has to support | The answer to 22 would depend on what fees and charges you are referring to. In general the better off should pay more instead, especially since council tax is already such a regressive form of local taxation. |

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| <p>I am not sure I understand. But if people are already on a very low income with UC they should not be further poverty if the income band scheme change causes them to be less well off.</p> | | <p>If people are already struggling on benefits I am not sure they should face further poverty as a result of changes to CTR.</p> |
| <p>I hope this will be applicable not only those on benefits but also those just on low income</p> | <p>To keep every household rightful with fair choice of equality</p> | <p>Cut down on paper letter and postage expenses make it all online and get digital system to upload documents directly via website instead of sending many emails Perhaps make it like a UC online account for each CT payer</p> |
| <p>I am a pensioner so I don't think this affects me.</p> | | |
| | <p>As a housing association tenant I rent in a high band area although I am on a low income I pay 75% of my council tax bill which is difficult for me to afford. If the tax was wage assessed this would feel fairer for me</p> | |
| <p>It's time you started helping disabled pensioners who live alone.</p> | | |
| <p>Figures from Entitledto show that in 2020-21 apparently only one in five English councils used income bands, although that was up from 1 in 10 in 2019-20. Income bands are a crude way of applying a means-test and create unfairness at the boundaries between income bands.</p> | | |

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| <p>Figures appear to suggest only 1 in 5 English councils uses income bands, although this has increased from 1 in 10 last year. Income bands are a crude way of applying a means-test and create unfairness at the boundaries between the bands.</p> | <p>Oxford and District Action on Child Poverty applauds the fact Oxford City Council is still one of the small number of councils with no minimum payment - a map in House of Commons Briefing Paper 6672 shows their distribution. We believe the Council should continue to see its Council Tax Reduction Scheme as a crucial way in which it can ease or aggravate the financial pressure on families in poverty. Income bands cannot achieve fairness however designed.</p> | <p>Oxford and District Action on Poverty would wish to see Oxford City Council add its weight to initiatives to tackle the unfairness of Council Tax, which is currently a far heavier burden on low-income families than it is on the wealthiest households. Many of the very wealthiest households pay less Council Tax now than they paid thirty years ago in Domestic Rates - even in cash terms, without adjustment for inflation: the tax burden has been shifted from those most able to those least able to pay</p> |
| | | <p>Decrease the living standard of people living in council houses in line to living standard of working people.</p> |
| <p>The uncertain time of losing work through COVID, the sheer worry of Council Tax on top of everything else too much. This COVID going to be here a long time there needs to be safety measures in place to stop people becoming destitute. My neighbour working as a surgeon in NHS working long hours double shifts after mortgage on small flat, paying student loan, council tax and running a car to get to work only had less than minimum wage to live on. Unfortunately also nurses unpaid with fees need CTR</p> | | |
| <p>I am worried about people affected by the benefit cap</p> | | |
| <p>As long as those in-need, with disability and OAP's are not negatively affected by any such changes.</p> | <p>At all times, and proposed or actual change/s made should not negatively impact upon those in-need, with disability, nor OAP's.</p> | <p>At all times, nobody in-need (variously) should be negatively affected, and including those with disability and OAP's/retired persons.</p> |
| <p>when you are low income and only receive pension and top up benefits this makes it hard to pay</p> | | |

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| I am working with agency if I am sick I don't get paid and I don't get holiday payed | | Everything will hard in our life |
| As a general principle I would like to see people on UC not have their benefit reduced when they top their income. This would ensure more people are able to transition out of poverty. | See previous comment | I would encourage examining ways of increasing efficiency and reducing wasted resources |
| | It appears fair to put every claiming household (with the possible exception of certain disability claimants) onto the same assessment and CTR scheme. | Consider working with local area residents associations to establish support for voluntary groups which compensate for specific services that have already been cut-back. A local area community approach might be successful at targeting service cuts which effect their area or people within it. |
| Band 1 should be set at the Real National Living Wage of £10.75 ph. = £172 with consequent adjustments for the other bands | It is extremely important to retain a CTR scheme and banding is appropriate to ensure that those with the greatest need are effectively supported | Find ways to revalue the current bands, add an additional higher band and lobby for a change to a land value tax |
| We found the way the question are written are very complicated and not precise enough | Very complicated so we have put don't know as we are not sure and as far as we can see no motion of pensioners | |
| I'd not agree that universal credit claimants should pay a contribution to their council tax. Claimants are already struggling with delays in claims and sanctions etc. and it is likely that many would be unable to make these payments. This would in turn give them a priority debt that they could then be convicted for. I believe that those people with the largest incomes, far above anything any UC claimant will ever receive, should instead be paying more. | | Increase council tax for the most wealthy, not for the poorest |

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| | <p>I think it would be easier if those on UC could receive the right CTR without having to do a different application, as all the information about one's income and household are already on the UC system.</p> | <p>I would take more money from people with a higher income and I would keep free services for people with needs only. For example, the collection of bulky items can be done for free for those eligible for CTR, whereas people on a high income should pay for it. If we take a little money for one-off services like the one I've mentioned from people on a higher income, the Council should then be able to save some money and ensure CTR for all eligible people. I wouldn't save on recycling and environment because it is too important.</p> |
| <p>Bands 1, 2, and 3 should receive 100% discount. No one should have pay council tax if they are earning less than £350 a week.</p> | <p>Stop charging council tax on households with an income less than £30,000 per annum.</p> | <p>Increase the council tax on the higher bands only. Stop using contractors to provide council services. Stop all payments to management consultants for money saving ideas that council employees have developed.</p> |
| | | <ul style="list-style-type: none"> - stamp down on council tenants renting out rooms in those properties - their income should lead to an increased council rent - the living standard of council tenants should not be higher compared to living standard of working people living in own / commercially rented accommodation - the savings of council housing tenants should be taken into consideration, not just their current income - many council home tenants have unregistered partners / family living in and attributing to amortization of the property |

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| | | All council tax should depend on your income and not on your accommodation. This way more money will be collected from rich people who have the means to afford it and people in lower incomes are not forced to move house. |
| It's an unfair system especially for people on zero hour contracts and how many times you are paid in a calendar month. Council tax was and is still an unfair tax on society. Just because it was rebranded from POLL TAX to COUNCIL TAX it is still the one and same system that Margaret Thatcher implemented. You talk of reductions while we are in uncertain times with covid-19, people losing jobs, benefits being stripped from the vulnerable and disabled, like myself and you want Austerity reinstated | By making it simplified and saving on administration you will cause a far bigger problem and that will be fraudulent applications. We have a massive problem in this country with illegal immigrants going missing in their thousands, no identification, no passport, false documents and when you decide to pay out before checking your be spending more money to try and recover it. Leave it alone as it is. Who ever thought this should go back to school. It's like a bank giving me £1000 without checking | Start balancing your books. My Dad is 87 and was born and bred in oxford. He has always said as did his mum that as far as they can remember oxford council have always been in dept. because they waste money on lining their own pockets and backyards. Even today the council waste millions upon millions on ridiculous cycle tracks, that no one is hardly using, paying £12million for redoing the Banbury road roundabout. You were humiliated even on Top Gear for wasteful and wilful spending. Start looking inside your own buildings before destroying others. |
| It seems like a fair system | | Those that are in the higher tax bracket could have an increase in their council tax also charge them for their fees and extra charges. To help and support those in the lower 10% tax bracket. |
| Fair and stable way to keep track of ctr | All bases covered with new proposals. | |
| I think the amount of council tax as a single parent working part time is impossible to pay. There needs to be clear guidelines set out. | | |

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| <p>You must, especially in these uncertain times, be certain that you are not making people on low incomes worse off, and I think this should take into account the people in the household. For example, a single parent with dependents will be much less able to pay more than a couple with no dependents.</p> | <p>It makes sense to treat claimants similarly, but a one-size-fits-all approach is not fair on low income households, especially groups who are already marginalised and likely to experience financial difficulty such as disabled people and single parents.</p> | <p>Levying environmentally damaging practices (driving, parking, etc.) would discourage people from unnecessary car use and those who decide that they want to use cars anyway can pay more.</p> |
| <p>I'm on low income hope this doesn't mean you're taking more money of me I can't manage as it is</p> | | |
| <p>I agree for uprating</p> | <p>I don't know</p> | |
| <p>County needs more money b it not from people who cannot afford it.</p> | <p>I have no income and only get pip, I need more help</p> | |
| <p>I think the bands are about right and should stay the same</p> | | <p>You could use funds made on parking infringements (which are substantial)</p> |
| <p>These bands are unrealistic to what the government recommends as a living wage. £140 gives a weekly wage of £35 to live from. You'll be charging 25% council tax from that which leaves less than £35 to pay bills and live from. It will throw people into even worse poverty.</p> | <p>Self-employed people may earn one month and not receive anything for the next two months, thus will need to budget their months' pay to possibly cover for three months till wages come in. A month to month CTR scheme would mean a lot of administration and be unfair. One has to average out what is earned over the year.</p> | <p>Smaller government, more democracy.</p> |
| | <p>It will be very difficult for a lot of disabled and sick people to read this and therefore to have a say. I am long term sick, health is a big struggle, money is very tight and I am not sure how I would cope with another out going. I have been on total isolation for the last 7 plus months which has made things more expensive.</p> | |

| | | |
|--|---|--|
| <p>I am now 63 years of age and living on my own. I am now both mentally and physically disabled which means I cannot do my permitted part-time work. I am living on a low income, so I think any changes in the Council Tax Reduction Scheme will be catastrophic for me. The current scheme works well for my predicament.</p> | <p>I believe people on benefits should automatically receive 100% council tax benefit relief. It is hard enough to make your money stretch and make ends meet even with this.</p> | <p>I don't know sorry</p> |
| <p>It's difficult to live on minimum wage, Full time work incurs more expenses such as travel. There's a big difference between NLW and OLW in terms of living standards.</p> | <p>Properties valued at higher than the middle range should pay higher Council Tax.</p> | <p>A landlord tax paid by the owner of every rented property including retail and business properties, would be a healthy source of revenue for OCC. It will put the onus on those who can most afford it and help to balance some of the social inequality felt by Oxford renters. Some of this money should go towards housing the homeless.</p> |
| <p>These are already low incomes across all bands so may still cause hardship to some</p> | <p>The single person discount should still apply</p> | <p>It's a challenge situation all round. Government morally should do more however there is huge national debt. Could be worth consulting with a number of councils to come up with ideas as a coalition and then to lobby government. Also keep seeking public opinion widely</p> |
| <p>Is good to help council tax I am part time and government give universal credit as well I don't have enough money after rent to pay council tax</p> | | |
| | <p>As long as it is fair, not all people live in a band D property, some poorer people/elderly live in higher bands through no fault of their own</p> | <p>Sell items from the recycling centres that are in good condition at a central place or let people know if they do sell them. Let people plant the unused flower beds for vegetables for anyone to pick or put a fence up around them and rent the space out as people are crying out for allotment space.</p> |

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Appendix 2

| Title | Risk description | Opp/ threat | Cause | Consequence | Date Raised | Owner | Gross | | Current | | Residual | | Comments | Controls | | | | |
|-----------------------------------|--|-------------|---|---|-------------|----------------|-------|---|---------|---|----------|---|---|--|------------|----------|------------|------------------------------|
| | | | | | | | I | P | I | P | I | P | | Control description | Due date | Status | Progress % | Action Owner |
| Challenge to consultation process | Customers challenge the effectiveness of the consultation | Threat | Due regard not given to statutory guidelines or relevant case law. | Any changes in the CTR scheme may not be upheld by Tribunals or Courts, when challenged by a customer. | 02/12/20 | Tanya Bandekar | 3 | 2 | 1 | 2 | 1 | 2 | Robust consultation has been carried out, resulting in more responses being received this year. | Reference the relevant regulations and case law in planning the consultation | 1/1/21 | Complete | 100 | Laura Bessell |
| Increased customer contact | Customers are concerned at potential changes to the support they get and contact the Council about them. | Threat | Poor explanation of changes, and no mitigation planned. Consultation documents are incomplete | Customers are not clear about the impact of the changes. | 02/12/20 | Tanya Bandekar | 2 | 2 | 1 | 1 | 1 | 1 | More customers engaged and responded this year. | Simple explanations given of the proposed changes, together with details of mitigation. | 1/1/21 | | 75 | Laura Bessell |
| Council reputation | Proposals for changes not clearly thought through, and impact not properly understood, resulting in damage to Council reputation | Opp | Insufficient modelling undertaken, and/or impact of changes not properly understood | Informed customers spot impacts of changes that the Council has not properly identified, undermining both the proposals and consultation process. | 02/12/20 | Tanya Bandekar | 3 | 3 | 3 | 2 | 3 | 2 | Use of external consultants Policy in Practice to look at social impact of modelling options | Expert team from different service areas assembled to work on the proposals, time taken to model changes and understand customer impact. | 1/1/21 | | 75 | Laura Bessell/Tanya Bandekar |
| Financial implications | Costs are not correctly calculated, or a change in economic climate means more claimants | Threat | Poor budgeting | Changes are costed incorrectly and lead to an increase in scheme costs | 02/12/2020 | Tanya Bandekar | 3 | 3 | 3 | 2 | 3 | 2 | Impacts of Covid-19 affecting budget forecasting. Increased caseload was not foreseen at the start of the year. 100% scheme retained for 2021-22 will cost more | Work with Finance Team to ensure funding available and changes costed | 01/02/2021 | | 75 | Tanya Bandekar |

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Appendix 3

Initial Equalities Impact Assessment screening form

1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

Council Tax Reduction is claimed by low income households in the city. The following groups are over represented in this cohort compared to the general population:

Women

Single parent households

Ethnic Minorities

People with a disability or lifelong illness

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

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

The 2021/22 Council Tax Reduction Scheme has been informed by a consultation process. This included:

- Reducing the costs of the CTR Scheme for working age claimants by introducing a minimum charge for all residents unless they fall within certain criteria (modelling has been undertaken to assess the impact of any charge introduced);
- Making CTR a discount from the amount of Council Tax due (in the majority of CTR schemes it still mirrors the administration of Council Tax Benefit). Administration savings can be achieved by simplifying how the discount works;
- Uprating the current Income Bands for UC claimants;
- Introduction of a banded income approach for all working age claimants, in the same way as UC claimants are treated. The impact on the CTR claimant is that fewer changes will need to be reported to the Council for minor income changes, resulting in less administration and more certainty for claimants; and
- Minor changes to simplify some of the existing scheme rules, such as non-dependant deductions and capital limits, if the scheme remains largely the same

Within the existing Council Tax regulations, there is provision for discretionary payments to be made to people experiencing hardship. Anyone disadvantaged by the Council Tax Reduction scheme can apply for help from this scheme. Changes will take effect from 1 April 2021 unless otherwise stated

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

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

We have consulted via our website, electronically with major preceptors and advice agencies, and invited people to respond via email straplines. The Council also targeted all CTR claimants via email and letter.

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

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

Within the existing Council Tax regulations, there is provision for discretionary payments to be made to people experiencing hardship. Anyone disadvantaged by the Council Tax Reduction scheme can apply for help from this scheme.

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

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

The impact will be monitored via applications for discretionary support. This should highlight any areas of concern.
The Council will also continue to ensure that it promotes the CTR scheme to anyone moving onto Universal Credit, as it will need to be by a separate application.
The Council regularly monitors spend on CTR and will be informed as this rises/decreases
The Council is also using Policy in Practice to model the social and financial impact of the proposed changes. These will be presented to Cabinet in January alongside the CTR report.

Lead officer responsible for signing off the EqIA: Tanya Bandekar

Role: Service Manager, Revenues & Benefits

Date: 3/12/2020

Appendix 4

Glossary of Terms

| | |
|-----------------------|--|
| Working Age | Age for which the Government expect State Pension to not be claimed. Currently 18-65 for women and 18-66 for men. |
| Uprating | Department for Work and Pensions annual income-related social security benefit increases each April. These benefits, and the amount which the government state is required to live on each week are increased each April by a percentage. The increase is based on either the Retail Price Index (RPI) or Consumer Price Index (CPI) as at September the previous year. |
| Income Bands | The amount of weekly net income used in the calculation of the award. Some income is not included, such as certain disability benefits. Where income changes but stays within the same band, then there is no change to entitlement, but the change is still recorded. |
| Capping | This is a ceiling limit on an award. A capping level could be applied to the council tax bands, so instead of applying Council Tax Reduction (CTR) using all the council tax bands A-H, that only bands A-E are applied. This means that the capping level is at a band E Council Tax amount, and those claims for properties in Bands F-H would only see a maximum level of support to a band E Council Tax liability. The claimant would need to pay the difference between their CTR award and their Council Tax liability. |
| National Minimum Wage | For 2021/22 the rate is £8.91 |
| Oxford Living Wage | For 2021/22 the rate is £10.31 |
| Benefit Cap | <p>The benefit cap is a limit on the total amount of benefit you can get. It applies to most people aged 16 or over who have not reached State Pension Age. A cap is usually applied when a claimant is not in employment for more than 16 hours per week, and is not exempt by disability.</p> <p>The Cap level currently for outer London is:</p> <ul style="list-style-type: none"> • £384.62 per week (£20,000 a year) if you are a couple • £384.62 per week (£20,000 a year) if you are a single parent and your children live with you • £257.69 per week (£13,400 a year) if you are a single adult |

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To: Cabinet
Date: 10 February 2021
Report of: Tim Sadler, Transition Director
Title of Report: Zero Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30

Summary and recommendations

Purpose of report: This report outlines how the Council will meet its goal to become a Zero Carbon Council by 2030 or sooner. This route map supports our Zero Carbon City goal by demonstrating bold action and leadership within the city on climate change.

Key decision: Yes

Cabinet Member: Councillor Tom Hayes, Deputy Leader and Cabinet Member for Green Transport and Zero Carbon Oxford

Corporate Priority: Pursue a Zero Carbon Oxford

Policy Framework: Council Strategy 2020-24

Recommendations: That Cabinet resolves to:

1. **Adopt the Zero Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30** at Appendix 1, which outlines how the Council will achieve its goal of zero carbon emissions across its estate and operations by 2030. This is in line with the commitment made by the Cabinet on 19 December 2019 in response to Oxford’s Citizens’ Assembly on Climate Change;
2. **Note** the anticipated shortfall in funding and resources to deliver the Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30, in the context of the challenging financial situation the Council faces due to COVID-19. The Council will need to make bids for external capital funding, additional match funding and support/grants to fund carbon reduction measures across its estate and operation;
3. **Note** that many of the “easy to achieve” carbon reduction measures have now been delivered, with a focus now needed on addressing difficult areas of decarbonisation such as of heat, particularly in relation to leisure centres; and
4. **Note** that every Council service area, all council members, teams, and members of staff have an active role to play in delivering the Zero Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30.

| Appendices | |
|-------------------|--|
| Appendix 1 | Zero Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30 |
| Appendix 2 | Zero Carbon Council by 2030 Risk Register |

Introduction and background

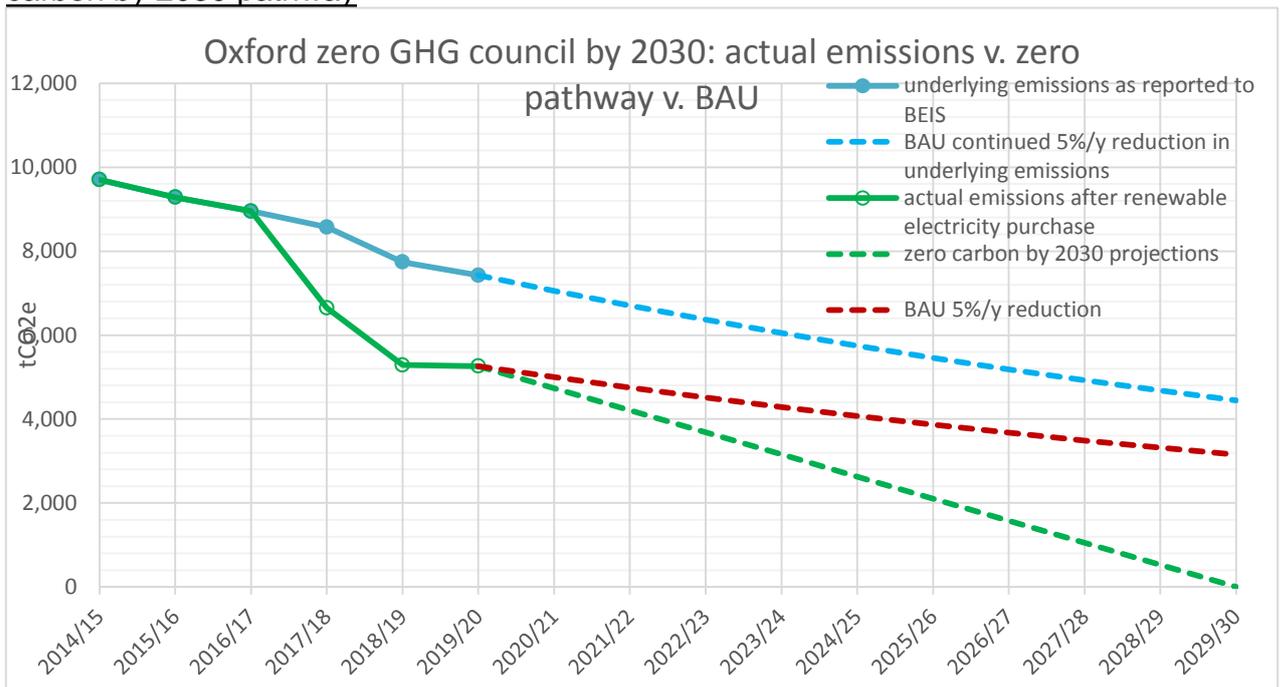
1. Oxford City Council declared a climate emergency in January 2019. In response to Oxford's Citizens' Assembly on Climate Change, the Council set out its commitment to become "net zero carbon", while developing detailed plans "for further projects to accelerate the reduction in the Council's underlying emissions to achieve the status of being a Zero Carbon Council by 2030 or sooner".¹
2. In 2021, the Council will become "net zero carbon" for its direct activities – i.e. where it pays the energy bills, delivered through the purchase of renewable energy and offsetting (in line with the Council's emerging offsetting policy). This target will complement this Carbon Management Plan and the acceleration of existing and new programmes to reduce the Council's underlying emissions to achieve a Zero Carbon Council by 2030 or sooner.
3. The Zero Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30 ("the Carbon Management Plan") at Appendix 1 focuses on how the Council will achieve zero carbon emissions by 2030 across its estate and operations. Reaching the status of being "zero carbon" will require a doubling of the current rate of carbon emission reductions to ca10%/year, and mean addressing the difficult and/or expensive areas like the electrification of heat and fleet vehicles (i.e. stopping burning fossil fuels in the form of gas and fuel). In the absence of a fully decarbonised electricity grid, the Council will rely on green electricity purchase and local renewable energy generation to provide zero carbon electricity to power electrified heat and fleet vehicles. The transition to becoming "zero carbon" will mean that, year on year, the Council reduces its purchase of both green gas (as boilers are replaced with low/zero carbon heating technologies and approaches) and of offsets (as fleet vehicles are electrified).
4. Being a "Net Zero Council" will mean that until the Council becomes "zero carbon" by 2030 or sooner, it will be "net zero carbon" from 2021, subject to the consultation budget being approved, via the purchase of green electricity, green gas, and offsetting emissions from vehicle fuel use.
5. This new Carbon Management Plan deals primarily with Scope 1 emissions (gas and fuel use), Scope 2 (electricity purchased from the grid) and to a limited extent Scope 3 (for transmission and distribution of grid electricity, water consumption and business travel). These are the Council's operational emissions – where the Council pays the bills for its consumption and they can be more directly measured and reduced.
6. The Council is responsible for other Scope 3 emissions which are less directly measurable, such as emissions from the goods and services the Council procures,

¹ Cabinet Paper 19 December 2019

municipal and commercial waste sent to landfill and staff commuting. The targets outlined in the new carbon management plan do not address these Scope 3 emissions. The Council intends to quantify and better understand them as they will be significant. This work will also be aligned with development of a wider approach to tackling these Scope 3 emissions through the Zero Carbon Oxford partnership with an aim to make good progress on this in the first couple of years of the plan.

7. The Carbon Management Plan covers all buildings and operations where the Council pays the energy, fuel and water bills. Its audience is across all areas of the Council as a road map to delivery – every council member, service area, team and member of staff has an active role to play in delivering the Carbon Management Plan.
8. The ambition of becoming “zero carbon” by 2030 represents a significant step-change in the Council’s ambition and requires a doubling of current effort. Business as usual - with a 5% year on year reduction target - will get only about half of the way to “zero carbon” by 2030, as illustrated in Figure 1 below. The Council’s 2030 zero carbon target requires an average annual (absolute) emission cut of 10% or about 530tCO₂e per year. It is possible that a small amount of offsetting will be required in 2030 such as from irreducible emissions sources like water and public transport that currently make up ca 1% of the total emissions footprint. The Council’s ambition is to reduce offsetting to near zero, if it is technically and financially possible to do so.
9. The Council’s carbon emissions are around 1% of the total for the city, but the Council has an important role to play in leading by example across the city and further afield, and working together with others, sharing approaches to decarbonisation. The decarbonisation of the Council’s estate by 2030 will demonstrate bold action and leadership within the city on climate change and underpin our establishment of a Zero Carbon Oxford partnership.

Figure 1: Oxford City Council’s emissions - business as usual compared to a zero carbon by 2030 pathway



Zero Carbon Council Vision

10. The “Zero Carbon Council” vision is that by 2030 the activities of Oxford City Council will no longer contribute to a worsening climate crisis from its use of gas, electricity, water and fuel (Scope 1, Scope 2 and some Scope 3 emissions), with annual carbon emissions having been reduced to zero.
11. It will no longer burn fossil fuels in its vehicles and so no longer contribute to local air pollution which has negative impacts on public health, thereby furthering this Council’s new Air Quality Action Plan, 2021-2025, which sets out plans to go much further than the current legal target for air pollution by setting out a city-wide air pollution reduction target. Oxford City Council’s operational buildings will not burn fossil fuel gas for heating or hot water – services for buildings will use electricity from renewable sources. Gas boilers will have been replaced by alternatives, such as heat pumps or alternative zero carbon heating fuels. Renewables will power the Council’s estate and local renewable projects will be supported by the Council through the use of Power Purchase Agreements.
12. The Council’s vehicle fleet will have transitioned to be all electric or zero emission, fuelled by electricity from renewable sources.
13. The Council will have minimised greenhouse gas (GHG) emissions arising from spend on supplies and services, staff commuting and operational waste (Scope 3 emissions).
14. Where there remain irreducible emissions the council will offset those emissions in an appropriate way, following recognised best practice.

Progress to date

15. The Council has been managing energy and carbon emissions from across its estate and operations since 2008. Significant progress has been made towards zero carbon status, with an average 5.4% per year reduction in underlying emissions over a five-year period to 31 March 2020. The Council has been exceeding its ongoing target of implementing measures to reduce CO₂ emissions by 5% of its previous year’s emissions. Highlights to date include:
 - **Investing to reduce carbon emissions using the Salix recycling loan fund**, which has delivered a range of carbon reduction projects to a value of £1.8m, saving an estimated £440k/year in energy bills and an estimated reduction of CO₂ emissions by 2000tCO₂ per year. The net benefit to date from the Council’s £0.5m investment is a £6.4m and growing saving.
 - **Dynamic energy management** - eliminating excess energy/water consumption through monitoring and targeting, saving the Council in excess of £50k per year in unnecessary energy spend and CO₂ emissions.
 - **Solar PV across the Council’s estate** - over 1000kWp of Solar PV installations, equivalent to over 10% of the Council’s current rate of electricity consumption.
 - **Electrification of the Council’s fleet of vehicles** - plans to switch over 25% to electric by 2023

- **Energy Bureau service key facts/examples** - paperless processing of the ca£1.6m annual spend in energy and water bills per year, saving on average over £80k/year in corrected billing errors.
- **Business efficiency gains:** - the value of electronic bill processing to the organisation saving c.£210,000 per year from the estimated total paper invoice processing cost
- **The purchase of 100% certified REGO renewable electricity** - helping to create a market for the installation of additional renewable capacity on the grid.
- **Participating in world leading energy/carbon reduction related initiatives such as Energy Super Hub Oxford (ESO) and Local Energy Oxfordshire (LEO)** -these projects will work to install the World's largest commercial hybrid energy storage system (saving an estimated 20,000 tonnes of CO2 per year by 2021, rising to 44,000 tonnes per year by 2032) and ease regional constraints on the national grid by smoothing the peaks and troughs in demand and enable more renewable energy capacity.
- **Supporting Oxford's Low Carbon Hub** and helping enable many local community projects to go ahead. e.g. the Solar Schools programme.
- **Oxford City Council won the Local Energy Leadership Award** – December 2019 – REGEN Renewable Futures and Green Energy Awards

Getting to “Zero Carbon” by 2030

16. Many of the straightforward carbon reduction measures available to the Council have been implemented through lighting upgrades, insulation measures, heating plant upgrades and installing solar PV on many of its buildings.
17. In 2017/18 Oxford City Council committed to buying certified green electricity for all of its electricity supplies, through Renewable Energy Guarantee of Origin (REGO) certified supplies. This decision to purchase green grid electricity resulted in a steep drop in the Council's carbon/GHG emissions.
18. Achieving zero emissions will require investment in technically harder – and expensive – measures, as hundreds of existing gas boilers need to be replaced with electric heat pumps, or other near-zero carbon approaches. Replacing combustion engine vehicles with electric options in the Council fleet becomes ever more cost effective as the electric vehicle industry rapidly evolves, and with it already being the cheapest option over fleet vehicle lifetime. The main focus of Council activity will be to effect a rapid switch to decarbonising its heating systems and fleet vehicles.
19. The new Carbon Management Plan demonstrates how the Council will prioritise emissions reduction based on the significant energy use hierarchy, i.e. targeting the biggest energy and fuel consumers, and therefore carbon dioxide emissions sources, first. This will include:
 - Carrying out detailed investment grade energy audits in its highest energy consuming buildings to rapidly advance deeper carbon reductions
 - Decarbonising heat in its highest gas consuming buildings through building fabric and air tightness improvements, as well as a shift to high efficiency electric heating systems such as heat pumps
 - Installing more solar PV across its estate and operations and investing and purchasing electricity from local solar farms on longer term Power Purchase Agreement (PPA) contracts

- Electrifying the fleet of vehicles and moving to low carbon forms of transport.
- Implementing staff carbon awareness campaigns to raise awareness of the benefits and opportunities to driving down carbon emissions in the Council's estate and operations.

20. The “zero carbon” goal presents a number of significant technical and financial challenges. In terms of the technical issues, replacing existing heating technologies (primarily fuelled by gas) will require significant adaptation of many existing operational buildings as the Council moves to electrification of heat or use of alternative heating fuels (e.g. hydrogen and/or biogas). Electrifying the fleet of vehicles involves changing over 300 vehicles (including refuse trucks) to electric or alternative fuelled vehicles. This will be costly and technically challenging. In terms of the financial commitment from the Council, the Carbon Management Plan is not yet fully financed and will require significant injections of funding for the Council to achieve its goal (see financial discussion below) from internal and external sources.

21. It will be also very important for the Carbon Management Plan and the Council's Asset Management Plan to align closely in coming years and for relevant teams of officers to continue to work collaboratively to achieve the challenging collective aims of both plans. Towards closer alignment of carbon management and asset management plans, a working group with staff from the Environmental Sustainability, Corporate Assets and Property Services teams has been formed to help embed carbon emissions reductions across all of the Council's buildings – including commercial and housing stock – as part of the delivery response to the Council's commitments following the Climate Change Citizens' Assembly. Support for developing carbon reduction projects across the Council's operational buildings is also being assisted with input from the Asset Review Group (ARG) to provide further guidance on strategic delivery of carbon reduction projects/Salix projects pipeline. Regular monthly progress meetings of officers also provide input to help progress with further detailed guidance on implementation, and support in identifying new potential pipeline carbon reduction projects.

22. The Carbon Management Plan will also cover the important aspect of behaviour change to raise awareness of measures all council staff can take to reduce energy, fuel and water consumption (including whilst home working) – the Council will make use of carbon literacy toolkits and support from government to get key messages across and encourage action. It will also seek to assess the net carbon impacts of increased home-working due to COVID and new ways of working

Environmental Sustainability implications

23. The Carbon Management Plan outlines how the Council will become a Zero Carbon Council, one of the Council's key corporate priorities under the 'Pursue a zero carbon Oxford' theme. It will provide a framework for the Council to deliver progress towards the “zero carbon” goal by 2030, contribute towards minimising the Council's environmental footprint, and demonstrating leadership across the city.

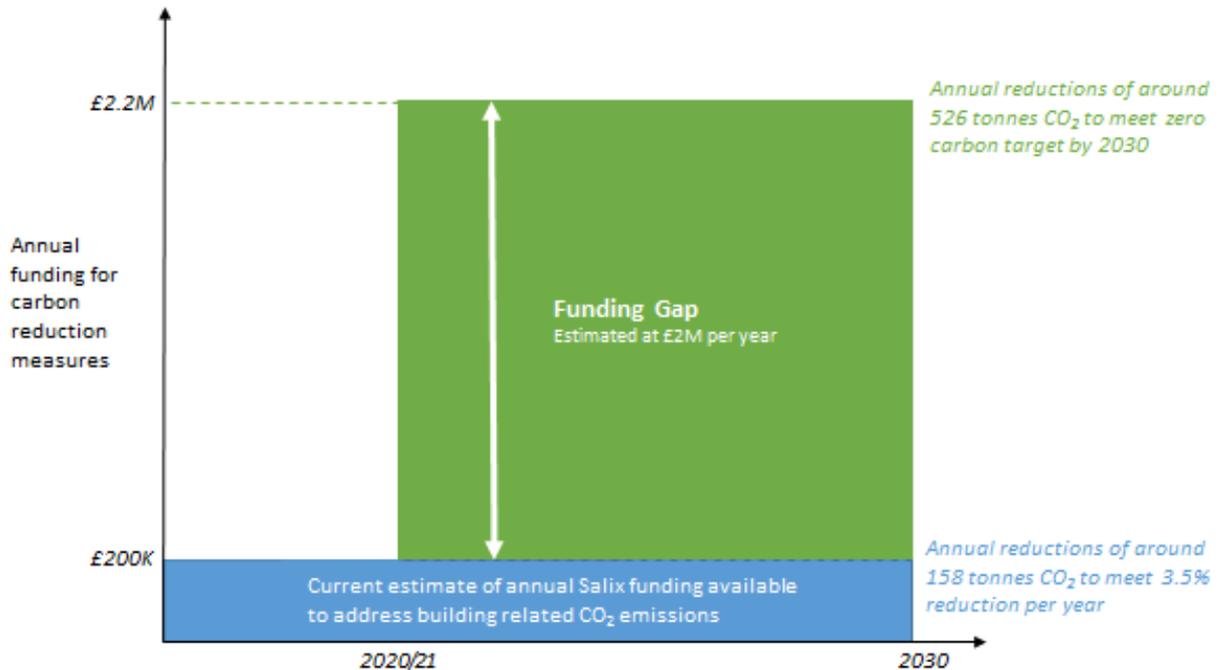
Human resources implications

24. Resources within the core delivery team (the Energy and Natural Resources Team within Environmental Sustainability) will not be sufficient to achieve these targets alone. Full Council-wide engagement, under the direction of the Zero Carbon Oxford Steering Group, by those key individuals and teams that have control and

influence over energy, fuel and water consumption will be crucial to delivering progress against the challenging zero carbon by 2030 goal.

Financial implications

- 25. The Council’s target to be “zero carbon” by 2030 requires a significant injection of funds to allow the required average of c.526 tCO₂e/year of carbon reduction – every year until 2030 - to be achieved (assuming the Council’s estate and operations remain broadly the same).
- 26. The main mechanisms for funding low carbon technology fixes across the estate in the period to the end of 2029/30 will be the continued use of the existing Salix £1m revolving loan fund (yielding approximately £100k to £160k available to spend per year) and any available from the Salix-Plus fund (or alternative enabling funds) subject to budget bids.
- 27. Based on a recent exercise to cost up a combined heat pump/photovoltaic project at a key leisure site, the chart below provides an illustrative view of the scale of the estimated funding gap for the council to meet zero carbon by 2030 estimating a ca £2.2million investment required **each year** to 2029/30.



- 28. The COVID 19 pandemic has significantly impacted on the finances of the Council. Estimated losses of income are around £29million over the period of the medium-term financial plan (MTFP) in the absence of sufficient central government funding to cover incurred costs. The Council will draw on a minimum of £12million from its reserves and balances in addition to finding additional efficiency savings of around £4 million per annum as well increasing company dividend returns in order to balance the plan. Plans to progress the council to a zero-carbon position by 2030

were put on pause in June 2020 as part of our measures to mitigate the effect of the pandemic, and these have just been brought back in line. The track record prior to COVID 19 has been strong as outlined in paragraph 14. However, based on the current financial position of the Council and that forecast in the MTFP against a background of continued financial uncertainty, the gap identified of £2.2 million per year up to 2030 will be difficult to be bridge by the Council alone without significant additional Government financial support and private sector investment in the city which furthers this Plan.

29. External grant funding will be sought, such as from the £1bn government Public Sector Decarbonisation Scheme (PSDS) to tackle CO2 reductions in public sector buildings. The Council submitted a number of bids to the scheme and was successful in being offered grant money in 2020 for an innovative heat pump and Solar PV project and further grant for heat pump and solar projects at five other sites on the council's carbon footprint. This is subject to another report on this agenda. Similar external funds like this will be crucial in the coming years to achieving the "zero carbon" goal and there is no commitment to or road map for further government funding schemes at present.
30. The Council's Salix revolving loan fund, due to external imposed rules, is only able to be used in buildings and other sites within the estate – where funding paybacks must, in general, be within 10 years. Additional Council funds to enable investment in longer term payback measures, and measures which fall outside of the Salix rules (fleet technologies, water efficiency or reduction in operational waste sent to landfill) are subject of budget bids.
31. Implementing zero carbon projects presents significant business opportunities for Oxford Direct Services Ltd to deliver and build expertise in this potentially high growth area, which can increase income and company dividend returns to this Council. This Council seeks to develop a local green economy through our leadership of the economic recovery from COVID.

Legal issues

32. Continuing progress in the area of energy and carbon reduction is key to meeting international and national legislative requirements and government guidance including those in the BEIS Emissions Reduction Pledge (2019), the Climate Change Act 2008, Housing and Planning Act 2016, Heat Networks (Metering and Billing) 2014 as well as the UK requirements under the Energy Performance of Buildings (England and Wales) Regulations 2012 (e.g. Energy Performance Certificates, Display Energy Certificates) that remain in UK law post-Brexit. The Council's carbon emissions reduction activities also continue to be published annually following government guidance in publishing an annual carbon emissions report in line with the Government's greenhouse gas reporting requirements contained in the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013. The energy and carbon markets are continually changing and developing, having a robust energy and Carbon Management Plan, and associated management systems, in place will develop on-going Council resilience and preparedness to legislative changes in the sector as they develop. It will also help the Council realise future opportunities that arise out of changes in legislation in this area.

Level of risk

33. The risks to the Council are failure to deliver on the goals agreed following the declaration of a climate emergency and Oxford's Citizens' Assembly on Climate Change, and miss opportunities for continual reduction in energy, fuel and water spend and reduce the overall carbon footprint of the organisation. Opportunities for mitigating future cost and tax increases around energy, fuel and water consumption (carbon emissions) may also be missed. Other risks highlighted relate to failure to meet the corporate target should, for example, resources available diminish or funding not be won during the course of the implementation phase leading to reputational damage.
34. A risk register is attached (see Appendix 2), outlining the potential risks including a risk to the future of the Salix revolving loan fund if it is not possible to implement projects at the required rate of spend by the Salix administration/rules. (Potentially causing the Council to have to return a portion of the £500k match fund won since 2008 that has assisted in meeting the Council's CO₂ reduction targets to date.)

Equalities Impact

35. Comprehensive consultation with the citizens of Oxford from a representative sample across all groups has led to a clear mandate to rapidly accelerate the reduction of the Council and city carbon emissions towards becoming "Zero Carbon". Energy and carbon management and reducing the Council's carbon emissions is the responsibility of all members, staff and contractors.
36. In terms of an Equalities Impact Assessment, the clear mandate from Oxford's citizens from the Climate Change Citizen's Assembly has included representatives from a broad cross-section of groups and ages across the city. There are no adverse impacts on any part of the community; however Oxford City Council is mindful of the important leadership role it plays across its communities. Energy costs have a disproportionate effect on those on the lowest incomes so it is vital that the Council communicates clearly the reasons for managing energy and reducing carbon emissions.

| | |
|----------------------------|--|
| Report author | Paul Spencer |
| Job title | Energy & Carbon Manager |
| Service area or department | Environmental Sustainability |
| Telephone | 01865 252238 |
| e-mail | pspencer@oxford.gov.uk |

Background Papers: None

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Zero Carbon Council by 2030

4th Carbon Management Plan

2021/22 – 2029/30



Foreword

The science is clear that our future is in our hands. We can choose rapid decarbonisation or an insufficiency of action. If we choose the latter, we do so in full knowledge that the climate impacts which result will deepen inequality and create new suffering.

This new Carbon Management Plan sets out how the City Council chooses decarbonisation and seeks to achieve it with all necessary speed and seriousness. We do so because we care about Oxford being a fairer, healthier, and prosperous city. We recognise the need to fuel an environmentally sustainable recovery from COVID-19 in the lifetime of this Plan.

In this Plan, we set a course to net zero carbon for direct activities in 2021 and zero carbon in all underlying emissions by 2030 or sooner. We respond to Oxford's Citizens' Assembly on Climate Change in 2019 and the Corporate Plan priority to build a Zero Carbon Oxford.

By 2030, the activities of Oxford City Council will no longer contribute to a worsening climate crisis from our use of gas, electricity, water, and fuel (Scope 1, Scope 2, and some Scope 3 emissions), with annual carbon emissions reduced to zero. We will no longer burn fossil fuels in our vehicles, which will have transitioned to electric or zero emission, and so not contribute to local air pollution which has negative impacts on public health. This is our commitment, our way to play our part in meeting the climate emergency, and galvanise similarly rapid and serious decarbonization by the city's other emitters.

This Plan does not start from scratch. We are not creating a new ambition, we're upping it. In the time between 2014/15 to 2019/20, our underlying CO_{2e} emissions decreased by 23.5% and 45.8% in emissions after the purchase of only certified grid renewable electricity. But, business as usual - with a 5% year on year reduction target - will get us about half of the way to zero carbon by 2030. Therefore, we up our ambition in this report to get the job done.

Getting the job done will not be easy. Zero Carbon by 2030 will be extremely challenging in a time of Government underfunding, particularly when that time has involved extra costs as we meet the needs of our city during COVID-19. Our funding gap to meet zero carbon by 2030 is estimated to be ca £2.2million **each year** to 2029/30. The recent procurement of £10.9m is encouraging, particularly as it will fund decarbonization of our leakiest buildings, but we must continue to procure more external funding and in ever-large amounts. This requires a whole Council approach and involves each team in bidding for funding and delivering Zero Carbon.

Getting the job done is not just a case of doing the right thing. It is also a case of growing Council income. We could benefit from sustainable and low carbon revenue streams and Oxford Direct Services (ODS) will deliver and build expertise in high-growth areas, which increases income and company dividend returns to the Council.

The enormity of tackling global climate change feels overwhelming. Many say that it can feel disempowering. By publishing this Plan, we break down the actions that will deliver our aims. Not only will this help the Council to play our civic role in tackling climate change, it—and our reporting on our progress—shows the outside world that the challenge need not be so scary.

That matters. Our carbon emissions account for only 1% of citywide emissions but getting to Zero Carbon can help to galvanise others to follow our lead. With the launch of our Zero Carbon Oxford partnership, our new Carbon Management Plan enables us to honour our pledges to partners, so that, together, we can meet our climate crisis.

Councillor Tom Hayes

Deputy Leader and Cabinet Member for Green Transport and Zero Carbon Oxford

Zero Carbon Council by 2030

4th Carbon Management Plan

2021/22 – 2029/30

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1. Part 1: Why does Oxford City Council need to act?

a. Context

Oxford City Council declared a climate emergency in January 2019. Following the Oxford's Citizens' Assembly on Climate Change, the Council set out its commitment to become net zero carbon, while developing detailed plans "for further projects to accelerate the reduction in the Council's underlying emissions to achieve a Zero Carbon Council by 2030 or sooner".¹

In 2021, the City Council will become "net zero carbon" for its direct activities – i.e. where it pays the bill, delivered through the purchase of renewable energy and offsetting (in line with the Council's offsetting policy). This target will accompany an acceleration of existing and new programmes to reduce the Council's underlying emissions.

This plan focuses on how the Council will achieve zero emissions by 2030 across its estate and operations.

Zero Carbon and Net Zero Carbon

Net zero Council

Until the City Council is zero carbon, it will be net zero carbon via purchase of green electricity, green gas and offsetting emissions from vehicle fuel use.

Zero carbon Council

Zero carbon will require a reduction in the City Council's underlying emissions, primarily by the electrification of heat and fleet vehicles. In the absence of a fully decarbonised electricity grid, the Council will rely on green electricity purchase and local renewable energy generation to provide zero carbon electricity to power electrified heat and fleet vehicles. The transition to zero carbon will mean that, year on year, the Council reduces its purchase of both green gas (as boilers are replaced) and of offsets (as fleet vehicles are electrified). It is possible that a small amount of offsetting will be required in 2030 such as from irreducible emissions sources like water and public transport that currently make up ca. 1% of the total emissions footprint. The Council's ambition is to reduce offsetting to near zero, if it is technically and financially possible to do so.

The City Council's carbon emissions are around 1% of the total for the city, but the Council has an important role to play in leading by example across the city and further afield, and working together with others, sharing approaches to decarbonisation. By showing leadership, the City Council can galvanise the acceleration of emissions reductions by partners, which can underpin the establishment and strengthening of a Zero Carbon Oxford partnership from 2021.

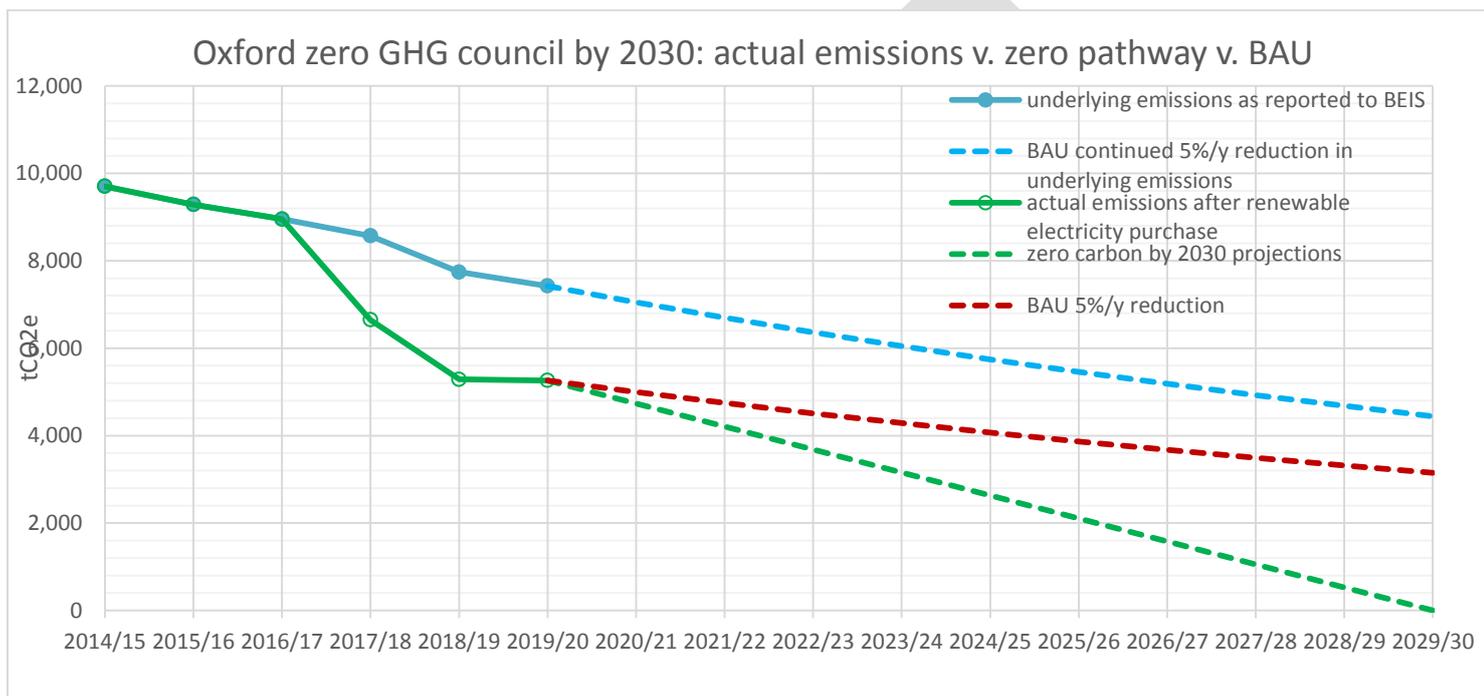
Zero Carbon by 2030 represents a significant step-change in the Council's ambition and requires a doubling of the current rate of progress. Business as usual - with a 5% year on year reduction - will only get us about half of the way to zero carbon by 2030, as illustrated in Figure 1 below. The Council's vision for zero carbon by 2030 requires an average annual absolute emissions cut of 10% or 526tCO₂e per year.

¹ Cabinet Paper 19 December 2019

The plan covers all buildings and operations where the council pays the energy, fuel and water bills. It is aimed across the council as a road map to delivery – every service area, team and member of staff has an active role to play in delivering the zero-carbon plan.

Oxford City Council’s 2030 goal applies to scope 1 and scope 2 greenhouse gas emissions (expressed as carbon dioxide global warming equivalence, in units of tonnes CO2e) as well as scope 3 emissions associated with the transmission and distribution of standard grid electricity, business travel and water use. See Appendix 1 and Appendix 2 for a full breakdown.

Figure 1: Oxford City Council’s emissions - business as usual compared to a zero carbon by 2030 pathway



b. Vision

The zero carbon council vision is that by 2030 the activities of Oxford City Council will no longer contribute to a worsening climate crisis from its use of gas, electricity, water and fuel (Scope 1, Scope 2 and some Scope 3 emissions), with annual carbon emissions having been reduced to zero. It will no longer burn fossil fuels in its vehicles, which will have transitioned to electric or zero emission, and so not contribute to local air pollution which has negative impacts on public health.

Oxford City Council’s operational buildings will not burn fossil fuel gas for heating or hot water – services for buildings will use electricity or other energy from renewable sources. Gas boilers will have been replaced by alternatives, such as heat pumps – or be using renewable fuels. Renewables will power the Council’s estate and local renewable projects will be supported by the Council through the use of Power Purchase Agreements.

The Council will have minimised greenhouse gas (GHG) emissions arising from spend on supplies and services, staff commuting and operational waste (Scope 3 emissions).

This is consistent with the declaration of a Climate Emergency by the Council in January 2019, the outcomes of the Citizens' Assembly on Climate Change held in late 2019 and the ambitious commitments and corporate priorities that emerged as a result.

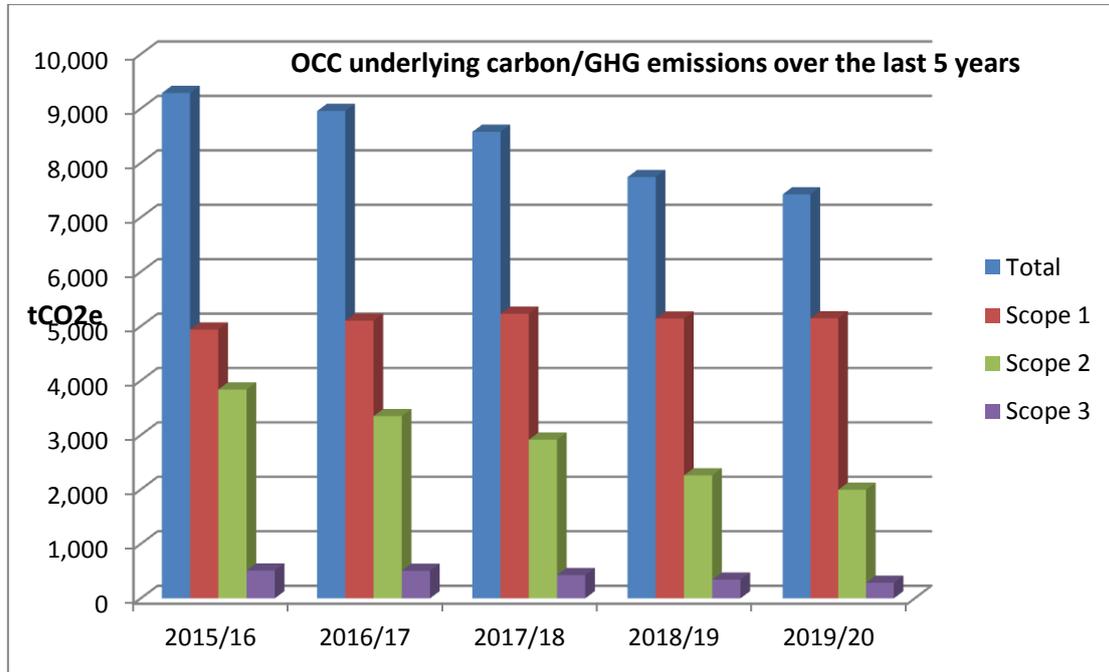
c. Successes to date

The Council has been managing energy and carbon emissions from across its estate and operations since 2008. Significant progress has been made towards zero carbon, with an average 5.4% per year reduction in underlying emissions over a five year period to 31 March 2020 - see Figure 2 below.

Highlights include:

- **Investing to reduce carbon emissions using the Salix recycling loan fund**, which has delivered a range of carbon reduction projects to a value of £1.8m, saving an estimated £440k/year in energy bills and an estimated reduction of CO2 emissions by 2000tCO2. The net benefit to date from Council's £0.5m investment is £6.4m and growing
- **Dynamic energy management** - eliminating excess energy/water consumption through monitoring and targeting, saving the council in excess of £50k per year in unnecessary energy spend and CO2 emissions.
- **Solar PV across the City Council's estate** - over 1000kWp of Solar PV installations, equivalent to over 10% of the council's current rate of electricity consumption.
- **Electrification of the Council's fleet of vehicles** - plans to switch over 25% of the ca320 vehicles in the fleet to electric by 2023
- **Energy Bureau service key facts/examples** - paperless processing of £1.6m worth of energy and water bills per year and saving on average over £80k/year in corrected billing errors.
- **Business efficiency gains:** The value of electronic bill processing to the organisation saving c.£210,000 per year from the estimated total paper invoice processing cost
- **The purchase of 100% certified REGO renewable electricity**, helping to create a market for the installation of additional renewable capacity on the grid.
- **Participating in world leading energy/carbon reduction related initiatives** such as Energy Super Hub Oxford (ESO) and Local Energy Oxfordshire (LEO). These projects will install the World's largest commercial hybrid energy storage system (saving an estimated 10,000 tonnes of CO2 per year by 2021, rising to 44,000 tonnes per year by 2032) and ease regional constraints on the electricity grid by smoothing the peaks and troughs in demand and enable more renewable energy capacity.
- **Supporting Oxford's Low Carbon Hub** and helping enable many local community projects to go ahead. E.g. the Solar Schools Programme.
- **Oxford City Council won the Local Energy Leadership Award** – December 2019 – REGEN Renewable Futures and Green Energy Awards

Figure 2: Oxford City Council's underlying greenhouse gas emissions since 2015/16



3. Part 2: Path to 2030 – how will Oxford City Council achieve zero carbon emissions?

a. Framework

Many of the straightforward carbon reduction measures have been implemented through lighting upgrades, insulation measures, heating plant upgrades and installing solar PV on many of our buildings. The council has also made good use of its £1m Salix recycling loan fund to help fund many of these measures investing over £1.8m to date, reducing CO2 emissions by an estimated 2000tCO2 and associated energy spend by over £400k/y. The Council's investment of £0.5m into the SALIX fund has resulted in a net benefit of £6.4m to date.

In 2017/18 Oxford City Council committed to buying certified green electricity for all of its electricity supplies, through Renewable Energy Guarantee of Origin (REGO) certified supplies. This decision to purchase green grid electricity resulted in a steep drop in our carbon/GHG emissions**. See Figure 1.

**** Green energy purchasing and offsetting**

Green electricity purchase through standard REGOs is a first step along the pathway to zero carbon but 'darker green' approaches to electricity purchase are becoming more accessible and will be pursued. For example, traceable power purchase agreements (PPAs) of electricity supply linked to local solar farms (as well as council investment in such installations) will be a darker green option. This is because the Council will be more directly influencing the uptake of additional installed renewable energy capacity in the UK than currently possible through standard REGO electricity supplies available on the market.

Achieving zero emissions will require investment in technically harder – and expensive – measures, as we move to decarbonise fleet vehicles and replace hundreds of gas boilers with electric heat pumps, or other heat decarbonising approaches. The main focus of activity will require a rapid switch to decarbonising our heating systems

and fleet vehicles. Replacing existing heating technologies (primarily fuelled by gas) will be technically and financially challenging and may require significant adaptation of many existing operational buildings as it moves to electrification of heat or use of alternative heating fuels (eg hydrogen and/or biogas).

It will be also very important for the Zero Carbon Council plan and the Asset Management Plan to align ever closer in coming years and for relevant teams to continue to work collaboratively to achieve the challenging collective aims of both plans.

As part of the implementation of this plan, the City Council will consider the introduction of an internal carbon price mechanism to inform decisions that will lessen the impact on the worsening climate crisis. This would support the council to make decisions which account for their carbon impacts and provide an ongoing funding source for future decarbonisation in the Council estate and operations. A full proposal will be developed in the first year of this plan.

Over the course of the next decade technologies and policies will change. This plan doesn't set out a definitive route to zero carbon emissions. Instead, it focuses on what the council is doing in the short term to plan the route and achieve this zero carbon goal. The focus in years one and two will be to establish the feasibility of deep emissions cuts, while continuing (and accelerating) the implementation of the existing pipeline of carbon reduction projects making use where appropriate and possible of external funding opportunities such as the Public Sector Decarbonisation Scheme (PSDS) Fund.

This document will be reviewed at the end of each financial year to assess progress against our goals. The plan will evolve and develop the Council's pathway to zero carbon as carbon reduction technologies, approaches and opportunities develop – and also as funding to accelerate the road to zero carbon potentially emerges.

The Council will prioritise emissions reduction based on the significant energy use hierarchy, i.e. targeting the biggest energy and fuel consumers, and therefore carbon dioxide emissions sources, first. This will include:

- Carrying out detailed investment grade energy audits in our highest energy consuming buildings to rapidly advance carbon reductions
- Decarbonising heat in our highest gas consuming buildings through building fabric and air tightness improvements, as well as a shift to high efficiency electric heating systems such as heat pumps
- Installing more solar PV across our estate and operations and investing and purchasing electricity from local solar farms on longer term PPA contracts
- Electrifying the fleet and moving to low carbon forms of transport

b. Scope

This plan deals primarily with Scope 1 emissions (gas and fuel use), Scope 2 (electricity purchased from the grid) and Scope 3 for transmission and distribution of grid electricity, water consumption and business travel. These are the council's operational emissions – where the council pays the bills for its consumption and they can be more directly measured and reduced.

Scope 3 emissions include less directly measurable emissions such as emissions from the goods and services the council procures, waste sent to landfill and staff commuting. These emissions can represent a significant proportion of total GHG emissions - sometimes of the order of an additional 100% compared to core emissions. The targets outlined in this plan do not include all Scope 3 emissions.

However, the Council will seek to better understand, tackle and measure Scope 3 emissions during the course of this plan recognising the significance of this emission source. Activity depends on the availability of data and the ability to control and reduce these emissions. This work will also be aligned with development of a wider approach to tackling Scope 3 emissions through the Zero Carbon Oxford partnership.

Prioritisation of action across the council’s own stock

In response to the Citizen’s Assembly recommendations and subsequent commitments the council has commissioned the updating of its information held about its buildings through revision of stock condition surveys including more targeted energy information.

This information will enable strategic planning and optimisation of actions in respect of that stock. In general however, the following matrix sets out the thinking about prioritisation until that deeper strategy is developed.

| | Control | Data | Savings flow to OCC | Capital Funds for Investment | Access to External Funding |
|------------------------------|----------------|-------------|----------------------------|-------------------------------------|-----------------------------------|
| Operational Buildings | High | High | Yes | Limited | Yes |
| Housing Stock | Medium | Medium | No | Some | Yes |
| Commercial Stock | Low | Low | No | Limited | No |

c. Funding

The Council will commission investment grade energy and zero carbon surveys to inform costed assessments and budget bids for large-scale emissions reduction in specific large emitters on our carbon footprint.

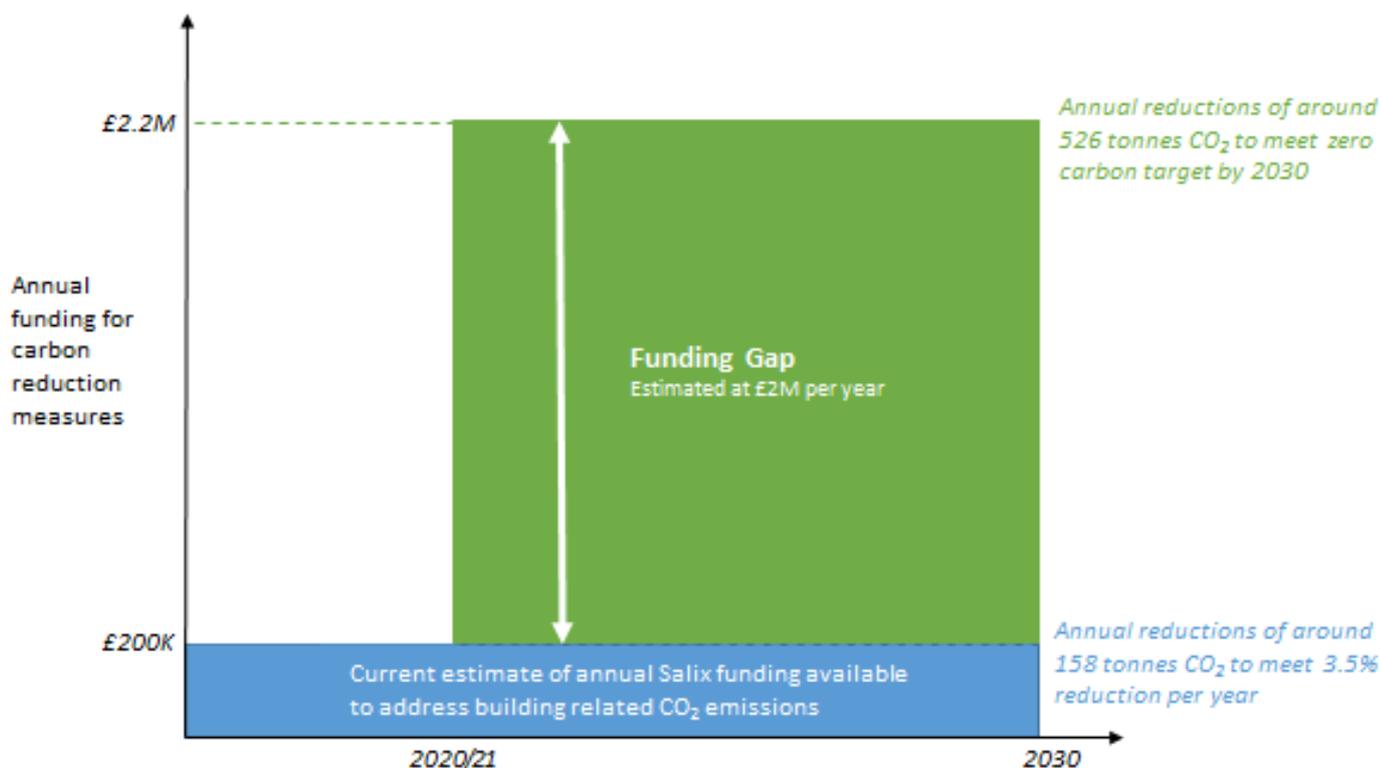
The Council’s vision to be zero carbon by 2030 requires a significant injection of funding. Zero carbon by 2030 equates to an approximate doubling of current rates of carbon reduction, from 5% per year – which would get us to zero carbon by about 2039 - to 10% per year to get to zero by 2030 (10% of 19/20 carbon emissions equates to 526tCO₂). This means a reduction of absolute carbon emissions by about 526 tonnes each year, on average, for the next 10 years (assuming the council’s estate and operations remains broadly the same).

At the time of writing, the cost of this is estimated to be several thousands of pounds for each tonne of CO₂e per year reduced, which means a multi- million pound per year funding stream is required to get the Council on track to meet its 2030 goal.

Figure 3 below provides an illustrative view of the scale of the estimated funding gap for the council to meet zero carbon by 2030. Based on a recent exercise to cost up a combined heat pump/photovoltaic project at a key leisure site, the chart below provides an illustrative view of the

scale of the estimated funding gap for the council to meet zero carbon by 2030 estimating a ca £2.2million investment required **each year** to 2029/30.

Figure 3: Indicative scale of funding gap to meet zero carbon by 2030



The Council's **Salix+** fund (subject to approval at the time of writing) or similar enabling funds, will continue to play a critical role in enabling the decarbonisation of the estate and will need to be significantly bolstered between 2020 and 2030. This fund will allow the Council to scope and pilot the relevant capital intensive technologies needed to get at the more difficult carbon emissions reductions – such as heat pumps to replace gas boilers, and renewable energy generation. Some of this fund may be needed for enabling works to be carried out to allow the appropriate low carbon technology to be installed – these enabling works (such as construction of platforms to house extensive air source heat pump plant) could be outside eligible costs for any external grant funding we may be successful with. Some additional funding may be required because external grant funding does not always meet 100% of eligible costs.

The role of external funding: The Council will apply for any viable external funding that emerges from central government or other routes to assist with achieving its carbon reduction aims. An example of such funding that has emerged partly as a COVID economy boosting response as well as to tackle the UK's carbon emissions, includes a £1bn Public Sector Decarbonisation Scheme (PSDS) Grant announced in early October 2020. It is aimed at decarbonising the public sector estate. The Council submitted a number of bids to the scheme and was successful in being offered grant money in 2020 for an innovative heat pump and Solar PV project and further grant for heat pump and solar projects at five other sites on the council's carbon footprint. In total these projects could reduce carbon emissions by over 1,500tCO₂ per year which is equivalent to about 3 years of carbon reduction progress the Council needs to achieve to meet its zero carbon by 2030 goal. The PSDS is a one-off as far as has been announced by government to date with projects currently stated as needing to be completed by September 2021. The Council cannot be sure similar sources of funding will be available beyond the current tranche but should be ready to react

quickly to similar funding opportunities in future. Successful bids could also provide valuable revenue streams for Oxford Direct Services if they are able to deliver any of the proposed works.

Risk from lack of funding: After more than a decade of working on carbon reduction, the Council now needs to address the more difficult carbon savings to get to zero - so, without additional funding, the current rate of progress may slow from ca.5% per year. At 4% per year then the zero carbon goal will not be met until 2045. At a rate of 3% per year, the Council would not hit zero carbon until 2054. This illustrates the level of challenge to meet the Council's vision for a zero carbon estate and operations by 2030.

Zero Carbon presents a large funding challenge – but also possibly an opportunity. The city council could benefit from sustainable and low carbon revenue streams, for example – from sales of excess green electricity. On the other hand the Council now needs need to address hard-to-reach carbon that does not give a financial payback – for example replacement of gas boilers for heating with electric heat pumps – a lower carbon option but with higher capital and running costs at present based on current UK energy costs and policies.

The city council will take the following actions:

- Use Salix and increased Salix + funds where possible to implement carbon reduction measures across the Council's estate – see Salix key facts below for progress to date in use of the Salix fund.
- Lobby for the extension of Salix usage and payback
- Ensure that all capital spending and internal budgets support the reduction of carbon in line with our zero carbon goal
- Apply for any new funding, policies or incentives as they become available from central Government
- Make budget bids for internal funding, to cover deep dive audits for big hitters on our carbon footprint and to fund costed measures recommended
- Explore zero carbon financing models such as a contract through an Energy Services Company (ESCO) or community ownership funding model
- Make a proposal for an internal carbon price mechanism to inform decisions that will lessen the impact on the worsening climate crisis.

Salix key facts : Size of revolving loan fund: £1m

The Council has contributed £0.5m with the other half won from government (Salix Finance)

Total loaned out to invest in carbon reduction measures since inception: £1.8m

Annual CO2 saving as a result - c.2,000 tCO2/year

Annual saving on energy bills as a result:£440,000/year

Total value of energy bill savings to date: £6.9m

Net benefit to date from Council's £0.5m investment is £6.4m and growing.

Of the £0.5m that the Council has put into this fund over the years, annual return is currently running at £440,000/y– 88%/y return -and will continue to grow as the fund is used for loans for new investments.

d. Monitoring and reporting

The City Council’s plan to achieve zero emissions by 2030 relies on the ongoing decarbonisation of the national electricity grid. It is not anticipated that the grid will be decarbonised by 2030, which means the City Council will rely on green electricity purchase and increased local renewables generation to provide green electricity to electrified fleet vehicles and heat across the Council’s estate and operations.

Table 1 below provides a breakdown of emissions in order to provide a clear picture of the Council’s process toward zero emissions. It outlines **a)** the Council’s underlying emissions, including emissions from the national electricity grid, and **b)** the Council’s emissions excluding national grid electricity emissions, in order to highlight progress towards decarbonisation of the Council’s heat and fleet vehicles. Alongside this, the Council’s pathway (or carbon targets) to zero emissions have been provided, against which we will monitor progress.

External reporting

Oxford City Council will report each year on progress against the targets outlined in the Table 1 below. Annual updates will be published on the Council’s website.

The City Council will move towards quarterly reporting of carbon emissions for fleet vehicles and the larger sites which have half hourly metering (this would cover ca80% of our overall carbon footprint). This will demonstrate progress on absolute CO₂ emission reductions against previous years and enable comparison with the same quarter on the previous year.

As a step towards this, half-yearly reporting will be targeted in the first year of the plan dependent on availability of metering and fuel data.

Internal reporting

The Council will continue reporting monthly on measures implemented and the carbon emissions they will reduce through its internal reporting systems (eg CorVU).

Table 1: Projected route to Zero Carbon by 2030 and interim provisional targets

| tCO ₂ e | 2014/ 15 | 2015/ 16 | 2016/ 17 | 2017/ 18 | 2018/ 19 | 2019/ 20 | 2020/ 21 | 2021/ 22 | 2022/ 23 | 2023/ 24 | 2024/ 25 | 2025/ 26 | 2026/ 27 | 2027/ 28 | 2028/ 29 | 2029/ 30 | % reduction since 2014/15 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------------------------------|
| City Council underlying consumption emissions (including national grid electricity emissions) | 9,703 | 9,286 | 8,955 | 8,572 | 7,741 | 7,425 | | | | | | | | | | | 23.00% |
| City Council emissions (excluding electricity) | 9,703 | 9,286 | 8,955 | 6,650 | 5,289 | 5,261 | | | | | | | | | | | 46.00% |
| Carbon targets/City Council pathway to zero emissions by 2030 | | | | | | 5,261 | 4,735 | 4,209 | 3,683 | 3,157 | 2,631 | 2,104 | 1,578 | 1,052 | 526 | 0 | 100.00% |

(See Appendix 6 for data on Council progress towards **net** zero carbon, detailing the underlying emissions and emissions after purchase of green electricity, green gas and offsetting.)

4. Part 3: Action plan to 2030

a. Current emissions profile

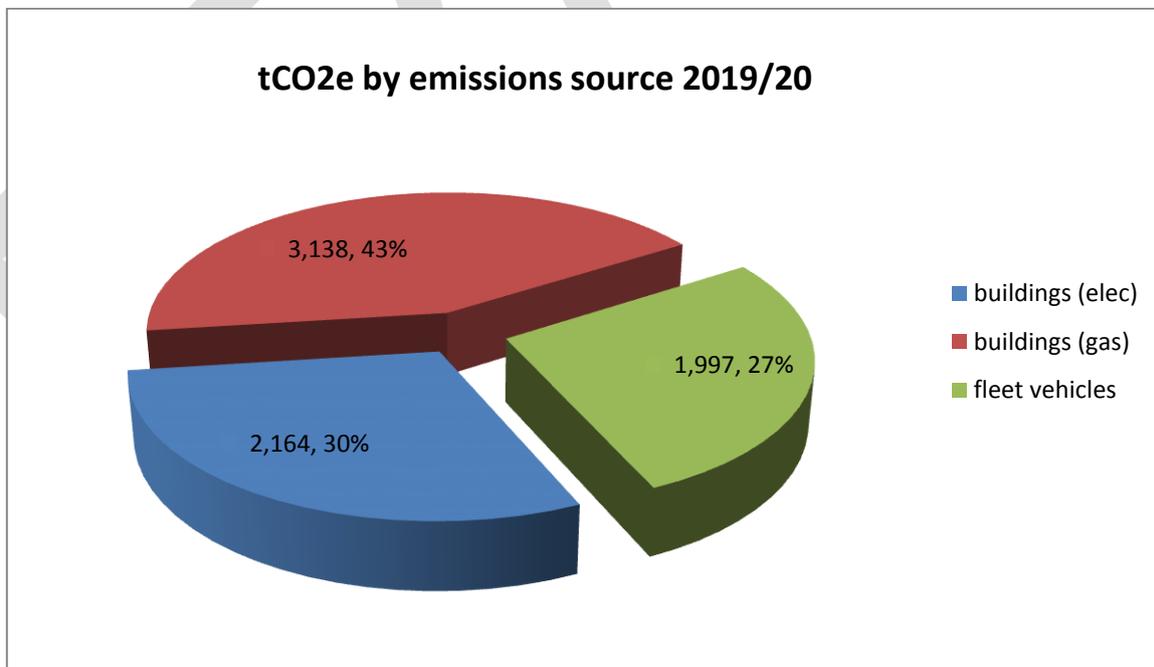
In 2019/20 the council's underlying emissions were 7,425 tonnes of carbon dioxide and other greenhouse gas emissions (CO₂e) from heating and powering our buildings, fuelling our fleet vehicles and plant, business travel and water consumption. By 2030 the council will have reduced its carbon/GHG footprint to near zero compared with a baseline year of 2014/15.² See Appendix 3 and Appendix 4 for a full breakdown of Oxford City Council and Oxford Direct Services (ODS) emissions by scope.

The majority of Oxford City Council's emissions originate from buildings (73%) and fleet vehicles (27%) - see Figure 4 below.

While underlying emissions from electricity have reduced, gas and fleet emissions have increased or flat-lined – see Figure 5 below. Accordingly, the priority areas for emissions reduction will be heating and transport, both of which will present technical and funding challenges.

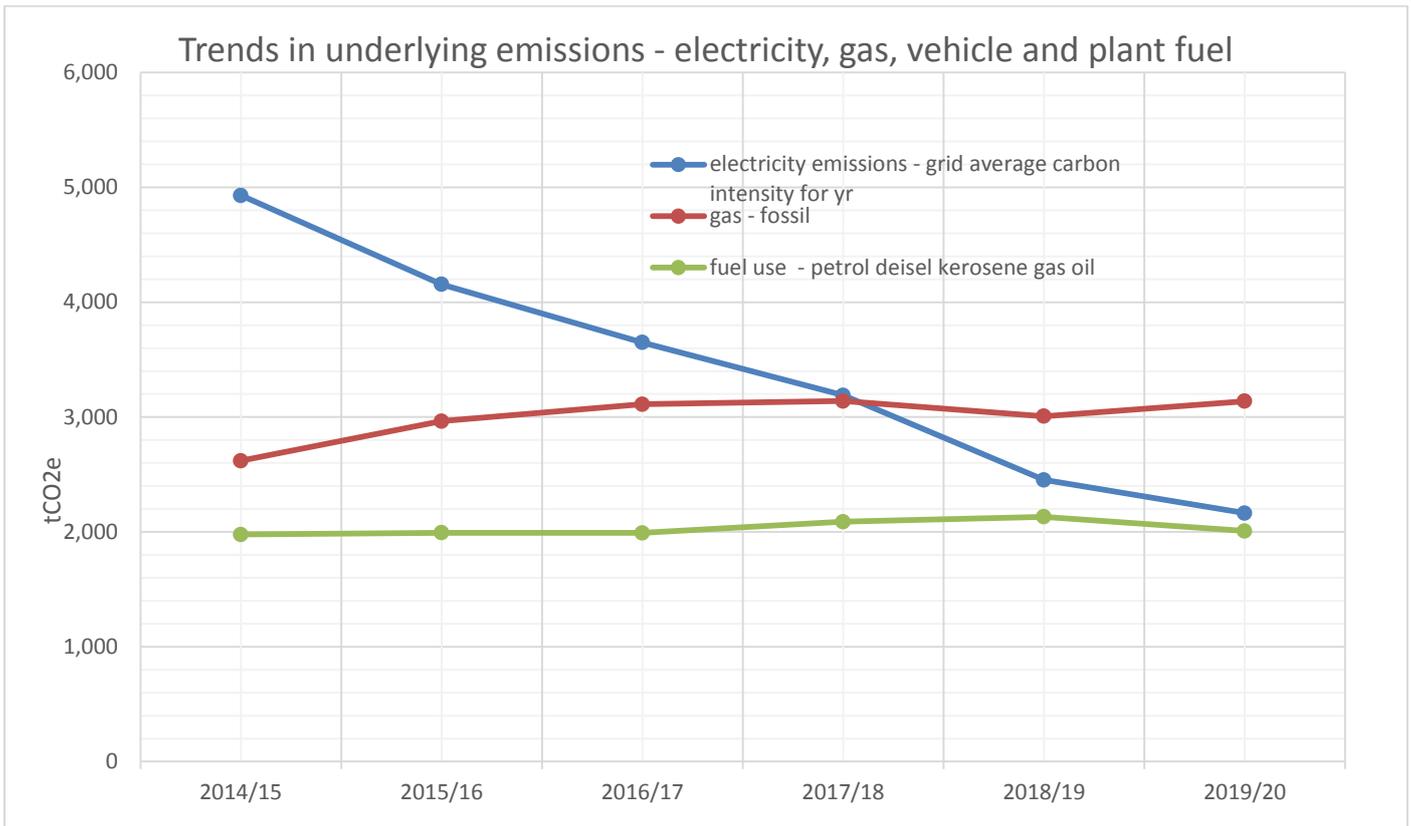
The priority in years 1 and 2 will be to develop fully-costed programmes of work to deliver faster and deeper annual reductions in absolute carbon emissions than has been possible to date setting the council on a realistic pathway to being a zero carbon council by 31 March 2030. Further details are outlined below.

Figure 4: Oxford City Council's emissions by source 2019/20



² 2014/15 has been chosen as a baseline year to align it with the Paris Climate Change agreement targets.

Figure 5: Oxford City Council's emissions trends



b. Buildings

Buildings are by far the largest emissions source of in-scope underlying emissions for Oxford City Council (as they are for the wider city). The council spends approximately £1.6m per year on electricity, gas and water across its buildings and estate. See Appendix 5 for a full breakdown of the Council's energy bills.

Leisure centre buildings are the council's biggest underlying emissions sources accounting for over 44% of building related GHG emissions - see Table 2 below. The biggest emitting buildings are ranked in Table 3 below, which will inform areas of focus in the early stages of implementation of this plan.

Table 2: Building emissions by type 2019/20 tCO2e footprint

| Emissions source | tCO2e | % |
|----------------------------------|-------------|--------------|
| Car parks | 139 | 2.6% |
| Community Centres | 235 | 4.4% |
| Corporate Property | 103 | 1.9% |
| High-rise housing blocks | 82 | 1.5% |
| Leisure Centres | 2366 | 44.2% |
| Low-rise Housing blocks | 225 | 4.2% |
| Main Offices & Depots | 721 | 13.5% |
| Parks and cemeteries | 31 | 0.6% |
| Public space lighting | 16 | 0.3% |
| Public toilets | 87 | 1.6% |
| Sheltered Housing blocks | 665 | 12.4% |
| Sports Pavilions | 153 | 2.9% |
| Temporary Accommodation | 479 | 9.0% |
| Misc other | 44 | 0.8% |
| Total – sites/buildings | 5348 | 100% |

Table 3: Underlying carbon emissions by sites/buildings – biggest emitters in 2019/20

| Rank | Site | tCO2e |
|------|---|--------------|
| 1 | Leys Pools & Leisure Centre | 760 |
| 2 | Hinksey Outdoor Pool | 518 |
| 3 | Oxford Ice Rink | 422 |
| 4 | Ferry Leisure Centre | 406 |
| 5 | Oxford Town Hall | 263 |
| 6 | Barton Leisure Centre | 261 |
| 7 | Cowley Marsh Depot | 174 |
| 8 | St Aldate's Chambers | 136 |
| 9 | Cardinal House – sheltered housing | 130 |
| 10 | Horspath Depot | 119 |
| 11 | Rose Hill Community Centre | 84 |
| 12 | Singletree - sheltered housing | 82 |
| 13 | Barton Neighbourhood Centre | 73 |
| 14 | Bradlands - sheltered housing | 69 |
| 15 | Atkyns Court - sheltered housing | 60 |
| | Total – sites/building emissions | 3,558 |

Electricity related emissions account for 30% of the Council’s total emissions.

Emissions from electricity have steadily reduced over recent years, due to the Council’s investment in solar PV, improvements to energy efficiency, a reduction in electricity demand, and procurement of low carbon electricity – see Figure 4. This has been aided by the decarbonisation of the national grid, which is on a trajectory to zero carbon before 2050.

The Council will take the following approach to renewable energy generation:

- First, developing more of our own onsite renewable energy and feeding this into buildings that we own and operate where possible
- Second, investing in and purchasing electricity from a local renewable energy source via a direct Power Purchase Agreement (PPA)
- Third, purchasing electricity from a traceable renewable energy installation through a virtual PPA
- Fourth, purchasing standard REGO backed supplies (not traceable to any particular renewable energy installation as currently procured)

Zero Carbon will require:

1. **Increasing renewable energy generation:** install as much renewable electricity as possible from technologies installed across our estate and land assets; invest in and purchase renewable electricity from local large scale solar farms via long term power purchase agreements (PPAs).
2. **Purchase of electricity from renewable (REGO) sources:** the Council will continue to purchase green electricity, to stimulate investment in renewables including prioritising PPAs (power purchase arrangements) via local renewable energy sources where possible.
3. **Reduce electricity demand:** accelerate improvements to reduce electricity demand in buildings and operations.
4. **All service areas, teams and staff need to play a part in reducing carbon emissions:** Raising awareness of measures staff can take themselves to reduce electricity consumption (including whilst home working) – use of carbon literacy toolkits and support from government to get key messages across and encourage action.

Actions:

| Objective | Action 2020 – 2030 |
|---|---|
| Increasing renewable energy generation | The Council will continually seek opportunities for the installation of solar PV installed on Council buildings, estate and the Park and Rides (ground mounted or solar canopies) and feed this electricity into the City Council’s buildings where possible. |
| | Assess the case for local Anaerobic Digestion using city sourced food waste not currently going to Cassington AD |
| | Scope the opportunities for wind turbines, including - large scale horizontal access wind turbines (HAWTs) and multiple smaller scale Vertical Axis Wind Turbines (VAWTs) across its estate and operations |
| | Develop and use battery storage to maximise the use of onsite renewable energy installations and load shifting, through a feasibility study. |

| | |
|---|--|
| | Develop opportunities for green hydrogen to heat buildings and power larger vehicles. |
| | Optimise the performance of existing on-site renewable energy generation through remote monitoring to maximise energy generation and income from Feed in Tariffs/Renewable Heat Incentive or equivalent |
| | Deliver and accelerate Salix funded project works, identifying where additional funds and investment is required |
| Purchase of electricity from renewable sources | Target and develop power purchase agreements (PPAs) with local solar farms and gain the associated renewable energy guarantee of origin (REGO) for electricity supplied to the council. |
| Reduce electricity demand | Continue and accelerate improvements to energy efficiency in use of electricity (e.g. LED lighting, controls, variable speed drives, updated electric motors (EC motors) etc.). Identify where additional funding will be required. |
| Staff Carbon Awareness and action | Raise awareness of measures staff can take themselves to reduce electricity consumption (including whilst home working) – use of carbon literacy toolkits and support from government to get key messages across and encourage action. Understanding the net carbon impacts of increased home-working due to COVID and new ways of working |

Gas

Gas combustion accounts for 43% of Oxford City Council's emissions. Emissions have increased due to the addition of extra properties on our estate carbon footprint and through increased usage in our leisure centres. See Figure 4.

Carbon reduction measures related to gas consumption are harder to implement in older (and historic) buildings and where gas boilers are already in place. Buying green gas will help the Council get to net zero carbon but should not be counted towards the zero carbon goal as there is currently not the same national trajectory of decarbonisation for the green gas network as there is for the electricity network.

At the current time, gas is much cheaper than electricity, which means that moving to electric forms of heating are not only expensive upfront but also do not produce a cost saving to repay that investment.³

Zero Carbon will require:

³ In November 2020, the City Council pays c.14.5 p/kWh for electricity from renewables and c.1.5p/kWh for fossil fuel gas.

1. **Decarbonising heating systems:** Switching over 600 gas heating systems to low carbon electricity heating systems like heat pumps and investigating alternative heating fuels such as green hydrogen as technology for and availability of this fuel source develops.
2. **Reducing heating demand/Improved energy efficiency:** For example improving the energy performance of buildings through building fabric improvements including additional insulation, glazing; waste heat recovery; Building energy management systems improvements, LED lighting and controls throughout all buildings; upgrading pumps and motors
3. **Improving energy and water consumption monitoring and targeting systems:** Increase the reliability and coverage of our energy and water use data to better monitor performance and target unexpected consumption by continuing to roll-out smart-metering across the estate and installing sub-metering within our larger buildings. Implementing exception alert systems to identify unexpected energy and water consumption events and respond quickly to correct issues identified.
4. **All service areas, teams and staff to play a part in reducing carbon emissions:** Raising awareness of measures staff can take themselves to reduce gas consumption (including whilst home working) – use of carbon literacy toolkits and support from government to get key messages across and encourage action.

Actions:

| Objective | Action 2020 – 2030 |
|---|---|
| <p>Decarbonising heating systems</p> | <p>Commission deep dive energy audits to investment grade for major energy using buildings, to identify carbon reduction measures and optimum ways to transition from gas to electric based and other low carbon heating – targeting significant energy users (see Table 2 and 3).</p> |
| | <p>The deep dive energy surveys will generate a list of carbon reduction project ideas for implementation in the above core buildings.</p> |
| | <p>It is anticipated that there will not be a payback period within 10 years (given the current relatively cheap gas and expensive electricity price) to be compliant with the Council’s Salix recycling loan fund criteria as it is under the scheme rules at the moment. Funding options will therefore need to be scoped (see part 2 of this plan).</p> <p>Develop policy statements to guide the improvement, refurbishment and replacement of council occupied buildings and their energy usage.</p> |
| | <p>Deliver pipeline projects that will be assessed, quantified and implemented as soon as possible and informed by investment grade audits and feasibility studies undertaken.</p> |

| | |
|---|---|
| | Lobby for central Government support for the decarbonisation of existing heating systems. |
| | Scope opportunities for an internal shadow carbon price to improve the business case for heating electrification. |
| Reducing heat demand/Improved energy efficiency | Deliver – and accelerate – the Salix pipeline projects |
| | Undertake feasibility studies and costings to inform the implementation of further energy efficiency projects. |
| Better controls | Building controls are in need of urgent upgrade along with other related plant/fabric improvements to start to reduce gas related emissions in these buildings. |
| Explore opportunities for new, innovative technologies | Explore and implement innovations such as more use of alternative fuels such as biomethane (potentially from anaerobic digestion of Oxford food waste), through a feasibility study to establish an outline case. |
| Staff Carbon awareness and action | Raise awareness of measures staff can take themselves to reduce gas consumption (including whilst home working) – use of carbon literacy toolkits and support from government to get key messages across and encourage action. Understanding the net carbon impacts of increased home-working due to COVID and new ways of working. |

c. Fleet

Fleet vehicles represent 27% of Oxford City Council’s emissions, primarily from the operation of refuse trucks, vans, tipper trucks, and miscellaneous plant in delivering its services and operations.

Fleet fuel related carbon emission trends are currently flat due to competing pressures – with downwards pressure from improvements in vehicle efficiency, and upwards pressure due to more miles being travelled due to commercial activity by Oxford Direct Services (ODS). There is the need for a more rapid transition to electric or hydrogen fleet.

At present the council has 46 electric vehicles (mainly cars, small vans and tipper trucks) in its fleet with plans to switch over 25% of the fleet to electric by 2023 resulting in a similar percentage reduction in fleet fuel CO₂ emissions. Project ESO (Energy Superhub Oxford) is progressing and will have an impact on the Council’s carbon footprint, that will be quantified as part of the activities carried out in the period of this new CMP. The ESO project will assist with funding additional fleet electric vehicles in the Council’s fleet with an estimated 40 e-vehicles added in the initial phase of ESO.

An electric refuse truck has been successfully trialled in 2020 with plans in process to add further electric refuse trucks to the fleet in future. Replacing all refuse trucks with electric versions will

significantly drive down CO₂ emissions from this high emission area of the council carbon footprint and help accelerate further transitioning to an EV fleet.

For the bulk of our fleet vehicles there is a clear technology route that aligns with reduced overall costs over the medium term – that is a transition to zero emission vehicles such as electric vehicles. Alternative fuel technologies such as hydrogen and bio-methane from food waste should also be explored

Zero Carbon will require:

1. **Conversion of all 320 fleet vehicles to electricity or alternative low carbon fuelled vehicles:** including refuse trucks, vans and other vehicles, which make up ca 95% of the fleet emissions contribution.
2. **A fleet carbon champion and zero carbon delivery team to develop a fully costed action plan to get to zero fleet emissions**

Actions:

| Objective | Action 2020 – 2030 |
|--|---|
| Convert all 320 fleet vehicles to electricity or alternative low carbon fuelled vehicles: | Publish a plan outlining steps toward full decarbonisation of fleet vehicles |
| | Feasibility study undertaken to assess opportunities for electrification, costings and opportunities for funding and delivery. Assigning a fleet carbon reduction champion and delivery team to focus on rapid tackling of reduction of carbon emissions across entire Council fleet (including Oxford Direct Services vehicles). |
| | Explore and implement innovations such as more use of alternative fuels |

d. Innovation

Oxford City Council will build on its experience and leadership in innovative carbon reduction projects - Local Energy Oxford (LEO) and the Energy Super Hub Oxford (ESO). This will include:

- Taking opportunities that arise out of project LEO such as use of the smart grid to manage energy loads through demand side response measures; and the use of heat/electricity storage for temporal shift in loads.
- Exploring opportunities presented by ESO for the installation of more heat pumps across its estate, support the further roll out of electric vehicles and using innovation opportunities from battery storage and smart grid to drive down its own emissions.

e. Scope 3 emissions

Oxford City Council will develop a greater understanding of ways to reduce Scope 3 emissions such as from the goods and services we procure and will develop a Scope 3 emissions reduction plan. Addressing Scope 3 emissions will support the Council's ambition for the city to reach net zero before 2050. Furthermore, it has a huge potential to prevent the worst impacts of climate

change and lead to significant business benefits – mitigating risks within value chains and unlocking innovation.⁴ Key areas of focus for Scope 3 will be procurement and staff commuting, with some of the changes resulting from Covid19 in relation to travel being a basis for action.

The priority for the Council in year 1 and 2 of this plan will be to develop a baseline and reduction pathway, to better understand this emissions source and the ways in which these emissions could be measured and reduced. A study will be commissioned to develop our understanding of this area and work will continue with defining a wider approach to Scope 3 emissions working with partners in the Zero Carbon Oxford partnership

This will address the following areas:

- **Services used and products consumed by the Council:** this constitutes a potentially huge area of the council's CO2 emissions and perhaps the hardest to measure and control. We will scope options for employing circular economy principles in the Council's activities, designing out waste and pollution – and recycling as a last resort. Reducing emissions will require sourcing more local food and products, reducing the amount of goods and equipment sourced from overseas where practical and reducing, reusing and recycling.
- **Staff commuting:** the City Council's commuting carbon footprint is baselined at approximately 820tCO₂/y, (covering the City Council and ODS). This assumes commuting every week day (with allowance for bank holidays, leave, sick leave), with data from the south east for modes of travel pre-pandemic. If post-Covid onset, working-from-home averages 4 days per week, this would reduce by c.560tCO₂e. (The Council encourages sustainable travel by: Cycle-to-work Scheme; mileage for using bike for workplace travel; interest free loans to buy public transport season tickets; ability to work from home/flexible working policies.)
- **Staff Home working:** linked to the carbon reduction from reduced staff commuting is the increase in home energy use for staff working from home rather than the office – carbon emissions from this will be quantified
- **Waste to landfill:** reduce City Council generated waste to landfill as much as possible. This will require robust data to baseline the current situation.
- **Waste and recycling:** Oxford currently goes well beyond the minimum legal requirements in what it does with waste and recycling collected, but could go further. The legally compliant baseline can be quantified and options for improvement assessed.
- **Other significant Scope 3 areas that may emerge or be identified during the course of this work and as the methodologies and approaches to tackling scope 3 emissions evolve and develop.**

⁴ https://sciencebasedtargets.org/wp-content/uploads/2018/12/SBT_Value_Chain_Report-1.pdf

5. Appendices

Appendix 1

Definitions and sources of emissions

| Item | Definition |
|--|--|
| Carbon emissions (effective) - CO ₂ e | Emissions of the six greenhouse gases covered by the Kyoto Protocol expressed in terms of equivalent impact on global heating as CO ₂ |
| Scope 1 | Direct greenhouse gas emissions from energy sources owned by Oxford City Council – e.g. fuel used in combustion processes like heating buildings and moving fleet vehicles |
| Scope 2 | Indirect greenhouse gas emissions from consumption of purchased electricity, heat, or steam |
| Scope 3 | Other indirect emissions related to waste, water, travel, and procurement |

This plan covers the following sources of emissions

- All Council (operational) buildings (existing and new) – including swimming pools, sports facilities, car parks, pavilions, and public conveniences.
- Vehicles/Fleet
- Staff travel/Travel at Work (i.e. business travel/staff owned cars used to conduct council business [grey fleet])
- Communal areas of Oxford City Council Housing stock that are the billing responsibility of the Council (including Temporary Accommodations sites)
- Other miscellaneous buildings/sites that now are the billing responsibility of the Council (e.g. new sites, misc. smaller sites not previously included in previous baseline)
- Water consumption (and related carbon emissions)

Appendix 2

Zero Carbon by 2030: scope detail

| Included in the City Council's 2030 goal | | | Not included |
|--|--|---|--|
| Scope one | Scope two | Scope three | Scope three |
| <p>Fuel used for heat in our buildings and facilities (e.g. natural gas, gas oil, kerosene and liquid petroleum gas)</p> <p>Fuel used in Council vehicle fleet and also to power non-road vehicles and plant such as lawn-mowers and, chippers.</p> <p>Fuel used in waste collection vehicle fleet</p> | <p>Purchased standard grid electricity for our buildings and other electricity consuming sites (e.g. offices, leisure centres, depots, car park and public conveniences). <i>This does not include purchased electricity certified to be from renewable sources (e.g. REGO).</i></p> <p>Half-hourly metered and non-half-hourly metered electricity supplies (i.e. Meter profile classes 01-08, HH and Unmetered Supplies)</p> | <p>Electricity (transmission and distribution factors). <i>This does not include transmission and distribution factors for certified green electricity.</i></p> <p>Business mileage by car</p> <p>Business mileage by public transport (bus and train)</p> <p>Water consumed (supply and treatment)</p> | <p>Perfluorocarbons (PFC), hydrofluorocarbons (HFC) and sulphur hexafluoride (SF₆)</p> <p>Staff commuting</p> <p>Emissions from Council operational waste deposited in landfill sites.</p> <p>Emissions from leased commercial properties or housing stock where tenants are paying energy/water bills.</p> <p>Total indirect emissions: e.g. due to upstream emissions from production and delivery of fuel to power stations or transport fuel stations.</p> <p>Emissions from the goods and services that we procure.</p> <p>Emissions from construction methods employed/embody carbon from construction.</p> |

Appendix 3

2019/20 GHG underlying emissions breakdown by scope including emissions from Oxford Direct Services Ltd (ODS)

| Total GHG emissions for period 1 April 2019 to 31 March 2020 | | |
|---|---------------------------------|----------------------------------|
| | Tonnes of CO₂ | Tonnes of CO₂e |
| Year | 2019/20 | 2019/20 |
| Scope 1 | 5,113 | 5,146 |
| Scope 2 | 1,979 | 1,995 |
| Scope 3 | 191 | 284 |
| Total core GHG emissions | 7,282 | 7,425 |

Appendix 4

ODS emissions break down 2019/20

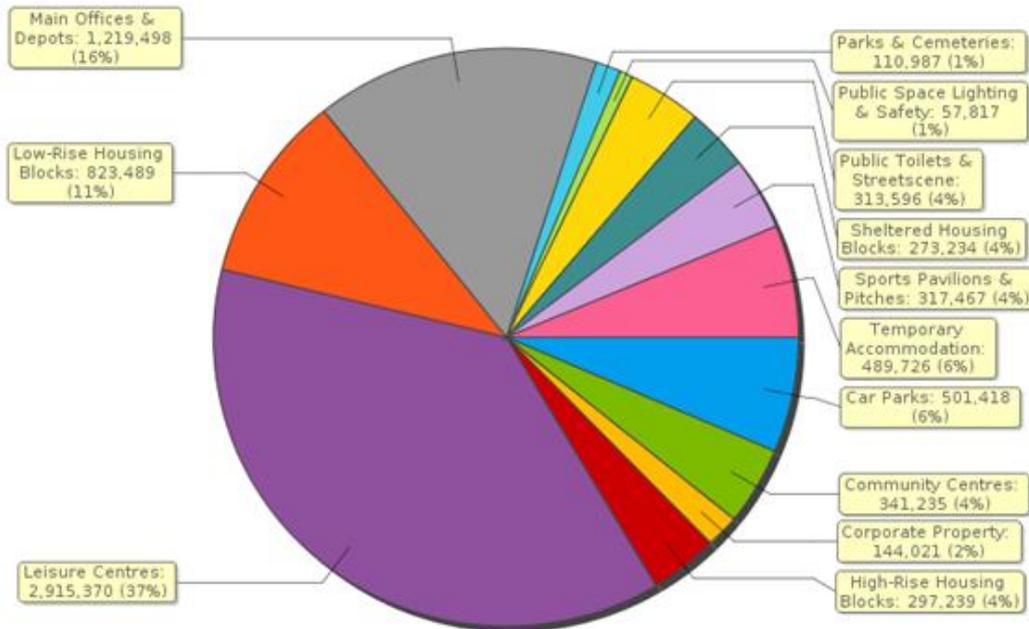
| Scope 1 | tCO₂ | tCO₂e |
|----------------------|------------------------|-------------------------|
| Gas/kWh | 176 | 177 |
| Diesel | 1,832 | 1,857 |
| Gasoil | 85 | 86 |
| unleaded | 31 | 32 |
| total scope 1 | 2,125 | 2,151 |
| Scope 2 | | |
| elec/kWh | 143 | 144 |
| Scope 3 | | |
| T&D/kWh | 12 | 12 |
| Totals | 2,280 | 2,307 |

Appendix 5

2019/20 Breakdown of electricity and gas consumption in kWh and percentages based on type/areas (including ODS)

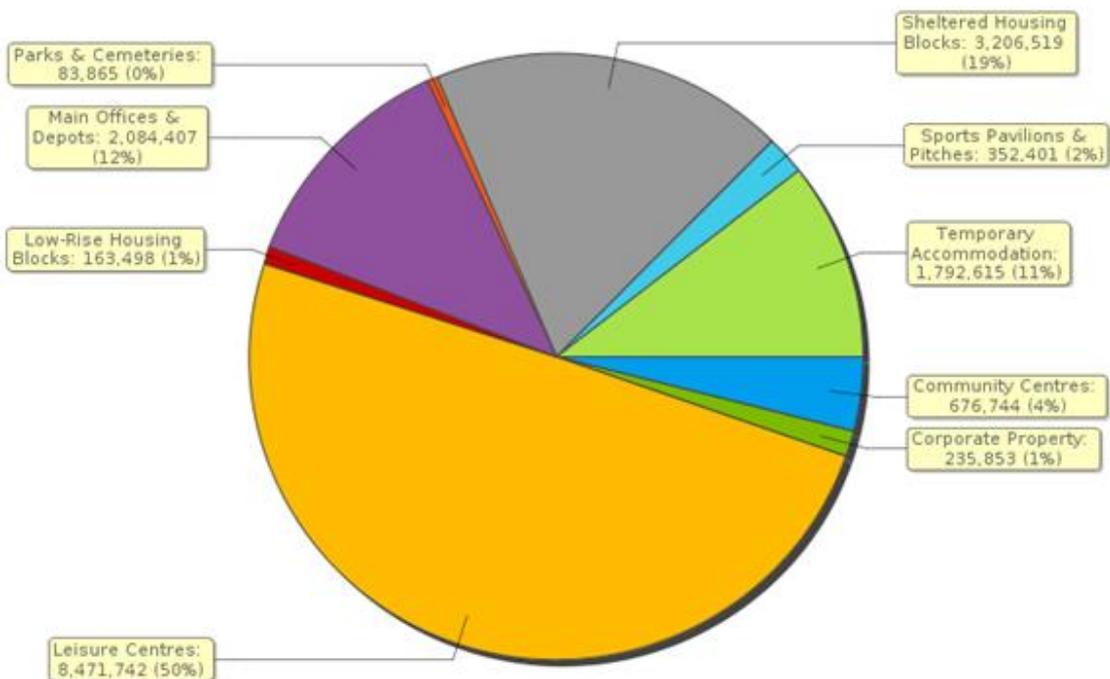
2019/20 Electricity consumption* in kWh (and percentages)

Electricity



2019/20 Gas consumption* in kWh (and percentages)

Gas



*Note: housing related energy consumption does not include housing occupied by Council tenants where they are paying the energy bills

Appendix 6

Council progress reaching *net* zero carbon, detailing the underlying emissions and emissions after purchase of green electricity, green gas and offsetting

Reaching Net Zero Carbon, detailing purchase of green electricity, green gas and offsetting

| tCO2e | 2014/ 15 | 2015/ 16 | 2016/ 17 | 2017/ 18 | 2018/ 19 | 2019/ 20 | 2020/ 21 | 2021/ 22 | 2022/ 23 | 2023/ 24 | 2024/ 25 | 2025/ 26 | 2026/ 27 | 2027/ 28 | 2028/ 29 | 2029/ 30 | % reduction since |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------------------|
| Gross underlying consumption emissions (as required to report to BEIS) | 9,703 | 9,286 | 8,955 | 8,572 | 7,741 | 7,425 | | | | | | | | | | | 23.00% |
| Commitment to buy renewable electricity (REGO, PPAs etc) - ongoing | 0 | 0 | 0 | 1,322 | 2,452 | 2,164 | | | | | | | | | | | |
| Consumption carbon emissions after purchase of renewable electricity | 9,703 | 9,286 | 8,955 | 6,650 | 5,289 | 5,261 | | | | | | | | | | | 46.00% |
| Commitment to buy Renewable gas (RGGO) - while we move away from combustion of gas for heat | 0 | 0 | 0 | 0 | 0 | 0 | starts @ 10% from Oct20 | | | | | | | | | | |
| Commitment to carbon offsetting while we move away from combustion engine vehicles, fossil gas use | 0 | 0 | 0 | 0 | 0 | 0 | ? | | | | | | | | | | |
| Net carbon emissions (after purchase of renewable electricity, gas, and offsetting) | 9,703 | 9,286 | 8,955 | 6,650 | 5,289 | 5,261 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 46.00% |

Appendix 2

Zero Carbon Council 2030 - Risk Register

Update 17-Dec-20

| Risk ID | Risk Type | Risk Title | Risk Description | Date Identified | Pre-Mitigation | | | | Mitigation/Action Plans | Owner | Target Completion Date/Review Frequency | Status (Open/Closed) | Trend | Post Mitigation | | | Financial Impact (£) | Last Review Date | Last Update |
|---------|----------------|--------------------------------|--|-----------------|----------------|---|----|---|--|------------|---|----------------------|-------|-----------------|---|----|----------------------|------------------|-------------|
| | | | | | P | I | R | Proximity Months or Ongoing Risk? | | | | | | P | I | R | | | |
| ZCC1 | Schedule | Not reaching zero carbon goal | Failure to achieve targets / objectives set out in the Carbon Management Plan leading to reduced ability to mitigate against energy spend/carbon and related tax increases/reduce CO2 emissions | 15-Dec-20 | 5 | 6 | 30 | Ongoing | Reduce: Embedding of zero carbon goals in to council plans/service plans flagging the clear benefits/co-benefits. Support from Climate Emergency steering group to ensure consistent messages and actions of zero carbon goal reach all staff and operations. Annual review of progress and actions | Jo Colwell | ongoing | Open | ▶ | 3 | 4 | 12 | | | |
| ZCC2 | Organisational | Restructure/ personnel changes | The zero carbon plan sponsor, Tim Sadler is leaving OCC in Q1 2021. This could cause slowing of momentum and impact the progress with the Zero Carbon plan. | 15-Dec-20 | 7 | 6 | 42 | Q1 2021 | Reduce: New sponsor appointed prior to Tim Sadler leaving. | Jo Colwell | 01-Mar-21 | Open | ▶ | 4 | 6 | 24 | | | |
| ZCC3 | Funding | Financial | Insufficient funds to be able to decarbonise the council's estate and operations by 2030. | 15-Dec-20 | 7 | 8 | 56 | Ongoing | Reduce: Continual horizon scanning for external grant funding opportunities to deliver aims of the plan. Application for funding. Conducting deep dive energy audits in buildings to develop robust business case for use of Salix funds and/or capital bids. Consider use of energy bill savings to establish a carbon reduction fund for further carbon reduction projects (where Salix funded - loan repayments to the recycling loan fund would need to be made first until fully paid back) | Jo Colwell | ongoing | Open | ▶ | 5 | 5 | 25 | | | |
| ZCC4 | Funding | Financial | Not fully utilising available £1m Salix recycling loan fund due to uncertainty around OCC estate and operations meaning that some of the 50% match funding has to be returned to government | 15-Dec-20 | 5 | 7 | 35 | Ongoing | Reduce: Continue to raise awareness or scope and availability of Salix funding through various council delivery teams. Continuing salix pipeline projects meetings with input from property and corporate assets personnel to assist in realisation of salix funded projects across OCC estate and operations and identification of new opportunities for the use | Jo Colwell | ongoing | Open | ▶ | 5 | 5 | 25 | | | |
| ZCC5 | Funding | Financial | Council doesn't have agility to take full advantage of the Public Sector Decarb Scheme or similar funds that have been won for heat pumps and PV at major OCC sites (£10.9m) due to tight timeframes imposed by funding body versus internal Council processes. Knock on effects are: i) we don't learn from these initial 6 fully funded installations and so are greatly slowed in wider efforts at decarbonisation of heat.; ii) the council does not benefit from the c.£440k/y energy bill savings (these savings could be partially ring-fenced to form a fighting fund for further investment in heat pumps and decarbonisation). | 15-Dec-20 | 7 | 8 | 56 | end Q2 21/22 installations need to be complete by Sept 21 | Reduce: Discussions progressing with DRG, Planning, Finance, Proc, ODS on how best to deliver to time. | Jo Colwell | ongoing | Open | ▶ | 6 | 6 | 36 | | | |

| Risk ID | Risk Type | Risk Title | Risk Description | Date Identified | Pre-Mitigation | | | | Mitigation/Action Plans | Owner | Target Completion Date/Review Frequency | Status (Open/Closed) | Trend | Post Mitigation | | | Financial Impact (£) | Last Review Date | Last Update |
|---------|-----------|------------|------------------|-----------------|----------------|---|---|-----------------------------------|-------------------------|-------|---|----------------------|-------|-----------------|---|---|----------------------|------------------|-------------|
| | | | | | P | I | R | Proximity Months or Ongoing Risk? | | | | | | P | I | R | | | |
| | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |

ODS Risk Scoring Matrix - 23/10/18

| | | | | | | | | | | | | | | | | | |
|-------------|-------------|----|--|----|----------|---|----------|----|------------------------------------|----|----------------|--|--|--|--|--|--|
| IMPACT | Crisis | 10 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 | | | | | |
| | | 9 | 9 | 18 | 27 | 36 | 45 | 54 | 63 | 72 | 81 | 90 | | | | | |
| | Critical | 8 | 8 | 16 | 24 | 32 | 40 | 48 | 56 | 64 | 72 | 80 | | | | | |
| | | 7 | 7 | 14 | 21 | 28 | 35 | 42 | 49 | 56 | 63 | 70 | | | | | |
| | Significant | 6 | 6 | 12 | 18 | 24 | 30 | 36 | 42 | 48 | 54 | 60 | | | | | |
| | | 5 | 5 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | 50 | | | | | |
| | Marginal | 4 | 4 | 8 | 12 | 16 | 20 | 24 | 28 | 32 | 36 | 40 | | | | | |
| | | 3 | 3 | 6 | 9 | 12 | 15 | 18 | 21 | 24 | 27 | 30 | | | | | |
| | Negligible | 2 | 2 | 4 | 6 | 8 | 10 | 12 | 14 | 16 | 18 | 20 | | | | | |
| | | 1 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | | | |
| 320 | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | | | |
| | | | Rare | | Unlikely | | Possible | | Likely | | Almost Certain | | | | | | |
| PROBABILITY | | | | | | | | | | | | | | | | | |
| | | | This will probably never happen/recur. | | | Do not expect ot to happen/recur, but it is possible that it may do so. | | | Might happen or recur occasionally | | | Will probably happen/recur, but is not a persisting issue or circumstance. | | | Very likely to recur, possibly frequently. | | |

| Operational | Reputational | Financial |
|---|---|-------------------------|
| Gross failure to meet required standards or quality of service; Very significant effect for a large number of customers if unresolved. | Priorities will not be achieved; National adverse media coverage; Total loss of public confidence. | More than £100k |
| Ongoing non-compliance with required standards or quality of service; Significant effect for multiple customers if unresolved. | High impact on achieving current priorities; High level of adverse media coverage; Negative impact on public confidence. | Between £50k and £100k. |
| Repeated failure to meet required standards or quality of services; Moderate effect for multiple customers if left unresolved. | Moderate impact on achieving current priorities; Moderate level of adverse media coverage; Moderate amount of negative public interest. | Between £25k and £50k. |
| Single failure to meet required standards or quality of service; Low impact on a small number of customers. | Minor impact on achieving current priorities; Low level of adverse media coverage; Small amount of negative public interest. | Between £10k and £25k. |
| Minor reduction in standards or quality of service; No or minimal impact on customers. | Not relevant to current priorities; No adverse media coverage; No negative recognition from the public. | Less than £10k. |

To: Cabinet
Date: 10 February 2021
Report of: Transition Director
Title of Report: Programme Approval and Allocation for Public Sector Decarbonisation Funding

| Summary and recommendations | |
|---|--|
| Purpose of report: | To seek programme approval and delegations to enable capital grant spend of Public Sector Decarbonisation Funding for provision of heat pumps, thermal storage and battery storage at Oxford City Council sites and development of renewable energy to power to reduce council carbon emissions. To delegate officers to enter into funding and other necessary agreement for the purpose of delivery of decarbonisation projects through this programme. |
| Key decision: | Yes |
| Cabinet Member: | Councillor Hayes, Deputy Leader and Cabinet Member for Green Transport and Zero Carbon Oxford |
| Corporate Priority: | Zero Carbon Oxford |
| Policy Framework: | Council Strategy 2020-24 |
| Recommendations: That Cabinet resolves to: | |
| | <ol style="list-style-type: none"> 1. Give programme approval to the development of the decarbonisation proposals, to accept and ratify funding agreements to further reduce the Council's carbon emissions; and any other necessary agreements or contract, as set out in this report for prospective sites at Hinksey Pool, Town Hall, Ice Rink, Leys Leisure Centre, Barton Leisure Centre and Rose Hill Community Centre; 2. Delegate authority to the Transition Director, in consultation with the Cabinet Member for Zero Carbon Oxford; the Head of Financial Services/Section 151 Officer; and the Councils Monitoring Officer, to commence expenditure to carry out the work to develop proposals for funding and subject to their satisfactory conclusion, enter into funding and other necessary agreements, including construction contracts, for the purpose of development and delivery of decarbonisation projects across Oxford City Council estate; 3. Recommend to Council the allocation of a capital budget of £10.923 million; |

4. **Note:** the programme management arrangements as set out in the report and the workload prioritisation implications for the Carbon Reduction Team; and
5. **Note** that a further report on the arrangements for securing the local renewable energy source and the developed proposals will follow in due course.

Appendices

| | |
|------------|-------------------------|
| Appendix 1 | Programme Risk Register |
|------------|-------------------------|

Introduction and background

1. Oxford City Council declared a climate emergency in January 2019. Following Oxford's Citizens' Assembly on Climate Change, the Council set out its commitment to become net zero, while developing detailed plans "for further projects to accelerate the reduction in the Council's underlying emissions to achieve a Zero Carbon Council by 2030 or sooner".¹ Zero carbon will require a reduction in the City Council's underlying emissions, in particular through the electrification of heat. Electrification of heat can be achieved by replacement of existing gas boilers with heat pumps.
2. In the City Council's new and fourth internal carbon management plan, set to run from 21/22 to 29/30, the Council commits to becoming net zero carbon in 2021 for its direct activities_(i.e. where it pays the energy bills), delivered through purchase of renewable energy and offsetting) and Zero Carbon by 2030 or sooner to reduce the Council's underlying emissions. In the plan, a £2.2m investment gap is identified per year to 2029/30 to meet zero carbon by 2030. The two grants have the potential to fill around a third of the funding gap needed to achieve a Zero Carbon Council in 2030.
3. In response to a request for bids to the government's public sector de-carbonisation fund the city council submitted two proposals, The first centred on Hinksey outdoor pool where a proposal for a heat network has been in development for a number of years and the second being at the major gas consuming operational building of the council. Both sets of proposals were approved as they met the bench mark of pounds per tonne of carbon reduction set by the fund. The total amount of funding available is £10.9m. This is made up of £1,636,736.00 for a Hinksey Pool Project (using adjacent lake for water source heat network and £9,286,813.17 for conversion to heat pumps powered by locally generated renewable energy for council operational buildings.

¹ Cabinet Paper 2019

Programme outcomes

The total £10.9m outline grant award is based on a suite of proposals that now need to be refined in consultation with Salix Bank. The total suite of proposals would deliver the following:-

- a) Hinksey Pool – a local heat network consisting water source heat pumps and battery/thermal storage, powered by renewable energy
- b) Heat Pumps to most suitable sites – installation of heat pumps (replacing gas boilers) across up to five of the Council’s big carbon emitting sites, where the buildings are most suited to the use of heat pumps.²: The provisional list is
 - Leys Pools & Leisure Centre – *air source heat pump, with a horizontal ground loop*
 - Oxford Ice Rink – *water source heat pump using waste heat from the chiller plant that maintains the ice.*
 - Oxford Town Hall – *feasibility for air source heat pump*
 - Barton Leisure Centre – *air source heat pump*
 - Rose Hill Community Centre

These sites were chosen due to the scale of gas consumption on site, their suitability for heat pump and optimising load requirements with the output of available pumps.

The outline programme scope also provides for:

- c) Energy Storage – installation of thermal and battery energy storage to maximise the effectiveness of the heat pump and solar energy approach.
- d) Electrical Upgrade - electrical system infrastructure upgrade for the sites to cope with higher electrical demands associated with heat pumps.
- e) Off-site solar – Provide the funding for investment in a large portion of a local solar farm which will meet a significant part of the increased electrical demand arising from the shift away from burning gas for heating. Through this contracting arrangement green electricity will be provided to our sites from remote, but local renewable energy.

The bids for this work programme are large and innovative. Outline approval for the proposals has been granted. As there was no scope for feasibility funding to test the ambition of this programme in the grant bidding timetable this will now follow at pace during the next phase which requires the release of initial funding.

² The installation of the heat pumps at the five different sites will vary and be dependent on the space available. All sites have been assessed for air source heat pumps, but costed in this bid for the higher up front cost of ground source heat pumps.

4. The bids for the work programme will be developed in further detail and there is likely to be changes to scope and cost to meet the ambitious timetable demanded by government.
5. The grant offer does not in any way override the usual planning processes and, where necessary, planning and environmental approvals will be sought. This report seeks approval to start spending money to work out the details of what will be delivered and how, with continued engagement with elected members.
6. The schedule for delivering this programme of work is ambitious. The deadline set by the funders, Salix Finance, is September 2021. This risk will be mitigated by
 - Detailed work to refine the proposals
 - Comprehensive additional project management resource
 - Appointing a supplier who will demonstrate their ability to deliver the programme by the deadline and have the resources available to achieve this as well as robust project management.
 - Continued dialogue with Salix Bank about Oxford's programme.
7. Following the closure of leisure and community spaces because of the pandemic, the Council is mindful of the public desire to return to these spaces when permitted. The development of proposals will take this into account in order that the programme of work minimises disruption to service users.
8. Members will be aware of the heavy workload across the organisation in terms of project delivery and that the strengthened project management methodology is yet to be fully embedded. This was discussed by the Corporate Management Team who came to the view that as de-carbonisation was a priority for the council combined with up to £10m 100% grant funding that a means must be found to support delivery. In terms of the Carbon Reduction Team this would have to become the focus of this team for the whole of 2021/22.
9. The project management proposals have been developed collaboratively by the service and the Project Management Office. The programme management for the outcomes and enabling work will be achieved through the appointment of dedicated resources both within the Environmental Services team to steer the delivery of the grant conditions in terms of carbon gains alongside a construction professional, within the Project Management Office who will lead the construction delivery. In addition we will seek to appoint a consultancy firm with the necessary range of construction, engineering and low carbon skills and experience to deliver at pace. The bids for funding were put together with an external consultant who will also advise the programme.
10. It is intended that, where appropriate, that Oxford City Council's wholly owned company, Oxford Direct Services, may be able to provide assistance with pre construction services. Carbon Alternatives Ltd, who assisted in the preparation of the bids, will provide an outline technical specification and background information for the Hinksey Pool Project and will be retained by the Council to review proposals for this site.
11. This programme of work will be delivered to CIBSE commissioning codes and practice. The Council is seeking not only to achieve a reduction in its carbon footprint through the use of renewables but to make energy and cost savings from

the installations. The Council is also seeking to ensure the installations are successful and provide an exemplar and model for further such work by this and other Councils, and will be used as a capacity building exercise as knowledge is transferred and acquired in delivering the projects.

Environmental Implications

12. The Zero Carbon Council plan outlines how the Council will become a Zero Carbon Council, one of the Council's key corporate priorities under 'Pursue a zero carbon Oxford'. The plan provides a framework for the Council to deliver progress towards the zero carbon goal by 2030, contribute towards minimizing the Council's environmental footprint, and demonstrating leadership across the city. Delivery of this programme will be central to the Zero Carbon Council plan. This programme is mentioned only briefly in the plan because this proposed funding came at the end of the period for the drafting of the plan. Modelling suggests a reduction in carbon footprint across the programme of circa 1574tCO₂e/year.

13. In order to reach zero as a Council by 2030 there is a need to reduce emissions by 5261 tCO₂e/y in total (at an average rate of 526tCO₂e/y per year). So this programme can deliver progress equivalent to 3 years of the average annual reduction in CO₂e/y needed to reach zero carbon.

Financial implications

14. The Council's target to be zero carbon by 2030 requires a significant injection of funds to allow the required average of c.526 tCO₂e/year of carbon reduction – every year until 2030 - to be achieved (assuming the council's estate and operations remains broadly the same). The estimated payback on this funding is circa 20 years in simple payback, however, this does not take into account other non-financial benefits that arise from decarbonisation. From the council's perspective it should be remembered that the works are externally funded so have an extremely high rate of return for the council.

15. The main mechanisms for funding low carbon technology fixes across the estate in the period to the end of 2029/30 will be the continued use of the existing Salix £1m revolving loan fund (yielding approximately £100k to £160k available to spend per year) and any available from the Salix-Plus fund (or alternative enabling funds) subject to recent budget bids. This is not sufficient to deliver the aspiration for Oxford City Council to become a zero carbon Council by 2030.

16. These outline projects identified within this report are at outline phase and expected to be fully funded by grant received from Salix of up to £10.9 million. It is estimated that on successful installation of the programme that annual savings will be delivered, this is yet to be robustly quantified. Savings assumptions are from switching from gas to electricity heat sources along with development of solar as a source to use at sites with capital provided by the grant. These will be quantified in the next phase.

17. In respect of the leisure facilities the council pays the utility bills and is then reimbursed retrospectively by the operator. The contract was set up in this way so that the benefit of energy savings achieved through capital expenditure by the council could be captured. The contract sets out such arrangements which require

that the operator signs off on the business case. We propose to utilise that approach again as we have done with numerous Salix projects for the past 9 years.

18. Implementing zero carbon projects could present significant business opportunities for Oxford Direct Services Ltd to deliver and build expertise in this potential high growth area. Developing a local green economy can also present a significant opportunity to help lead economic recovery post-COVID as being driven and supported by central government at the moment.
19. The funding has some flexibility in negotiation with Salix Finance, thus high level figures only are shown in summary below:

Public Sector Decarbonisation programme financial summary

| Area of delivery | Outline budget | % |
|----------------------------------|-----------------------|------------|
| Design and engineering | £336,600.00 | 3 |
| Main capital | £1,247,589.00 | 12 |
| Equipment | £5,073,009.00 | 46 |
| Project delivery and other costs | £2,802,147.00 | 26 |
| Contingency fund | £1,464,202.00 | 13 |
| TOTAL | £10,923,547.00 | 100 |

Renewable Energy Source

20. The grant provides for capital investment in a local source of not for profit renewable energy. Officers are exploring the best vehicle to achieve this with potential suppliers that is consistent with the grant, provides value for money for the council and public purse, is state aid compliant and fits with our existing energy procurement arrangements through Laser public sector energy contracting.
21. A further report will be made on the proposed arrangements in due course.

Legal issues

22. The proposed grant offers are from Salix Finance Ltd with funds provided by the Department of Business, Energy and Industrial Strategy (BEIS). It is anticipated that our standard form of arrangements will be applied to what is essentially electrical engineering works. The investment in renewable energy is likely to be novel and will require specialist legal advice. The support from the legal service for the programme overall is significant.
23. Proposals to extend existing contracts or to award new contracts for the supply of goods, services and or works should be undertaken in accordance with the council's Contract Procedure Rules and the requirements of the Public Contracts Regulations 2015.
24. The council should note that the grant funding agreements are often provided on a "take it or leave it" basis, which means that the council does not have the right to negotiate the terms of contract. Accordingly, officers should ensure that if they draw monies down pursuant to these agreements, that they comply with the terms of the agreement and note any risks that the council may be exposed to in the event of non-compliance. Legal advice should be obtained if needed.

25. The standard form of agreement allows for the variation of proposals to meet the scheme criteria. We are currently in the stage of working up detailed proposals for agreement with Salix Bank.

Levels of Risk

26. Continuing progress in the area of energy and carbon reduction is key to meeting international and national legislative requirements e.g. Climate Change Act 2008, Housing and Planning Act 2016, Heat Networks (Metering and Billing) 2014, UK requirements under the Energy Performance of Buildings Directive (Energy Performance Certificates, Display Energy Certificates), and Government Greenhouse Gas Reporting requirements.

27. There are a number of risks associated with this programme:

- a) **Budget:** the budget for this programme is in outline only. The timescale for the bid process was very short and did not allow for detailed feasibility. Cost alongside feasibility will be examined in the early part of this programme to ensure agreed deliverables with Salix Finance.
- b) **Schedule:** the schedule for delivering these projects is extremely tight. . Where feasible this risk will be avoided through joint work with the Programme Manager and successful supplier, who will demonstrate their ability to deliver the project by the deadline and have the resources available to achieve this. Dialogue with Salix Finance will also be used to seek extension to programme timescales where required.
- c) **Planning and Regulatory Risk:** elements of the proposals may require planning and other regulatory approvals that may or may not be forthcoming. This will be resolved for the detailed proposals. Contingency plans will be prepared by the Programme Manager and any successful supplier, including technical and innovative alternatives where this is possible.
- d) **Connection to the distribution network cost/ permission:** the costs of connection to the distribution network could be high and connection might not be possible. Contingency plans will be prepared by the Programme Manager and successful supplier, who will liaise with the Distribution Network Operator (DNO) and scope technical and innovative alternatives where appropriate.
- e) **Disruption to users at each site:** work on the sites could cause disruption to users. This risk will be avoided by the Programme Manager and successful supplier, who will develop a plan to reduce the impact on the use of the sites – including Hinksey Pool - and select an installer informed by this plan, while ensuring close liaison with the relevant colleagues within the Council to manage the relationship with stakeholders (e.g. Fusion).
- f) **Heat pump availability:** The Renewable Heat Incentive (RHI) is coming to an end and this, combined with further increased demand as a result of the decarbonisation fund is creating pressure on the heat pump industry, meaning that there is a risk heat pumps will not be available for this project in the timescales that we need. This risk will be avoided by the successful supplier, who will prepare a tender for procurement as soon as practicable.
- g) **Procurement timelines:** procurement processes may not be compatible with project timelines, causing a delay to the timeline. This will be avoided by the successful supplier, who will prepare a tender for procurement as soon as practicable.
- h) **PV availability:** The global supply for solar PV is under strain and could be impacted by Brexit, meaning that there is a risk the PV we need will not be

available for this project in the timescales that we need. This will be avoided by the Programme Manager and successful supplier, who will prepare a tender for procurement as soon as practicable.

- i) **Liaison with Salix Bank:** close liaison will be maintained with Salix Bank who are managing the fund on behalf of BEIS. We have a strong working relationship with Salix based on many years of successful delivery. We will ensure that they are kept apprised of the above risks and mitigations.
- j) **Brexit** we are becoming aware of Brexit related delays and additional costs in respect of such schemes particularly where they involve supply and fit services from EU companies. This risk will need to be addressed.

28. A risk register is attached (see Appendix 1), outlining the potential known risks.

Equalities impact

29. The clear mandate from Oxford’s citizens from the climate change assembly has included representatives from a broad cross-section of groups and ages across the city. There are no adverse impacts on any part of the community; however Oxford City Council is mindful of the important leadership role it plays across its communities. The Council will be mindful of communicating clear messages on the purpose of this programme of carbon emissions reduction.

| | |
|----------------------------|--|
| Report author | Jo Colwell |
| Job title | Environmental Sustainability Service Manager |
| Service area or department | Environmental Sustainability |
| Telephone | 01865 252188 |
| e-mail | jcolwell@oxford.gov.uk |

Background Papers: None

Appendix 1 revised

Public Sector Decarbonisation Programme - Risk Register

| Update | | | | | | | | | | | | | | | | | | | |
|---------|---------------------|--|--|-----------------|----------------|---|----|-----------------------------------|---|-----------------|---|----------------------|-------|-----------------|---|----|----------------------|------------------|-------------|
| Risk ID | Risk Type | Risk Title | Risk Description | Date Identified | Pre-Mitigation | | | | Mitigation/Action Plans | Owner | Target Completion Date/Review Frequency | Status (Open/Closed) | Trend | Post Mitigation | | | Financial Impact (£) | Last Review Date | Last Update |
| | | | | | P | I | R | Proximity Months or Ongoing Risk? | | | | | | P | I | R | | | |
| PSD1 | Permissions | Planning permission refused for the solar PV, thermal store at Hinksey | Planning risk | 07-Dec-20 | 5 | 5 | 25 | Q1 2021 | Prepare contingent plans: get a planning view asap about whether or not planning permission is needed. If it is, discuss the level of risk regarding possible refusal with Salix and with OCC colleagues (loss of income from the panels). Amend scope to exclude if required | Project Manager | | Open | ▶ | 5 | 3 | 15 | | 04-Feb-21 | |
| PSD2 | Permissions | Distribution network connection cost and approval | A grid connection agreement is not given or costs are higher than anticipated to connect the solar PV to the distribution network. | 07-Dec-20 | 5 | 5 | 25 | Q1 2021 | Prepare contingent plans: Seek an initial view via SSEN; scope innovative solutions; consider limiting export. Amend scope if required | Project Manager | | | ▶ | 5 | 3 | 15 | | 04-Feb-21 | |
| PSD3 | Schedule | Disruption to key leisure sites | Works may coincide with re-opening of leisure centres and pent up public demand for access. | 07-Dec-20 | 8 | 6 | 48 | April - September 2021 | Reduce: develop a plan to reduce the impact on sites; select an installer informed by what is needed on site; liaise with Leisure and Fusion regarding plans.ensure some sites always open. Align with re-opening plans | Project Manager | 01-Mar-21 | Open | ▶ | 5 | 2 | 10 | | 04-Feb-21 | |
| PSD4 | Schedule | Covid Impacts | Delays in project development and delivery due to on-going Covid restrictions and supply chain issues | 07-Jan-21 | 8 | 8 | 64 | January - September 21 | Avoid: Work with key contractors to bring in capacity, particularly Programme Manager. Maintain dialogue with Salix bank - evidence impacts on programme Reduce: amend scope as required | PM | | | | 8 | 3 | 24 | | 04-Feb-21 | |
| PSD5 | Schedule | Procurement processes delay delivery | Complex procurement and compliance with public procurement regulations prolongs delivery | 07-Dec-20 | 6 | 7 | 42 | | Avoid: Confirm procurement strategy and plan effectively Reduce: discuss risk and possible need for an extension with Salix. | RD/ PR | | | ▶ | 5 | 3 | 15 | | 04-Feb-21 | |
| PSD6 | External / Schedule | Heat pump availability | The Renewable Heat Incentive (RHI) is coming to an end and this, combined with further increased demand as a result of the decarb fund, and Brexit related issues is creating pressure on the heat pump industry, meaning that there is a risk heat pumps will not be available for this project in the timescales that we need. | 07-Dec-20 | 8 | 8 | 64 | Feb-21 | Reduce: get the order in early for the heat pumps. Evidence any delays to Salix and agree amendments to time and scope as necessary | Project Manager | 01-Feb-21 | Open | ▶ | 8 | 3 | 24 | | 04-Feb-21 | |
| PSD7 | External/ schedule | PV availability | The global supply for solar PV is under strain and could be impacted by Brexit, meaning that there is a risk the PV we need will not be available for this project in the timescales that we need. | 07-Dec-20 | 6 | 6 | 36 | Feb-21 | Reduce: get the order in early for the solar PV. Evidence any delays to Salix and agree amendments to time and scope as necessary | Project Manager | 01-Feb-21 | open | ▶ | 5 | 3 | 15 | | 04-Feb-21 | |
| PSD8 | Project management | Insufficient resources to manage project | Project management of a wide range of existing projects with this addition is a challenge for the council. | 07-Dec-20 | 10 | 8 | 80 | Dec-20 | Reduce: Agree properly resourced plan with additional project management resource in the client team and Project Management Office to resource. Review project register and re-phase other projects to enable this to proceed. | PM | 01-Jan-21 | Open | ▶ | 3 | 8 | 24 | | 04-Feb-21 | |

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| Risk ID | Risk Type | Risk Title | Risk Description | Date Identified | Pre-Mitigation | | | Proximity Months or Ongoing Risk? | Mitigation/Action Plans | Owner | Target Completion Date/Review Frequency | Status (Open/Closed) | Trend | Post Mitigation | | | Financial Impact (£) | Last Review Date | Last Update |
|---------|---------------------------|--|---|-----------------|----------------|---|----|-----------------------------------|---|-----------------|---|----------------------|-------|-----------------|---|---|----------------------|------------------|-------------|
| | | | | | P | I | R | | | | | | | P | I | R | | | |
| PSD9 | External | Brexit creating import delays/ impacting prices | There is a risk that Brexit will cause delays to imports and impact prices for heat pumps and PV. This could impact successful delivery of the project by September 2021 and impact the available budget. | 07-Dec-20 | 8 | 8 | 64 | Ongoing | Reduce: order heat pumps and PV asap to minimise the impact of delay. Ensure scope agreed with Salix deliverable | Project Manager | 01-Jan-21 | Open | ▶ | 3 | 3 | 9 | | 04-Feb-21 | |
| PSD10 | Financial | Cash flow | Delay between acceptance and receipt of grant funds. | 07-Dec-20 | 8 | 2 | 16 | December 2020 - February 2021 | Prepare contingent plans: map out the spending plan, phasing of payments and cash flow management. | RD/ PR | 01-Dec-20 | Open | ▶ | 8 | 1 | 8 | | 04-Feb-21 | |
| PSD11 | Permissions | Environment Agency permission for extraction of heat from the lake | Permissions to use lake water for heat pumps at Hinksey | 07-Dec-20 | 6 | 6 | 36 | | Complete feasibility work and amend scope as necessary | PM | | Open | ▶ | 6 | 1 | 6 | | 04-Feb-21 | |
| PSD12 | Quality | Carbon/ energy savings | Detailed modelling doesn't confirm the pre-app model for the energy carbon/ savings, over optimistic heat pump efficiencies. | 07-Dec-20 | 6 | 6 | 36 | | Complete feasibility work and amend scope as necessary | PM | | Open | ▶ | 6 | 1 | 6 | | 04-Feb-21 | |
| PSD14 | Schedule | Governance | Interaction across the internal governance of OCC to ensure visibility and buy in for this programme | 07-Jan-21 | 8 | 6 | 48 | Mar-21 | Ensure clear programme governance in place | RD/ PR | | Open | ▶ | 2 | 2 | 4 | | 04-Feb-21 | |
| PSD15 | Budget | Budget Envelope | The budget for this programme is in outline only. The timescale for the bid process was very short and did not allow for detailed feasibility. Cost alongside feasibility will be examined in the early part of this programme. | 21-Jan-21 | 6 | 8 | 48 | Feb-21 | Complete feasibility work and amend scope as necessary in consultation with Salix | SRO | 01-Mar-21 | Open | | 2 | 2 | 4 | | 04-Feb-21 | |
| PSD16 | Legal/compliance/schedule | Solar investment | The investment in a solar development in this form is novel and contractual arrangements need to be confirmed. | 21-Jan-21 | 7 | 7 | 49 | Feb-21 | Agree Heads of Terms with provider and Salix. Maintain engagement with legal and finance | SRO | 01-Mar-21 | Open | | 2 | 1 | 2 | | 04-Feb-21 | |

ODS Risk Scoring Matrix - 23/10/18

| | | | | | | | | | | | | | | |
|--|-------------|------|---|----------|----|------------------------------------|----|--------|--|----------------|----|--|--|--|
| IMPACT | Crisis | 10 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 | | |
| | | 9 | 9 | 18 | 27 | 36 | 45 | 54 | 63 | 72 | 81 | 90 | | |
| | Critical | 8 | 8 | 16 | 24 | 32 | 40 | 48 | 56 | 64 | 72 | 80 | | |
| | | 7 | 7 | 14 | 21 | 28 | 35 | 42 | 49 | 56 | 63 | 70 | | |
| | Significant | 6 | 6 | 12 | 18 | 24 | 30 | 36 | 42 | 48 | 54 | 60 | | |
| | | 5 | 5 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | 50 | | |
| | Marginal | 4 | 4 | 8 | 12 | 16 | 20 | 24 | 28 | 32 | 36 | 40 | | |
| | | 3 | 3 | 6 | 9 | 12 | 15 | 18 | 21 | 24 | 27 | 30 | | |
| | Negligible | 2 | 2 | 4 | 6 | 8 | 10 | 12 | 14 | 16 | 18 | 20 | | |
| | | 1 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | |
| | | Rare | | Unlikely | | Possible | | Likely | | Almost Certain | | | | |
| PROBABILITY | | | | | | | | | | | | | | |
| This will probably never happen/recur. | | | Do not expect ot to happen/recur, but it is possible that it may do so. | | | Might happen or recur occasionally | | | Will probably happen/recur, but is not a persisting issue or circumstance. | | | Very likely to recur, possibly frequently. | | |

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| Operational | Reputational | Financial |
|---|--|-------------------------|
| Gross failure to meet required standards or quality of service; Very significant effect for a large number of customers if unresolved. | Priorities will not be achieved; National adverse media coverage; Total loss of public confidence. | More than £100k |
| Ongoing non-compliance with required standards or quality of service; Significant effect for multiple customers if unresolved. | High impact on achieveing current priorities; High level of adverse media coverage; Negative impact on public confidence. | Between £50k and £100k. |
| Repeated failure to meet required standards or quality of services; Moderate effect for multiple customers if left unresolved. | Moderate impact on achieveing current priorities; Moderate level of adverse media coverage; Moderate amount of negative public interest. | Between £25k and £50k. |
| Single failure to meet required standards or quality of service; Low impact on a small number of customers. | Minor impact on achieveing current priorities; Low level of adverse media coverage; Small amount of negative public interest. | Between £10k and £25k. |
| Minor reduction in standards or quality of service; No or minimal impact on customers. | Not relevant to current priorities; No adverse media coverage; No negative recognition from the public. | Less than £10k. |

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To: Cabinet

Date: 10 February 2021

Report of: Head of Housing Services
Head of Financial Services

Title of Report: Housing Asset Management System Project update and funding request

| Summary and recommendations | |
|---|---|
| Purpose of report: | To present the current status of the Housing and Asset Management System, to describe the plan for completion, and to seek additional funds to achieve project go-live. |
| Key decision: | No |
| Cabinet Member: | Cabinet Member for Affordable Housing Cabinet Member for Customer Focused Services |
| Corporate Priority: | All |
| Policy Framework: | Council Strategy 2020-24 |
| Recommendations: That Cabinet resolves to: | |
| <ol style="list-style-type: none"> 1. Endorse the revised go-live plan for the Housing Asset Management System project; 2. Recommend to Council the approval of a capital budget for the additional expenditure of £264,296 required to complete the project; and 3. Note the appendices supplied with this report. | |

| Appendices | |
|-------------------|-------------------------------------|
| Appendix 1 | QL Risk Register |
| Appendix 2 | Issues and lessons learned - EXEMPT |

Introduction and background

1. The Housing and Asset Management System (HAMS) project was approved in May 2018 and Aareon UK Ltd appointed as supplier. The current approved budget for the project is £2.023m.
2. As part of the contract award, Aareon were to provide a fully integrated, holistic housing management system which covered the main aspects of housing including rents, repairs, assets, tenancy management, anti-social behaviour and case management. Aareon were also required to develop their software to include Choice Based Lettings, Allocations, Homelessness and Housing Options which at the time of the contract award was not within their core system.
3. The project benefits include increased efficiency through re-designing, streamlining and automating of processes and work-flow, the rationalisation of the software applications currently in use, reduction in data-related risk, and lower cost of ownership for the Council. It will also provide enhanced planned maintenance programming and scheduling, better case management and customer care with a mobile workforce across many service areas.
4. Whilst it is OCC that has contracted with Aareon UK Ltd., ODS will also be adopting the system across their range of both housing and non-housing activities, including external commercial contracts and maintenance of non-housing assets and amenities across the city.
5. Additional efficiency and financial benefits to ODS include “real time” dynamic resource scheduling with automated stock movement to site through the new stores supplier contract. Efficiencies within the ODS operation support achievement of the ODS Business Plan and the dividend to OCC.
6. Benefits to customers include secure and improved reporting and access to information on rent accounts, repairs, on-line applications and two-way communications with OCC customers and service areas through a dedicated customer portal.

Current position

7. The original planned go-live date was May 2019. The most recent planned go-live date was 20 October 2020. However, having assessed the progress made and residual risks, a decision was made on 6 October 2020 to halt the go-live and to review progress and the remaining OCC and ODS effort required to complete the project.
8. The highest risk project elements are Housing Needs, driven by residual data issues, and the Finance Interface (Rents and Repairs), where testing and issue resolution is ongoing. The remaining project elements – Incomes, Payments, Tenancy Management, Anti-Social Behaviour Investigation Team & Community Response Team, Tenant Involvement, Right to Buy, Property Services, and Repairs are on track for sign-off and present a low risk to project completion.
9. The go-live delays are attributable to a number of factors, including:
 - a. Delays and issues in earlier stages of the project related to design of the new software having a knock-on effect to later phases of delivery. In particular, this has been manifested with the considerable time colleagues spent on

testing and re-testing elements that did not work and were later deferred, detracting from time on other core activities, and consuming the capacity available to be able to achieve planned progress.

- b. An evolving understanding of essential operating requirements during development of the project, particularly for ODS commercial work, necessitated changes in requirements to the project in order to maximise benefits, leading to insufficient testing time for new elements and late discovery of issues.
- c. Ongoing data quality issues affected project progress as a result of the variety of legacy data sources. Such issues are time-consuming to resolve and depend on the availability of scarce service resources (see d below).
- d. Competing demands of business as usual and project work, exacerbated by the Covid-19 response in early 2020, which saw many key project contributors from OCC and ODS either furloughed or redeployed to other priority tasks, meant that key service resources were constrained during a critical time for the project
- e. The disruptive impact of remote working during the first wave of Covid-19 impacted timelines as colleagues adjusted to new ways of working and acquired the tools they needed to be effective. This included an additional server set-up to run Remote Desktop and access the system efficiently.

Project review

10. The Project Board engaged the ODS PMO Manager in October 2020 to undertake a holistic review of the project. The objective was to achieve a realistic timeline that had buy-in from all stakeholders. To achieve this, the re-plan was approached on two levels:
 - a. Detailed 'from the ground up' review of remaining tasks and open issues to resolve before go-live (concerning both system and business readiness), plus the specific level of effort and resources required.
 - b. Top-down sequencing in context of the wider business calendar (e.g. year-end) and ICT/Business project portfolio.

11. As a result of this exercise, it was concluded that the most suitable date for go-live would be in May 2021. This option has been agreed by the Project Board on the basis that it ensures sufficient time to complete remaining work, and that avoids introducing a major new corporate system during peak periods of activity in the last quarter of the financial year. Critical milestones that must be achieved in order that the plan remains on track are summarised below.

| Milestone date | Description |
|--------------------------|---|
| November – February 2020 | Complete scenario and interface testing |
| January - March 2021 | Preparations for trial go-live to test go-live procedures |
| March – May 2021 | Refresher training for impacted staff |
| May 2021 | Business go-live |

12. Other options considered and discounted included a pre-Christmas go-live, an unrealistic timeline due to volume of remaining work to complete, and a Q4 go-live. The latter option offered no contingency to cope with unforeseen issues or the impact of resourcing conflicts with other projects. As noted above, there would also have been significant operational risk associated with introducing a major new corporate system into business use during a peak year-end financial period.

Financial Implications

13. The approved total budget for this project is £2.023m, authorised by Cabinet on 12 August 2020. This was an increase of £423k on £1.600m, which was to account for increased project team staff costs as a result of delays. This budget is now considered insufficient to cover the additional cost impact of the decision to extend the project timeline once more.

14. The remaining cost to deliver the project is forecast at £421,575. The vast majority of these additional costs are the result of internal council project team costs. Of this amount, £157,279 is already covered by the existing approved budget of £2.023m. Approval is requested for the remainder, an additional £264,296, which will be funded from General Fund in the amount of £80k and the balance of £184,296 from the HRA.

15. It should also be noted that there will be ongoing annual costs for legacy systems that cannot be retired until HAMS go-live. These total £370,382 for 2020/21 and 2021/22 together. This total may reduce through negotiation and application of break clauses. These costs are not applied to the HAMS project budget but are accounted for in ICT services software costs, the savings for which have already been factored into the budget.

16. It should also be noted that the delay has created financial implications for ODS, specifically in relation to expected efficiency savings enabled by deployment of the system, and expected materials savings through implementation of a supply chain contract with Grafton, which cannot go-live until after the deployment. No forecast savings will be achieved in this financial year, and will only be partially realised in 2021/22.

17. Tight project and contractual management will continue to be applied to mitigate financial risk going forward and deliver the most favourable financial end position for the project.

Legal issues

18. The terms of the contract between the Council and Aareon will determine what options are open to the Council should it wish to vary the requirements of the contract and / or extend the term of contract. Such decisions may give rise to

procurement implications. Legal advice will be obtained in respect of these issues and the other issues arising in the report so as to ensure that the Council is acting in accordance with its rights under the terms of contract as well as acting in compliance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015.

Level of risk

19. Appendix 1 shows the major risks to the project. The most significant risks posed are in relation to resource capacity over the course of the plan, and the risk that further issues could be discovered during remaining testing. Controls have been put in place to monitor both risks and to provide early warning should adverse impacts be identified so that adjustments can be made if required to minimise overall plan impact.

Equalities impact

20.. A full Equalities Impact Assessment was carried out December 2020 and is available in [Y:\qlapp\qlsharepoint\](#). That EIA is still applicable and applies to this report because it is considered that the proposal in this report does not give rise to any additional implications in relation to the Council's public sector equality duty ("PSED") contained in section 149 of the Equality Act 2010. Accordingly, it is considered that in approving the recommendations of this report, the Council will be acting in compliance with its PSED.

| | |
|----------------------------|--|
| Report author | Suzanne White |
| Job title | PMO Manager |
| Service area or department | ODS |
| Telephone | 01865 335 745 |
| e-mail | Suzanne.white@odsgroup.co.uk |

Background Papers: None

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Appendix 1

Appendix 1: Risk Register

| Title | Risk description | Opp/ threat | Cause | Consequence | Date Raised | Owner | Gross | | Current | | Residual | | Controls | | |
|----------------------|---|-------------|--|--|-------------|---------------|-------|---|---------|---|----------|---|---|------------|----------------------------|
| | | | | | | | I | P | I | P | I | P | Control description | Due date | Action Owner |
| Supplier performance | Supplier does not provide sufficient capacity to support go-live. | Threat | Changing OCC timeline overlapping with other client commitments. | Missed milestones leading ultimately to delayed go-live. | 09/12/2020 | Project Board | 2 | 3 | 2 | 3 | 2 | 2 | Supplier resource availability confirmed by Supplier Contract Manager and formally booked in supplier resource plan. | Ongoing | Dave Shaw |
| Colleague absence | Reduced availability of key resources due to absence. | Threat | Sickness over the winter period. | Missed milestones leading ultimately to delayed go-live. | 09/12/2020 | Project Board | 2 | 3 | 2 | 3 | 1 | 2 | Front-load activity as much as possible. Identify single points of reliance and introduce contingency by skilling up additional team members. Build in time contingency. | Ongoing | Project Team Service Reps. |
| Colleague capacity | Constraints on availability of key resources to the project. | Threat | Year-end preparations, other business as usual commitments, demands on time from other projects. | Missed milestones leading ultimately to delayed go-live. | 09/12/2020 | Project Board | 2 | 3 | 2 | 3 | 2 | 1 | Task-based forward plan with accompanying resource profile signed off by functional lead. Rolling 6 week resource needs update. | Ongoing. | Suzanne White |
| Software issues | Major issues are discovered during final stages of testing. | Threat | Late testing of remaining elements increases risk that major issues will be found. | Unable to achieve testing sign-off within planned period, ultimately impacting project end date. | 09/12/2020 | Dave Shaw | 2 | 3 | 2 | 3 | 1 | 2 | Agree testing plan and issue categorisation approach to distinguish between minor and major issues. Close monitoring of test plan progress and early adjustment of plan if required, to minimise timeline impact. | Ongoing. | Dave Shaw & Suzanne White |
| Budget | Budget is insufficient to cover remaining costs for the project delivery. | Threat | Under-estimation of remaining consultancy or other third party resource needs. | Overspending or de-scoping of requirements. | 09/12/2020 | Project Board | 2 | 3 | 2 | 3 | 1 | 2 | Clear prioritisation of requirements so that all must-haves for the phase are delivered. Defer lower priority requirements to later phase. | 31/01/2021 | Dave Shaw & Suzanne White |

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To: Cabinet
Date: 10 February 2021
Report of: Head of Business Improvement
Title of Report: Project Approval and Delegated Authority to award a hybrid print and post contract

| Summary and recommendations | |
|---|--|
| Purpose of report: | To seek project approval and delegated authority for the Executive Director for Communities and Customers to award a contract for the supply of a hybrid print and post solution |
| Key decision: | Yes |
| Executive Board Member: | Councillor Nigel Chapman Cabinet Member for Customer Focused Services |
| Corporate Priority: | All |
| Policy Framework: | Council Strategy 2020-24 |
| Recommendations: That Cabinet resolves to: | |
| <ol style="list-style-type: none"> 1. Give project approval for the procurement of a hybrid print and post solution to replace the existing contract, which is ending 25th April 2021; and 2. Delegate to the Executive Director of Communities and Customer Services, authority to award a contract for the Supply of a hybrid print and post solution for the Council. | |

| Appendices | |
|-------------------|---------------|
| Appendix 1 | Risk Register |

Introduction and background

1. The Council maintains a traditional postal service for both inbound and outbound mail. The Council delivers some of its outgoing mail via a hybrid mail provider.
2. Hybrid mail is a service that allows documents to be securely transferred to a third-party for onward processing. The process can be initiated either by a user selecting the service via the File, Print option within software such as Microsoft Word, or by transmitting PDF documents or even data, for later inclusion in a template. Once the file is with the third-party, there are typically, three options. 1) the papers are printed, and delivered via organisations such as the Royal Mail, or 2) the electronic file is delivered via email, or finally, 3) an SMS (text) message is sent to the recipient, providing a link to where the document is available. Both options two and three would typically include the ability to identify if the message has been read. If it has not, the systems will revert to printing and posting the original correspondence. Because these third-parties are working with large volumes (across many organisations), economies of scale decrease the costs of postage.
3. Within the Council, the benefits of such a solution are seen in remote working flexibility, hardware, consumables, staff time and postage cost. To illustrate this point; a user would be able to send a file to the service from any location, be that home or office. There would be no need to print to a multi-functional device, so there would be a reduction in hardware and associated printing. There would be a reduction in the need for holding physical stock of letter headed stationery, inserts, or envelopes. There would be a reduction in postage costs. Users across the Council would recoup the time spent printing, collecting and processing items of outbound post, and could use that time to complete other required tasks.
4. A project has begun to review the Council's postal requirement and has been comparing the costs of internal provision against those of external, third-party provision.
5. Inbound post comes into the Council both physically and electronically. There is particular complexity and risk in the processing of inbound post. When considering the external market, there are limited suppliers. For these reasons, inbound post will be reviewed separately for improvement opportunities at a later time. This procurement therefore focuses on outbound mail.
6. The impact of Covid-19 pandemic has increased the pressures on the traditional mail service. Many Council officers are working remotely, and this has resulted in the need to consider alternative methods of processing mail. Remote working is likely to remain a key feature of how the Council operates and so a solution to enable staff access to mail documents is crucial to business operations moving forward.
7. The Council produces in the region of 300,000 bills and statements for Council Tax, Business Rates, Rents, Garages, Leaseholders and Benefits per annum. In addition to this sum, the Council produces the Tenants in Touch newsletter which is circulated to circa 8,000 tenants on a quarterly basis; some 32,000 items per annum. Tenants in Touch continues to be circulated in hardcopy as this is tenants' preference, and the Tenant Involvement team has indicated tenants are more likely to take note of the content. An electronic version of Tenants in Touch is available for download via the Council's website.

8. In 2015, a contract for a hybrid print and post solution was awarded. Awarding the contract reduced the cost of postage and also released the Council from the in-house cost of printing the documents along with purchase and maintenance of both printers and print supplies, paper folding and envelope stuffing, envelope supplies and the resource required to complete and manage the work. The Council must maintain a physical post solution as items such as the issue of reminder notices and summonses are not able to be sent electronically. This is a requirement for both Financial and Regulatory Services.
9. The Council securely transfers an electronic file of the relevant documents to the hybrid mail provider. The file includes the name and address details of the intended recipients. The hybrid mail provider receives the file, print and package the documents and then mail them to the recipients on behalf of the Council. Tenants in Touch is printed by a separate company, who then supplies the hybrid mail provider with the final copies. Tenants in Touch is distributed along with quarterly rent statements.
10. Current expenditure through this contract is in the region of £150,000 to £160,000 per annum.
11. The existing hybrid print and post contract has been extended for a period of six months (expiring 25th April 2021) with a further, optional extension of six months (expiring 25th October 2021).
12. Analysis carried out in September and October 2020, has established the Council's expenditure on post that did not use this hybrid mail contract was £107,000 per annum. This sum covered eleven months, so the extrapolated annual expenditure would be £116,000. This sum covers the cost of postage and envelopes but excludes resource cost. This postal requirement is across the Council and consists of both larger volume requirements but also ad hoc, day-to-day post. It is intended that such workload is picked up in the revised operations under consideration. Colleagues across the Council will be encouraged to issue post electronically, where appropriate, as this will reduce postage expenditure. Not all post will be able to be delivered via a third-party provider, so an outbound mail capability will continue to be required in-house.
13. This report sets out the approach to awarding a new contract for the supply of a hybrid print and post solution that could be used to expand the scope of the current use to incorporate a significant volume of additional post and also address the challenges brought about by Covid-19, and resource working remotely from Council offices. A contract would be sought to cover the needs of the Council, but could also be used by ODS Ltd and Oxford City Housing Limited if required.
14. The proposed contract value could have a ceiling of £300,000 per annum, amounting to £1,200,000 over the life of the four-year proposed contract.
15. After initial configuration, all expenditure on this contract would be revenue-based. Volumes and costs would fluctuate based on demand, and any concerted efforts to migrate to electronic delivery of communication with Council service users.

Procurement process

16. The project is seeking to carry out soft market testing, in order to understand what outbound postal service offers are currently available.

17. Crown Commercial Services (CCS) provide a framework, RM6017, for the provision of Postal Goods, Services and Solutions. Lot 7 of the framework is for the provision of Hybrid Mail, Digital and Transformational Communications. There are twenty three suppliers listed against Lot 7.
18. Working with Procurement Services, the project has determined the CCS framework is the appropriate route to market for the following reasons:
 - a. the framework offers a wide range of specialist suppliers
 - b. an open tender could take longer (risking constraints around existing contractual end dates) and would not necessarily connect with any wider range of suppliers.
 - c. the framework provides an opportunity to aggregate buyer requirements and attract volume discounts.
 - d. 50% of suppliers on the framework are Small and Medium Sized Enterprises (SMEs), supporting the government's aspiration for £1 in every £3 to be spent with SMEs by 2022
19. A requirements specification has been written which will be issued to all twenty three suppliers listed under the framework to inform the mini competition. Bid responses will be evaluated by the Council, and an appropriate supplier recommended.
20. The Council is committed to paying an Oxford living wage of £10.21 to all its employees and the employees of its suppliers over eighteen years of age. This is paid against the minimum wage of £8.91 per hour. Council procurement processes set out the pay levels and request suppliers make all reasonable endeavours to comply with the Oxford living wage or the Living Wage Foundation Rate requirement.
21. A high level timetable for the project is shown below

| Stage | Date (Framework call off) |
|----------------------------|----------------------------------|
| Market Engagement begins | Mon 14-Dec-20 |
| Publish Tender by | Mon 01-Mar-21 |
| Agree preferred supplier | Fri 19-Mar-21 |
| Request authority to award | Mon 22-Mar-21 |
| Contract award | Tue 20-Apr-21 |
| Implementation by | Mon 16-Aug-21 |

Financial Implications

22. Postal services is one of the work streams managed by the Corporate Support team, within the Business Improvement Service, through a centralised budget. The current centralised budget provision is £581,000 per annum.
23. Hybrid mail providers are able to provide postal services at postage rates that are cheaper than the Council can secure. For a standard letter, the current rates differ by approximately -23%.

24. The Council would not be able to deliver all outgoing mail through a hybrid mail provider, however, based on current expenditure, and were 50% of outgoing mail delivered via this method, there might be a postage saving in the region of £12,000 per annum.
25. It should be noted that any movement toward electronic delivery of information (as opposed to physical paper delivery) will reduce the expenditure both internally and with any hybrid mail provider.

Legal Implications

26. Service of summonses must be in accordance with the Criminal Procedure Rules 2020 Rule 4.2 *et seq.* Unless we have an electronic address which we can be sure is valid, we must serve a summons by first class post or in person. This necessitates hard copy documents being produced.

Level of risk

27. A Risk Register is attached at Appendix 1.

Equalities impact

28. An Equalities Impact Assessment is not deemed necessary for this project.

Data Protection impact

29. A Data Protection Impact Assessment is required for this project. A draft has been developed, with the final version to be completed once supplier's capabilities are understood.

| | |
|----------------------------|--|
| Report author | Tim Martin |
| Job title | Programme Manager (Transformation) |
| Service area or department | Transformation |
| Telephone | 01865 252117 |
| e-mail | tmartin@oxford.gov.uk |

Background Papers: None

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Appendix 1

Appendix 1: Risk Register: Hybrid mail solution

| Title | Risk description | Opp/ threat | Cause | Consequence | Date Raised | Owner | Gross | | Current | | Residual | | Comments | Controls | | | | |
|----------------------------|---|-------------|---|---|-------------|------------------------------|-------|---|---------|---|----------|---|---|--|------------|--------|------------|--------------|
| | | | | | | | I | P | I | P | I | P | | Control description | Due date | Status | Progress % | Action Owner |
| Contract expiry | The existing hybrid mail contract expires 25th April 2021, with a further, optional extension to 25th October 2021 (current value is ca £750,000 over 5 years) | Threat | The contract is at the end of the five year period + the contract exemption | Without a renewal or replacement contract, the Council will be required to print and distribute circa 350,000 documents per annum | 04/11/2020 | Nigel Kennedy / Helen Bishop | 3 | 4 | 3 | 4 | 3 | 4 | Require approvals to proceed | Procurement activity | 26/04/2021 | Open | 0 | Tim Martin |
| 347 Loss of information | Files of tenant and resident financial information are intercepted | Threat | Data is not transferred securely | The documents pertain to tenant and resident financial statements etc. Loss of data would be a significant breach of GDPR. | 04/11/2020 | Nigel Kennedy / Helen Bishop | 4 | 1 | 4 | 1 | 4 | 1 | Process to be determined with existing/new provider | Files are transferred via a secure ftp site for the hybrid mail provider to collect. | 26/04/2021 | Open | 0% | Tim Martin |
| Loss of information | Files of tenant and resident information are passed on to a 3rd Party | Threat | Data sharing and GDPR agreements are not in place | Hybrid mail provider may be able to do what they will with the data. This would be a breach of GDPR | 04/11/2020 | Nigel Kennedy / Helen Bishop | 4 | 1 | 4 | 1 | 4 | 1 | Process to be determined with existing/new provider | Data security/data protection agreement must be in place with the hybrid mail provider | 26/04/2021 | Open | 0% | Tim Martin |
| Contract challenge | Prone to challenge if we do not start the process to replace the existing contract | Threat | Continuing to work with one supplier through an extended contract. | There are twenty three suppliers under a framework who could potentially provide an equivalent service | 44140 | Nigel Kennedy / Helen Bishop | | | | | | | | | 26/04/2021 | Open | 0% | Tim Martin |
| Savings | Lack of savings | Threat | Not aggregating postal expenditure via a hybrid mail provider | All costs associated with managing a postal service will be maintained. | 44140 | Nigel Kennedy / Helen Bishop | | | | | | | | | 26/04/2021 | Open | 0% | Tim Martin |
| Inbound post | Including inbound post in the procurement will delay the process | Threat | The inbound post processes and costs are not fully understood. | We may not be able to arrange new contract/s before the hybrid mail contract expires and will have to take the further extension | 44140 | Nigel Kennedy / Helen Bishop | | | | | | | | | 26/04/2021 | Open | 0% | Tim Martin |

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Remote meeting

Minutes of a meeting of the Cabinet on Wednesday 20 January 2021

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Committee members present:

Councillor Brown (Chair)

Councillor Hayes (Deputy Leader)

Councillor Clarkson

Councillor Linda Smith

Councillor Upton

Councillor Turner (Deputy Leader)

Councillor Chapman

Councillor Hollingsworth

Councillor Tidball

Also present:

Councillor Andrew Gant

Officers present for all or part of the meeting:

Gordon Mitchell, Chief Executive

Caroline Green, Assistant Chief Executive

Paul Leo, Interim Director of Housing

Nadeem Murtuja, Interim Executive Director for Communities

Tim Sadler, Transition Director / Chairman Direct Services Companies

Nigel Kennedy, Head of Financial Services

Susan Sale, MO and Head of Law & Governance

Jenny Barker, Regeneration Manager

Julia Castle, Senior Lettings & Disposal Surveyor

Andrew Humpherson, Regeneration Manager

Mish Tullar, Corporate Policy, Partnership and Communications Manager

Pedro Rocha Abreu, Air Quality Officer

Matthew Peachey, Economic Development Manager

Jane Winfield, Head of Corporate Property

Tom Morris, Principal Planner

John Mitchell, Committee and Member Services Officer

Apologies:

Councillor Rowley sent apologies.

114. Declarations of Interest

None.

115. Addresses and Questions by Members of the Public

None.

116. Councillor Addresses on any item for decision on the Board's agenda

None.

117. Councillor Addresses on Neighbourhood Issues

Cllr Gant raised questions about the withdrawal of the Green Flag scheme for parks, asking about the reasons for it, who took the decision, the financial consequences of it and implications for park maintenance.

Councillor Linda Smith, Cabinet Member for Leisure and Parks, explained that the decision flowed from the previous year's budget agreement but which would only come into effect at the beginning of the new financial year. The practical consequences of it would be a reduction of 17 hours less labour in relation to all of the City's parks, which was likely to result in less bin emptying in the evening. The bins would still be emptied first thing in the morning. There would however be capacity within the service to be flexible in its operation to meet demand in hot spots as the need arose. Some small savings would result from removal of the administration of the scheme. On balance it was unlikely that park users would discern a noticeable difference in the level of park maintenance.

118. Items raised by Board Members

Cllr Tom Hayes, Cabinet Member for Green Transport and Zero Carbon Oxford, suggested that future Cabinet reports should include an environmental impact assessment. Following a brief in principle discussion Cabinet expressed broad support for such an approach.

119. Scrutiny Committee Reports

Cllr Gant, speaking in his capacity as Chair of the Scrutiny Committee, said he had been asked by the Committee to pass on its concerns at the late Cabinet response to the Climate Emergency Review Group's recommendations.

Cllr Tom Hayes, Cabinet Member for Green Transport and Zero Carbon Oxford, explained that Covid-19 had diverted some Council resources and there was a wish to ensure that the Cabinet responses had real meaning, giving substance to the work of the Review Group, something which would be evident in the responses when they are given and the various activities and actions which are or will be in train. The Review Group's work had already triggered useful conversations within the Council about how best to improve its response to the climate emergency. He said he would be pleased to meet with the Review Group if it was reconvened or the Committee to discuss the

Cabinet response in due course. In the meantime he thanked the Committee for its patience and looked forward to issuing the response very soon.

120. Regear of the second floor lease at 20-24 Queen Street (Ramsay House)

The Executive Director (Development), had submitted a report to approve a change in the current lease arrangements to provide an improved income stream to the Council and to facilitate investment in the asset to improve and diversify the city centre offer.

Cllr Ed Turner, Cabinet Member for Finance & Asset Management, introduced the report. The Council owned the freehold interest of the property. There had been a change in the leasing arrangements as a consequence of which it was proposed to change the Council's interest in the second floor of the property. The proposed arrangements would provide greater security of income in the medium and long term.

The desirability of seeking social as well as a financial value from future leasing arrangements, to the extent that it was possible, was noted.

Cabinet resolved to:

1. **Approve** the outline terms in relation to the changes to the lease arrangements, as set out in Exempt Appendix 3 - not for publication; and
2. **Delegate authority** to the Executive Director – Development, in consultation with the Cabinet Member for Finance & Property, the Head of Financial Services and the Head of Law & Governance, to approve the changes to the lease.

121. 1-3 George Street refurbishment

The Executive Director (Development) had submitted a report to seek approval to fund and enter into contract for the building refurbishment of 1-3 George Street, to provide affordable managed workspace in the heart of the city centre.

Cllr Alex Hollingsworth, Cabinet Member for Planning & Housing Delivery, introduced the report. This City centre property owned by the Council was in need of significant improvement and refurbishment. The proposals would not only make the property easier to let but would also increase its environmental efficiency. The intention would be to let it as a flexible, affordable workspace, with a wish to bring back businesses into the City centre which would, in turn, support service businesses which rely on local footfall.

Cabinet resolved to:

1. **Delegate authority** to the Executive Director Development, in consultation with the Council's Section 151 Officer and the Head of Law and Governance to agree and enter into a building contract for the refurbishment works and associated professional services, following the conclusion of a current procurement exercise;
2. **Delegate authority** to the Executive Director Development, in consultation with the Council's Section 151 Officer and the Head of Law and Governance to and to enter into agreement with an operator to manage the building and provide business support services, following the conclusion of a current procurement exercise; and

3. **Recommend to Council** to approve a capital budget of £1.921m to deliver the project with the enhanced sustainability option and including the use of up to £800K of funds awarded to the Council from OxLEP's Local Growth Fund. This will be split £454K in 20/21, £1.361m in 21/22 and £106K in 22/23. This is an increase to the proposed capital allocation in 21/22 consultation budget and the rationale for this increased investment is set out in the confidential Appendix 1.

122. Air Quality Action Plan

The Transition Director had submitted a report to approve adoption of Oxford's Air Quality Action Plan (2021-2025, as amended) (AQAP) following public consultation.

Councillor Tom Hayes, Cabinet Member for Green Transport and Zero Carbon Oxford, introduced the report. The detrimental consequences of air pollution were well understood, not least the potential to cut short peoples' lives. The Council had a good record of tackling air pollution in the City but improvements in pollution levels were now plateauing. The AQAP sought to proceed further and faster than the target for improvement set by Government. He thanked all those who had contributed to the consultation and who had influenced the proposals now before Cabinet. The proposals included a framework of activity to underpin the new targets. The AQAP would, at the same time, make a contribution to reducing the Council's carbon footprint and tackling climate change.

The Chair was pleased to welcome this important report, noting how experience of the first Covid-19 lockdown had resulted in an observable improvement in the City's air quality and the relief that had brought to those with respiratory difficulties. She also observed that good partnership working was critical to this area of work, with, for example, other local authorities, bus companies, taxi drivers and the people of Oxford.

Vehicle use was the biggest contributor to air pollution and one of the biggest challenges to addressed would be that of private car and particularly diesel car use. This would need to be tackled in a variety of ways, including robust conversations with the County Council as the transport authority around a range of measures such as the introduction of Low Traffic Neighbourhoods, the continued roll out of Controlled Parking Zones and introduction of the Workplace Parking Levy. These measures would be needed in parallel with giving bus companies the confidence to invest in cleaner buses and to be part of the plans following the successful "All Electric Bus Town" bid. The Active Travel agenda would have an important part to play. It was important, also, to reinstall confidence in public transport.

The importance of ensuring that new housing developments included safe (and preferably segregated) routes for cycling and walking into district centres and City centre was recognised.

Pedro Abreu, Air Quality Officer, confirmed that he was consulted about new major planning applications to ensure their compatibility with air quality policies in the new Local Plan.

Councillor Hayes concluded by thanking the officers involved in preparation of the report, the AQAP, and the considerable work which underpinned this area of activity.

Cabinet resolved to:

1. **Approve** the adoption of Oxford's Air Quality Action Plan.

123. Housing Infrastructure Funding for Osney Mead Innovation Quarter

The Executive Director (Development) had submitted a report to provide an update on the use of the Housing Infrastructure Funding (HIF) that had been secured for Osney Mead (OMHIF). The report sought approval to agree changes to the milestones for the delivery of the infrastructure in the funding agreement with Homes England and agreements needed to facilitate the drawdown and implementation of the funding.

Councillor Alex Hollingsworth, Cabinet Member for Planning and Housing Delivery, introduced the report. Osney Mead had the potential to be a significant development site but required a considerable amount of work to improve the infrastructure beforehand, not least the successful delivery of the Oxford Flood Alleviation Scheme.

Cabinet resolved to:

1. **Agree** the proposed changes to the HIF agreement with Homes England to facilitate the securing of the HIF funding, the delivery of the infrastructure and the recouping of funding;
2. **Delegate authority** to the Executive Director for Development, in consultation with the Cabinet Member for Planning and Housing Delivery, and the Head of Law and Governance, to agree the final amendments to the contract, in line with the proposed changes, and any other changes that are considered necessary to facilitate effective delivery of the funding agreement with Homes England;
3. **Delegate authority** to the Executive Director for Development in consultation with the Cabinet Member for Planning and Housing Delivery, and the Head of Law and Governance, to enter into a legal agreement with the Environment Agency to enable HIF funding for the Oxford Flood Alleviation Scheme to be transferred to the Environment Agency, in accordance with the terms of the Homes England Agreement;
4. **Delegate authority** to the Executive Director for Development, in consultation with the Cabinet Member for Planning and Housing Delivery, and the Head of Law and Governance, to enter into a legal agreement with the University of Oxford, if necessary, regarding the delivery of the residential development identified in the HIF agreement;
5. **Undertake** the works necessary to implement the HIF funding agreement including the drawdown of funding, monitoring and reporting, minor variations agreed with Homes England; and
6. **Delegate authority** to the Executive Director for Development, in consultation with the Cabinet Member for Planning and Housing Delivery and the Head of Law and Governance, to enter into contracts, following agreement of the Development Board and an appropriate procurement process, for the walking and cycling infrastructure works covered by the HIF Agreement with Homes England.

124. Statement of Community Involvement (SCI)

The Head of Planning Services had submitted a report to seek agreement to publication of the draft updated Statement of Community Involvement (SCI) for public consultation.

Councillor Alex Hollingsworth, Cabinet Member for Planning and Housing Delivery, introduced the report. The Statement of Community Involvement was a statutory document which set out the ways in which the Council consults the public about certain planning matters. The version on which it was proposed to consult reflected, among other things, changes necessitated by Covid-19 and a greater emphasis on the role of consultation by digital means. The value of early consultation by applicants in relation to planning matters could not be underestimated.

In relation to digital matters it was noted that for Council meetings to continue exclusively on a remote and virtual basis after May would require the introduction of primary legislation of which there was no sign at the moment. It was agreed that hybrid meetings (ie a mixture of remote and face to face) were generally less satisfactory.

While digital access for some was not possible or very difficult, many more had been able to engage with a range of Council matters than would otherwise have been the case. It was important, also, to be mindful of the needs of those who may have sensory or other difficulties in accessing virtual meetings, planning or other consultation matters.

Cabinet resolved to:

1. **Agree** to publish the draft updated Statement of Community Involvement (SCI) for public consultation.

125. Meanwhile in Oxfordshire (Additional recommendation)

The Executive Director (Development) had submitted a report to add a further recommendation to the report agreed at the 9 December 2020 Cabinet meeting. The further recommendation was required to seek approval to include the £1.875m funding across the 2020/21 and 2021/22 Council budget. All other aspects of the project remained unchanged.

Cabinet resolved, in addition to the three recommendations agreed in December Cabinet, to:

Recommend to Council the establishing of a budget £1.875m (capital) within the Council's capital programme, profiled across 2020-21 and 2021-22, subject to contracting with OxLEP.

126. Minutes

Cabinet resolved to approve the minutes of the meeting held on 09 December 2020 as a true and accurate record.

127. Decisions taken under Part 9.3 (b) of the Constitution

The Head of Paid Service (Chief Executive) had submitted a report asking Cabinet to note the decisions taken by the Head of Paid Service (Chief Executive) using the urgency powers delegated in Part 9.3(b) of the Constitution.

Cabinet resolved to:

1. **Note** the decisions taken as set out in the report.

128. Dates of Future Meetings

Meetings are scheduled for the following dates:

10 February

10 March

14 April

All meetings start at 6pm unless otherwise stated

129. Matters Exempt from Publication

No reports were considered in confidential session.

130. Regear of the second floor lease at 20-24 Queen Street (Ramsay House) - Appendix 3 & 4

131. 1-3 George Street refurbishment - Appendix 1

132. Decisions taken under Part 9.3 (b) of the Constitution Appendix 1

133. Confidential minutes of previous meeting

The meeting started at 6.00 pm and ended at 7.00 pm

Chair

Date: Wednesday 10 February 2021

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To: Cabinet
Date: 10 February 2021
Report of: Head of Paid Service (Chief Executive)
Title of Report: Decisions taken under Parts 9.3(b) of the Constitution

| | |
|------------------------------------|---|
| Summary and recommendations | |
| Purpose of report: | Cabinet is asked to note the decisions taken by the Head of Paid Service (Chief Executive) using the urgency powers delegated in Part 9.3(b) of the Constitution. |
| Recommendation: | Cabinet is recommended to: |
| 1. | Note the decisions taken as set out in the report. |

| | |
|-------------------|--|
| Appendices | |
| None | |

Introduction and background

1. This report updates Cabinet on decisions taken by the Head of Paid Service (Chief Executive) using the urgency powers delegated in Part 9.3(b) of the Council's Constitution.
2. Where urgency powers are used the Constitution requires the Head of Paid Service to report, in writing, as soon as practicable to the body which would otherwise have been required to give the necessary authority to act.

9.3 Role of Head of Paid Service

...

(b) The Head of Paid Service is authorised to take any urgent action necessary to protect the Council's interests and assets where time is of the essence and it is impracticable to secure authority to act where such authority would otherwise be required.

The Head of Paid Service, in so acting, will be guided by budget and the policy framework, will consult the other Statutory Officers before acting and will report, in writing, as soon as practicable to the body which would otherwise have been required to give the necessary authority to act.

Decisions taken using urgency powers

3. The following decisions have been taken using urgency powers for which Cabinet would otherwise have been required to give the necessary authority to act. Cabinet is asked to note the decisions.
4. This report does not include decisions taken using urgency or emergency powers that have previously been reported to Cabinet.

| | |
|--|---|
| ITEM 1 | DECARBONISATION FUNDING – HEAT PUMPS AND SOLAR INVESTMENT |
| Decision: To agree to the grant terms outlined in the offer of £9.3m of Public Sector Decarbonisation funding from Salix Finance for decarbonisation work across the City Council estate. | |
| Date decision made: | 23 December 2020 |
| Decision taker | Head of Paid Service (Chief Executive) Decision taken in consultation with Councillor Susan Brown, Leader, Councillor Ed Turner, Cabinet Member for Finance and Asset Management, Councillor Tom Hayes, Cabinet Member for Green Transport and Zero Carbon Oxford, Nigel Kennedy the Head of Financial Services and Anita Bradley, Head of Law and Governance |
| Was the decision taken under emergency or urgency rules? | Constitution 9.3(b): <i>The Head of Paid Service is authorised to take any urgent action necessary to protect the Council’s interests and assets where time is of the essence and it is impracticable to secure authority to act where such authority would otherwise be required.</i> <i>The Head of Paid Service, in so acting, will be guided by budget and the policy framework, will consult the other Statutory Officers before acting and will report, in writing, as soon as practicable to the body which would otherwise have been required to give the necessary authority to act.</i> |
| Is this a Key Decision? | Yes (value >£500k) |
| Reasons for decision | To enable the Council to benefit from £9.3m of Salix funding for decarbonisation work across the Council’s estate. A ten day window was given to Oxford City Council to either accept or decline the funding. |
| Alternative options considered: | Decline the funding – not the preferred option as this would represent a missed opportunity to support the Council’s strategic priority of Pursuing a Zero Carbon Oxford. |
| Wards significantly affected | None |

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| ITEM 2 | DECARBONISATION FUNDING - HINKSEY POOL |
| Decision: To agree to the grant terms outlined in the offer of £1.6m funding from Salix Finance for decarbonisation work at Hinksey Pool. | |
| Date decision made: | 23 December 2020 |
| Decision taker | Head of Paid Service (Chief Executive) Decision taken in consultation with Councillor Susan Brown, Leader, Councillor Ed Turner, Cabinet Member for Finance and Asset Management, Councillor Tom Hayes, Cabinet Member for Green Transport and Zero Carbon Oxford, Nigel Kennedy the Head of Financial Services and Anita Bradley, Head of Law and Governance |
| Was the decision taken under emergency or urgency rules? | Constitution 9.3(b): <i>The Head of Paid Service is authorised to take any urgent action necessary to protect the Council's interests and assets where time is of the essence and it is impracticable to secure authority to act where such authority would otherwise be required.</i> <i>The Head of Paid Service, in so acting, will be guided by budget and the policy framework, will consult the other Statutory Officers before acting and will report, in writing, as soon as practicable to the body which would otherwise have been required to give the necessary authority to act.</i> |
| Is this a Key Decision? | Yes (value >£500k) |
| Reasons for decision | To enable the Council to benefit from £1.6m of Salix funding for decarbonisation work at Hinksey Pool. A ten day window was given to Oxford City Council to either accept or decline the funding. |
| Alternative options considered: | Decline the funding - not the preferred option as this would represent a missed opportunity to support the Council's strategic priority of Pursuing a Zero Carbon Oxford. |
| Wards significantly affected | None |

Financial issues

- The financial issues arising from the decisions are set out in the published decisions notices and any supporting documents. There are no other financial issues arising directly from this report.

Legal issues

- The urgency and emergency powers of the Head of Paid Service (Chief Executive) are set out in Part 9.3 of the Constitution.

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| Report author | Andrew Brown |
| Job title | Committee and Member Services Manager |
| Service area or department | Law and Governance |
| Telephone | 01865 252230 |
| e-mail | abrown2@oxford.gov.uk |

Background Papers: None

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

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