

Agenda

Cabinet

This meeting will be held on:

Date: **Wednesday 9 February 2022**

Time: **6.00 pm**

Place: **The Old Library - Oxford Town Hall**

For further information please contact:

Emma Lund, Committee and Member Services Officer, Committee Services Officer

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✉ DemocraticServices@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 Members

Councillor Susan Brown	Leader of the Council
Councillor Ed Turner	Deputy Leader - Finance and Asset Management
Councillor Tom Hayes	Deputy Leader - Green Transport and Zero Carbon Oxford
Councillor Lubna Arshad	Cabinet Member for Parks and Waste Reduction
Councillor Shaista Aziz	Cabinet Member for Inclusive Communities
Councillor Diko Walcott	Cabinet Member for Affordable Housing, Housing Security, and Housing the Homeless
Councillor Mary Clarkson	Cabinet Member for Culture, Leisure and Tourism
Councillor Alex Hollingsworth	Cabinet Member for Planning and Housing Delivery
Councillor Mike Rowley	Cabinet Member for Citizen Focused Services
Councillor Louise Upton	Cabinet Member for a Safer, Healthier 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.

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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 Cabinet agenda	
5 Councillor Addresses on Neighbourhood Issues	
6 Items raised by Cabinet Members	
7 Scrutiny reports	
<p>Scrutiny Committee meets on 1 February 2022. Any recommendations to Cabinet from that meeting will be published as a supplement.</p> <p>The following is expected to be included:</p> <ul style="list-style-type: none">• Budget Review Group Report• Climate Emergency Review Group Update Report• Procurement Update Report• Oxfordshire Plan 2050	
8 Medium Term Financial Strategy 2023/24 to 2025/26 and 2022/23 Budget	11 - 180
<p>Lead Member: Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner)</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 2023/24 to 2025/6 and 2022/23 Budget for recommendation to Council.</p>	

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Cabinet is recommended to:

1. **consider** the outcome of the public consultation;
2. **agree** the amendments to the Consultation Budget; and
3. **recommend** that Council resolves to approve the 2022-23 General Fund and Housing Revenue Account budgets and the General Fund and Housing Revenue Account Medium Term Financial Strategy as set out in Appendices 1-9, noting:
 - a) the Council's General Fund Budget Requirement of £22.382 million for 2022/23 and an increase in the Band D Council Tax of 1.99% or £6.37 per annum representing a Band D Council Tax of £326.54 per annum;
 - b) the Housing Revenue Account budget for 2022/23 of £47.882 million and an increase of 4.10% (£4.51 per week) in social dwelling rents from 1 April 2022 giving a revised weekly average social rent of £112.00 as set out in Appendix 5;
 - c) the increase in shared ownership rental in accordance with the lease as shown in paragraph 44 and the discretion used by the Head of Housing in setting the initial rent for the unsold share of 2% and giving delegated approval to the Head of Housing to set this for future shared ownership rents up to 2.75%;
 - d) the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6;
 - e) the fees and charges shown in Appendix 7;
 - f) the delegation to the Section 151 Officer in consultation with the Cabinet Member for Finance and Asset Management 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 of the report;
 - g) the payment into the County Council Pension Fund of £5 million in 2023-24 as referred to in paragraph 20 of the report;
 - h) the appropriation of Alice Smith House from the Housing Revenue Account to the General Fund in accordance with paragraph 44 subject to any consents which are required;
 - i) the disposal of 4 Housing Revenue Account properties in accordance with paragraph 44 subject to any necessary consents that are required;
 - j) the increase in the 'multiplier' for the use in Furnished Tenancy charges in accordance with paragraph 44;
 - k) the change in the Cabinet decision made in December 2021 and reinstatement of the £25k funding which was reduced by that decision (paragraph 21 relates).

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9	Capital Strategy 2022/23 - 2025/26	181 - 220
	<p>Lead Member: Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner)</p> <p>The Head of Financial Services has submitted a report which presents the Capital Strategy 2022/23 – 2025/26 for approval.</p> <p>Cabinet is recommended to:</p> <ol style="list-style-type: none"> 1. Recommend that Council approves the Capital Strategy 2022/23 – 2025/26. 	
10	Treasury Management Strategy 2022/23	221 - 254
	<p>Lead Member: Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner)</p> <p>The Head of Financial Services has submitted a report which presents the Council's Treasury Management Strategy for 2022/23 together with the Prudential Indicators for 2022/23 to 2025/26.</p> <p>Cabinet is recommended to:</p> <ol style="list-style-type: none"> 1. Recommend that Council approves: <ol style="list-style-type: none"> 1. The Treasury Management Strategy 2022/23 as set out in paragraphs 22 to 63 of this report and the Prudential Indicators for 2022/23 – 2025/26 as set out in Appendix 2; 2. The Borrowing Strategy 2022/23 at paragraphs 38 to 40 of this report; 3. The Minimum Revenue Provision (MRP) Statement at paragraphs 41 to 43 which sets out the Council's policy on charging borrowing to the revenue account; and 4. The Investment Strategy for 2022/23 and the investment criteria as set out in paragraphs 44 to 62 of this report and in Appendix 1. 	
11	Development of land at South Oxford Science Village (Land South of Grenoble Road)	255 - 264
	<p>Lead Members: Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner) and Cabinet Member for Planning and Housing Delivery (Councillor Alex Hollingsworth)</p>	

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The Executive Director Development has submitted a report which seeks agreement for the Council to enter into a joint venture Limited Liability Partnership with Thames Water and Magdalen College, as the three land owners of the land allocated for redevelopment off Grenoble Road known as the South Oxford Science Village site, and in doing so, to commit the land for development.

Cabinet is recommended to:

1. **Delegate** to the Director for Development, in consultation with the Cabinet Members for Finance and Asset Management and Planning and Housing Delivery, the Head of Law and Governance and the Head of Financial Services, the agreement to create a limited liability partnership with Magdalen College, Oxford, and Thames Water, its incorporation, and the agreement of the detailed drafting of the LLP agreement and any ancillary documents, and entering into it and any ancillary documents on behalf of the Council;
2. **Delegate** to the Director for Development, in consultation with the Cabinet Members for Finance and Asset Management and Planning and Housing Delivery, the Head of Law and Governance and the Head of Financial Services, the decision, following the receipt of advice, whether to pursue an option or conditional contract, the final drafting of any such option or contract, the granting of any such option or contract, or the entering into agreement on any such option or contract which commits the Council's land, within the SOSV allocation, to be available to be drawn down by the LLP when the land is needed for development. This will include ensuring the requirements of S123 of the Local Government Act 1972 are met and that any disposal is for the best consideration that can reasonably be obtained or otherwise in compliance with the requirements of section 123;
3. **Recommend** to Council the establishment of a revenue budget of £556k to enable the work to bring the site forward for development, and for internal and external resources its business. Where appropriate and agreed with the Head of Financial Services the costs will be capitalised and the appropriate budget vired from revenue to capital in line with the capitalisation;
4. **Recommend** to Council a loan of up to £500k to be made to the LLP to cover the council's share of running the LLP (% share based on % land ownership within the allocation) to be repaid with interest on terms agreed with the Head of Financial Services. The appropriate capital and revenue budgets to be established, to be

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agreed with the Head of Financial Services, based on the LLP Business Plan and Budget.

12 Minutes

265 - 268

Recommendation: That Cabinet resolves to **approve** the minutes of the meeting held on 26 January 2022 as a true and accurate record.

13 Dates of Future Meetings

Meetings are scheduled for the following dates:

16 March 2022

13 April 2022

15 June 2022

13 July 2022

All meetings start at 6.00

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.

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Part Two – matters exempt from publication

14	Development of Land at South Oxford Science Village - Appendices 1, 2 and 3	269 - 284
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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 working days 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 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 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.

To: Cabinet: **Date:** 9 February 2022
To: Council **Date:** 16 February 2022
Report of: Head of Financial Services
Title of Report: Medium Term Financial Strategy 2023-24 to 2025-26 and 2022-23 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 2023-24 to 2025-26 and 2022-23 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:	
<ol style="list-style-type: none"> 1. Approve the 2022-23 General Fund and Housing Revenue Account budgets and the General Fund and Housing Revenue Account Medium Term Financial Strategy as set out in Appendices 1-9, noting: <ol style="list-style-type: none"> a) the Council's General Fund Budget Requirement of £22.382 million for 2022/23 and an increase in the Band D Council Tax of 1.99% or £6.37 per annum representing a Band D Council Tax of £326.54 per annum; b) the Housing Revenue Account budget for 2022/23 of £47.882 million and an increase of 4.10% (£4.51 per week) in social dwelling rents from 1 April 2022 giving a revised weekly average social rent of £112.00 as set out in Appendix 5; c) the increase in shared ownership rental in accordance with the lease as shown in paragraph 44 and the discretion used by the Head of Housing in setting the initial rent for the unsold share of 2% and giving delegated approval to the Head of Housing to set this for future shared ownership rents up to 2.75%; d) the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6; 	

- e) the fees and charges shown in Appendix 7;
- f) the delegation to the Section 151 Officer in consultation with the Cabinet Member for Finance and Asset Management 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 of the report;
- g) the payment into the County Council Pension Fund of £5 million in 2023-24 as referred to in paragraph 20 of the report;
- h) the appropriation of Alice Smith House from the Housing Revenue Account to the General Fund in accordance with paragraph 44 subject to any consents which are required;
- i) the disposal of 4 Housing Revenue Account properties in accordance with paragraph 44 subject to any necessary consents that are required;
- j) the increase in the 'multiplier' for the use in Furnished Tenancy charges in accordance with paragraph 44;
- k) the change to the Cabinet decision made in December 2021 and reinstatement of the £25k funding which was reduced by that decision (paragraph 21 relates).

Appendices to the report:

Appendix 1	Summary of General Fund Budget by Service 2022-23 to 2025-26
Appendix 2	General Fund Revenue Budget by Service 2022-23 to 2025-26
Appendix 3	Detailed General Fund Service Budgets Bids and Savings Proposals 2022-23 to 2025-26
Appendix 4	Housing Revenue Account Budget 2022-23 to 2025-26
Appendix 5	Housing Revenue Account Rent by property type
Appendix 6	General Fund and HRA Capital Programme 2022-23 to 2025-26
Appendix 7	Fees and Charges
Appendix 8	Risk Register
Appendix 9	Equalities Impact Assessment
Appendix 10	Budget Consultation

Comment from the Cabinet Member for Finance and Asset Management, Councillor Ed Turner

Our budget situation this year is extremely challenging: this has not changed between the position when we published our consultation budget and the position today.

The principal reason for this is the fallout from the pandemic, which continues to have a profound effect on the Council's finances. We still have businesses struggling to pay rents for their premises owned by the City Council, the trading activity of Oxford Direct Services has been affected, the leisure services in Oxford have seen fewer visitors (as they have nationally), and room hire income is also down. As a result of this, at the start of the year we already planned to use £11 million of our reserves – almost half those held by our Council, to handle the

consequences of the pandemic. Regrettably, while government support for local authorities has been welcome, the design of government schemes has left Oxford City Council particularly exposed. No compensation has been offered for reductions in commercial income (such as from our historic property portfolio, with holdings such as the covered market), nor for reductions in income from companies. Yet we rely on these sources in Oxford to fund services: the essence of our Oxford Model has been to develop income streams to replace government funding which was cut.

On top of this, we face some new pressures. The first is a potential change to government accounting rules, which would severely restrict our ability to lend money to our wholly-owned companies. We have successfully lobbied to argue against this change being implemented immediate, while setting aside funds to address it in the future. We face additional costs because of the recent increase in employer's national insurance contributions, as does Oxford Direct Services. The government, having stated it would offer councils stability, has once again just given a single-year budget settlement, which makes planning for the long-term impossible.

To address these challenges, we have been looking hard at ways to increase our efficiency, and mitigate these pressures without cutting front-line savings. Our proposal to reduce our office-space has been further developed, and we propose a range of additional "transformation" savings, for instance on procurement and ICT. However, inevitably there are also some difficult choices to be made in this context – we have tried to ensure that the burden of service reduction does not fall on those that can least afford it.

It is important not just to focus on changes to the budget, but also on things that will continue to be funded. We continue to be committed to implementing the outcome of the citizens' assembly on climate change; we propose to continue full council tax relief for those on low incomes; we continue, in full, our youth ambition scheme; we retain in full our network of community centres, including three new builds; we retain generous funding for our not-for-profit sector (for instance, our local advice agencies). We also so determined to address Oxford's housing crisis, which is why there is funding for a massive council house building programme, with over 1,000 new council homes to be built in the next decade. We propose, in the light of our budget consultation, to reinstate the previous level of grant funding for advice centres, as they do such important work to support our communities.

This remains a worrying time for our Council, and our city. We are very grateful to our excellent workforce for all they do to deliver council services, at a time when they are needed more than ever before.

Introduction

- 1 This report reflects the outcome of the consultation on the draft budget agreed by the Cabinet on 15th December 2021 as well as incorporating changes which have arisen since the consultation budget was published.
- 2 The consultation on the draft budget began on 16th December 2021 and ended on 31 January 2022. The consultation document was available on the Council's website and also use was made of the Citizens' Panel.
- 3 For ease of reading; the report is split into three sections:
 - Section A General Fund Revenue Budget

- Section B Housing Revenue Account (HRA) Budget
- Section C Capital Programme

Section A – General Fund Revenue Budget

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

Local Government Finance Settlement 2022-23

- 5 The Government published its Provisional Finance Settlement for 2022/23 on 16 December 2021. Following consultation which closed on 13 January 2022 the Government published the Final Settlement.
- 6 The key points included:
- a. **Council Tax** -The council tax referendum limit will as expected be 2% for local authorities with social care authorities allowed a 3% social care precept plus any balance of the 3% which they didn't implement last year. 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 2022-23, as has Baseline Need, NNDR Baseline and Tariff/Top Up amounts. This is the second year in a row.
 - ii. The government is considering extending the business rates relief given to businesses due to COVID 19
 - iii. Business rates funding reform i.e fairer funding continues to be delayed with no date given for implementation.
 - iv. No business rates reset in 2022-23
 - c. **New Homes Bonus** - The 2022/23 allocations have been announced. These will be paid with legacy payments due from previous years (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.
 - d. **2022/23 Services Grant** – This new £822m grant has been distributed via 2013/14 SFA shares and is in respect of COVID pressures experienced by local authorities. It would appear that this means of distribution is for one year only. The Councils allocation is £431k.
 - e. **Homelessness** - £315 m for rough sleepers and those at risk of homelessness during COVID-19 in the form of Homelessness Prevention Grant Allocations. Oxford's allocation of £1.084 million, higher than budgeted of £750k for one year. In addition a top up of the 2021-22 HPG allocation of £224k to help those with rent arrears this winter. These are ringfenced amounts for the sole use on homelessness.

- f. **Lower Tier Services Grant** - A further year of lower tier services grant has been given, with a total national value remaining unchanged at £111m. Whilst the distribution methodology is the same as 2021/22. The Councils allocation is £266k

Additional COVID support for Businesses and local authorities

- 7 Recent Government announcements include additional financial support for businesses and local authorities including :
- **Community Vaccine Champions Scheme** - £22.5 million local authorities to enhance vaccine take up
 - **Protect and Vaccinate** - £25 million to local authorities to provide accommodation and increase take up of vaccinations amongst people sleeping rough
 - **COVID Additional Relief Fund (CARF)** – £1.5 bn in business rates relief for businesses effected by COVID who have not been eligible for existing business rates support. The Councils allocation of relief is approximately £8.49 m
 - **Additional Discretionary ARG** - £100 million prioritised for those local authorities that have allocated their Additional Restriction Grant (ARG) top up. The Councils allocation to distribute is approximately £208k
 - **Expanded retail, hospitality and leisure business rates relief.** 50% relief for eligible businesses from 1-4-2022 for one year. A reduction from the existing 66% relief.
 - **Omicron Hospitality and Leisure grants** - Up to £6000 for businesses hit by COVID restrictions in the leisure and hospitality industry. The Council's allocation of grant to distribute is approximately £2.112 million.

Inflation/ Interest Rates

- 8 The Consumer Prices Index rose by 5.1% in the 12 months to November 2021 up from 4.2% in October. The MPC's target CPI rate is still 2% for 2 years time and there is therefore a sense that the rise is temporary.
- 9 At around the same time on 16th December 2021 the Bank of England increased the base rate from 0.1% to 0.25%. There is always a delay in how quickly interest rate rises start to have an impact. Most of the Council's borrowing to fund capital expenditure is internal as opposed to external borrowing and therefore currently the impact of these rises on the council would be manageable. In the longer term there would be a financial impact on the Housing Company and equally the HRA. A 1% increase in borrowing interest rates could increase capital charges in the HRA by around £1.5 million per annum although HRA the assumption that interest is charged at 3% allows for some mitigation of these rises.

Settlement Funding Assessment (SFA)

- 10 The Settlement Funding Assessment comprises authorities' Revenue Support Grant (RSG) which for Oxford is nil and the share of locally retained business

rates (the baseline funding level). The figures for Oxford City Council are as follows:

Table 1: Settlement Funding Assessment 2021/22 – 2022-23		
	2022/23 £000's	2021/22 £000's
Total SFA	6,300	6,300
of which Revenue Support Grant	0	0
Baseline Funding Level	6,300	6,300
Increased SFA on previous year (%)	0	0

Retained Business Rates

- 11 The Government has issued authorities with their Retained Business Rates Baseline Funding Levels for 2022-23. 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 in accordance with the assumptions made in the Consultation Budget.
- 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 2: Change In Business Rates since Consultation Budget				
	2022/23 £000's	2023/24 Est £000's	2024/25 Est £000's	2025/26 Est £000's
Consultation Budget	7,154	4,879	5,110	5,347
Finance Settlement	7,154	4,879	5,110	5,347
(Decrease)/ Increase	0	0	0	0
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 2022-23 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 2022-23 are known for all Districts within Oxfordshire.

Council Tax

- 16 The estimate of the tax base for 2022-23 presented to Audit and Governance on 27 January 2022 resulted in a decrease of 190 band D equivalent properties to that used in the consultation budget resulting in a decrease in council tax income as shown below. Reasons for the decrease include additional Council Tax Reduction Scheme claimants and also increased number of properties occupied by students who pay nil council tax.
- 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 3 Change In Council Tax since Consultation Budget				
	2022/23 £000's	2023/24 Est £000's	2024/25 Est £000's	2025/26 Est £000's
Consultation Budget	15,352	15,806	16,273	16,754
Revised estimate	15,035	15,480	15,937	16,408
(Decrease)/ Increase	(317)	(326)	(336)	(346)

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 4: New Homes Bonus Estimates				
New Homes Bonus	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
Consultation Budget	106	-	0	0
Final Finance Settlement	470	-	0	0
(Increase)/ Decrease	370	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 affected over the coming months and year including the speed that they may bounce back. Commercial rental income and car parking revenues remain problematic but the assumptions made in the Consultation Budget still stand and therefore no further adjustment has been made to the forecast income levels.
- **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** – in accordance with the consultation budget
- **Pensions** - The Medium Term Financial Strategy includes an increase from the current contribution in line with pay inflation increases. The next triennial review will be with effect from 1st April 2023. In 2020-21 the Council made Provision within the MTFS for a prepayment into the pension fund of £5million. The prepayment reduces the employer's contribution rate for all employees in the fund both within the City Council and ODS for a period of three years with the contribution rate reverting to the standard rate at the end of the

period. The initiative reduces expenditure by approximately £1.2 million over the three year period as well as returning £4million of the prepayment back to the Council for use in subsequent years. Within the budget re-set provision has been made to prepay an additional £5 million into the fund with effect from 1-4-2023 ensuring that a similar saving on the revenue account as in previous years. This level of saving has been assumed for future years although the actual amount of saving will be determined by the actuary when they undertake their next triennial review of the pension fund in 2023/24

- **Pay-** The staff trade unions, Unison and Unite, have confirmed their acceptance of a 2% pay increase for 2023-24 and a 2.5% pay increase for 2024-25.

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 15th December 2021.

Grant Funding to Advice Centres – As part of a target saving on voluntary sector grants of £200k, Cabinet agreed at their meeting on 15th December to make a reduction of £25k annually in the advice centre funding pot of £473,461 and would seek to support the advice centres to secure additional funding and work with them through the locality hubs. Following consultation, we propose to reinstate the £25k in the grants budget but fund it from the Housing Revenue Account, since the centres in question are predominantly located on council estates.

Land Charges – The Consultation Budget allowed for an increase in fees and charges of 25% to allow for an additional member of staff to deliver GIS technical support in this area. The land charges team have also suffered from a lack of technical expertise to manage the team efficiently and provide a professional input from a planning and legal perspective. In addition to the 1 FTE member of staff a need has been identify for an additional 0.5 fte (£25,000) and the service will be transferred from the Head of Business Improvement to the Head of Planning. It is considered that these changes can be justifiably covered from an additional increase in fees and charges and this proposal increases land charges fees and charges by 34% from £133 per application to £166.25 per application. It is likely that the Government will implement changes in 2023-24 to transfer certain aspects of the work from local authorities to Government which will necessitate a further review of resources and fees and charges in this area.

Car Parking

- 22 In preparation of the Consultation Budget increases per hour for Headington and St Clements car parks were shown as 50p per hour in line with city centre car parks instead of 20p per hour in line with the intention for suburban car parks. This has been adjusted in the final budget in Appendix 7.

Transformation

- 23 The financial challenges facing the council, changes to demand on services and the way people use services; and increased workload pressures on staff, all of which have been accelerated by the Covid pandemic, have highlighted the need to change the way we work and deliver services, with greater automation and

digitisation, and streamlining our processes and systems. The transformation programme aims to respond to these challenges to develop a long term, cross organisational approach to delivering costs savings and increased income, improving our services and greater efficiency in use of staff time, helping to release capacity within the organisation.

24 Within the Consultation Budget provision was made for £250k of savings per annum to be achieved from additional transformation initiatives over and above those included in the MTFP last year. Savings already included were around £3.2 million per annum in relation to changes in accommodation at St Aldates Chambers, integration of Communities and Housing Directorates, service changes in Housing needs and Homelessness, printing and stationery and ICT contracts. At the time this new figure was a placeholder pending further work to profile. Since November significant work has been taking place with services to determine a) what level of savings could be quantified against the current scope of work (outlined below) and b) what level of estimated investment was required for delivery over and above £300k per annum investment already included within the MTFP to deliver the savings identified in last year's MTFP. We are taking a cautious and evidenced- based approach and confidence ratings have been applied to the savings identified, meaning savings in later years of the MTFP should increase as the delivery plans are developed. Work will continue with the services to the Summer to identify additional savings.

25 From the work to date, savings and investment required to drive the savings is as follows:

- **Procurement** – the renegotiation of General Fund revenue contracts with suppliers firstly in relation to contracts which come up for renewal on or before 31-12-2022. Renegotiation will also include the making of immediate payments to suppliers or changes to service to achieve a saving.
- **Customer experience**– evidence led approach to better understand the journey of our customers through workshops with services, which have identified savings in our customer contact centre and services, by:
 - Redesigning our web site
 - Automation of our processes
 - Using digital assistance tools such as web chat
 - Further digitalisation of our face to face offer
- **ICT** – a number of efficiencies will be implemented to drive savings in ICT costs by accelerating the Councils move to cloud technology and reducing the number of systems and applications that are used. This will be enabled by:
 - Implementing Microsoft 365 to all staff
 - Moving systems to cloud based technology reducing the need to servers and data centre costs
 - Adopting the use of single applications eg bookings and payments
 - Reducing the number of laptops and phones through the introduction of “bring your own device”

- Core system replacements and upgrades such as Lagan, Vfire , CORVU
- 26 Evidence from the work to date suggests that further savings should be achievable from these and other initiatives within the transformation programme, however these have not yet been quantified to the degree that they can be included within the MTFP. Work between now and the summer will focus on evidencing additional savings in customer experience, income opportunities, agency spend, procurement, redesign of our support services, further rationalisation of our assets and reviewing our service delivery models.
- 27 In addition to delivering cashable savings, the investment in transformation will have additional financial benefit in terms of cost avoidance in terms of future pressures arising from ICT and better targeting of services through enhanced use of data.
- 28 There are a number of non financial benefits which will arise from such a transformation programme including:
- Better security of data, improved user experience and greater efficiency for staff arising from more efficient and reliable systems.
 - Benefits in the future efficiencies having a positive impact on staff motivation and commitment, capacity across the organisation, better recruitment and retention, development opportunities and career progression.

Transformation costs

- 29 Included within the consultation budget was an amount of approximately £300k per annum for the transformation team. The resource is being used to drive out the savings of £3.2 million per annum identified above. To realise more savings in customer, services and ICT, further resource is required to secure them. The additional resources from the provisional finance settlement gives the opportunity to spend to save in this area to achieve additional savings as follows:

Table 5 : Tranformation Costs and savings		2022-23	2023-24	2024-25	2025-26
	Staffing	£	£	£	£
Resources	Average fte				
Base Budget for year	16-12	1,189,197	789,145	0	0
Capitalised ICT resource	2-3	81,600	163,200	163,200	163,200
ICT revenue and capital		492,200	324,800	0	0
Total Resources available		1,762,997	1,277,145	163,200	163,200
Savings from change program					
Impact on general fund					
Procurement		50,000	100,000	100,000	100,000
Customer		16,100	106,863	126,284	126,284
Service based		32,393	122,196	163,833	163,833
net off ring fenced accounts		-3,171	-11,100	-14,281	-14,281
HRA savings		-14,553	-113,585	-131,776	-131,776
ICT		0	46,000	386,000	416,000
Existing savings from transformation		2,260,000	2,702,000	3,202,000	3,202,000
Impact on general fund		2,340,769	2,952,374	3,832,060	3,862,060
Risk assessed		2,327,000	2,952,000	3,652,000	3,752,000
Return on investment (%)	21	132	231	2,238	2,299

- 30 The return on investment varies but in each year more than exceeds the 'hurdle rate' equivalent to around 5%. In addition to the above there is estimated cost avoidance from the use of chrome workbooks and also reduced capital investment on the use of smartphone estimated to be around £500k over a 3-4 year period. The additional investment in transformation produces ongoing savings to the general fund subject to business cases of around £550k per annum at the end of the MTPF with the potential to increase this amount as work to identify further quantifiable savings is carried out. Appointments to transformation internal roles may either come from existing staff with backfill allowing development opportunities for staff or via external appointment probably on the basis initially of 2 year fixed term contracts or secondments. Business cases will be provided to the Corporate Management Team who will have oversight of the transformation programme which will limit the commitment of resources until the business case is signed off with a clear identification of potential savings. Within the table savings that effect the HRA or ring fenced accounts such as Building control or licencing have been netted down since these will not impact the General Fund although the savings obtained from any efficiency drive are clearly important to be captured.

Consultation on Minimum Revenue Provision

- 31 The Budget Report to Cabinet in December raised concerns about a consultation on Minimum Revenue Provision by the Government which was about to be released. The Consultation was published on 30th November 2021 with a 10 week consultation period ending on 8TH February 2022.
- 32 Under the Prudential Framework authorities are required to ensure that capital expenditure financed by borrowing is both prudent and affordable and they have a statutory duty to set aside revenue funds to repay the principle of the debt, this is known as Minimum Revenue Provision (MRP). The Government is concerned that some authorities are not sufficiently complying with this duty and is proposing changes to regulations to make sure that practices are prudent and consistent across the sector.
- 33 The Government is proposing that with effect from 1-4-2023 to make explicit that:
- Capital receipts may not be used in place of the revenue charge
 - Prudent MRP must be provided with respect to the authority's total Capital Finance Requirement (CFR) i.e the total amount of capital expenditure financed by borrowing. The intent is to stop the intentional exclusion of debt because it relates to a capital loan or investment.
- 34 In Oxford this MRP Policy approved annually by Council provides for no MRP to be made in respect of companies in which the council has an interest. The repayment to the Council for these loans will be a capital receipt which the Council will set aside 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.
- 35 Whilst the Council welcomes the mandating of some aspects of MRP especially in relation to property or regeneration it does not believe that its MRP policy that provides no MRP where loans are given to organisations such as OCHL with a predetermined repayment period should fall within this mandate. It is welcome

news that the revised policy will not come into force until 1-4-2023 since it is understood that the original intention was to implement from 1-4-2022.

- 36 Whilst the Council will continue to make representation through the consultation period at this point the best estimate of the financial impact on the Council in relation to loans to Oxwed, Oxford City Housing Investment Ltd (OCHIL) and National Housing Property Fund (NHPF) is shown below.

Table 6: Estimated impact of MRP				
MRP	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
Consultation Budget	858	787	787	787
Revised Impact	0	536	751	727
(Increase)/ Decrease	858	251	36	60

Summary of Changes to Medium Term Financial Strategy (MTFS)

- 37 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 2021, taking account of the changes highlighted above, is shown below:

Table 7	Summary General Fund MTFP 2022-23 to 2025-26			
	2022-23	2023-24	2024-25	2025-26
	£000's	£000's	£000's	£000's
Net Expenditure per consultation budget	22,334	20,407	21,105	21,824
Adjustments				
Services grant	-431			
Lower tier grant	-280			
MRP adjustments from original base	-858	-251	-36	-60
Other adjustments relating to capital	-886	-592	-114	533
Pay adjustments	-647	-60	-222	733
Increased cost of funding transformation in addition to £300k	889	489	-300	-300
ICT revenue/capital	574	488	163	163
Adjustment to £250k saving assumption	183	0	-200	-300
NET BUDGET REQUIREMENT	20,878	20,481	20,396	22,593
FUNDING				
Council Tax	-14,758	-15,202	-15,659	-16,131
Retained business rates	-7,154	-4,879	-5,110	-5,347
New Homes Bonus	-470	0	0	0
Total funding	-22,382	-20,081	-20,769	-21,478
Additional (Surplus)/ Deficit transferred to reserves	-1,504	400	-373	1,115

The summarised position of the Council's Net Budget Requirement taking account of these changes is shown below:

Table 8: Summary General Fund Medium Term Financial Strategy 2022/23 to 2025/26				
	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
Net Expenditure per Consultation Budget	22,334	20,407	21,105	21,824
Net change excluding funding	(1,456)	74	-809	769
Adjustment in transfer to/(from) reserves	1,504	(400)	373	(1,115)
Net Budget Requirement	22,382	20,081	20,769	21,478

FUNDING				
Council Tax (Table 4)	14,758	15,202	15,659	16,131
Retained Business Rates (table 3)	7,154	4,879	5,110	5,347
New Homes Budget (includes table 5)	470	-	0	0
Total	22,382	20,081	20,769	21,478
Surplus/ (Deficit)	-	-	-	-

GENERAL FUND WORKING BALANCE				
Opening	3,856	3,856	3,856	3,856
Transferred to/(from)	-	-	-	-
Closing	3,856	3,856	3,856	3,856

- 38 The revised MTFP allows for no additional net draw on reserves on earmarked reserves over the four year MTFP although this varies in individual years. Around £11 million of COVID reserve is still intended to be used over the life of the MTFP to balance the budget leaving around £11 million left to divert from their earmarked use should this be necessary in addition to the £4 million General Fund working balance identified above.

Budget Consultation Results

39. The consultation concentrated on a number of key areas which are shown below. There were 72 responses received as at 20th January. Members will be updated at the meeting with any further responses that are received up until the consultation closes on 31st January. Appendix 10 provides the detail of the responses with a summary shown below for each of the main areas:

- **Approach to Budget Setting**

- i. There was strong support for all aspects of the council's budget setting strategy with use of our wholly owned companies to generate external trading income featuring highly (69- 75% either agreeing or strongly agreeing) and reducing our office space with 72% agreeing or strongly agreeing.
- ii. there was least support for continue to base the council tax reduction scheme on 100% of the council tax with 51% agreeing or strongly agreeing and 32% 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 62% either disagreeing or strongly disagreeing) was given to freezing council tax and cutting services

- **Service Priorities**

- i. Highest support (84% strongly agreeing or agreeing) in favour of maintaining parks and open spaces, (76%) for provision of affordable housing, introducing a licence for private rented housing (76%) and keeping our city centre clean and tidy (76%)
- ii. There was least support for encouraging customers to self serve (50% strongly agreeing or agreeing) and providing grants to voluntary and community groups (56%)

- **Capital Investment**

- i. Highest support (66% strongly agreeing or agreeing) for investment in affordable housing, council house improvements (69%)
- ii. Least support was given for investment in Osney Mead (30%) although 45% were neutral improvements, refurbishment of East Oxford and Bullington Community Centre (50%) and new ICT hardware and software (51%)

- **Council Housing**

- i. Highest support (59%) was given to building new social housing, improving energy efficiency (54%) and maintaining the quality of existing council homes (48%) with least support given to improving the look and feel of council estates (13%) and targeted estate regeneration such as Blackbird Leys and Barton (13%) although it should be noted that only 4 respondents were council tenants.

- **Use of neighbourhood CIL**

- i. 41% of respondents either agreed or strongly agreed with how the council makes use of neighbourhood CIL, with 21% disagreeing or

strongly disagreeing, 32% neutral and the balance not answering the question.

General Comments

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

- More working with universities
- Good budget in difficult circumstances
- Do something about traffic pollution from 'shopping mall traffic'
- Can we afford six councils in a small county?
- Do not invest in the Oxford Arc

Risk Implications

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

- a) Companies do not perform as well as expected leading to reduced income to the Council
- b) Savings from efficiencies and transformation not achieved
- c) Outcome of the expected consultation on Minimum Revenue Provision will adversely affect the councils financial position
- d) Council income streams continue to be affected by the pandemic beyond the provisions already made in the MTFS
- e) The Homelessness reserve is exhausted at a faster rate than anticipated as assumed Government and contributions in respect of homelessness expenditure are not forthcoming
- f) Failure of a major partner for instance in Leisure
- g) Companies do not perform as well as expected leading to reduced income to the Council
- h) Business Rates income is lower than forecast
- i) Variations in interest rates or non-performance of property funds and multi asset vehicles effecting returns to council
- j) Slippage in the capital programme adversely affects revenue savings and additional income in the MTFS
- k) Cuts by partner organisations such as the County Council adversely affect service provision

Section B Housing Revenue Account Budget

Issues arising since the publication of the consultation budget

42 The Council published its Consultation Budget on 15th December 2021 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 4.10% increase on council house rents in the city.

43 Following the Budget Consultation exercise the Housing Revenue Account as published at Cabinet on 9th December 2021 remains unchanged:

Table 9 Housing Revenue Account

	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
Income	(47,882)	(50,774)	(55,713)	(58,636)
Expenditure	47,899	50,721	53,287	53,632
Net Operating Expenditure	17	(53)	(2,426)	(5,005)
Investment income	(80)	(37)	(32)	(25)
Revenue Contributions			4,693	5,254
(Surplus)/Deficit for the Year	(64)	(91)	2,235	225
(Surplus)/Deficit b/fwd	5,830	5,894	5,985	3,750
(Surplus)/Deficit c/fwd	5,894	5,985	3,750	3,525

Key Assumptions

44 Key assumptions included in the budget include :

- **Inflation** - All the assumptions for inflation are the same as for the Council's General Fund.
- **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 £3.5 million as being the minimum required to cover unexpected events such as falling investment income or increased costs.
- **New dwellings** - The HRA BP assumes that it will continue to purchase the affordable housing from OCHL's 10 year development programme 1,114 properties within an overall budget envelope of £367 m before grant and share ownership sales, £289 m when these are taken into account.
- **Debt**- Debt will rise from £306 million in 2022-23 to peak debt of £494 million in 2028-29
- **Disposals** - Disposal of around 40 dwellings per year is assumed up until 2023/24 and then subsequently reduced to 20. The HRA currently has 4 properties at 163, Walton Street, 39, Long Close, 8 Cowley Road and 46 Stubbs Close which are currently in need of repair to the value of approximately £1.8 million which it proposes to dispose of. An appropriation of 22 units at Alice Smith House to the Councils General Fund from HRA to be used for the housing of homeless families is planned at an estimated value of £943k
- **Rent increase** Under the Governments rent standard from 1st April 2020 rent may only be increased by up to CPI +1% for a period of five years for local authority and housing association social rents. 2022/23 is the third year of the rent standard and rent will be increased by CPI + 1% i.e. 4.1% with 3% increases estimated for future years
- **Shared ownership rent** - The rent charged on shared ownership properties shall initially be set at 2% of the value of the unsold share of the property, but with discretion delegated to the Head of Housing Services to set an initial rent up to the values of 2.75% of the value of the unsold share of the

property where the development of the property would be otherwise unviable within the criteria set out in the HRA business plan.

- **Service charges** such as caretaking, cleaning, CCTV, communal areas etc. will be increased by RPI at 4.9% across all tenure types in the HRA
- **The Furnished Tenancy** multiplier in respect of charges to tenants who take up the offer of the provision of white goods and other fittings at the start of a new tenancy is proposed to be changed from 1.4642 to 1.5155, an increase of 3.5% for current tenants.
- **Appropriations** -An appropriation of 22 units at Alice Smith House by the Councils General Fund from HRA to be used for the housing of homeless families is planned. The appropriation will be undertaken by the 'equivalent debt' accounting process reducing the Capital Financing Requirement for the HRA and increasing that of the General Fund by an amount of approximately £943k. The appropriation will require Full Council approval which will be obtained in February.

Risk Implications

45. The main risks to the balanced position of the HRA are summarised below and detailed in Appendix 8:
- Increase in interest rates together with the requirement to stay within prudent covenants such as interest cover will restrict the amount of activity in the HRA especially in the early years of the business plan.
 - Increased arrears due to benefit changes arising from aftermath of 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

- 46 The Council's Draft Capital Programme for consultation amounted to over £577 million over the four year period 2022/23 to 2025/26.
- 47 Appendix 6 attached details the Council's Capital Programme for 2022/23 to 2025/26. The changes to the Consultation Budget reported in December 2021 are summarised in Table 10 below:

Table 10 Changes to Capital Programme 2022/23 to 2025/26 compared to Consultation Budget				
	2022/23	2023/24	2024/25	2025/26
	£000's	£000's	£000's	£000's
GENERAL FUND				
Consultation Budget Spend	77,240	44,238	69,976	19,754
Slippage from 2021-22				
Oxford Growth Deal	2,560	-	-	-
Affordable housing supply	914	1,086	1,000	-
Northern Gateway - HIF	2,000			-

Acquisition of properties	13,000	-	-	-
Other slippage	2,622	(37)	954	64
Additional ICT costs re transformation	188	125	125	100
Total General Fund	98,524	45,412	72,055	19,918
HRA				
Consultation Budget Spend	112,975	147,527	72,806	32,826
Property purchases from OCHL	(518)			
Total HRA	112,457	147,527	72,806	32,826
Total Revised Programme	210,981	192,939	144,861	52,744

Funding of the Capital Programme

48 The funding of the Capital Programme is shown in Table 11 below:

Table 11 Capital Programme Financing 2022/23 to 2025/26				
	2022/23	2023/24	2024/25	2025/26
	£000's	£000's	£000's	£000's
GENERAL FUND				
Capital Receipts	8,455	10,750	8,293	10,049
Revenue and reserves	806	2,050	1,669	619
Community Infrastructure Levy	11,398	3,045	2,116	-
Grants	24,197	3,080	1,200	1,200
Borrowing	53,668	26,487	58,777	8,050
TOTAL GENERAL FUND	98,524	45,412	72,055	19,918
HRA				
Major Repairs Reserve	9,412	9,706	9,706	9,570
Capital Receipts	22,823	8,078	16,765	9,368
Grants	10,303	6,798	17,159	1,680
Revenue Funding	-	-	4,693	5,254
Borrowing	69,919	122,945	24,483	6,954
TOTAL HRA	112,457	147,527	72,806	32,826
TOTAL FUNDING	210,981	192,939	144,861	52,744

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

- a) Interest rate rises increase financing costs
- b) Right to buy disposals as detailed in the assumptions are not as forecast causing a shortfall in funding of schemes
- c) Delays in construction of new homes by OCHL
- d) Slippage in Capital Programme and impact on delivery of priorities
- e) Robustness of estimates

Housing Company

50 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 1,829 dwellings over the next 10 year period with 1,114 being acquired by the Council's 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

51 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 12: Revenue Returns to Council from OCHL 2022/23 to 2025/26				
	2022/23	2023/24	2024/25	2025/26
	£000's	£000's	£000's	£000's
Loans outstanding at year end to Company	51,499	46,293	68,961	76,852
Revenue Returns to Council				
Gross Interest	2,782	2,311	3,493	4,245
Dividends		2,000	5,000	4,889
Total	2,782	4,311	8,493	9,134

Oxford West End Development (OXWED)

52 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

53 The loan investment rate is 6.5% with accrued interest to 31-3-2021 of approximately £3.1 million with another £5.0 million over the next 4 years. In addition, loans have also been approved to fund working capital of £600k

up to March 2021. Nuffield College has matched the loans given by the Council. Further loans of up to £700k and £300k were approved by Council in November 2021 in relation to the establishing of a Limited Liability Partnership.

- 54 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. At Cabinet on 10th November members were advised that the most tax efficient vehicle to take forward the development of the Oxpens site would require the formation of a Limited Liability Partnership (LLP). This vehicle was not open to local authorities at the time of establishing the joint venture but legal precedence established since has enabled this route. In December 2021 the Council sold its shares in Oxwed and purchased shares in the LLP together with Nuffield College. At the same time all outstanding debt was novated into the new LLP.
- 55 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

- 56 The company entered its fourth year of trading in 2021-22 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 any further dividends although they do intend to consider payment of a dividend in respect of 2020-21 at their Board in February 2022. The Councils expectation in accordance with their medium term financial plan is a payment of £600k
- 57 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 and unsecured income which the company is seeking to derive from commercial sales. This shown in more detail below.

Table 13 : Estimated LATCO dividend 2022-23 to 2025/26				
	£000s	£000s	£000s	£000s
	2022-23	2023-24	2024-25	2025-26
Secure dividend	1,154	1,143	1,220	1,288
Potential dividend	918	1,604	2,433	2,638
Total	2,072	2,747	3,643	3,926

Financial Implications

- 58 These are covered within the main body of the report.

Legal Implications

- 59 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.

- 60 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.
- 61 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.
- 62 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

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

Equalities Impact Assessment

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

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Background Papers:
None

OXFORD CITY COUNCIL GENERAL FUND REVENUE BUDGET 2022/23 FOR CONSULTATION AND FUTURE YEAR CONTROL TOTALS - APPENDIX 1

	Recommended Budget 2022/23		Proposed Budget 2023/24		Proposed Budget 2024/25		Proposed Budget 2025/26	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
COMMUNITIES & PEOPLE	15,021	53%	12,367	48%	10,712	47%	10,572	47%
Business Improvement	1,767	6%	835	3%	(502)	(2%)	(657)	(3%)
Transformation Projects	1,459	5%	852	3%	(387)	(2%)	(487)	(2%)
Business Support	(1)	(%)	(1)	(%)	(1)	(%)	(1)	(%)
ICT	(114)	(%)	(349)	(1%)	(349)	(2%)	(349)	(2%)
Customer Services	(99)	(%)	(104)	(%)	(104)	(%)	(159)	(1%)
Human Resources & Organisational Development	523	2%	438	2%	340	1%	340	2%
Community Services	6,392	22%	5,082	20%	4,812	21%	4,774	21%
Leisure Management	2,551	9%	2,281	9%	2,066	9%	2,066	9%
Sports Development	183	1%	183	1%	183	1%	183	1%
Parks Development	560	2%	560	2%	560	2%	560	3%
Community Centres	1,300	5%	1,202	5%	1,147	5%	1,109	5%
Youth Ambition	449	2%	449	2%	449	2%	449	2%
Town Hall & Facilities	(99)	(%)	(821)	(3%)	(821)	(4%)	(821)	(4%)
Culture	608	2%	388	1%	388	2%	388	2%
Localities Team	841	3%	841	3%	841	4%	841	4%
Regulatory Services & Community Safety	1,759	6%	1,690	7%	1,690	7%	1,690	8%
Regulatory Services	729	3%	673	3%	673	3%	673	3%
Community Safety	1,030	4%	1,017	4%	1,017	4%	1,017	5%
Housing Services	5,102	18%	4,759	18%	4,711	21%	4,764	21%
Community Housing & Strategy	836	3%	838	3%	841	4%	844	4%
Housing Needs	4,045	14%	3,699	14%	3,649	16%	3,699	17%
Property Services	90	%	90	%	90	%	90	%
Welfare Reform	132	%	132	1%	132	1%	132	1%
DEVELOPMENT	(6,223)	(22%)	(5,199)	(20%)	(6,419)	(28%)	(7,244)	(32%)
Corporate Property	(8,767)	(31%)	(7,713)	(30%)	(8,827)	(39%)	(9,607)	(43%)
Property Services	883	3%	883	3%	883	4%	883	4%
Asset Management	(9,830)	(34%)	(8,776)	(34%)	(9,890)	(44%)	(10,670)	(48%)
Transactions & Special Projects	181	1%	181	1%	181	1%	181	1%
Regeneration & Economy	770	3%	770	3%	770	3%	770	3%
Economic Development	390	1%	390	2%	390	2%	390	2%
Development Team & PMO	380	1%	380	1%	380	2%	380	2%
Planning	1,775	6%	1,745	7%	1,639	7%	1,594	7%
Development	(0)	(%)	(0)	(%)	(0)	(%)	(0)	(%)
Support Services	313	1%	313	1%	172	1%	172	1%
Information Services	12	%	12	%	12	%	12	%
Spatial Development	1,450	5%	1,420	5%	1,455	6%	1,410	6%
CORPORATE STRATEGY	1,659	6%	1,763	7%	1,596	7%	1,566	7%
Policy & Communications	326	1%	330	1%	308	1%	278	1%
Corporate Strategy	224	1%	224	1%	224	1%	224	1%
Communications	26	%	26	%	4	%	(26)	(%)
Policy & Partnerships	76	%	80	%	80	%	80	%
Environmental Sustainability	1,333	5%	1,433	6%	1,288	6%	1,288	6%
Environmental Quality	561	2%	611	2%	466	2%	466	2%
Energy & Natural Resources	435	2%	435	2%	435	2%	435	2%
Smart, Sustainable Cities	336	1%	386	1%	386	2%	386	2%
ODS	13,881	49%	12,958	50%	12,760	56%	13,364	60%
ODS Client	13,881	49%	12,958	50%	12,760	56%	13,364	60%
Parking Management	(1,870)	(7%)	(1,863)	(7%)	(1,890)	(8%)	(376)	(2%)
Domestic Waste	6,158	22%	6,158	24%	6,158	27%	6,158	28%
Street Cleansing	6,055	21%	6,060	23%	6,060	27%	6,060	27%
Parks & Open Spaces	3,686	13%	3,686	14%	3,686	16%	3,686	17%
Pest Control	253	1%	253	1%	253	1%	253	1%
Engineering	9	%	9	%	9	%	9	%
Motor Transport	165	1%	165	1%	290	1%	290	1%
Overheads & Profit Share	(576)	(2%)	(1,511)	(6%)	(1,807)	(8%)	(2,717)	(12%)

OXFORD CITY COUNCIL GENERAL FUND REVENUE BUDGET 2022/23 FOR CONSULTATION AND FUTURE YEAR CONTROL TOTALS - APPENDIX 1

	Recommended Budget 2022/23 % of £000's Total		Proposed Budget 2023/24 % of £000's Total		Proposed Budget 2024/25 % of £000's Total		Proposed Budget 2025/26 % of £000's Total	
CORPORATE SERVICES	4,193	15%	4,035	16%	4,065	18%	4,036	18%
Financial Services	3,350	12%	3,244	13%	3,274	14%	3,245	15%
Accountancy	(299)	(1%)	(339)	(1%)	(339)	(1%)	(339)	(2%)
Corporate Finance	(2)	(%)	(2)	(%)	(2)	(%)	(2)	(%)
Investigations	402	1%	302	1%	302	1%	302	1%
Procurement & Payments	(21)	(%)	(21)	(%)	(21)	(%)	(21)	(%)
Revenues & Benefits	3,276	11%	3,310	13%	3,340	15%	3,311	15%
Incomes	(6)	(%)	(6)	(%)	(6)	(%)	(6)	(%)
Law & Governance	842	3%	790	3%	790	3%	790	4%
Committees & Members Services	(10)	(%)	(10)	(%)	(10)	(%)	(10)	(%)
Election Services	484	2%	484	2%	484	2%	484	2%
Legal Services	35	%	35	%	35	%	35	%
Senior Management Team	22	%	22	%	22	%	22	%
Corporate Governance & Business Support	311	1%	259	1%	259	1%	259	1%
Total Budget at Portfolio Level	28,531	100%	25,924	100%	22,715	100%	22,294	100%
Below the line								
Corporate Accounts	(5,565)	(25%)	(4,948)	(25%)	(7,895)	(38%)	(7,492)	(35%)
Contingencies	1,900	8%	3,151	16%	5,360	26%	6,464	30%
Total Expenditure Budget	24,866	111%	24,127	120%	20,180	97%	21,266	99%
General Fund Working Balances								
Transfer to / (from) General Fund Working Balances								
Transfers to/(from) reserves	(2,484)	(11%)	(4,046)	(20%)	589	3%	211	1%
Net Budget Requirement	22,382	100%	20,081	100%	20,769	100%	21,477	100%
Financed by								
External Funding	0	%	0	%	0	%	0	%
Business Rates retention	(7,154)	(32%)	(4,879)	(24%)	(5,110)	(25%)	(5,346)	(25%)
New Homes Bonus	(471)	(2%)	0	%	0	%	0	%
Council tax	(15,028)	(67%)	(15,473)	(77%)	(15,930)	(77%)	(16,402)	(76%)
Less Parish Precept	271	1%	271	1%	271	1%	271	1%
Collection Fund Surplus								
Business Rates Collection Fund (Surplus) / Deficit								
Over / (Under) Allocated budget	0		(0)		(0)		0	

	Approved Budget 2021/22	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Targeted Reviews	COVID-19 Pressures	20/21 Paused Bids	New Officer/ Member Proposals	Political Choice	Transform ations	Additional Efficiency Savings	Total App3	Recommended Budget 2022/23
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
COMMUNITIES & PEOPLE	16,585	0	45	6	(599)	123	(56)	(16)	1,276	0	(978)	0	(1,187)	(50)	(67)	(60)	(1,564)	15,021
Business Improvement	731	0	45	(86)	(105)	123	0	0	1,276	0	0	0	(150)	0	(67)	0	1,036	1,767
Transformation Projects	250								1,276						(67)			1,459
Business Support	(1)																	(1)
ICT	107		45	(86)	(30)								(150)					(114)
Customer Services	(9)				(75)	(15)												(99)
Human Resources & Organisational Development	385					138												523
Community Services	7,457	0	0	40	0	0	0	0	0	0	(327)	0	(718)	(50)	0	(10)	(1,065)	6,392
Leisure Management	2,611			40									(100)					2,551
Sports Development	233													(50)				183
Parks Development	560																	560
Community Centres	1,226										74							1,300
Youth Ambition	449																	449
Town Hall & Facilities	405										(336)		(158)			(10)		(99)
Culture	673										(65)							608
Localities Team	1,301												(460)					841
Regulatory Services & Community Safety	2,356	0	0	0	(444)	0	(56)	(16)	0	0	(81)	0	0	0	0	0	(597)	1,759
Regulatory Services	1,257				(391)		(56)				(81)							729
Community Safety	1,099				(53)			(16)		0								1,030
Housing Services	6,040	0	0	52	(50)	0	0	0	0	0	(570)	0	(319)	0	0	(50)	(938)	5,102
Community Housing & Strategy	812			24														836
Housing Needs	4,965			28	(50)						(570)		(278)			(50)		4,045
Property Services	90																	90
Welfare Reform	173												(41)					132
DEVELOPMENT	(3,870)	0	0	86	(70)	(436)	(85)	0	75	0	(1,930)	30	0	0	0	(23)	(2,353)	(6,223)
Corporate Property	(6,374)	0	0	0	(57)	(436)	0	0	0	0	(1,930)	30	0	0			(2,393)	(8,767)
Property Services	853			0								30						883
Asset Management	(7,407)			0	(57)	(436)					(1,930)							(9,830)
Transactions & Special Projects	181																	181
Regeneration & Economy	796	0	0	0	(3)	0	0	0	0	0	0	0	0	0	0	(23)	(26)	770
Economic Development	393				(3)													390
Development Team & PMO	403															(23)		380
Planning	1,709	0	0	86	(10)	0	(85)	0	75	0	0	0	0	0	0	0	66	1,775
Development	20				(10)		(85)		75									(0)
Support Services	268			45														313
Information Services	12																	12
Spatial Development	1,409			41														1,450
CORPORATE STRATEGY	1,439	0	0	6	(46)	(5)	(23)	(32)	297	(15)	0	38	0	0	0	0	220	1,659
Policy & Communications	251	0	0	1	(46)	(5)	0	(32)	157	0	0	0	0	0	0	0	75	326
Corporate Strategy	261				(37)													224
Communications	(6)			1	(9)	(5)		(32)	78									26
Policy & Partnerships	(4)								79									76
Environmental Sustainability	1,188	0	0	5	0	0	(23)	0	140	(15)	0	38	0	0	0	0	145	1,333
Environmental Quality	439			5					140			(23)						561
Energy & Natural Resources	374											61						435
Smart, Sustainable Cities	374						(23)			(15)								336
ODS	12,734	2,223	0	225	(40)	0	208	0	3	0	(1,480)	0	0	15	(7)	0	(1,076)	13,881
ODS Client	12,734	2,223	0	225	(40)	0	208	0	3	0	(1,480)	0	0	15	(7)	0	(1,076)	13,881
Parking Management	(22)				(40)		(321)				(1,480)							(1,870)
Domestic Waste	5,855	150		186			(33)											6,158
Street Cleansing	6,053																	6,055
Parks & Open Spaces	3,517						154		3					15				3,686
Pest Control	263						(10)											253
Engineering	9																	9
Motor Transport	(1,947)	2,073		39														165
Overheads & Profit Share	(994)						418											(576)

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	Recommended Budget 2022/23	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Targeted Reviews	COVID-19 Pressures	20/21 Paused Bids	New Officer/ Member Proposals	Political Choice	Transform ations	Additional Efficiency Savings	Total App3	Proposed Budget 2023/24
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
COMMUNITIES & PEOPLE	15,021	0	0	(587)	(78)	(90)	(156)	0	(444)	0	(348)	0	(769)	0	(183)	0	(2,655)	12,367
Business Improvement	1,767	0	0	(170)	(65)	(90)	0	0	(424)	0	0	0	0	0	(183)	0	(932)	835
Transformation Projects	1,459								(424)						(183)			852
Business Support	(1)																	(1)
ICT	(114)			(170)	(65)								0					(349)
Customer Services	(99)					(5)												(104)
Human Resources & Organisational Development	523					(85)												438
Community Services	6,392	0	0	(170)	0	0	(100)	0	(20)	0	(348)	0	(672)	0	0	0	(1,310)	5,082
Leisure Management	2,551			(70)									(200)					2,281
Sports Development	183																	183
Parks Development	560																	560
Community Centres	1,300										(98)							1,202
Youth Ambition	449																	449
Town Hall & Facilities	(99)										(250)		(472)					(821)
Culture	608			(100)			(100)		(20)									388
Localities Team	841																	841
Regulatory Services & Community Safety	1,759	0	0	0	(13)	0	(56)	0	0	0	0	0	0	0	0	0	(69)	1,690
Regulatory Services	729						(56)											673
Community Safety	1,030				(13)													1,017
Housing Services	5,102	0	0	(247)	0	0	0	0	0	0	0	0	(97)	0	0	0	(344)	4,759
Community Housing & Strategy	836			3														838
Housing Needs	4,045			(249)									(97)					3,699
Property Services	90																	90
Welfare Reform	132																	132
DEVELOPMENT	(6,223)	0	0	(30)	0	1,035	0	0	0	0	190	0	0	0	0	(171)	1,024	(5,199)
Corporate Property	(8,767)	0	0	0	0	1,035	0	0	0	0	190	0	0	0	0	(171)	1,054	(7,713)
Property Services	883																	883
Asset Management	(9,830)					1,035					190					(171)		(8,776)
Transactions & Special Projects	181																	181
Regeneration & Economy	770	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	770
Economic Development	390																	390
Development Team & PMO	380																	380
Planning	1,775	0	0	(30)	0	0	0	0	0	0	0	0	0	0	0	0	(30)	1,745
Development	(0)																	(0)
Support Services	313																	313
Information Services	12																	12
Spatial Development	1,450			(30)														1,420
CORPORATE STRATEGY	1,659	0	0	100	0	0	0	0	4	0	0	0	0	0	0	0	104	1,763
Policy & Communications	326	0	0	0	0	0	0	0	4	0	0	0	0	0	0	0	4	330
Corporate Strategy	224																	224
Communications	26																	26
Policy & Partnerships	76								4									80
Environmental Sustainability	1,333	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	100	1,433
Environmental Quality	561			50														611
Energy & Natural Resources	435																	435
Smart, Sustainable Cities	336			50														386
ODS	13,881	0	0	0	0	0	(918)	0	5	0	0	0	0	0	(10)	0	(923)	12,958
ODS Client	13,881	0	0	0	0	0	(918)	0	5	0	0	0	0	0	(10)	0	(923)	12,958
Parking Management	(1,870)						17								(10)			(1,863)
Domestic Waste	6,158																	6,158
Street Cleansing	6,055								5									6,060
Parks & Open Spaces	3,686																	3,686
Pest Control	253																	253
Engineering	9																	9
Motor Transport	165																	165
Overheads & Profit Share	(576)						(935)											(1,511)

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OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2025/26 APPENDIX 2

	Proposed Budget 2024/25	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Targeted Reviews	COVID-19 Pressures	20/21 Paused Bids	New Officer/Member Proposals	Political Choice	Transformations	Additional Efficiency Savings	Total App3	Proposed Budget 2025/26
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
COMMUNITIES & PEOPLE	10,712	0	0	3	(55)	0	0	0	0	0	(38)	0	0	0	(100)	50	(140)	10,572
Business Improvement	(502)	0	0	0	(55)	0	0	0	0	0	0	0	0	0	(100)	0	(155)	(657)
Transformation Projects	(387)														(100)			(487)
Business Support	(1)																	(1)
ICT	(349)																	(349)
Customer Services	(104)				(55)													(159)
Human Resources & Organisational Development	340																	340
Community Services	4,812	0	0	0	0	0	0	0	0	0	(38)	0	0	0	0	0	(38)	4,774
Leisure Management	2,066																	2,066
Sports Development	183																	183
Parks Development	560																	560
Community Centres	1,147										(38)							1,109
Youth Ambition	449																	449
Town Hall & Facilities	(821)																	(821)
Culture	388																	388
Localities Team	841																	841
Regulatory Services & Community Safety	1,690	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,690
Regulatory Services	673																	673
Community Safety	1,017																	1,017
Housing Services	4,711	0	0	3	0	0	0	0	0	0	0	0	0	0	0	50	53	4,764
Community Housing & Strategy	841			3														844
Housing Needs	3,649															50		3,699
Property Services	90																	90
Welfare Reform	132																	132
DEVELOPMENT	(6,419)	0	0	(45)	0	(726)	0	0	0	0	0	(30)	0	0	0	(24)	(825)	(7,244)
Corporate Property	(8,827)	0	0	0	0	(726)	0	0	0	0	0	(30)	0	0	0	(24)	(780)	(9,607)
Property Services	883																	883
Asset Management	(9,890)					(726)						(30)				(24)		(10,670)
Transactions & Special Projects	181																	181
Regeneration & Economy	770	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	770
Economic Development	390																	390
Development Team & PMO	380																	380
Planning	1,639	0	0	(45)	0	0	0	0	0	0	0	0	0	0	0	0	(45)	1,594
Development	(0)																	(0)
Support Services	172																	172
Information Services	12																	12
Spatial Development	1,455			(45)														1,410
CORPORATE STRATEGY	1,596	0	0	0	0	0	0	0	(30)	0	0	0	0	0	0	0	(30)	1,566
Policy & Communications	308	0	0	0	0	0	0	0	(30)	0	0	0	0	0	0	0	(30)	278
Corporate Strategy	224																	224
Communications	4								(30)									(26)
Policy & Partnerships	80																	80
Environmental Sustainability	1,288	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,288
Environmental Quality	466																	466
Energy & Natural Resources	435																	435
Smart, Sustainable Cities	386																	386
ODS	12,760	134	0	0	0	0	470	0	0	0	0	0	0	0	0	0	604	13,364
ODS Client	12,760	134	0	0	0	0	470	0	0	0	0	0	0	0	0	0	604	13,364
Parking Management	(1,890)						1,514											(376)
Domestic Waste	6,158																	6,158
Street Cleansing	6,060																	6,060

General Fund Budget Proposals Summary
2022-23 to 2025-26

Amended Bids & Savings
New Bids & Savings

2022/23																													
Service Area:	Contractual	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		Transformations		Additional Efficiency Savings		Total Variation	
	Inflation																												
	£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	FTE's	£000's	FTE's	£000's	
Business Improvement	45	(50)	0.00	(105)	(2.00)	123	0.00	0	0.00	0	0.00	1,276	0.00	0	0.00	0	0.00	0	0.00	(150)	0.00	(67)	0.00	0	0.00	0	0.00	1,036	
Community Services	0	40	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(327)	0.00	0	0.00	(560)	0.00	(50)	0.00	0	0.00	(10)	0.00	(907)	
Regeneration & Economy	0	21	0.40	(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	(23)	0.00	(5)	
Corporate Property	0	0	5.00	(57)	0.00	(436)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(1,930)	0.00	30	0.00	(158)	0.00	0	0.00	0	0.00	0	0.00	(2,551)	
Planning	0	86	1.00	(10)	0.00	0	0.00	(85)	0.00	0	0.00	75	1.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	66	
Assistant Chief Executive	0	1	(0.40)	(46)	0.00	(5)	0.00	0	0.00	(32)	(0.40)	157	2.75	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	75	
Regulatory & Community Safety	0	0	0.00	(444)	(1.70)	0	0.00	(56)	0.00	(16)	0.00	0	0.00	0	0.00	(81)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(597)	
Housing Services	0	31	2.00	(50)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(570)	0.00	0	0.00	(319)	(1.00)	0	0.00	0	0.00	(50)	0.00	(959)	
Environmental Sustainability	0	5	0.00	0	0.00	0	0.00	(23)	0.00	0	0.00	140	0.00	(15)	0.00	0	0.00	38	0.00	0	0.00	0	0.00	0	0.00	0	0.00	145	
Oxford Direct Services	0	225	0.00	(40)	0.00	0	0.00	209	0.00	0	0.00	3	0.00	0	0.00	(1,490)	0.00	0	0.00	0	0.00	15	0.00	(7)	0.00	0	0.00	(1,876)	
Financial Services	0	226	1.00	(14)	0.00	(207)	0.00	(53)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(53)	(2.00)	0	0.00	(131)	
Law & Governance	0	130	2.50	(13)	(0.20)	12	1.00	(10)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	2.00	(7)	0.00	0	0.00	0	0.00	113	
Chief Executive	0	102	0.00	(77)	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	0.00	25	
Total	45	781	11.50	(858)	(3.90)	(513)	1.00	(18)	0.00	(48)	(0.40)	1,650	3.75	(15)	0.00	(4,388)	0.00	68	0.00	(1,187)	1.00	(42)	0.00	(157)	(2.00)	(83)	0.00	(4,766)	

Service Area:	Contractual	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		Transformations		Additional Efficiency Savings		Total Variation
	Inflation																												
	£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	FTE's	£000's	FTE's	£000's	
Business Improvement	0	(170)	0.00	(65)	0.00	(90)	0.00	0	0.00	0	0.00	(424)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(183)	0.00	0	0.00	(932)	
Community Services	0	(170)	0.00	0	0.00	0	0.00	(100)	0.00	0	0.00	(20)	0.00	0	0.00	(348)	0.00	0	0.00	(200)	0.00	0	0.00	0	0.00	0	0.00	(838)	
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	0.00	0	0.00	0	
Corporate Property	0	0	0.00	0	0.00	1,035	0.00	0	0.00	0	0.00	0	0.00	0	0.00	190	0.00	0	0.00	(472)	0.00	0	0.00	0	0.00	(171)	0.00	(582)	
Planning	0	(30)	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	0.00	0	0.00	(30)	
Assistant Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4	
Regulatory & Community Safety	0	0	0.00	(13)	(0.30)	0	0.00	(56)	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	(69)	
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	(97)	(2.50)	0	0.00	0	0.00	0	0.00	(343)	
Environmental Sustainability	0	100	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	0.00	0	0.00	100	
Oxford Direct Services	0	0	0.00	0	0.00	0	0.00	(919)	0.00	0	0.00	5	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(10)	0.00	0	0.00	(924)	
Financial Services	0	(16)	(1.00)	(40)	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(50)	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	(106)	
Law & Governance	0	(52)	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	0.00	0	0.00	(52)	
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	0.00	0	0.00	0	
Total	0	(584)	(1.00)	(118)	(1.30)	945	0.00	(1,075)	0.00	0	0.00	(435)	0.00	0	0.00	(158)	0.00	(50)	(1.00)	(769)	(2.50)	0	0.00	(193)	0.00	(171)	0.00	(2,608)	

Communities & Customers Budget Proposals Summary
2022-23 to 2025-26

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		Transformations		Additional Efficiency Savings		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	FTE's	£000's	FTE's	£000's
Business Improvement	45	(66)	0.00	(105)	(2.00)	123	0.00	0	0.00	0	0.00	1,276	0.00	0	0.00	0	0.00	0	0.00	(150)	0.00	0	0.00	(67)	0.00	0	0.00	1,036
Community Services	0	40	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(327)	0.00	0	0.00	(560)	0.00	(50)	0.00	0	0.00	(10)	0.00	(907)
Total	45	(46)	0.00	(105)	(2.00)	123	0.00	0	0.00	0	0.00	1,276	0.00	0	0.00	(327)	0.00	0	0.00	(710)	0.00	(50)	0.00	(67)	0.00	(10)	0.00	129
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		Transformations		Additional Efficiency Savings		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	FTE's	£000's	FTE's	£000's
Business Improvement	0	(170)	0.00	(65)	0.00	(90)	0.00	0	0.00	0	0.00	(424)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(153)	0.00	0	0.00	(932)
Community Services	0	(170)	0.00	0	0.00	(100)	0.00	0	0.00	0	0.00	(20)	0.00	0	0.00	(348)	0.00	0	0.00	(200)	0.00	0	0.00	0	0.00	0	0.00	(838)
Total	0	(340)	0.00	(65)	0.00	(90)	0.00	(100)	0.00	0	0.00	(444)	0.00	0	0.00	(348)	0.00	0	0.00	(200)	0.00	0	0.00	(183)	0.00	0	0.00	(1,770)
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		Transformations		Additional Efficiency Savings		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	FTE's	£000's	FTE's	£000's
Business Improvement	0	(50)	0.00	0	0.00	(98)	0.00	0	0.00	0	0.00	(989)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(200)	0.00	0	0.00	(1,337)
Community Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(15)	0.00	0	0.00	(55)	0.00	0	0.00	(200)	0.00	0	0.00	0	0.00	0	0.00	(270)
Total	0	(50)	0.00	0	0.00	(98)	0.00	0	0.00	0	0.00	(1,004)	0.00	0	0.00	(55)	0.00	0	0.00	(200)	0.00	0	0.00	(200)	0.00	0	0.00	(1,607)
2025/26																												
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		Transformations		Additional Efficiency Savings		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	FTE's	£000's	FTE's	£000's
Business Improvement	0	0	0.00	(55)	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	(100)	0.00	0	0.00	(155)
Community Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(38)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(38)
Total	0	0	0.00	(55)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(38)	0.00	0	0.00	0	0.00	0	0.00	(100)	0.00	0	0.00	(193)
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		Transformations		Additional Efficiency Savings		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	FTE's	£000's	FTE's	£000's
Business Improvement	45	(306)	0	(225)	(2.00)	(65)	0	0	0	0	0	(137)	0	0	0	0	0.00	0	0.00	(150)	0.00	0	0	(550)	0.00	0	0	(1,388)
Community Services	0	(130)	0	0	0	0	0	(100)	0	0	0	(35)	0	0	0	(768)	0.00	0	0.00	(960)	0.00	(50)	0	0	0.00	(10)	0	(2,053)
Total	45	(436)	0.00	(225)	(2.00)	(65)	0.00	(100)	0.00	0	0.00	(172)	0.00	0	0.00	(768)	0.00	0	0.00	(1,110)	0.00	(50)	0.00	(550)	0.00	(10)	0.00	(3,441)

Business Improvement		H/M/L	2022-23	2023-24	2024-25	2025-26	2022-23	2023-24	2024-25	2025-26	Total
Proposal			£000s	£000s	£000s	£000s					
Contractual Inflation											
1 Technology	ICT renewals contractual inflation - not continued into future years as intention is to offset this through contracts rationalisation	H	45								
Total Contractual Inflation			45								
Pressures											
2 Technology	Additional pressures on current Data Centre contract due to increased server requirements associated with homeworking and increasing number of business applications. Pressure to be removed through new contract model combined with rationalisation of contracts	H	(130)	(170)							
3 Transformation	Provision of support for the transformation projects across the organisation	H			(50)						
4 Technology	Additional CISCO licences	M	19								
5 Technology	Oxford Wifi - ongoing revenue pressures realting to capital bid - replace existing wifi under contract which expires 31st March 2021.	M	25								
Total Pressures			(86)	(170)	(50)						
Efficiencies											
6 Customer Services	Impact of Universal Credit rollout on Contact Centre - savings pushed back due to delayed migration of existing claimants to UC, now anticipated in 2025	M				(55)				(2.00)	(2.00)
7 Technology	Housing System rationalisation saving (ICT element) - pushed back a year in line with delayed go live	M	(30)	(65)							
8 Customer Services	Review Contact Centre quality and performance reporting requirements - saving pushed back in consideration of big ideas	M	(45)				(1.00)				(1.00)
9 HR & OD	Service delivery efficiencies subject to investment in People Strategy and successful implementation - linked to invest to save	M					(1.00)				(1.00)
10 Customer Services	Stationery underpend	L	(30)								
Total Efficiencies			(105)	(65)		(55)	(2.00)				(4.00)

Proposal		Business Improvement	H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Invest to Save												
11	Customer Services	New Revs & Bens system - savings generated by not having to operate through two systems - savings split £80k Revs&Bens and £20k CC	H	(15)	(5)							
12	HR & OD	People Team service re-design		138	(85)	(98)						
Total Invest to Save				123	(90)	(98)						
Fees and Charges												
13												
Total Fees and Charges												
Service Reduction												
14												
Total Service Reduction												
New Investments / Bids												
15	Transformation	Cost of funding change programme, in addition to £300k in base		1,276	(424)	(989)						
Total New Investment/Bids				1,276	(424)	(989)						
Targeted reviews												
16												
Total Targeted Review												
COVID-19 Pressures												
17												
Total COVID-19 Pressures												

Business Improvement		H/M/L	2022-23	2023-24	2024-25	2025-26	2022-23	2023-24	2024-25	2025-26	Total
Proposal			£000s	£000s	£000s	£000s					
Paused bids											
18											
Total 20/21 paused bids											
New Officer Proposals											
19	Technology	ICT Contracts - Strategic review of all existing ICT contracts	H	(200)							
20	Technology	Robotic Process Automation (RPA)		50	0						
Total New Officer Proposals			(150)								
Political Choices											
21											
Total Political Choices											
Transformations											
22	Transformation	Savings from change programme		(67)	(183)	(200)	(100)				
Total Transformations			(67)	(183)	(200)	(100)					
Additional Efficiency Savings											
23											
Total Additional Efficiency Savings											
Total Business Improvement Bids & Savings			1,036	(932)	(1,337)	(155)	(2.00)				(4.00)
Amended Bids & Savings											
New Bids & Savings											

Community Services

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	Leisure Management	Cycle tour - £30k in 20/21 budget due to increase in 21/22 when Oxford was focus of the race but the race cancelled in summer 2020 and pushed back a year	10	(40)							
3	Culture	Additional revenue costs on opening museum		(100)							
4	Leisure Management	Swimming Pool Plant Condition Surveys (Barton, Ferry, Hinksey, Leys)	30	(30)							
Total Pressures			40	(170)							0.00
Efficiencies											
5											
Total Efficiencies											
Invest to Save											
6											
Total Invest to Save											
Fees and Charges											
7	Culture	Museum income generation - slipped back a year due to construction delays caused by Covid 19	M	(100)							
Total Fees and Charges				(100)							

Community Services

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	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)						
Total New Investment/Bids				(20)	(15)						
COVID-19 Pressures											
11:	Community Centres	Projected loss in room hire income - Covid related (60% reduction in 21-22, 40% reduction in 22-23)	74	(98)	(55)	(38)					
12:	Culture	Projected loss in Events income - Covid related (50% reduction in 21-22)	(65)								
13:	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	(336)	(250)							
Total COVID-19 Pressures			(327)	(348)	(55)	(38)					

Community Services

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
New Officer / Member Proposals											
14	Communities, Housing and Community Safety Directorate Integration		(260)								
15	Leisure Management Invest in leisure during a changing market to devise a new model and consider new arrangements		(100)	(200)	(200)						
16	Community Grants Programme Review		(200)								
Total New Officer Proposals			(560)	(200)	(200)						
Political Choices											
17	Sports Development Saving to be made in sports development		(50)								
Total Political Choices			(50)								
Transformations											
18											
Total Transformations											
Additional Efficiency Savings											
19	Facilities Reduction in pooled car costs due to WFH		(10)								
Total Additional Efficiency Savings			(10)								
Total Community Services Bids & Savings			(907)	(838)	(270)	(38)					
Amended Bids & Savings											
New Bids & Savings											

Development Budget Proposals Summary
2022-23 to 2025-26

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		Transformations		Additional Efficiency Savings		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	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	21	0.40	(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	(23)	0.00	(5)
Corporate Property	0	0	5.00	(57)	0.00	(436)	0	0	0.00	0	0.00	0	0.00	0	0.00	(1,930)	0.00	30	0.00	(158)	0.00	0	0.00	0	0.00	0	0.00	(2,551)
Planning	0	86	1.00	(10)	0.00	0	0.00	(85)	0.00	0	0.00	75	1.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	66
Total	0	107	6.40	(70)	0.00	(436)	0.00	(85)	0.00	0	0.00	75	1.00	0	0.00	(1,930)	0.00	30	0.00	(158)	0.00	0	0.00	0	0.00	(23)	0.00	(2,490)

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		Transformations		Additional Efficiency Savings		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	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	0.00	0	0.00	0
Corporate Property	0	0	0.00	0	0.00	1,035	0	0	0.00	0	0.00	0	0.00	0	0.00	190	0.00	0	0.00	(472)	0.00	0	0.00	0	0.00	(171)	0.00	582
Planning	0	(30)	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	0.00	0	0.00	(30)
Total	0	(30)	0.00	0	0.00	1,035	0.00	0	0.00	0	0.00	0	0.00	0	0.00	190	0.00	0	0.00	(472)	0.00	0	0.00	0	0.00	(171)	0.00	552

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		Transformations		Additional Efficiency Savings		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	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	0.00	0	0.00	0
Corporate Property	0	0	(3.00)	0	0.00	(658)	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	0	0.00	(366)	0.00	(1,114)
Planning	0	(10)	(1.00)	(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	0.00	0	0.00	(106)
Total	0	(10)	(4.00)	(96)	(2.00)	(658)	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	0.00	(366)	0.00	(1,220)

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		Transformations		Additional Efficiency Savings		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	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	0.00	0	0.00	0
Corporate Property	0	0	0.00	0	0.00	(726)	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(39)	(1.00)	0	0.00	0	0.00	0	0.00	(24)	0.00	(780)
Planning	0	(45)	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	0	0.00	0	0.00	(45)
Total	0	(45)	0.00	0	0.00	(726)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(39)	(1.00)	0	0.00	0	0.00	0	0.00	(24)	0.00	(825)

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		Transformations		Additional Efficiency Savings		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	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	21	0	(3)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(23)	0	18
Corporate Property	0	0	2	(57)	0	(785)	0	0	0	0	0	0	0	0	0	(1,740)	0	(90)	(2)	(630)	0	0	0	0	0	(561)	0	(3,362)
Planning	0	1	0	(106)	(2)	0	0	(85)	0	0	0	75	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(115)
Total	0	22	2.40	(166)	(2.00)	(785)	0.00	(85)	0.00	0	0.00	75	1.00	0	0.00	(1,740)	0.00	(90)	(2.00)	(630)	0.00	0	0.00	0	0.00	(584)	0.00	(3,399)

Regeneration & Economy

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	Housing Supply Team	Affordable Housing Development Officer post - increase to 1FTE (Currently 0.6FTE)	21				0.40				0.40
Total Pressures			21				0.40				0.40
Efficiencies											
3	Economic Development	Reduction on Supplies & Services (Subscriptions - to Retail Planet software)	(3)								
Total Efficiencies			(3)								
Invest to Save											
4											

Regeneration & Economy

Proposal		H/M/L	2022-23	2023-24	2024-25	2025-26	2022-23	2023-24	2024-25	2025-26	Total
			£000s	£000s	£000s	£000s					
Total Invest to Save											
Fees and Charges											
5											
Total Fees and Charges											
Service Reduction											
6											
Total Service Reduction											
New Investments / Bids											
7											
Total New Investment/Bids											
COVID-19 Pressures											
8											

Regeneration & Economy

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Total COVID-19 Pressures											
2020/21 paused bids											
9											
Total 20/21 paused bids											
New Officer Proposals											
10											
Total New Officer Proposals											
Transformations											
11											
Total Transformations											
Additional Efficiency Savings											
12	Regeneration	M	(23)								
	Increase Capitalisation target and reduce BN10 base budget by 20k creating 3% saving on base budget for service as a whole (Service wide base budget is £646,590)										
Total Additional Efficiency Savings			(23)								
Total Regeneration & Economy Bids & Savings			(5)				0.40				0.40
Amended Bids & Savings											
New Bids & Savings											

Corporate Property

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	Property Services	Additional 2 posts to deliver the increase in capital works and develop & deliver technical compliance and engagement skills into the team.	130				2.00				2.00
3	Property Services	Post to be recharged to capital projects both HRA and GF	(130)								
4	Commercial Property	Additional Resource to support OFAS and Court Place Farm projects (part funded by existing budget) 2 Year FT	65		(65)		1.00	(1.00)			
5	Commercial Property	Capitalisation of Additional Resource to support OFAS and Court Place Farm projects. 2 year FT	(65)		65						
6	Commercial Property	Additional Resource to support Capital Programme Projects - to be 100% Capitalised	65		(65)		1.00	(1.00)			
7	Commercial Property	Additional Resource to support Capital Programme Projects - to be 100% Capitalised	(65)		65						
8	Commercial Property	Additional Resource to support Carbon Reduction Agenda (Zero Carbon) - to be 100% funded	65		(65)		1.00	(1.00)			
9	Commercial Property	Additional Resource to support Carbon Reduction Agenda (Zero Carbon) - to be 100% funded	(65)		65						
Total Pressures							5.00	(3.00)			2.00
Efficiencies											
10	Property Services	Stop renting Business Continuity Office space at Horspath Depot, BCP will be updated to reflect any change	L	57							
				(57)							
Invest to Save											
11	Commercial Property	Property Regeneration - 21/22 Tranche 1 of £13m of New Capital Investment, financed from prudential borrowing and lease restructures from existing portfolio Projected Income stream	M	(436)	1,035	(433)	(51)				

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Corporate Property

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
COVID-19 Pressures											
16	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	(1,930)	190						
Total COVID-19 Pressures			(1,930)	190							
2020/21 paused bids											
17	Commercial Property	1 FTE to deliver Investment Property Strategy - linked to investment income on lines 6-8 as require dedicated resource to oversee purchase process			(60)				(1.00)		(1.00)
18	Commercial Property	Compliance building surveyor x 1 fte 24 months contract spread over 2 years on assumption this happens after the condition survey data and analysis / programme agreed		30	(30)	(30)				(1.00)	(1.00)
Total 20/21 paused bids			30	(90)	(30)			(1.00)	(1.00)	(2.00)	
New Officer Proposals											
19	Facilities Management	Reducing Office Space and remote working		(158)	(472)						
Total New Officer Proposals			(158)	(472)							
Transformations											
20											
Total Transformations											
Additional Efficiency Savings											
21	Commercial Property	Cave Street Regeneration Project (asusmed Income streams)	H		(171)	(366)	(24)				
Total Additional Efficiency Savings				(171)	(366)	(24)					
Total Regeneration & Economy Bids & Savings			(2,551)	582	(1,114)	(780)	5.00	(4.00)	(1.00)		
Amended Bids & Savings											
New Bids & Savings											

Planning

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	Additional Local Plan Costs needed beyond budget held in service of £130k		41	(30)	35	(45)					
3	JSSP Support		45		(45)		1.00	(1.00)			
Total Pressures			86	(30)	(10)	(45)	1.00	(1.00)			
Efficiencies											
4	Planning	Paperlite Digitalisation of Planning -on the back of investment in new planning system, savings can be achieved in year 3			(96)			(2.00)			(2.00)
5	Planning	Tree Officers - moved from Environmental Sustainability into Planning with a review of working processes to be undertaken		(10)							
Total Efficiencies			(10)		(96)			(2.00)			(2.00)
Invest to Save											
6											
Total Invest to Save											

Planning

Proposal			2022-23	2023-24	2024-25	2025-26						
		H/M/L	£000s	£000s	£000s	£000s		2022-23	2023-24	2024-25	2025-26	Total
Fees and Charges												
7	Planning	Increase in Planning Income	M	(10)								
8	Land Charges	Increase land charges income	M	(75)								
Total Fees and Charges				(85)								
Service Reduction												
9												
Total Service Reduction												
New Investments / Bids												
10	Land Charges	Additional 1.5 FTE for GIS & land charges - funded by increased income (line 18)	M	75				1.00				1.00
Total New Investment/Bids				75				1.00				1.00

Planning

Proposal		2022-23				2023-24				2024-25				2025-26							
		H/M/L	£000s		£000s		£000s		£000s		£000s		£000s		£000s		2022-23	2023-24	2024-25	2025-26	Total
COVID-19 Pressures																					
11																					
Total COVID-19 Pressures																					
New Officer Proposals																					
12																					
Total New Officer Proposals																					
Transformations																					
13																					
Total Transformations																					
Additional Efficiency Savings																					
14																					
Total Additional Efficiency Savings																					
Total Planning Bids & Savings																					

Amended Bids & Savings
New Bids & Savings

Assistant Chief Executive Budget Proposals Summary
2022-23 to 2025-26

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		Transformations		Additional Efficiency Savings		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	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	1	(0.40)	(46)	0.00	(5)	0.00	0	0.00	(32)	(0.40)	157	2.75	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	75
Total	0	1	(0.40)	(46)	0.00	(5)	0.00	0	0.00	(32)	(0.40)	157	2.75	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	75

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		Transformations		Additional Efficiency Savings		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	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	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4
Total	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4

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		Transformations		Additional Efficiency Savings		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	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	(22)	(0.42)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(22)
Total	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(22)	(0.42)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(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		Transformations		Additional Efficiency Savings		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	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	(30)	(0.58)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(30)
Total	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(30)	(0.58)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(30)

Total Summary

Total Summary																													
Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Targeted Reviews		COVID-19 Pressures		2021 Paused Bids		New Officer Proposals		Political Choices		Transformations		Additional Efficiency Savings		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	FTE's	£000's	FTE's	£000's	
Assistant Chief Executive	0	1	(0)	(46)	0	(5)	0	0	0	(32)	(0)	109	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	27	
Total	0	1	(0.40)	(46)	0.00	(5)	0.00	0	0.00	(32)	(0.40)	109	1.75	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	27	

Corporate Strategy

Proposal			2022-23	2023-24	2024-25	2025-26					
		H/M/L	£000s	£000s	£000s	£000s	2022-23	2023-24	2024-25	2025-26	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	Policy & Partnerships	Remove existing District Data Officer 0.4 FTE and also remove income received from other districts for the service (budgeted income is £20k)	1				(0.40)				(0.40)
Total Pressures			1				(0.40)				(0.40)
Efficiencies											
3	Corporate Strategy	Savings realised in KK12 from Senior Management restructure	M	(37)							
4	Communications	Contribution to Gov Delivery from ODSL	L	(3)							
5	Communications	Unable to progress previously suggested restructure but regrade Corporate Comms Officer from G7 to G6	M	(6)							
Total Efficiencies				(46)							
Invest to Save											
6	Communications	Reversal of initial set up costs in 21/22 associated with Digital Comms Officer		(5)							
Total Invest to Save				(5)							
Fees and Charges											
7											
Total Fees and Charges											
Service Reduction											
8	Communications	Removal of the revolving 0.4FTE funded secondment role in Comms for Grade 5 Comms Assistant		(14)			(0.40)				(0.40)
9	Communications	Reduction of KP01 Supplies and Services budget		(18)							
Total Service Reduction				(32)			(0.40)				(0.40)

Corporate Strategy

Proposal		H/M/L	£000s	£000s	£000s	£000s	2022-23	2023-24	2024-25	2025-26	Total
New Investments / Bids											
10	Policy & Partnerships	BIU implementation: New G9 1FTE Business Intelligence Lead. Partially funded by removal of 0.8FTE SCP44 G8 Data Analyst post				18				0.20	0.20
11	Policy & Partnerships	BIU implementation: New G7 SCP38 1FTE Data Analyst. To commence start May 2022 once COMF funding for post ends.				43	4			1.00	1.00
12	Policy & Partnerships	New G9 Strategy Manager/Senior Strategy Officer partially funded by non replacement of 0.8 FTE G8 Policy & Partnerships role				18				0.20	0.20
13	Communications	Extend and incorporate Homelessness Comms Officer role for further 3 years following end of GF Housing funding in Aug 2021				18		(22)	(30)	0.35	(0.42) (0.58) (0.65)
14	Communications	Uplift the Communications Manager from a G9 to a G10				8					
15	Communications	Create an additional Communications Officer to replace the day-to-day comms work previously undertaken by the Comms Manager				47				1.00	1.00
16	Communications	Re-evaluate the role of the current G6 Assistant Communications Officer to the level of Communications Officer				6					
Total New Investment/Bids			157	4	(22)	(30)	2.75	(0.42)	(0.58)	1.75	
COVID-19 Pressures											
17											
Total COVID-19 Pressures											
2020/21 paused bids											
18											
Total 20/21 paused bids											
New Officer Proposals											
19											
Total New Officer Proposals											
Transformations											
20											
Total Transformations											
Additional Efficiency Savings											
21											
Total Additional Efficiency Savings											
Total Assistant Chief Executive Bids & Savings			75	4	(22)	(30)	1.95	(0.42)	(0.58)	0.95	

Corporate Strategy

Proposal					2022-23	2023-24	2024-25	2025-26					
	H/M/L	£000s	£000s	£000s									
Amended Bids & Savings													
New Bids & Savings													

Housing Budget Proposals Summary
2022-23 to 2025-26

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		Transformations		Additional Efficiency Savings		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	FTE's	£000's	FTE's	£000's
Regulatory & Community Safety	0	0	0.00	(444)	(1.70)	0	0.00	(56)	0.00	(16)	0.00	0	0.00	0	0.00	(81)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(597)
Housing Services	0	31	2.00	(50)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(570)	0.00	0	0.00	(319)	(1.00)	0	0.00	0	0.00	(50)	0.00	(959)
Total	0	31	2.00	(494)	(1.70)	0	0.00	(56)	0.00	(16)	0.00	0	0.00	0	0.00	(651)	0.00	0	0.00	(319)	(1.00)	0	0.00	0	0.00	(50)	0.00	(1,556)

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		Transformations		Additional Efficiency Savings		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	FTE's	£000's	FTE's	£000's
Regulatory & Community Safety	0	0	0.00	(13)	(0.30)	0	0.00	(56)	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	(69)
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	(97)	(2.50)	0	0.00	0	0.00	0	0.00	(343)
Total	0	(246)	0.00	(13)	(0.30)	0	0.00	(56)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(97)	(2.50)	0	0.00	0	0.00	0	0.00	(412)

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		Transformations		Additional Efficiency Savings		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	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	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	(50)	0.00	0	0.00	0	0.00	0	0.00	(47)
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	(50)	0.00	0	0.00	0	0.00	0	0.00	(47)

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		Transformations		Additional Efficiency Savings		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	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	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	0	0.00	50	0.00	53
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	0	0.00	50	0.00	53

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		Transformations		Additional Efficiency Savings		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	FTE's	£000's	FTE's	£000's
Regulatory & Community Safety	0	0	0.00	(457)	(2.00)	0	0.00	(112)	0.00	(16)	0.00	0	0.00	0	0.00	(81)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0	(666)
Housing Services	0	(210)	2.00	(50)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(570)	0.00	0	0.00	(466)	(3.50)	0	0.00	0	0.00	0	0	(1,296)
Total	0	(210)	2.00	(507)	(2.00)	0	0.00	(112)	0.00	(16)	0.00	0	0.00	0	0.00	(651)	0.00	0	0.00	(466)	(3.50)	0	0.00	0	0.00	0	0.00	(1,962)

Regulatory & Community Safety

67

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2											
Total Pressures											
Efficiencies											
3	Regulatory Services	Selective Licensing pushed back and subject to Government approval	H	(369)							
4	Community Safety	Remove UMBEG budget	L	(12)							
5	Community Safety	Delete vacant Community Response Team Support Officer	H	(34)			(1.00)				(1.00)
6	Community Safety	Reduce hours of Community Safety Support Officer	H	(7)	(13)		(0.20)	(0.30)			(0.50)
7	Regulatory Services	Reduce vacant Commercial Noise EHO post	H	(22)			(0.50)				(0.50)
Total Efficiencies			(444)	(13)		(1.70)	(0.30)				(2.00)
Invest to Save											
8											
Total Invest to Save											

Regulatory & Community Safety

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Fees and Charges											
9	All	Fee increases have been slipped back a year due to Covid 19 but will continue to increase by 3% for next 2 years	H	(56)	(56)						
10											
Total Fees and Charges			(56)	(56)							
Service Reduction											
11	Community Safety	Cease Out of Hours Noise Service	H	(16)							
Total Service Reduction			(16)								
New Investment / Bids											
12											
Total New Investment/Bids											
Targeted reviews											
13	Community Safety	Continued support from HRA for Community Safety and Anti-Social Behaviour due to increased demand		80	0						
14	Community Safety	Continued support from HRA for Community Safety and Anti-Social Behaviour due to increased demand		(80)							
Total Targeted Review											

Regulatory & Community Safety

69

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
COVID-19 Pressures											
15	Regulatory Services	Single year reduction in financial penalties income as a result of reduced enforcement activity due to Covid 19 restricting access (60% reduction of £85k) - Reversal of reduction	(51)								
16	Regulatory Services	Reduced income due to impact on Covid 19 on requests for street trading licences - Reversal of reduction	(30)								
Total COVID-19 Pressures			(81)								
2020/21 paused bids											
17											
Total 20/21 paused bids											
New Officer Proposals											
18											
Total New Officer Proposals											
Political Choices											
19											
Total Political Choices											
Transformations											
20											
Total Transformations											
Additional Efficiency Savings											
21											
Total Additional Efficiency Savings											

Regulatory & Community Safety

Proposal		2022-23	2023-24	2024-25	2025-26					
		H/M/L	£000s	£000s	£000s	£000s	2022-23	2023-24	2024-25	2025-26
Total Regulatory & Community Safety Bids & Savings										

Housing Services

71

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	Housing Needs	Reversal of full cost of Rough Sleeping team expansion	H	0				0.00			
3	Housing Needs	Young People Pathway Contribution (£125k p/a from 20/21 +£3k uplift per annum for inflation)	L	3	3	3	3				
4	Housing Needs	Homelessness Reserves required to fund expected policy and other pressures	H	28	(249)						
5	Housing Needs	Allocations Team - Increase in team capacity to deal with increased workload demands (Funded by increased HRA funding)	L	94				2.00			2.00
6	Housing Needs	Allocations Team - Increase in team capacity to deal with increased workload demands (Increase of HRA funding via SLA)	L	(94)							
Total Pressures			31	(246)	3	3	2.00				2.00
Efficiencies											
7	Housing Needs	Deliver housing advice internally.	M	(50)							
Total Efficiencies			(50)								
Invest to Save											
8											

Housing Services

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Total Invest to Save											
Fees and Charges											
9											
Total Fees and Charges											
Service Reductions											
10											
Total Service Reductions											
New Investments / Bids											
11											
Total New Investment/Bids											
Targeted reviews											
12											
Total Targeted Review											
COVID-19 Pressures											
13	Reversal of 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)								

Housing Services

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Total COVID-19 Pressures			(570)								
2020/21 paused bids											
14											
Total 20/21 paused bids											
New Officer Proposals											
15	Housing Needs	Housing needs system and structure change	(238)	(50)	(50)		(1.00)	(2.50)			(3.50)
16	Housing Needs	County wide rough sleeping recommissioning strategy efficiencies	(81)	(47)							
Total New Officer Proposals			(319)	(97)	(50)		(1)	(2.50)			(3.50)
Political Choices											
17											
Total Political Choices											
Transformations											
18											
Total Transformations											
Additional Efficiency Savings											
19	Housing Needs	Reduction of New Burdens Reserve £50k	(50)			50					
Total Additional Efficiency Savings			(50)			50					
Total Housing Services Bids & Savings			(959)	(343)	(47)	53	1.00	(2.50)			(1.50)
Amended Bids & Savings											
New Bids & Savings											

ODS Development Budget Proposals Summary
2022-23 to 2025-26

2022/23																														
Service Area:	Contractual	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		Transformations		Additional Efficiency Savings		Total	
	Inflation	£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	FTE's	£000's	FTE's	£000's	
	£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	FTE's	£000's	FTE's	£000's	FTE's	
Environmental Sustainability	0	5	0.00	0	0.00	0	0.00	(23)	0.00	0	0.00	140	0.00	(15)	0.00	0	0.00	38	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	145
Oxford Direct Services	0	225	0.00	(40)	0.00	0	0.00	209	0.00	0	0.00	3	0.00	0	0.00	(1,480)	0.00	0	0.00	0	0.00	15	0.00	(7)	0.00	0	0.00	0	0.00	(1,076)
Total	0	230	0.00	(40)	0.00	0	0.00	186	0.00	0	0.00	143	0.00	(15)	0.00	(1,480)	0.00	38	0.00	0	0.00	15	0.00	(7)	0.00	0	0.00	0	0.00	(931)
2023/24																														
Service Area:	Contractual	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		Transformations		Additional Efficiency Savings		Total	
	Inflation	£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	FTE's	£000's	FTE's	£000's	
	£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	FTE's	£000's	FTE's	£000's	FTE's	
Environmental Sustainability	0	100	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	0.00	0	0.00	0	0.00	100
Oxford Direct Services	0	0	0.00	0	0.00	0	0.00	(919)	0.00	0	0.00	5	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(10)	0.00	0	0.00	(924)
Total	0	100	0.00	0	0.00	0	0.00	(919)	0.00	0	0.00	5	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(10)	0.00	0	0.00	(824)
2024/25																														
Service Area:	Contractual	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		Transformations		Additional Efficiency Savings		Total	
	Inflation	£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	FTE's	£000's	FTE's	£000's	
	£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	FTE's	£000's	FTE's	£000's	FTE's	
Environmental Sustainability	0	(5)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(140)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(145)
Direct Services	0	125	0.00	0	0.00	0	0.00	(564)	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	(439)
Total	0	120	0.00	0	0.00	0	0.00	(564)	0.00	0	0.00	(140)	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	(584)
2025/26																														
Service Area:	Contractual	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		Transformations		Additional Efficiency Savings		Total	
	Inflation	£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	FTE's	£000's	FTE's	£000's	
	£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	FTE's	£000's	FTE's	£000's	FTE'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	0.00	0	0.00	0	0.00	0
Direct Services	0	0	0.00	0	0.00	0	0.00	470	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	470
Total	0	0	0.00	0	0.00	0	0.00	470	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	470
Total Summary																														
Service Area:	Contractual	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		Transformations		Additional Efficiency Savings		Total	
	Inflation	£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	FTE's	£000's	FTE's	£000's	
	£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	FTE's	£000's	FTE's	£000's	FTE's	
Environmental Sustainability	0	100	0	0	0	0	0	(23)	0	0	0	0	0	(15)	0	0	0	38	0	0	0	0	0	0	0	0	0	0	0	100
Oxford Direct Services	0	350	0	(40)	0	0	0	(805)	0	0	0	8	0	0	0	(1,480)	0	0	0	0	15	0	(17)	0	0	0	0	0	(1,969)	
Total	0	450	0.00	(40)	0.00	0	0.00	(828)	0.00	0	0.00	8	0.00	(15)	0.00	(1,480)	0.00	38	0.00	0	0.00	15	0.00	(17)	0.00	0	0.00	0	0.00	(1,869)

Environmental Sustainability

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	Environmental Assesment for Cabinet Reports		5		(5)						
3	Establishment Budget Pressure (assumption from EMR 22-23 funded)			100							
Total Pressures			5	100	(5)						
Efficiencies											
4											
Total Efficiencies											
Invest to Save											
5	Environmental Sustainability Covid 19 slip back - Delivery of consultancy service around EV to explore income generation - no longer deliverable		0				0.00				
Total Invest to Save											
Fees and Charges											
6	Income linked to New Bid - ZEZ										
7	Income from Chargers (tbc)	M	(23)								
Total Fees and Charges			(23)								

Environmental Sustainability

Proposal			2022-23	2023-24	2024-25	2025-26					
		H/M/L	£000s	£000s	£000s	£000s		2022-23	2023-24	2024-25	2025-26
											Total
Service Reduction											
8											
Total Service Reduction											
New Investments / Bids											
9	Environmental Sustainability	NEW BID proposed - ZEZ	140		(140)						
Total New Investment/Bids			140		(140)						
Targeted reviews											
10	Environmental Sustainability	Slip back - Advice and procurement consultancy service	M	(15)							
Total Targeted Review			(15)								
COVID-19 Pressures											
11											
Total COVID-19 Pressures											

Environmental Sustainability

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
2020/21 paused bids											
12	Environmental Sustainability	Use of funds to direct resources towards additional reduction in emissions to support progress to net zero carbon	61								
13	Environmental Sustainability	Reversal of 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)								
Total 20/21 paused bids			38								
New Officer Proposals											
14											
Total New Officer Proposals											
Transformations											
16											
Total Transformations											
Additional Efficiency Savings											
17											
Total Additional Efficiency Savings											
Total Environmental Sustainability Bids & Savings			145	100	(145)						
Amended Bids & Savings											
New Bids & Savings											

Oxford Direct Services Client

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Contractual Inflation											
1											
Total Contractual Inflation			0								
Pressures											
2	Motor Transport	Removal of red diesel subsidy on fuel purchases	11								
3	Waste collection	Reduction in long haul charges paid by County Council	86								
4	Waste collection	Reduction in income from bulky waste collection from base of £272k	100								
5	Various	Costs associated with the introduction of Phase 1 ZEZ	28		125						
Total Pressures			225			125					
Efficiencies											
6	Off Street Parking	Reduction in business rates at Oxpens following VOA appeal	(40)								
Total Efficiencies			(40)								
Invest to Save											
7											
Total Invest to Save											

Oxford Direct Services Client

Proposal

H/M/L 2022-23 2023-24 2024-25 2025-26
 £000s £000s £000s £000s

2022-23

2023-24

2024-25

2025-26

Total

Fees and Charges

8	Direct Services	Changes in contribution to Council from LATCO base budget is currently £1.3million
9	Parks - DS	Reduction in income from burials in new plots
10	Off Street Parking	Increase car park charges Option 3 50p/20p/10p + 1% increase each year
11	Off Street Parking	Payment to OxWed 40% of Oxpens income - closes in 2025-26
12	Off Street Parking	Closure of Worcester Street, Pear Tree and Oxpens car parks from 25/26- assume 50% to other parks including park and ride, less reduction in ODS management costs and overhead
13	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
14	Pest control	Increase rates by 3% and introduction of new fees in relation to bug infestations

H	418	(936)	(537)	(1,044)					
M	154								
M	(383)	(76)	(77)	(78)					
M	62	93	50						
M				1,591					
M	(33)								
M	(10)								

Total Fees and Charges

209 (919) (564) 470

Service Reductions

15		
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Total Service Reductions

New Investments / Bids

16	Streetscene	Revenue costs associated with capital bid for solar compacting bins
----	-------------	---------------------------------------------------------------------

3	5								
---	---	--	--	--	--	--	--	--	--

Total New Investment/Bids

3 5

COVID-19 Pressures

17	Off Street Parking	Increased car parking income to across all car parks to pre COVID levels
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(1,480)									
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Total COVID-19 Pressures

(1,480)

Oxford Direct Services Client

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
2020/21 paused bids											
18											
Total 20/21 paused bids											
New Officer Proposals											
19											
Total New Officer Proposals											
Political Choices											
20	Parks - DS	Increasing biodiversity through selective long grass areas in parks & verges - linked capital bid	15								
Total Political Choices			15								
Transformations											
21	Off Street Parking	Channel shift to cashless payments for car parks £30k base budget	(7)	(10)							
Total Transformations			(7)	(10)							
Additional Efficiency Savings											
22											
Total Additional Efficiency Savings											
Total Oxford Direct Services Bids & Savings			(1,076)	(924)	(439)	470					
Amended Bids & Savings											
New Bids & Savings											

Financial Services

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	Revenues & Benefits	Housing Benefit Admin Grant reduction of 10% each year, current amount £420k	38	34	30	26					
3	Investigations	Reductions in contracts and other income	128								
4	Investigations	Reduction in resources or increased income to offset income lost		(50)				(1.00)			
5	Revenues & Benefits	Reduced court costs income CD42 K9503 - from £440k to £380k	60								
6	Accountancy	Project accountant - resource to be capitalised	60		(60)		1.00		(1.00)		
7	Accountancy	Project accountant - resource capitalised	(60)		60						
Total Pressures			226	(16)	30	26	1.00	(1.00)	(1.00)		
Efficiencies											
8	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 - now anticipated to be 2025				(55)				(1.50)	(1.50)
9	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	0								
10	Accountancy	Structural savings within Finance Team		(40)				(1.00)			(1.00)
11	Accountancy	Savings arising from WFH	(10)								
12	Payments	Reduce budget for scanning paid invoices, now done in house CD10 D3308	(2)								
13	Payments	Reduce consultancy budget not needed CD10 D3411	(1)								
14	Payments	Subscriptions budget no longer needed CD10 D3703	(1)								
Total Efficiencies			(14)	(40)		(55)		(1.00)		(1.50)	(2.50)
Invest to Save											
15	Accountancy - Interest	Long term loan to Low Carbon Hub	(57)								
16	Accountancy - Interest	Investment of £5m in a fund at target rate of 3%	(150)								
Total Invest to Save			(207)								

Financial Services

Proposal				2022-23	2023-24	2024-25	2025-26					
			H/M/L	£000s	£000s	£000s	£000s	2022-23	2023-24	2024-25	2025-26	Total
Fees and Charges												
17	Accountancy	Increase budget in line with agreed SLA income from OCHL, budget in OX is £105k, budget in OCHL is £132k	M	(27)								
18	Accountancy	Insurance leaseholder admin fee	L	(26)								
Total Fees and Charges				(53)								
Service Reduction												
19												
Total Service Reduction												
New Investments / Bids												
20												
Total New Investment/Bids												
COVID-19 Pressures												
21												
Total COVID-19 Pressures												
2020/21 paused bids												
22	Investigations	Data Manager (Investigation Services)			(50)				(1.00)			(1.00)
Total 20/21 paused bids					(50)				(1.00)			(1.00)
New Officer Proposals												
23	Corporate	Pension fund - £5m additional top up into fund from April 2023	M									
Total New Officer Proposals												
Transformations												
25	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)
26	Accountancy	Channel shift to cashless payments	H	(3)								
Total Transformations				(83)				(2.00)				(2.00)
Additional Efficiency Savings												
27												

Financial Services

Proposal	H/M/L	2022-23	2023-24	2024-25	2025-26	2022-23	2023-24	2024-25	2025-26	Total
		£000s	£000s	£000s	£000s					
Total Additional Efficiency Savings										
Total Financial Services Bids & Savings		(131)	(106)	30	(29)	(1.00)	(3.00)	(1.00)	(1.50)	(5.50)
	Amended Bids & Savings									
	New Bids & Savings									

Law & Governance

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	CD58 Business Support	Additional FTE grade 6 estimated to be £31,375 plus on costs total = £43,573. Post was approved as growth post in 19/20 and then paused due to Covid. Has since been removed but is required.	43				1.00				1.00
3	KS04 Legal Services	An additional part time role of Practice Manager 0.5 FTE is sought for the Law & Governance Service. The cost would be approximately £35K for a 0.5 FTE grade 10 Practice Manager.	35				0.50				0.50
4	CA02 Information Governance	It is proposed that an additional Information Governance Officer is required at grade 7 FTE estimated to be £38K plus on costs totalling £52K.	52	(52)			1.00				1.00
Total Pressures			130	(52)			2.50				2.50
Efficiencies											
5	KC11 A0101, A0109, A0110 & A0111	There are currently 4.5 FTE's in elections team and it is proposed that a saving of 0.2 of a permanent grade 6 post can be made	(9)				(0.20)				(0.20)
6	KD01 C2501 & C2601	Members Allowances - Public Transport and Mileage.	(4)								
Total Efficiencies			(13)				(0.20)				(0.20)
Invest to Save											
7	KS04	It is proposed to add an additional post to the establishment of a second Contracts lawyer. Budget required would be £50K plus on costs of £20K; a total of £70K per annum.	70				1.00				1.00
8		Additional conveyancing & s106 income	(58)								
Total Invest to Save			12				1.00				1.00

Law & Governance

98

Proposal		H/M/L	2022-23 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2022-23	2023-24	2024-25	2025-26	Total
Fees & Charges											
9	K9581	Work undertaken on s106 agreements is currently charged out at an hourly rate of £175 per hour and it is proposed that this be increased to a charge of £217 per hour.	M	(10)							
Total Fees & Charges			(10)								
Service Reduction											
10											
Total Service Reduction											
New Investments / Bids											
11											
Total New Investment/Bids											
COVID-19 Pressures											
12											
Total COVID-19 Pressures											
2020/21 paused bids											
13											
Total 20/21 paused bids											
New Officer Proposals											
14		Major Projects lawyers x 2 - to support capital programme and other major projects	160		(160)		2.00	(2.00)			
15		funded by capital and major projects and/or external legal budgets used in service areas.	(160)		160						
Total New Officer Proposals							2.00	(2.00)			
Political Choices											
16	KD01 B3811	There is a miscellaneous expenses budget of £10,000 that is rarely used in full known as the 'Leader's Budget'. It is proposed that this could be reduced to £5K from 22/23	(5)								
17	KD02 D3104	The Town Hall catering budget could be reduced from £3K per annum to £1K reasliing a saving of £2K per annum.	(2)								

Law & Governance

Proposal		H/M/L	2022-23	2023-24	2024-25	2025-26					
			£000s	£000s	£000s	£000s	2022-23	2023-24	2024-25	2025-26	Total
Total Political Choices			(7)								
Transformations											
18											
Total Transformations											
Additional Efficiency Savings											
19	KA11 D3101	Reduction of Lord Mayor's Hospitality Budget.	M								
Total Additional Efficiency Savings											
Total Law & Governance Bids & Savings			113	(52)			5.30	(2.00)		3.30	
Amended Bids & Savings											
New Bids & Savings											

Chief Executive/Directors

Proposal			2022-23	2023-24	2024-25	2025-26					
		H/M/L	£000s	£000s	£000s	£000s	2022-23	2023-24	2024-25	2025-26	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	Partnership budgets		100								
3	Emergency Planning		2								
Total Pressures			102								
Efficiencies											
4	Recharge 25% of TB and SG salaries to HRA	L	(77)								
Total Efficiencies			(77)								
Invest to Save											
5											
Total Invest to Save											

Chief Executive/Directors

68

Proposal		2022-23				2023-24				2024-25				2025-26											
		H/M/L				£000s				£000s				£000s				£000s				2022-23			
																						2023-24			
																						2024-25			
																						2025-26			
																						Total			
Fees & Charges																									
6																									
Total Fees & Charges																									
Service Reduction																									
7																									
Total Service Reduction																									
New Investments / Bids																									
8																									
Total New Investment/Bids																									
COVID-19 Pressures																									
9																									
Total COVID-19 Pressures																									
2020/21 paused bids																									
10																									
Total 20/21 paused bids																									
New Officer Proposals																									
11																									
Total New Officer Proposals																									
Transformations																									
12																									
Total Transformations																									
Additional Efficiency Savings																									
13																									

Chief Executive/Directors

Proposal	2022-23	2023-24	2024-25	2025-26	2022-23	2023-24	2024-25	2025-26	Total
	H/M/L	£000s	£000s	£000s					
Total Additional Efficiency Savings									
Total Law & Governance Bids & Savings		25							
Amended Bids & Savings									
New Bids & Savings									

HRA

Proposal		2022-23	2023-24	2024-25	2025-26	2022-23	2023-24	2024-25	2025-26	Total
		H/M/L	£000s	£000s	£000s					
Contractual Inflation										
1	HRA	Pay Inflation	61	47	47	53				
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			67	53	53	59				

HRA

Proposal

2022-23 2023-24 2024-25 2025-26

H/M/L £000s £000s £000s £000s

2022-23

2023-24

2024-25

2025-26

Total

Pressures

4	HRA	Continued support for Community Safety and Anti-Social Behaviour service @£80k, support had been previously planned to come out in 22/23.	0						
5	HRA R	Contributions to Youth Ambition Service on council estates			(100)				
6	HRA C	Reversal - Revenue funding of Lifts (£143k) 19/20 Project and (£100k) from Kitchen and Bathrooms into Fire Doors.	(6)						
7	HRA C	Reversal of previous increase in Investment in fire doors, base budget remains @ £500k with peak investment of additional £1m in 22/23.	(86)	(100)					
8	HRA C	Reversal of previous increase on Structural Capital Programme, base budget remains @ £700k but peak investment to deal urgent work in 22/23 and 23/24 with additional £1.8m, giving a total of £2.5m for each year.		(150)					
9	HRA C	Windows and Doors - following previous window and door replacement investment under the Decent Homes Programme given the condition, there is now a need to begin another rolling replacement programme. Base budget reduces to £200k from 25/26	278			(300)			0.00
10	HRA C	Reversal of a previous increase in Fire Alarm Panels one off investment in a particular property. Following a survey there is need to ensure all systems are upgraded to ensure compliance. New 4 year bid @ £102k/year	(102)						
11	HRA C	Roofing - there is now a need to increase investment in a re-roofing programme with associated works to also introduce low maintenance items i.e. UPVC soffits and incorporate energy efficiency measures. This will complement the increase to the PPJ programme. Base budget reduces to £229k from 25/26	487			(471)			
12	HRA C	Great Estates - Reversal of prior year. Base budget remains @ £1.1m/year	(300)						
13	HRA C	Energy Efficiency Initiatives - an increase in funding to support our carbon reduction agenda and deliver our target of 95% of our properties being EPC C or above by 2030 latest through undertaking upgrades of insulation or retro fit new products i.e. boilers and then from 2022/23 EWI to our solid wall properties.	667	1,000					0.00

HRA

63

Proposal			2022-23	2023-24	2024-25	2025-26						
			H/M/L	£000s	£000s	£000s	£000s	2022-23	2023-24	2024-25	2025-26	Total
14	HRA C	Next Steps Accommodation Programme. 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 . Note budget approval to support a further 5 given in 20/21. Reversal of prior year.		(2,392)								
15	HRA C	Capital Expenditure to utilise the Retained Right to Buy Receipts (these now fund 40% of the costs) to fund variety of new supply projects		2,000	2,466							*
16	HRA C	Movement in capital various lines - see capital tab for detail		1,741								*
17	HRA C	Major Refurbishments - Masons Road		750	250							*
18	HRA C	Removal of new supply unallocated Site 1 (N7064)		(2,959)	(454)							*
19	HRA R	Energy and Environment Team- future costs to be charged to capital as we move to delivery phase (2 FTE's)			(103)							
20	HRA R	Fencing Work - budget redirected to an increased PPJ programme with a plan to move to a revised approach to investment in the external fabric of buildings on a cyclical programme to improve estates.		(250)								
21	HRA R	PPJ - £463k moved from fencing, plus additional £100k to base to increase our focus on external fabric planned maintenance. Base budget 22/23 £1.3m rising to £1.7m in 25/26		(100)								
22	HRA R	Fencing demand continues to be a pressure. Base Budget £77k with above changes. Revised budget in 22/23 of £627k dropping gradually to £165k in 25/26.		200			(100)					
23	HRA R	Asbestos removal budget had been increased to cover the additional costs of the project at Southfield Park. Reversal leaves an ongoing base budget of £258k.		(100)								
24	HRA R	Estate Management charges increase from ODS for additional stock, increased cost will be covered by increased service charge income.		83								*
25	HRA R	Material price increases above those input for 21/22 @ 191k and normal inflation @ 2.5%		221			(221)					
26	HRA R	Increase in electrical work needed in void properties		280								
27	HRA R	Tenant unauthorised Alterations - clearance of backlog		100	(50)	(25)						
28	HRA R	Tenant Disrepair Claims		50								
29	HRA R	Hoarding removal costs		20								
30	HRA R	Hotel Accommodation costs for emergency decants		50								
31	HRA R	Additional costs associated with sales and marketing for shared ownerships units		100								
32	HRA R	Director Support to New Supply and HRA		77				0.50				

HRA

94

Proposal			2022-23	2023-24	2024-25	2025-26						
			H/M/L	£000s	£000s	£000s	£000s	2022-23	2023-24	2024-25	2025-26	Total
33	HRA R	Increase in the Furnished Tenancy Scheme to be covered by multiplier. 1 FTS Officer Grade 6. Many more new builds and subsequent churn leading to more FTS provision and inspections of furniture (plus NSAP/RSAP which have whole property FTS requirements). Covered by increased Furnished Tenancy service charge income.		41				1.00				
34	HRA R	2 TMO officers Grade 7 due to increase in stock through new supply		94				2.00				
35	HRA R	Allocations Officers G7 X2 - to deal with pressures from new build supply and turnover of current stock created due to movement of tenants to new builds.		94				2.00				
36	HRA R	Response to Social House White paper: Customer Experience Manager G8		53				1.00				
37	HRA R	Response to Social House White paper: Senior Customer Experience Officer G7		47				1.00				
38	HRA R	Response to Social House White paper: Customer Experience Officers G6		41				1.00				*
39	HRA R	Response to Building Safety Legislation: Compliance Access Officer (TMO) G7		47				1.00				
40	HRA R	Response to Building Safety Legislation: Fire/Building Safety Engagement Officers G6		41				1.00				*
41	HRA R	Supplies and Services reported in other revenue spend		(100)								*
Total Pressures				1,167	2,859	(125)	(1,092)	10.50				
Efficiency Savings												
42												
Total Efficiency Savings												
Invest to Save												
43												
Total Invest to Save												
Fees & Charges												
44												
Total Fees & Charges												
45	HRA R	Increase in FT income to cover additional post		(41)								
46	HRA R	Increase in Care taking and cleaning service charge to cover new supply		(83)								

HRA

Proposal		2022-23	2023-24	2024-25	2025-26	2022-23	2023-24	2024-25	2025-26	Total
		H/M/L	£000s	£000s	£000s					
Total Fees & Charges			(41)							
Service Reductions										
47										
Total Service Reductions										

HRA

Proposal		2022-23	2023-24	2024-25	2025-26						
		H/M/L	£000s	£000s	£000s	£000s	2022-23	2023-24	2024-25	2025-26	Total
New Investment											
48	HRA R	QL Exploitation Post G7. Additional resource to support further exploitation of QL to realise efficiencies from the system investment.						1.00			1.00
49	HRA R	Shared Ownership Officer (G8). To support the establishment of capability to manage shared ownership properties starting Jan 22.					0.75				0.75
Total New Investment			40	47			0.75	1.00			1.75
COVID-19 Pressures											
50	HRA	Reduction in caretaking/cleaning service charges - Reversal of previous year				(91)					
Total COVID-19 Pressures			(91)								
2020/21 paused bids											
51											
Total 20/21 paused bids											

HRA

Proposal		2022-23	2023-24	2024-25	2025-26						
		H/M/L	£000s	£000s	£000s	£000s	2022-23	2023-24	2024-25	2025-26	Total
New Officer Proposals											
52											
Total New Officer Proposals											
Transformations											
53											
Total Transformations											
Additional Efficiency Savings											
54											
Total Additional Efficiency Savings											
Total HRA			1,142	2,959	(72)	(1,033)	11.25	1.00			1.75
Footnote:											
HRA	Rent to be set according to the Rent Standard at CPI + 1% from 1st April 2020 and for 5 years thereafter.		(2,078)	(3,050)	(4,487)	(2,356)					
HRA	Service Charges		(28)	(67)	(93)	(111)					
HRA	Repairs Inflation (including above inflation materials price increase)		580	379	375	384					
	Amended Bids & Savings										
	New Bids & Savings										

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Appendix 4

Housing Revenue Account 2022-23 to 2025-26

HRA Business Plan Oxford City Council				
Operating Account - Traditional View				
	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000
Dwelling Rent	(44,728)	(47,564)	(52,428)	(55,209)
Service Charges	(2,097)	(2,177)	(2,251)	(2,359)
Garage Income	(226)	(228)	(228)	(236)
Miscellaneous Income	(832)	(806)	(806)	(833)
Net Income	(47,882)	(50,774)	(55,713)	(58,636)
Management & Services (Stock Related)	11,340	11,578	11,542	11,663
Other Revenue Spend (Stock Related)	1,221	860	860	900
Misc Expenditure (Not Stock Related)	1,022	908	894	900
Bad Debt Provision	785	820	879	906
Responsive & Cyclical Repairs	15,498	15,312	15,682	15,493
Interest Paid	8,620	11,537	13,723	14,201
Depreciation	9,412	9,706	9,706	9,570
Total expenditure	47,899	50,721	53,287	53,632
Net Operating Expenditure/(Income)	17	(53)	(2,426)	(5,005)
Investment Income	(80)	(37)	(32)	(25)
Revenue Contribution to Capital	0	0	4,693	5,254
Total Appropriations	(80)	(37)	4,661	5,229
Total HRA (Surplus)/Deficit for the year	(64)	(91)	2,235	225

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Wards	2021/22		2022/23	
	Actual Rents	Formula Rents	Actual Rents	Formula Rents
Abingdon	120.80	130.63	125.75	136.08
Barton & Sandhills	110.22	114.64	114.73	119.34
Blackbird Leys	105.65	109.08	109.93	113.55
Carfax & Jericho	114.87	128.95	119.57	134.46
Churchill	106.57	109.40	110.95	113.89
Cowley	99.27	101.54	103.33	105.70
Cuttesslowe & Sunnymead	105.06	110.85	109.37	115.39
Didcot	99.47	99.60	103.55	103.68
Donnington	109.32	111.22	113.63	115.78
Headington	109.17	106.46	113.65	110.82
Headington Hill & Northway	106.34	110.29	110.60	114.81
Hinksey Park	107.63	121.59	112.04	126.78
Holywell	104.88	107.36	109.07	111.79
Kidlington	110.84	111.15	115.34	115.71
Littlemore	111.16	100.53	115.10	104.66
Lye Valley	105.02	108.54	109.32	112.99
Marston	113.64	121.52	117.73	126.51
Northfield Brook	104.51	108.01	108.66	112.44
Osney & St Thomas	109.73	117.01	114.23	121.93
Quarry & Risinghurst	105.92	108.44	110.14	112.89
Rose Hill & Iffley	109.78	113.89	113.91	118.56
St Clement's	105.33	108.89	109.64	113.36
St Mary's	109.07	113.27	113.54	117.91
Temple Cowley	110.06	112.69	114.57	117.31
Walton Manor	113.79	126.43	118.45	131.62
Wolvercote	102.67	107.56	106.87	111.98

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CAPITAL PROGRAMME

Appendix 6

	2022-23	2023-24	2024-25	2025-26
	£	£	£	£
<u>General Fund Capital Programme</u>				
C3044 - Software Licences	245,000	245,000	245,000	245,000
C3058 - CRM Application	100,275			
C3060 - ICT End Point Devices	153,485	150,000	150,000	150,000
C3066 - Telephony Device refresh	60,000	60,000	60,000	60,000
Capitalised ICT projects	386,600	363,200	163,200	163,200
Windows 2008 Server Replacement	109,345			
Business Improvement	1,054,705	818,200	618,200	618,200
B0083 - East Oxford Project	3,547,154	1,750,000		
B0096 - Bullingdon Community Centre	1,064,578			
Community Services	4,611,732	1,750,000	-	-
City Wide Cycling Infrastructure Contribution	109,956	60,000	60,000	60,000
Car Parking Oxpens	225,355	-	-	-
Cave Street Development (Standingford House)	2,948,824	4,030,050	2,200,091	-
B0098 - 1-3 George Street	1,226,769	-	-	-
B0100 - Gloucester Green Car Park (H&S)	262,123	-	-	-
B0101 - Major capital works at Oxford Covered Market	-	-	839,127	-
B0102 - Replace or refurbish Lifts	76,190	-	-	-
B0106 - Covered market roofing	426,000	-	401,023	-
Stock condition surveys (including bridge works)	2,362,500	1,687,500	750,000	-
Air conditioning and other works to enable letting of SAC	1,000,000			
Osney Mead Infrastructure	5,300,000	540,000	-	-
Regeneration Property Purchase	20,000,000	-	13,000,000	-
City Cycle Schemes (Growth Deal)	751,662	-	-	-
City Centre Restart	50,000	50,000	-	-
Meanwhile in Oxfordshire	253,874	-	-	-
Northern Gateway - HIF	9,300,000	-	-	-
Feasibility Projects	-	-	-	-
Osney Bridge Feasibility	4,583,745	1,340,000	-	-
R & D Feasibility Fund	740,576	400,000	400,000	400,000
Salary Costs across the Council to be capitalised	480,000	480,000		
Regeneration & Economy	50,097,574	8,587,550	17,650,241	460,000
E3511 - Renovation Grants	15,000	15,000	15,000	15,000
E3521 - Disabled Facilities Grants	1,400,000	1,200,000	1,200,000	1,200,000
Regulatory & Community Safety	1,415,000	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	500,000			
Environmental Sustainability	500,000	-	250,000	-

CAPITAL PROGRAMME

Appendix 6

	2022-23	2023-24	2024-25	2025-26
	£	£	£	£
F7011 - Headington Environmental Improvements	60,781			
F7024 - St Clements Environmental Improvements	20,000			
Planning Services	80,781	-	-	-
B0108 - Floyds Row Refurbishment				
Loan to Housing Company re Barton Park	8,455,017	10,750,000	7,600,000	7,890,884
M5026 - Housing Company Loan	5,234,291	-	32,571,067	-
Barton Park - Purchase by Council	8,455,017	10,750,000	7,600,000	7,890,884
Blackbird Leys Regeneration (GF Element)	8,387,991	7,489,817	1,116,445	159,695
Affordable Housing Supply	914,000	1,086,000	1,000,000	
Oxford Growth Deal Registered Provider Funding	2,560,000			
Roken House Acquisition	230,000			
National Homelessness Property Fund				
Housing Services	34,236,316	30,075,817	49,887,512	15,941,463
R0005 - MT Vehicles/Plant Replacement Prog.	4,277,121	2,665,952	2,134,220	1,682,978
T2273 - Car Parks Resurfacing	335,864	300,000	300,000	
T2299 - Controlled Parking Zones	250,000		-	
Depot Rationalisation	996,663	-		
Transformation Funding	130,798			
Additional Technology Requirements	537,000			
Oxford Direct Services	6,527,446	2,965,952	2,434,220	1,682,978
Total General Fund Schemes	98,523,554	45,412,519	72,055,173	19,917,641
<u>Housing Revenue Account Capital Programme</u>				
<u>New Bids</u>				
<u>Planned Major Repairs</u>				
Adaptations for disabled	756,000	756,000	756,000	756,000
<u>Improvements</u>				
Structural	2,000,000	1,750,000	1,000,000	700,000
Controlled entry	133,000	133,000	133,000	133,000
Damp-proof works (K&B)	75,000	75,000	137,000	121,000
Doors and Windows	500,000	500,000	500,000	200,000
Extensions & Major Adaptions	735,000	290,000	290,000	250,000
Communal Areas	213,000	229,000	229,000	202,000
Lift replacements	125,000	125,000	125,000	125,000
Stock condition survey	195,000	195,000		
Renewal Fire Alarm Panels	102,000	102,000	102,000	102,000
<u>Regulatory</u>				
Kitchens & Bathrooms	1,300,000	1,450,000	3,055,000	2,739,000
Heating	2,352,000	2,393,000	2,393,000	2,157,000
Roofing	700,000	700,000	700,000	229,000

CAPITAL PROGRAMME

Appendix 6

	2022-23	2023-24	2024-25	2025-26
	£	£	£	£
Electrics	695,000	723,000	723,000	723,000
Fire doors	1,500,000	580,000	580,000	580,000
<u>Estate Improvement</u>				
Great Estates: Estate Enhancements and Regeneration	1,109,000	1,163,000	1,163,000	1,163,000
BBL Regeneration	325,000	1,504,000	1,504,000	172,000
Major Refurbishment Masons Road	750,000	250,000		
<u>Future Programme</u>				
Properties purchased from OCHL	74,698,000	122,607,000	56,856,000	19,222,000
<u>Affordable Housing Development</u>				
Northfield Hostel	11,740,000	668,000		
Lanham Way	3,555,000	715,000		
Juniper	1,586,000			
Additional units	2,000,000	2,466,000		
East Oxford Development	2,813,000	5,593,000		
<u>Empty Properties</u>				
Major Voids	515,000	560,000	560,000	502,000
<u>Energy Efficiency Initiatives</u>				
Energy Efficiency Initiatives	1,985,000	2,000,000	2,000,000	2,750,000
Total Housing Revenue Account Schemes	112,457,000	147,527,000	72,806,000	32,826,000
Total Capital Programme (GF & HRA)	210,980,554	192,939,519	144,861,173	52,743,641

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Corporate Property Fees & Charges 2022/23

	2021/22 Charge	2022/23 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
Admin 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 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Rent				
<u>Exempt from VAT</u>				
Weekly Charges				
Temporary Accommodation [Heat,Light,Cook] - 1 bed	17.85	17.85	0.00	0.00
Temporary Accommodation [Heat,Light,Cook] - 2 bed	19.20	19.20	0.00	0.00
Temporary Accommodation [Heat,Light,Cook] - 3 bed	19.50	23.00	3.50	17.95
Temporary Accommodation [Heat,Light,Cook] - 4 bed	26.00	30.00	4.00	15.38
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	17.00	0.73	4.49
Council tenant Premium	18.47	19.20	0.73	3.95
Blue badge council	16.27	17.00	0.73	4.49
Blue badge council Premium	18.47	19.20	0.73	3.95
Mobility council	16.27	17.00	0.73	4.49
Mobility council Premium	18.47	19.20	0.73	3.95
<u>VATable (before discounts)</u>				
Private tenant	16.27	17.00	0.73	4.49
Private tenant Premium	18.47	19.20	0.73	3.95
Blue badge private	16.27	17.00	0.73	4.49
Blue badge private Premium	18.47	19.20	0.73	3.95
Mobility private	16.27	17.00	0.73	4.49
Mobility private Premium	18.47	19.20	0.73	3.95
<u>Exempt from VAT (before discounts)</u>				
Parking spaces	15.74	16.00	0.26	1.65
Parking spaces (Blue Badge)	15.74	16.00	0.26	1.65
<u>VATable (before discounts)</u>				
Parking spaces Private	15.74	16.00	0.26	1.65

Regulatory & Community Safety Fees and Charges 2021/22

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<u>Building Control</u>				
Schedule 1				
Charges for the creation of or conversion to new dwellings - inclusive of VAT				
Number of Dwellings				
1	900.00	945.00	45.00	5.00
2	1,195.00	1,255.00	60.00	5.02
3 and above	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	556.50	26.50	5.00
10m2 – 40m2	680.00	714.00	34.00	5.00
40m2 – 60m2	825.00	866.50	41.50	5.03
60m2 – 100m2	900.00	945.00	45.00	5.00
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 60m2	425.00	446.50	21.50	5.06
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	866.50	41.50	5.03
60m2 – 100m2	900.00	945.00	45.00	5.00
Over 100m2	Please contact for quotation	Please contact for quotation		
Loft conversion - inclusive of VAT				
Up to 100m2	620.00	651.00	31.00	5.00
Over 100m2	Please contact for quotation	Please contact for quotation		
Conversion of garage to habitable space - inclusive of VAT				
Up to 10m2	530.00	556.50	26.50	5.00
Up to 40m2	680.00	714.00	34.00	5.00
40m2 – 60m2	825.00	866.50	41.50	5.03
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 and over £100,000	Please contact for quotation	Please contact for quotation		
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	220.50	10.50	5.00
Removal/renovation of a thermal element	260.00	273.00	13.00	5.00
Installation of a woodburner	395.00	415.00	20.00	5.06
Installation of solar panel/s	265.00	278.50	13.50	5.09
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				

Regulatory & Community Safety Fees and Charges 2021/22

	2021/22 Charge £	2022/23 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
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	336.00	16.00	5.00
£5001 - £10,000	395.00	415.00	20.00	5.06
£10,001 - £20,000	575.00	604.00	29.00	5.04
£20,001 - £50,000	755.00	793.00	38.00	5.03
£50,001 - £75,000	1080.00	1134.00	54.00	5.00
£75,001 - £100,000	1435.00	1507.00	72.00	5.02
>£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	78.00	82.00	4.00	5.13
Inspection and Provision of a Fire Risk Assessment Report	320.00	330.00	10.00	3.13
Miscellaneous Fees				
Electronic copy of the Approval Notice	38.40	40.40	2.00	5.21
Electronic copy of the Completion Certificate	38.40	40.40	2.00	5.21
Hourly charge for responding to enquiries regarding house sales	78.00	82.00	4.00	5.13
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 Regulatory Services & Community Safety				
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	75.00	10.00	15.38
Food Business set up and advice consultation- per hour	65.00	75.00	10.00	15.38
Food hygiene rating rescore visit	185.00	200.00	15.00	8.11
Primary Authority Hourly Fee	POA	POA		
Miscellaneous				
Accommodation assessments for UK entry clearance - charge per report	380.00	390.00	10.00	2.63
Request for confirmation of registration in support of work permit application	56.00	58.00	2.00	3.57
Food Condemnation Certificate (e.g. insurance claim for freezer breakdown, damaged food)- minimum 1 hour	95.00	100.00	5.00	5.26
Works in default across Regulatory Services and Community Safety	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	26.00	27.00	1.00	3.85
Copy of Premises/Person Entry in Licensing Register	24.50	25.00	0.50	2.04

Regulatory & Community Safety Fees and Charges 2021/22

	2021/22 Charge £	2022/23 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Confirmation of Food Business Registration	29.00	30.00	1.00	3.45
Plans under copyright	9.50	10.00	0.50	5.26
Plans: A0, A1 & A2 size	5.30	5.50	0.20	3.77
Plans: A3 & A4 size	1.10	1.15	0.05	4.55
Photocopying per A4 sheet	0.55	0.60	0.05	9.09
Invoice request	26.00	27.00	1.00	3.85
Recovery Fee - Dishonoured Cheque	34.00	35.00	1.00	2.94
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	£260 plus VAT per application	£265 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
	£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
Small Repairs Service				
Any works carried out by the Handyperson that is not part of the Small Repairs Service	45.00	45.00	0.00	0.00
Supply and Fit Alert Keysafe (Within 1 working day)	65.00	70.00	5.00	7.69
Street Trading Consents - subject to approval by General Purposes Licensing Committee				
City Centre & Late Night Traders				
Application Fee	345.00	355.00	10.00	2.90
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	355.00	10.00	2.90
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	120.00	5.00	4.35
Annual consent (Pro Rata for period of Consent)	1,445.00	1,445.00	0.00	0.00
General Charges				
Replacement Consent	34.50	35.00	0.50	1.45
Identification badge (per badge)	34.50	35.00	0.50	1.45
Events				
Street Trading at event for commercial benefit (up to 5 days) - per stall	29.50	32.00	2.50	8.47
Street Trading at event for commercial benefit (6-14 days) - per stall	47.50	50.00	2.50	5.26
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 as set by the Business and Planning Act 2020	100.00	100.00	0.00	0.00
Proposed annual fees if the Business and Planning Act 2020 is not extended:				
1-4 tables	N/A	150.00	150.00	
5-10 tables	N/A	200.00	200.00	
10 or more tables	N/A	250.00	250.00	
Miscellaneous Licensing - subject to approval by General Purposes Licensing Committee				
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration person)	126.00	130.00	4.00	3.17
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration premises)	253.00	260.00	7.00	2.77
Boarding for cats and/or dogs	306 + vet fee	315 + vet fee	9.00	3.00
Hiring out horses	306 + vet fee	315 + vet fee	9.00	3.00
Breeding dogs	306 + vet fee	315 + vet fee	9.00	3.00
Selling animals as pets	306 + vet fee	315 + vet fee	9.00	3.00
Keeping or training animals for exhibition	285 + vet fee	285 + vet fee	9.00	3.00
Request for variation	132.00	135.00	3.00	2.27
Request for re-inspection	132 + vet fee	132 + vet fee	3.00	2.27
Dangerous Wild Animals	455 + vet fee	465 + vet fee	10.00	2.20
Zoo	455 + vet fee	465 + vet fee	10.00	2.20

Regulatory & Community Safety Fees and Charges 2021/22

	2021/22 Charge £	2022/23 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 £277 Stage 2 £1781 Total: £2,058	Stage 1 £286 Stage 2 £1834 Total: £2,120	Stage 1 £9 Stage 2 £53 Total: £62	3% as agreed by Council in March 2021
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 and an application for a new licence was received within 12 weeks of expiry; or iii) Change of existing licence holder.	Stage 1 £277 Stage 2 £280 Total £557	Stage 1 £286 Stage 2 £288 Total £574	Stage 1 £9 Stage 2 £8 Total £17	3% as agreed by Council in March 2021
*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 an Accredited Landlord	Stage 1 £89 Stage 2 £177 Total £266	Stage 1 £92 Stage 2 £182 Total £274	Stage 1 £3 Stage 2 £5 Total £8	3% as agreed by Council in March 2021
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 £89 Stage 2 £416 Total £505	Stage 1 £92 Stage 2 £428 Total £520	Stage 1 £3 Stage 2 £12 Total £15	3% as agreed by Council in March 2021
E Two-year Renewal -Licence renewal for 2 years where all two-year licence criteria are met	Stage 1 £89 Stage 2 £204 Total £293	Stage 1 £92 Stage 2 £210 Total £302	Stage 1 £3 Stage 2 £6 Total £9	3% as agreed by Council in March 2021
F Five year licence accredited landlord and all criteria met	Stage 1 £89 Stage 2 £324 Total £413	Stage 1 £92 Stage 2 £334 Total £426	Stage 1 £3 Stage 2 £10 Total £13	3% as agreed by Council in March 2021
Inspection to advise on requirements before property is licensed.	195.00	201.00	6.00	3% as agreed by Council in March 2021
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	POA	POA		
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	375.00	10.00	2.74
Licence alterations application	335.00	345.00	10.00	2.99
Depositing of site rules fee	123.00	125.00	2.00	1.63
Transfer of licence application	365.00	375.00	10.00	2.74
Copy of licence	28.50	30.00	1.50	5.26
Existing operator annual licence				
Large (51+)				
Site inspections every 12 months (Cat A risk rating)	427.00	440.00	13.00	3.04
Site inspections every 18 months (Cat B risk rating)	285.00	295.00	10.00	3.51
Site inspections every 24 months (Cat C risk rating)	214.00	220.00	6.00	2.80
Site inspections every 36 months (Cat D risk rating)	142.00	145.00	3.00	2.11

Regulatory & Community Safety Fees and Charges 2021/22

	2021/22 Charge £	2022/23 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Medium (11-50)				
Site inspections every 12 months (Cat A risk rating)	334.00	345.00	11.00	3.29
Site inspections every 18 months (Cat B risk rating)	223.00	230.00	7.00	3.14
Site inspections every 24 months (Cat C risk rating)	167.00	175.00	8.00	4.79
Site inspections every 36 months (Cat D risk rating)	112.00	115.00	3.00	2.68
Small (10 or less)				
Site inspections every 12 months (Cat A risk rating)	243.00	250.00	7.00	2.88
Site inspections every 18 months (Cat B risk rating)	162.00	170.00	8.00	4.94
Site inspections every 24 months (Cat C risk rating)	122.00	125.00	3.00	2.46
Site inspections every 36 months (Cat D risk rating)	81.00	85.00	4.00	4.94
Transferring/Replacing Licences & Certificates				
Other replacement licence	30.50	32.00	1.50	4.92
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	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	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)				

Regulatory & Community Safety Fees and Charges 2021/22

	2021/22 Charge £	2022/23 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
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				
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

Regulatory & Community Safety Fees and Charges 2021/22

	2021/22 Charge £	2022/23 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
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
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
Distribution of Free Printed Matter (DFPM) - Static 1 year	200.00	200.00	0.00	0.00
Distribution of Free Printed Matter (DFPM) - Non static 1 month	100.00	100.00	0.00	0.00
Distribution of Free Printed Matter (DFPM) - Non static 1 year	400.00	400.00	0.00	0.00
Distribution of Free Printed Matter (DFPM) - Replacement badge	25.00	25.00	0.00	0.00

Regulatory & Community Safety Fees and Charges 2021/22

	2021/22 Charge £	2022/23 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Distribution of Free Printed Matter (DFPM) - Non static 1 Day		25.00	25.00	
Distribution of Free Printed Matter (DFPM) - Non static 1 Day extra badge		5.00	5.00	
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

Items 1-24 are set nationally

<u>Planning</u>
<u>Standard rated & exclusive of VAT</u>
<u>Operations</u>

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Planning Fees & Charges 2022/23

	2021/22 Charge £	2022/23 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
14. Any other operation not within any of above categories				
a) Where the site area does not exceed 15ha - charge per 0.1 hectare	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				
Compliance with Conditions				
15. Confirmation of compliance with condition attached to planning				
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				
b) Non-profit making clubs or organisations relating to playing fields, for their own use	Half the normal fee 462.00	Half the normal fee 462.00	0.00	0.00
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

Planning Fees & Charges 2022/23

	2021/22 Charge £	2022/23 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
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	19.50	1.80	10.17
Subsequent notice	17.70	19.50	1.80	10.17
TPO's	23.40	25.75	2.35	10.04
Legal Agreements	23.40	25.75	2.35	10.04
Plans stamped Approved or Refused	7.30	8.00	0.70	9.59
Local Development Framework Policies Map	27.10	29.80	2.70	9.96
Oxford Local Plan 2036	81.00 (Oxford residents 53.00)	81.00 (Oxford residents 53.00)		
West End Area Action Plan 2007-2016	32.50	35.75	3.25	10.00
Adopted Supplementary Planning Documents	8.30	9.10	0.80	9.64
Barton Area Action Plan	32.50	35.75	3.25	10.00
Northern Gateway Area Action Plan	32.50	35.75	3.25	10.00
Provision of above documents and publications on the internet				
Provision of above documents and publications on the internet				
Subsequent plans according to size:				
AO plan	5.80	6.35	0.55	9.48

Planning Fees & Charges 2022/23

	2021/22 Charge £	2022/23 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
A1 plan	5.80	6.35	0.55	9.48
A2 plan	5.80	6.35	0.55	9.48
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			
<u>Standard rated & exclusive of VAT</u>				
Weekly schedule of applications				
By Post				
Commercial	193.00	212.30	19.30	10.00
	160.00	176.00	16.00	10.00
Local groups/residents	44.80	49.25	4.45	9.93
	37.50	41.25	3.75	10.00
Via email				
Commercial	49.00	53.90	4.90	10.00
	41.00	45.10	4.10	10.00
Local groups/residents	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	819.00	900.90	81.90	10.00
Charge per written report	407.40	448.15	40.75	10.00
Medium scale proposals (6-25 units or 500-2000m2)				
Charge per hour	622.65	684.90	62.25	10.00
Charge per written report	308.70	339.60	30.90	10.01
Small scale proposals (up to 5 units or 499m2)				
Charge per hour	390.60	429.60	39.00	9.98
Charge per written report	193.20	212.50	19.30	9.99
Householder Developments				
Charge per hour	96.60	106.25	9.65	9.99
Charge per written report	48.30	53.00	4.70	9.73
Listed Buildings - Non Householder				
Charge per hour	379.05	417.00	37.95	10.01
Charge per written report	193.20	212.50	19.30	9.99
Listed Buildings - Householder				
Charge per hour	96.60	106.25	9.65	9.99
Charge per written report	48.30	53.00	4.70	9.73
<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.	77.70	85.50	7.80	10.04
Specialist consultant advice (eg. conservation, archaeology, trees, etc) to be provided on an hourly rate basis.	77.70	85.50	7.80	10.04
<i>However, bespoke one-off charges may be negotiated for production of substantial specialist documents, studies, reports etc.</i>				

Planning Fees & Charges 2022/23

	2021/22 Charge £	2022/23 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
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.	66.15	72.75	6.60	9.98
Exempt from VAT				
Written requests for planning history and planning constraints searches	66.15	72.75	6.60	9.98
Requests of hard copies of plans stamped approved or refused	7.35	8.10	0.75	10.20
Application checking service per application	66.15	72.75	6.60	9.98
H42 - Householder Prior Approval	96.00	105.60	9.60	10.00
Local Land Charges				
LLC1 form	37.00	49.50	12.50	33.78
LLC1 Additional Parcel	1.50	2.00	0.50	33.33
Additional Enquiries	28.00	37.50	9.50	33.93
Standard rated & exclusive of VAT				
Local Land Charges				
CON29R form	133.00	178.00	45.00	33.83
CON29R Additional Parcel	24.00	32.00	8.00	33.33
CON29O Optional Enquiries 4 to 21 (Additional parcel fees on application)	17.00	23.00	6.00	35.29
CON29O Optional Enquiry 22 only	42.00	56.00	14.00	33.33
Electronic				
Land Charges Register	7.00	9.30	2.30	32.86
Compiled official answers combination of Qu. 1.1k, 3.4, 3.6, 3.7 and 3.8	19.00	25.50	6.50	34.21
All other CON29R questions other than the above				
Official Answers for Component Data (CON29R)				
Qu 1.1 a-e	11.00	11.60	0.60	5.45
Qu 1.1 f-l	6.00	6.50	0.50	8.33
Qu 1.2	8.00	8.50	0.50	6.25
2.1-2.5	6.00	6.50	0.50	8.33
Qu 3.1	5.00	5.50	0.50	10.00
Qu 3.2	5.00	5.50	0.50	10.00
Qu 3.3				
Qu 3.4 a-f	9.00	9.50	0.50	5.56
Qu 3.5	5.00	5.50	0.50	10.00
Qu 3.6 a-l	15.00	16.00	1.00	6.67
Qu 3.7a-g	9.00	9.50	0.50	5.56
Qu 3.8	6.00	6.50	0.50	8.33
Qu 3.9a-n	30.00	32.00	2.00	6.67
Qu 3.10 a-h	6.00	6.50	0.50	8.33
Qu 3.11 a-b	6.00	6.50	0.50	8.33
Qu 3.12	5.00	5.50	0.50	10.00
Qu 3.13	5.00	5.50	0.50	10.00
Q3.14	6.00	6.50	0.50	8.33
Qu 3.15	6.00	6.50	0.50	8.33
Street Naming and Numbering Charges				
Exempt from VAT				
Numbering of new developments (including sub-division of existing properties)				
1 plot	50.00	53.00	3.00	6.00
2 plots	80.00	85.00	5.00	6.25
3 plots	110.00	116.00	6.00	5.45
4 - 20 plots	70.00 plus 20.00 per plot	75.00 plus 22.00 per plot		
21 - 50 plots	165.00 plus 15.00 per plot	175.00 plus 20.00 per plot		
50+ plots	310 plus 13.00 per plot	330 plus 15.00 per plot		
New street name	110.00	120.00	10.00	9.09
New building name (eg for blocks of flats / offices)	50.00	53.00	3.00	6.00
Changes to new addresses caused by changes to development after issue of numbering scheme. Cost per plot	10.00	11.00	1.00	10.00

Planning Fees & Charges 2022/23

	2021/22 Charge £	2022/23 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Reissue of address following demolition and reconstruction	30.00	32.00	2.00	6.67
Change of house name	45.00	48.00	3.00	6.67
Addition of house name to numbered property	45.00	48.00	3.00	6.67

Environmental Sustainability Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Contaminated Land Enquiries (not Land Charges)				
Location enquires - fixed price	86.00	86.00	0.00	0.00
Locational enquires- additional questions	26.25	26.25	0.00	0.00
Air Quality Enquiries				
Provision of data and written advice				
Environmental Sustainability Enquiries				
Provision of advice (e.g. air quality, contaminated land, ecology, flood risk, energy management, renewable energy, etc)				
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.	81.00	81.00	0.00	0.00
Miscellaneous				
Air Quality Reports	28.35	28.35	0.00	0.00
Contaminated Land Strategy document	28.35	28.35	0.00	0.00

	2021/22 Charge	2022/23 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	5.00	5.50	0.50	10.00
Family Swim Ticket	12.90	13.50	0.60	4.65
Hinksey Swimming	6.80	6.80	0.00	0.00
Hinksey Family Swim Ticket	20.30	20.30	0.00	0.00
Hinksey (early/late)	5.00	5.00	0.00	0.00
Hinksey Family Swim Ticket (early/late)	12.90	12.90	0.00	0.00
Sauna & Swim (LPLC)	8.60	8.60	0.00	0.00
Water Workout	7.10	7.40	0.30	4.23
Badminton (per person)	4.10	4.80	0.70	17.07
Squash (per person)	4.60	4.80	0.20	4.35
U17 / 66+ / Student				
Casual Swimming	3.20	3.50	0.30	9.37
Hinksey Swimming	4.50	4.50	0.00	0.00
Hinksey (early/late)	3.20	3.20	0.00	0.00
Sauna & Swim (LPLC)	5.40	5.30	(0.10)	(1.85)
Water Workout	4.70	4.70	0.00	0.00
Badminton (per person)	3.10	3.20	0.10	3.23
Squash (per person)	3.10	3.20	0.10	3.23
Bonus Concessionary*				
Casual Swimming (Off peak)	2.00	2.10	0.10	5.00
Casual Swimming (Peak)	2.50	2.60	0.10	4.00
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	2.10	0.10	5.00
Badminton (Peak per person)	2.50	2.60	0.10	4.00
Squash (Off peak per person)	2.00	2.10	0.10	5.00
Squash (Peak per person)	2.50	2.60	0.10	4.00
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Gyms	9.40	9.40	0.00	0.00
Express Induction – Proficient user	22.50	22.50	0.00	0.00
Beginner Induction	24.80	24.80	0.00	0.00
Fitness programme	15.00	15.00	0.00	0.00
Programme & Health Review	10.30	10.30	0.00	0.00
Fitness Classes	7.30	8.00	0.70	9.59
Table Tennis	3.80	4.00	0.20	5.26
Racket Hire	2.00	2.00	0.00	0.00
U17 / 66+ / Student				
Gyms	4.80	4.80	0.00	0.00
Aspires Academy	3.60	3.60	0.00	0.00
Express Induction – Proficient user	11.20	11.20	0.00	0.00
Beginner Induction	11.80	11.80	0.00	0.00
Fitness programme	8.10	8.10	0.00	0.00
Programme & Health Review	7.10	7.10	0.00	0.00
Aspires Academy Induction	12.50	12.50	0.00	0.00
Fitness Classes	4.70	4.70	0.00	0.00
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	2.10	0.10	5.00
Gyms (Peak)	2.50	2.60	0.10	4.00
Fitness Classes (Off peak)	1.60	1.60	0.00	0.00
Fitness Classes (Peak)	2.50	2.50	0.00	0.00

Community Services Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Skate general session	9.10	9.50	0.40	4.40
Tea time skate (Family Skate/Twilight)	5.80	5.80	0.00	0.00
Skate Disco Session	9.10	9.10	0.00	0.00
Family Skate Ticket (for 5)	31.90	33.10	1.20	3.76
Family Skate Ticket (for 4)	26.50	27.50	1.00	3.77
After School or Family Skate (5)	25.90	26.90	1.00	3.86
After School or Family Skate (4)	20.40	21.20	0.80	3.92
Disco family Skate (for 5)	38.30	38.30	0.00	0.00
Disco family Skate (for 4)	30.40	30.40	0.00	0.00
Skate Training 1	7.90	8.20	0.30	3.80
Skate Training 2	3.40	3.50	0.10	2.94
Guardian Fee (spectators who are supervising children)	1.30	1.40	0.10	7.69
Adult Group Lesson	43.00	44.70	1.70	3.95
U17 / 66+ / Student				
Skate general session	7.10	7.40	0.30	4.23
Tea Time Skate (Family/ Twilight)	5.90	6.10	0.20	3.39
Skate Disco Session	9.10	9.50	0.40	4.40
Thursday evening Student Disco	5.50	5.70	0.20	3.64
Skate Training 1	5.30	5.50	0.20	3.77
Skate Training 2	2.90	3.00	0.10	3.45
Golden Blades (over 50)	4.80	5.00	0.20	4.17
Guardian Fee (spectators who are supervising children)	1.50	1.60	0.10	6.67
Junior Group Lesson	37.60	39.10	1.50	3.99
Bonus Concessionary				
Skate general session (off peak)	2.25	2.30	0.05	2.22
Skate general session (Peak)	2.50	2.60	0.10	4.00
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	2.20	0.10	4.76
OTHER CHARGES (per session)				
Adult				
Aqua Natal	10.10	10.10	0.00	0.00
Physical Assessment	24.80	24.80	0.00	0.00
Body Fat Analysis	14.20	14.20	0.00	0.00
Aerobic Capacity Analysis	14.20	14.20	0.00	0.00
Fi-tech cholesterol test	14.20	14.20	0.00	0.00
GP Referral Sessions	2.20	2.20	0.00	0.00
GP Referral Sessions (Consultation 1)	7.00	7.00	0.00	0.00
Choice & Active				
Aqua Natal	8.90	8.90	0.00	0.00
Physical Assessment	13.60	13.60	0.00	0.00
Body Fat Analysis	7.30	7.30	0.00	0.00
Aerobic Capacity Analysis	7.30	7.30	0.00	0.00
Fi-tech cholesterol test	6.30	6.30	0.00	0.00
GP Referral Sessions	1.40	1.50	0.10	7.14
GP Referral Sessions (Consultation 1)	6.30	6.50	0.20	3.17
U17 / 66+ / Student				
Aqua Natal	8.90	8.90	0.00	0.00
Physical Assessment	13.90	13.90	0.00	0.00
Body Fat Analysis	8.00	8.00	0.00	0.00
Aerobic Capacity Analysis	8.00	8.00	0.00	0.00
Fi-tech cholesterol test	6.30	6.30	0.00	0.00
GP Referral Sessions	1.40	1.40	0.00	0.00
GP Referral Sessions (Consultation 1)	6.30	6.30	0.00	0.00

Community Services Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Bonus Concessionary Membership				
Aqua Natal	4.70	4.70	0.00	0.00
Physical Assessment	7.30	7.30	0.00	0.00
Body Fat Analysis	4.00	4.00	0.00	0.00
Aerobic Capacity Analysis	4.00	4.00	0.00	0.00
Fi-tech cholesterol test	4.00	4.00	0.00	0.00
GP Referral Sessions	1.40	1.50	0.10	7.14
GP Referral Sessions (Consultation 1)	6.30	6.50	0.20	3.17
SWIMMING LESSONS				
Adult				
Adult Swim Lessons (Per hour)	13.90	14.40	0.50	3.60
Adult Private Swim Lessons (Per half hour 1:1)	24.20	25.10	0.90	3.72
Adult Private Swim Lessons (Per half hour 1:2)	38.40	39.90	1.50	3.91
Choice, Active & Aqua				
Junior Swim Lessons (Per half hour)	6.80	6.80	0.00	0.00
Adult Swim Lessons (Per hour)	12.60	12.60	0.00	0.00
U17 / 66+ / Student				
Junior Swim Lessons (Per half hour)	6.80	7.10	0.30	4.41
Private Swim Lessons (Per half hour 1:1)	23.20	24.10	0.90	3.88
Private Swim Lessons (Per half hour 1:2)	23.20	24.10	0.90	3.88
Adult Swim Lessons (Per hour)	10.20	10.60	0.40	3.92
Bonus Slice				
Junior Swim Lessons (Per half hour)	4.00	4.20	0.20	5.00
Adult Swim Lessons (Per hour)	8.20	8.50	0.30	3.66
<u>Standard rated & inclusive of VAT</u>				
Direct Debit Membership				
Choice Card				
Adult (Legacy membership)	49.40	49.40	0.00	0.00
Adult Corporate -10% (Legacy membership)	46.60	48.40	1.80	3.86
Concession (Legacy membership)	32.50	33.80	1.30	4.00
Couple (Legacy membership)	88.20	91.60	3.40	3.85
Family (Legacy membership)	118.70	123.30	4.60	3.88
Family Corporate (Legacy membership)	106.90	106.90	0.00	0.00
Family Flex 1+3 (Legacy membership)	96.70	100.50	3.80	3.93
Family Flex 1+3 Corporate -10% (Legacy membership)	87.10	90.50	3.40	3.90
Choice Additional Child (Legacy membership)	21.50	22.30	0.80	3.72
Student Peak (Legacy membership)	38.90	38.90	0.00	0.00
Student Off Peak (Legacy membership)	32.50	32.50	0.00	0.00
Bonus Concessionary (Legacy membership)	20.50	21.30	0.80	3.90
Centre Only Adult (Legacy membership)	36.80	38.20	1.40	3.80
Active Family Corp - 10% (Legacy membership)	92.60	92.60	0.00	0.00
Premium Anytime - Single	0.00	50.00	50.00	0.00
Premium Anytime - Joint **	0.00	90.00	NEW PROPOSAL	0.00
Anytime - Single	0.00	40.00	NEW PROPOSAL	0.00
Anytime - Joint**	0.00	76.00	NEW PROPOSAL	0.00
Extra class bolt-on cost	0.00	4.00	NEW PROPOSAL	0.00
Daytime - Single	0.00	28.00	NEW PROPOSAL	0.00
Daytime - Joint**	0.00	53.00	NEW PROPOSAL	0.00
Gym and Swim Only - Single	0.00	30.00	NEW PROPOSAL	0.00
Gym and Swim Only - Joint **	0.00	57.00	NEW PROPOSAL	0.00
Swim Only				
Adult	36.80	38.20	1.40	3.80
66+	21.50	22.30	0.80	3.72
Under 17	21.50	21.50	0.00	0.00
Family	74.60	77.50	2.90	3.89
Adult Rink				
Skate Training	59.90	62.20	2.30	3.84
Choice plus skate training	86.60	90.00	3.40	3.93
Junior Rink				
Skate Training	45.20	47.00	1.80	3.98
Choice plus skate training	57.80	60.10	2.30	3.98

Community Services Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Annual Card				
Choice Card				
Adult 12 months for 11	566.30	588.40	22.10	3.90
Couple 12 months for 11	971.00	1008.90	37.90	3.90
Family 12 months (2 adults + 2 children)	1308.90	1359.90	51.00	3.90
Family 12 months for 11 (1 adult + 3 children)	1063.20	1104.70	41.50	3.90
Concession 12 months for 11	358.20	372.20	14.00	3.91
Student 9 months for 8 - Peak	311.00	311.00	0.00	0.00
Student 9 months for 8 - Off Peak	260.50	260.50	0.00	0.00
Swim Only				
Adult 12 months for 11	404.60	420.40	15.80	3.91
66+ 12 months for 11	237.20	246.50	9.30	3.92
Under 17 12 months for 11	237.20	246.50	9.30	3.92
Family 12 months for 11	820.50	820.50	0.00	0.00
Adult (Hinksey)	209.10	217.30	8.20	3.92
66+ / under 17 (Hinksey)	108.00	112.20	4.20	3.89
Family (Hinksey)	404.50	420.30	15.80	3.91
Skate				
Adult Choice Plus 12 months for 11	930.30	966.60	36.30	3.90
Junior Rink Plus Annual 12 months for 11	617.10	641.20	24.10	3.91
Other Cards				
Adult Centre only	36.80	38.20	1.40	3.80
Choice				
Bolt on Adult	33.10	34.40	1.30	3.93
Bolt on Child	23.50	24.40	0.90	3.83
Student	12.60	12.60	0.00	0.00
Bonus				
Adult	3.00	3.10	0.10	3.33
Dependent	1.00	1.00	0.00	0.00
Skate Training				
Adult	59.90	62.20	2.30	3.84
Child	45.80	47.60	1.80	3.93
Elite Skate Training DD Junior	91.40	95.00	3.60	3.94
Adult Choice plus Skate Training	86.50	89.90	3.40	3.93
Junior Rink plus Skate Training	57.80	60.10	2.30	3.98
Staff				
Family	52.50	54.50	2.00	3.81
Individual wet & dry	36.80	38.20	1.40	3.80
Individual dry	26.30	27.30	1.00	3.80
Swim School Direct Debit				
Adult	58.30	60.60	2.30	3.95
Child	31.60	32.80	1.20	3.80
66+	42.00	43.60	1.60	3.81
Bonus	22.10	23.00	0.90	4.07
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)	65.00	67.00	2.00	3.08
Grass wicket - weekdays (Cutteslowe)	50.50	52.50	2.00	3.96
Football				
Adults				
Full Size Pitch weekend & Bank holidays	46.00	47.50	1.50	3.26
Full Size Pitch weekend & Bank holidays 10 game booking - No VAT *	383.30	380.00	(3.30)	(0.86)
Full Size Pitch weekdays	35.50	36.50	1.00	2.82
Full Size Pitch weekdays 10 game - No VAT	295.80	292.00	(3.80)	(1.28)

Community Services Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Under 17's				
Full Size Pitch weekend & Bank holidays	23.70	24.50	0.80	3.38
Full Size Pitch weekend 10 game booking - No VAT	197.50	196.00	(1.50)	(0.76)
Full Size Pitch weekdays	18.20	18.80	0.60	3.30
Full Size Pitch weekdays 10 game - No VAT	151.60	150.40	(1.20)	(0.79)
Under 11's				
Mini football	15.90	16.00	0.10	0.63
Mini football 10 game - No VAT	132.50	128.00	(4.50)	(3.40)
Court Place Farm Stadium inc changing rooms	130.00	135.00	5.00	3.85
Court Place Farm Stadium floodlights	43.80	45.30	1.50	3.42
Floodlit 5 a side (East Oxford) per hour	43.80	45.30	1.50	3.42
Other Charges				
Baseball	54.80	56.80	2.00	3.65
Rugby	45.80	47.40	1.60	3.49
Athletics Adult				
OCAC Member Athletics Adult				
OCAC Member Athletics Adult - 12 week pass				
Athletics Junior				
OCAC Member Athletics Junior				
OCAC Member Athletics Junior - 12 week pass				
Athletics Match (senior)				
Athletics Match (junior)				
Athletics track centre with lights				
Pavilions/Changing rooms				
Standard rate (whole building) per hour	53.60	55.00	1.40	2.61
Standard rate (whole building) Day Rate for up to 10 hours	422.00	440.00	18.00	4.27
Changing Rooms Community rate (sports clubs, charities, community and resident associations)	22.50	23.30	0.80	3.56
Concessionary Rate (including U17's)	11.90	12.00	0.10	0.84
Under 11's	5.90	6.00	0.10	1.69
Adults 10 game booking - No VAT *	188.00	184.00	(4.00)	(2.13)
Concessionary Rate (including U17's) 10 game booking - No VAT *	99.60	96.00	(3.60)	(3.61)
Under 11's 10 game booking - No VAT *	48.90	48.00	(0.90)	(1.84)
Summer Activities				
Peak Charges				
Tennis Court Hire - Adult	7.00	7.00	0.00	0.00
Tennis Court Hire - U17's concessionary rate	4.00	4.00	0.00	0.00
Off Peak Charges				
Tennis Court Hire - Adult	5.00	5.00	0.00	0.00
Tennis Court Hire - U17's concessionary rate	3.50	3.50	0.00	0.00
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 Adult	3.00	3.10	0.10	3.33
Bowls Conc.	1.50	1.60	0.10	6.67
Bowls Bonus Slice	1.40	1.40	0.00	0.00
Putting Adult	3.00	3.10	0.10	3.33
Putting Conc.	1.50	1.60	0.10	6.67
Putting Bonus	1.50	1.60	0.10	6.67
Putting Family Rate	6.00	6.30	0.30	5.00
Equipment Hire Bowls	1.40	1.50	0.10	7.14
Equipment Hire Tennis	1.40	1.40	0.00	0.00
Equipment Hire Putting	1.40	1.40	0.00	0.00
Sales lost tennis ball	1.40	1.40	0.00	0.00
Sales lost golf ball	1.40	1.40	0.00	0.00
Crazy Golf (Cutteslow)				
Family Ticket including golf club hire	16.00	16.50	0.50	3.13
Single Adult	6.50	6.70	0.20	3.08
Single Child	4.30	4.40	0.10	2.33
Club and ball hire	1.40	1.40	0.00	0.00
Mini Golf (Florence Park and Bury Knowle)				
Family Ticket including hire of clubs and balls	8.10	N/A	0	0.00

Community Services Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Single Adult	4.10	N/A	0.00	0.00
Single Child	2.00	N/A	0.00	0.00
Club and ball hire	1.30	N/A	0.00	0.00
Annual Club Charges				
Bowls				
Per Green (7 days a week) per season	2,817.00	2,930.00	113.00	4.01
Tennis				
Hard Court per season	2,384.00	2,470.00	86.00	3.61
Grass Court per season	2,704.00	2,800.00	96.00	3.55
Hard Court (floodlit) per season	2,817.00	2,950.00	133.00	4.72
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	8.50	0.20	2.41
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	18.50	N/A		
East Oxford Games Hall - hire of 10 sessions in advance (per session)	15.90	N/A		
East Oxford Games Hall - Badminton court hire (new arrangement)	8.20	N/A		
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)	28.00	28.00	0.00	0.00
Rose Hill Community Centre - Norman Brown 1 tier 1 (standard)	21.60	22.00	0.40	1.85
Rose Hill Community Centre - Norman Brown 1 tier 2 (community)	16.60	16.80	0.20	1.20
Rose Hill Community Centre - Norman Brown 2 tier 1 (standard)	17.20	17.60	0.40	2.33
Rose Hill Community Centre - Norman Brown 2 tier 2 (community)	11.40	11.60	0.20	1.75
Rose Hill Community Centre - Norman Brown 1&2 tier 1 (standard)	38.80	39.60	0.80	2.06
Rose Hill Community Centre - Norman Brown 1&2 tier 2 (community)	28.00	28.40	0.40	1.43
Rose Hill Community Centre - Youth 1 (hall) tier 1 (standard)	25.00	26.00	1.00	4.00
Rose Hill Community Centre - Youth 1 (hall) tier 2 (community)	18.40	19.00	0.60	3.26
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)	18.40	18.80	0.40	2.17
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)	17.00	17.40	0.40	2.35
Blackbird Leys Community Centre - Jack Argent tier 2 (community)	10.60	10.80	0.20	1.89
Blackbird Leys Community Centre - Meeting room tier 1 (standard)	11.00	11.40	0.40	3.64
Blackbird Leys Community Centre - Meeting room tier 2 (community)	6.20	6.40	0.20	3.23
Blackbird Leys Community Centre - Sports Hall tier 1 (standard)	20.60	20.80	0.20	0.97
Blackbird Leys Community Centre - Sports Hall tier 2 (community)	11.00	11.20	0.20	1.82
Blackbird Leys Community Centre - IT Suite (3hr Session)	11.80	12.00	0.20	1.69

Community Services Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Blackbird Leys Community Centre - Reception (Standard)	10.60	11.00	0.40	3.77
Blackbird Leys Community Centre - Reception (Community)	6.00	6.20	0.20	3.33
Jubilee Hall - Hall, meeting room, kitchen (Standard)	21.00	21.60	0.60	2.86
Jubilee Hall - Hall, meeting room, kitchen - (Community)	17.00	17.60	0.60	3.53
East Oxford Community Centre - Upstairs Hall weekdays - tier 2 (community)	10.80	11.00	0.20	1.85
East Oxford Community Centre - Upstairs Hall weekdays - tier 1 (standard)	12.00	12.40	0.40	3.33
East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 2 (community)	13.00	13.20	0.20	1.54
East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 1 (standard)	14.00	14.40	0.40	2.86
East Oxford Community Centre - downstairs Hall weekdays - tier 2 (community)	10.80	11.00	0.20	1.85
East Oxford Community Centre - downstairs Hall weekdays - tier 1 (standard)	12.00	12.40	0.40	3.33
East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 2 (community)	13.00	13.20	0.20	1.54
East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 1 (standard)	14.00	14.40	0.40	2.86
East Oxford Community Centre - Lounge weekdays - tier 2 (community)	9.80	10.00	0.20	2.04
East Oxford Community Centre - Lounge weekdays - tier 1 (standard)	10.80	11.20	0.40	3.70
East Oxford Community Centre - Lounge Eve & Wkd - tier 2 (community)	12.00	12.20	0.20	1.67
East Oxford Community Centre - Lounge Eve & Wkd - tier 1 (standard)	13.00	13.40	0.40	3.08
East Oxford Community Centre - Kitchen weekdays -	11.00	11.40	0.40	3.64
East Oxford Community Centre - Kitchen weekdays - over 3 hours	26.60	28.00	1.40	5.26
East Oxford Community Centre - Kitchen weekdays - over 5 hours	40.00	42.00	2.00	5.00
East Oxford Community Centre - Kitchen Eve & Wkd -	13.40	13.80	0.40	2.99
East Oxford Community Centre - Kitchen Eve & Wkd - over 3 hrs	32.00	33.60	1.60	5.00
East Oxford Community Centre - Kitchen Eve & Wkd - over 5 hrs	50.00	52.00	2.00	4.00
East Oxford Community Centre - Hall, Kitchen & Lounge (tier 2) evening events fri /	90.00	95.00	5.00	5.56
East Oxford Community Centre - Hall, Kitchen & Lounge (tier 2) evening events fri /	115.00	120.00	5.00	4.35
East Oxford Community Centre - Hall, Kitchen & Lounge (tier 1) evening events fri /				
sat 5 hrs	145.00	150.00	5.00	3.45
East Oxford Community Centre - Hall, Kitchen & Lounge (tier 1) evening events fri /				
sat 5 hrs	175.00	180.00	5.00	2.86
Events Charges				
Application fee for all events (non-refundable)				
All Event Applications	20.00	20.00	0.00	0.00
1. Event Hire Fee for Premium spaces (Bonn Square, Broad Street, South Park, Oxpens, Cutteslowe and Sunnymead)				
Community/Charity/Not-for-Profit Events/Activities (per day)				
Small (0-499 people)	510.00	525.00	15.00	2.94
Medium (500-2499 people)	1,020.00	1,050.00	30.00	2.94
Large (2500-4999 people)	1,530.00	1,575.00	45.00	2.94
Extra-Large (5000-19999 people)	4,080.00	3,150.00	(930.00)	(22.79)
Extra Extra large (20000+ people) - Price on Application				
Commercial Events/Activities (per day)				
Small (0-499 people)	1,020.00	1,050.00	30.00	2.94
Medium (500-2499 people)	2,040.00	2,100.00	60.00	2.94
Large (2500-4999 people)	4,080.00	3,150.00	(930.00)	(22.79)
Extra-Large (5000-19999 people)	6,120.00	6,300.00	180.00	2.94
Extra Extra large (20000+ people) - Price on Application				
2. Event Hire Fee for all other locations (including Covered Market, Gloucester Green and all other parks and green spaces)				
Community/Charity/Not-for-Profit Events/Activities (per day)				
Small (0-499 people)	255.00	260.00	5.00	1.96
Medium (500-2499 people)	510.00	525.00	15.00	2.94
Large (2500-4999 people)	1,530.00	1,575.00	45.00	2.94
Extra-Large (5000-19999 people)	2,040.00	2,100.00	60.00	2.94
Extra Extra large (20000+ people) - Price on Application				
Commercial Events/Activities (per day)				
Small (0-499 people)	1,020.00	1,050.00	30.00	2.94
Medium (500-2499 people)	1,530.00	1,575.00	45.00	2.94
Large (2500-4999 people)	2,040.00	2,100.00	60.00	2.94
Extra-Large (5000-19999 people)	4,080.00	4,200.00	120.00	2.94
Extra Extra large (20000+ people) - Price on Application				
3. Market hire fee				
Monday-Thursday dates (per day)	765.00	765.00	0.00	0.00

Community Services Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Friday-Sunday dates (per day)	1,020.00	1,020.00	0.00	0.00
4. Funfairs & Circuses hire fee				
Up to 10 rides/units (per day)	1,020.00	765.00	(255.00)	(25.00)
10 to 20 rides/units (per day)	1,530.00	1,020.00	(510.00)	(33.33)
5. School and Youth Group event hire fees				
School and youth group bookings for non-public events (i.e. just for the group to participate in) in non-premium spaces (per day)	75.00	80.00	5.00	6.67
6. Fee for non-essential vehicles to remain on site during the event and/or after set up				
Car / Small vehicle - each	51.00	55.00	4.00	7.84
Van / Luton - each	102.00	105.00	3.00	2.94
7.5 ton Truck - each	153.00	160.00	7.00	4.58
Cherry Picker - each	153.00	160.00	7.00	4.58
7. Other charges				
Bonds				
Bond - all applications will require payment of a bond of from £250-£2500 depending on the risk level of the event. This will be returned to the event organiser after the event minus site damage rectification costs if relevant	£250-£2500	£250-£2500		
Refundable Bond for the key for using power in Bonn Square £500 (covers key replacement costs if the key is lost by the event event organiser)	500.00	500.00		
Power				
Use of power/electricity £30-£100 per day depending on size of event	£25-£75	£30-£100		
Officer site visits				
Site visit with specialist staff - e.g. Parks/Events officer	77.00	80.00	3.00	3.90
Late applications				
Late application/submission fee if timescales/deadlines not met	75 - 500	50-500		
South Park Application fee				
Non-refundable application fee to hold an event in South Park for over 499 people	102.00	105.00	3.00	2.94
Non-operational days on site				
Eg. for set up/set down - 50% of the venue hire day rate per day				
Overflow parking				
Price on application				
Cancellation fee				
Up to a month before the event date - 50% of the event hire fee				
Less than a month before the event date - 100% of the event hire fee				
8. Discounts on venue hire				
Some events that are deemed to have significant cultural and communal benefit for under represented groups in regeneration areas may be eligible for a discretionary discount of up to 25% of the venue hire fee				
9. Event equipment hire charges (minimum charge £50)				
Stereo portable battery powered Busking Amp/PA with wireless mics charge per day per unit (2 units available)		45.00		
Power Cable Package:				
• 25m Extension Cable 16A 230V with 2.5mm Black Rubber HO7 Cable (x1)				
• 10m Extension Cable 16A 230V with 2.5mm Black Rubber HO7 Cable (x3)				
• 16A Plug to 13A Socket Fly Lead (x3)				
• 16A Distribution IMST 4 X 16A, 2 X 13A				
• 16A H/D Rubber Socket Board with 4 x 16A sockets + 4 x 16A MCB		30.00		
Ramp ahead and Caution Ramp signage per sign per day (2 available of each)		10.00		
Cable ramp per unit per day (25 units available)		5.00		
Tensa barrier hire charge per day per unit (10 units available)		5.00		
Chair hire per day per unit (2 units available)		5.00		

Community Services Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Folding trestle table hire per day per unit (1 unit available)		5.00		
Fire extinguisher		5.00		
10. Event equipment discounts for multiple day hire				
2-3 consecutive days 15% discount				
3-4 consecutive days 20% discount				
5+ consecutive days 30% discount				
11. Event Equipment booking Cancellation fee				
Up to a month before the event date - 50% of the event equipment hire fee				
Less than a month before the event date - 100% of the event equipment hire fee				
12. Commercial Filming/Photography/General Views/Promotional/Marketing				
Half Day (4 hours or less)				
Small (1-5 crew)	383.00	390.00	7.00	1.83
Medium (6-11 crew)	638.00	650.00	12.00	1.88
Large (12+ crew)	1,275.00	1,300.00	25.00	1.96
Full Day				
Small (1-5 crew)	765.00	780.00	15.00	1.96
Medium (6-11 crew)	1,275.00	1,300.00	25.00	1.96
Large (12+ crew)	2,550.00	2,600.00	50.00	1.96
13. Non-Commercial Filming/Photography/General Views/Education/Documentary				
Half Day (4 hours or less)				
Small (1-5 crew)	102.00	105.00	3.00	2.94
Medium (6-11 crew)	255.00	260.00	5.00	1.96
Large (12+ crew)	510.00	525.00	15.00	2.94
Full Day				
Small (1-5 crew)	255.00	210.00	(45.00)	(17.65)
Medium (6-11 crew)	510.00	520.00	10.00	1.96
Large (12+ crew)	765.00	1,050.00	285.00	37.25
14. Additional charges for filming/Photography/General Views/Promotional/Marketing				
Bonds				
Bond - all applications will require payment of a bond of from £250-£1500 depending on the risk level of the filming activity. This will be returned to the filming applicant after the filming has taken place minus site damage rectification costs if relevant				
Officer site visits				
Site visit with specialist staff - e.g. Parks/Events officer	77.00	80.00	3.00	3.90
Late applications				
For all filming applications submitted with less than 7 days notice, there will be an additional surcharge of 25% of the hire fee				
Cancellation fee				
Up to a month before the event date - 50% of film hire fee				
Less than a month before the event date - 100% of the event hire fee				
Use of Drone				
Charge based on the level of additional administration involved at £50 per hour or partial hour (minimum charge £50 and maximum £500)		50-500		
Film unit base				
Price on application				
15. Hire fee discounts for filming/Photography/General Views/Promotional/Marketing				
Some filming activities that are deemed to have significant cultural and communal benefit for under represented groups in regeneration areas may be eligible for a discretionary discount of up to 25% of the film hire fee				
No hire fee is charged for live news broadcast within a week of filming				
Road Closures				

Community Services Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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
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	0.00	0.00
Assembly Room	160.00	160	0.00	0.00
Old Library	160.00	160	0.00	0.00
Long Room	90.00	90	0.00	0.00
Meeting Rooms	75.00	75	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	0.00	0.00
Assembly Room	80.00	80	0.00	0.00
Old Library	80.00	80	0.00	0.00
Long Room	45.00	45	0.00	0.00
Meeting Rooms	37.50	37.5	0.00	0.00
<u>Social Events Packages</u>				
Civil Ceremonies (Inclusive of VAT)				
<i>(Based on 2 hours room hire, with one hour prior to the ceremony start time and one hour after)</i>				
Main Hall	780.00	780	0.00	0.00
Assembly Room/Old Library	630.00	630	0.00	0.00
Court Room	510.00	510	0.00	0.00
St Aldate's Room	330.00	330	0.00	0.00
Wedding Receptions (per hour inclusive of VAT)				
Main Hall	300.00	300	0.00	0.00
Assembly Room/Old Library	180.00	180	0.00	0.00
St Aldate's Room	180.00	180	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	0.00	0.00
Main Hall Projector & Screen	150.00	150	0.00	0.00
Flipchart, pad & pens (inc. in DDR)	15.00	15	0.00	0.00
Laptop computer (internal use only)	55.00	55	0.00	0.00
Lectern – table	FOC	0		
Lectern – free standing	FOC	0		
Long Room - AV Equipment	55.00	55	0.00	0.00
PA system (Main Hall)	100.00	100	0.00	0.00
Large Screen	55.00	55	0.00	0.00
Small pop up screen	27.50	27.5	0.00	0.00
Stage extension - Small	400.00	400	0.00	0.00
Stage extension - Large	400.00	400	0.00	0.00
Musical Equipment				
Organ – Events	110.00	110	0.00	0.00
Organ – rehearsal/practice (per hour)	13.50	13.5	0.00	0.00

Community Services Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Piano – events	75.00	75	0.00	0.00
Piano – rehearsal/practice (<i>per hour</i>)	13.50	13.5	0.00	0.00
License Holders & Door Supervisors				
Door Supervisors (<i>per hr per Supervisor</i>)	At Cost	At Cost		
Internal Charges				
Small meeting room hire Mon-Fri (8am-5pm extended to 10pm on selected weekdays)	FOC	0		
Cancellation less than 72 hrs before	50%	50%	0.00	0.00
Catering Charges				
Kitchen Hire per head (minimum 100)	4.00	4	0.00	0.00
Servery Hire Only (per day)	65.00	65	0.00	0.00
Distribution of Free Printed Matter				
Non Static - Annual Consent	400.00	400	0.00	0.00
Non Static - Monthly consent	100.00	100	0.00	0.00
Static Annual Consent	200.00	200	0.00	0.00
Non-profit and community organisations				
	50.00	50	0.00	0.00
Replacement badge	25.00	25	0.00	0.00

Housing Revenue Account Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<u>Exempt from VAT</u>				
Other charges				
Sheltered Guest Room Hire per night	20.30	21.00	0.70	3.45
<u>Standard rated & exclusive of VAT</u>				
Other charges				
ASSA Key	30.00	30.00	0.00	0.00
Controlled Entry Key Fob	30.00	30.00	0.00	0.00
Residential Leasehold Solicitor Questionnaire Fee	275.00	290.00	15.00	5.45
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	17.00	0.73	4.49
Replacement lost/damaged resident parking permit	20.00	20.00	0.00	0.00

Oxford Direct Services Fees & Charges 2022/23

	2021/22 Charge £	2022/23 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
<u>Garden Waste Charges</u>				
<u>Outside Scope for VAT</u>				
Garden Waste Bags Pack 10	38.50	40.35	1.85	4.80
Garden Waste Bags Pack 20 / Bin	57.00	60.00	3.00	5.26
Concessionary rate for Garden Waste Bags/Bin	45.00	47.16	2.16	4.80
*From 2021-22 all customers are manadated to pay by DD				
<u>Bulky Waste Charges</u>				
<u>Outside Scope for VAT</u>				
Bulky household waste collection (excluding large electrical or white goods)	20.00	20.00	0.00	0.00
Large electrical or white goods (per item)	30.00	30.00	0.00	0.00
Concessionary rate at 50%	£10- £15	£10- £15	0.00	0.00
<u>Car Parks Charges</u>				
<u>Standard rated & inclusive of VAT</u>				
City Centre Car Parks				
Oxpens Car Park				
Monday to Sundays (08:00 - 20:00)				
0 - 1 Hours	3.00	3.50	0.50	16.67
1 to 2 Hours	4.00	4.50	0.50	12.50
2 to 3 Hours	5.00	5.50	0.50	10.00
3 to 4 Hours	7.00	7.50	0.50	7.14
4 to 5 Hours	9.00	9.50	0.50	5.56
5 to 6 Hours	11.00	11.50	0.50	4.55
6 to 12 Hours	18.00	18.50	0.50	2.78
12 - 24 Hours	25.00	25.50	0.50	2.00
All other times	3.50	4.00	0.50	14.29
Worcester Street Car Park				
Monday to Friday (08:00 - 20:00)				
0 - 1 Hours	4.00	4.50	0.50	12.50
1 to 2 Hours	6.00	6.50	0.50	8.33
2 to 3 Hours	9.00	9.50	0.50	5.56
3 to 4 Hours	11.50	12.00	0.50	4.35
4 to 6 Hours	18.00	18.50	0.50	2.78
6 to 8 Hours	28.00	28.50	0.50	1.79
8+ Hours	35.00	35.50	0.50	1.43
All other times	4.00	4.50	0.50	12.50
Saturday & Sunday (08:00 - 20:00)				
0 - 1 Hours	4.50	5.00	0.50	11.11
1 to 2 Hours	7.30	7.80	0.50	6.85
2 to 3 Hours	10.00	10.50	0.50	5.00
3 to 4 Hours	12.50	13.00	0.50	4.00
4 to 6 Hours	20.00	20.50	0.50	2.50
6 to 8 Hours	30.00	30.50	0.50	1.67
8+ Hours	35.00	35.50	0.50	1.43
All other times	4.50	5.00	0.50	11.11
Gloucester Green Car Park				
Monday to Friday (08:00 - 20:00)				
0 - 1 Hours	4.00	4.50	0.50	12.50
1 to 2 Hours	6.00	6.50	0.50	8.33
2 to 3 Hours	9.00	9.50	0.50	5.56
3 to 4 Hours	11.50	12.00	0.50	4.35
4 to 6 Hours	18.00	18.50	0.50	2.78
6 to 8 Hours	28.00	28.50	0.50	1.79
8+ Hours	35.00	35.50	0.50	1.43
All other times	4.00	4.50	0.50	12.50
Saturday & Sunday (08:00 - 20:00)				
0 - 1 Hours	4.50	5.00	0.50	11.11
1 to 2 Hours	7.30	7.80	0.50	6.85
2 to 3 Hours	10.00	10.50	0.50	5.00
3 to 4 Hours	12.50	13.00	0.50	4.00

Oxford Direct Services Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
4 to 6 Hours	20.00	20.50	0.50	2.50
6 to 8 Hours	30.00	30.50	0.50	1.67
8+ Hours	35.00	35.50	0.50	1.43
All other times	4.50	5.00	0.50	11.11
Other Off Street Car Parks				
St Clements Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	2.00	2.50	0.20	10.00
1 to 2 Hours	2.50	3.00	0.20	8.00
2 to 3 Hours	4.00	4.50	0.20	5.00
3 to 4 Hours	7.50	8.00	0.20	2.67
4 to 24 Hours	10.50	11.00	0.20	1.90
All other times	2.00	2.50	0.20	10.00
Headington Car Park				
Monday to Sunday (08:00 - 20:00)				
0 to 1 Hours	2.00	2.50	0.20	10.00
1 to 2 hours	2.50	3.00	0.20	8.00
2 to 3 Hours	3.50	4.00	0.20	5.71
3 to 4 Hours	6.00	6.50	0.20	3.33
4 to 24 Hours	15.00	15.50	0.20	1.33
All other times	2.00	2.50	0.20	10.00
Local resident/business permit - Day charge	6.50	7.00	0.20	3.08
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	2.20	0.20	10.00
1 to 2 Hours	2.50	2.70	0.20	8.00
2 to 3 Hours	3.50	3.70	0.20	5.71
3 to 4 Hours	6.00	6.20	0.20	3.33
4 to 24 Hours	15.00	15.20	0.20	1.33
All other times	2.00	2.20	0.20	10.00
Ferry Pool Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	2.00	2.20	0.20	10.00
1 to 2 Hours	2.50	2.70	0.20	8.00
2 to 3 Hours	3.50	3.70	0.20	5.71
3 to 4 Hours	6.00	6.20	0.20	3.33
4 to 24 Hours	15.00	15.20	0.20	1.33
All other times	2.00	2.20	0.20	10.00
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 Hours	2.00	2.20	0.20	10.00
1 to 2 hours	2.50	2.70	0.20	8.00
2 to 3 Hours	3.50	3.70	0.20	5.71
3 to 4 Hours	6.00	6.20	0.20	3.33
4 to 24 Hours	15.00	15.20	0.20	1.33
All other times	2.00	2.20	0.20	10.00
Local resident/business permit - Day charge	6.50	6.70	0.20	3.08
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	2.20	0.20	10.00
1 to 2 Hours	2.50	2.70	0.20	8.00
2 to 3 Hours	3.50	3.70	0.20	5.71
3 to 4 Hours	6.00	6.20	0.20	3.33
4 to 24 Hours	15.00	15.20	0.20	1.33
All other times	2.00	2.20	0.20	10.00
Chargeable Parking in Selected Park Areas				

Oxford Direct Services Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Cotteslowe Park - Harbord Road				
Monday to Sunday				
0 - 1 hour	0.80	0.90	0.10	12.50
1 - 3 hours	2.00	2.10	0.10	5.00
3 - 24 hours	3.00	3.10	0.10	3.33
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	1.10	0.10	10.00
1 - 3 hours	2.00	2.10	0.10	5.00
3 - 5 hours	4.00	4.10	0.10	2.50
5 - 24 hours	15.00	15.10	0.10	0.67
Annual Permit	50.00	50.00	0.00	0.00
Note: for Park visit use only				
Cotteslowe Park - A40				
Monday to Sunday				
0 - 1 hour	0.80	0.90	0.10	12.50
1 - 3 hours	2.00	2.10	0.10	5.00
3 - 24 hours	3.00	3.10	0.10	3.33
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	0.90	0.10	12.50
1 - 3 hours	2.00	2.10	0.10	5.00
3 - 5 hours	4.00	4.10	0.10	2.50
5 - 24 hours	15.00	15.10	0.10	0.67
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	0.90	0.10	12.50
1 - 3 hours	2.00	2.10	0.10	5.00
3 - 5 hours	4.00	4.10	0.10	2.50
5 - 24 hours	15.00	15.10	0.10	0.67
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	
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	5.10	0.10	2.00
Coach for 24 hours	10.00	10.10	0.10	1.00
Minibuses for up to 4 hours	5.00	5.10	0.10	2.00
Minibuses 4-24 Hours	12.50	12.60	0.10	0.80
Lorries for up to 4 hours	5.00	5.10	0.10	2.00
Lorries for 24 hours	10.00	10.10	0.10	1.00
Motorhomes for 24 hours	8.00	8.10	0.10	1.25
Parking Penalty Charges				
Outside Scope for VAT				
For Off-Street Parking, Gloucester Green Bus Station and loading area				

Oxford Direct Services Fees & Charges 2022/23

	2021/22 Charge £	2022/23 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
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)	1,030.00	1,030.00	0.00	0.00
Exclusive Right of Burial for 50 years in an adult grave (Non-Resident)	3,090.00	3,090.00	0.00	0.00
Exclusive Right of Burial for 50 years in a child grave (Resident)	0.00	0.00	0.00	0.00
Exclusive Right of Burial for 50 years in a child grave (Non-Resident)	585.00	585.00	0.00	0.00
Exclusive Right of Burial for 50 years in a cremated remains plot (Resident)	430.00	430.00	0.00	0.00
Exclusive Right of Burial for 50 years in a cremated remains plot (Non-Resident)	1,290.00	1,290.00	0.00	0.00
Fee to purchase additional 25 years Exclusive Rights of Burial:				
Fee to purchase additional 25 years Exclusive Right of Burial in an adult grave	495.00	495.00	0.00	0.00
Fee to purchase additional 25 years Exclusive Right of Burial in an child's grave	150.00	150.00	0.00	0.00
Fee to purchase additional 25 years Exclusive Right of Burial in a cremated remains plot	210.00	210.00	0.00	0.00
Fee for the transfer of a Deed or Grant	85.00	85.00	0.00	0.00
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
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	0.00	0.00
A child whose age at the time of death was less than one month (Non-Resident)	75.00	75.00	0.00	0.00
Interment of child at time of death was prior to 12th birthday (Resident)	0.00	0.00	0.00	0.00
Interment of child at time of death was prior to 12th birthday (Non-Resident)	210.00	210.00	0.00	0.00
Interment of person at time of death was beyond 12th birthday in single depth grave (Resident)	720.00	720.00	0.00	0.00
Interment of person at time of death was beyond 12th birthday in single depth grave (Non-Resident)	2,160.00	2,160.00	0.00	0.00
Interment of person at time of death was beyond 12th birthday in double depth grave or to re-open grave (Resident)	620.00	620.00	0.00	0.00
Interment of person at time of death was beyond 12th birthday in double depth grave or to re-open grave (Non-Resident)	1,860.00	1,860.00	0.00	0.00
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Resident)	250.00	250.00	0.00	0.00

Oxford Direct Services Fees & Charges 2022/23

	2021/22 Charge	2022/23 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Non-Resident)	750.00	750.00	0.00	0.00
For the interment of a foetus (less than 24 weeks gestation) in a communal grave through hospital contract (Resident)	0.00	0.00	0.00	0.00
For the interment of a foetus (less than 24 weeks gestation) in a communal grave through hospital contract (Non-Resident)	25.00	25.00	0.00	0.00
Interment of body parts	45.00	45.00	0.00	0.00
Timber shoring for backfilling	195.00	195.00	0.00	0.00
Timber for use as wooden top covering	95.00	95.00	0.00	0.00
Casket - not metal (Resident)	1,235.00	1,235.00	0.00	0.00
Casket - not metal (Non-Resident)	3,705.00	3,705.00	0.00	0.00
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	240.00	240.00	0.00	0.00
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)	205.00	205.00	0.00	0.00
A headstone, flat stone, tablet book, inscribed vase or other memorial on any plot up to and including 12 inches in height	145.00	145.00	0.00	0.00
A headstone or other memorial on a child's grave not exceeding 18 inches in height	55.00	55.00	0.00	0.00
Flat cover slab 6 feet x 3 feet approximately on an adult's grave	205.00	205.00	0.00	0.00
Flat cover slab 3 feet x 1.5 feet approximately on a child's grave	105.00	105.00	0.00	0.00
Any additional inscription after the first on any memorial	125.00	125.00	0.00	0.00
Memorial Plaques 10" x 5"	45.00	45.00	0.00	0.00
Miscellaneous:				
Chapel - Use of Cemetery Chapel and organ per 30 minute period	130.00	130.00	0.00	0.00
Penalty for late arrival	60.00	60.00	0.00	0.00
Penalty for extended during	80.00	80.00	0.00	0.00
Commercial photography (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)	1.00	1.00	0.00	0.00
Photocopies of Registers (A3 per sheet)	1.00	1.00	0.00	0.00
Copy of Deed document	15.00	15.00	0.00	0.00
Provision of wooden frame surround on a grave	80.00	80.00	0.00	0.00
Dog Warden Services				
Collection fee		135.00		
1st day kennelling admin fee		29.50		
Return of impounded stray dog	135.00	139.05	4.05	3.00
Return of impounded stray dog (additional cost per day after first week)	18.00	19.95	1.95	10.83
Return of impounded stray where owner in receipt of prescribed benefits	80.00	82.40	2.40	3.00
Stray Returned Direct to Owner (without going to kennels)	28.00	65.00	37.00	132.14
Stray Returned Direct to Owner (without going to kennels) where the owner in receipt of prescribed benefits	26.50	27.30	0.80	3.02
Veterinary costs during impound to be recharged to customer				
Rehoming cost after 14 days impound		180.00		
Pest Control Services (Treatments in Domestic Premises)				
For people not in receipt of prescribed benefits:				
Rats - charge per treatment	87.50	90.13	2.63	3.01
Mice - charge per treatment	87.50	90.13	2.63	3.01
Wasps	77.50	79.83	2.33	3.01
Garden Ants (other than Pharaohs Ants)	108.00	111.24	3.24	3.00

Oxford Direct Services Fees & Charges 2022/23

	2021/22 Charge £	2022/23 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Bedbugs - initial survey and up to 2 treatment visits (Up to standard 3 bedroom property)	380.00	391.40	11.40	3.00
Bedbugs - additional rooms	95.00	97.85	2.85	3.00
Bedbugs - additional treatment visits (Up to standard 3 bedroom property)	150.00	154.50	4.50	3.00
Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	108.00	111.24	3.24	3.00
Moths - additional rooms	46.50	47.90	1.40	3.01
Moths - additional treatment visits (Up to standard 3 bedroom property)	93.00	95.79	2.79	3.00
Coachroache Survey	42.00	43.26	1.26	3.00
Cockroaches - Initial treatment visit and 1 revisit	155.00	159.65	4.65	3.00
Cockroaches - additional revisits	93.00	95.79	2.79	3.00
Pharaoh ants Survey	42.00	43.26	1.26	3.00
Pharaoh ants - Initial treatment visit and 1 revisit	170.00	175.10	5.10	3.00
Pharaoh antss - additional revisits	93.00	95.79	2.79	3.00
Fleas - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	108.00	111.24	3.24	3.00
Fleas - additional rooms	46.50	47.90	1.40	3.01
Fleas - additional treatment visits (Up to standard 3 bedroom property)	93.00	95.79	2.79	3.00
Squirrels - call out and treatment charge for up to three visits	2,100.00	216.30	(1,883.70)	(89.70)
Other pests where there is a public health significance - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	206.00	212.18	6.18	3.00
Other pests where there is a public health significance - additional rooms	42.00	43.26	1.26	3.00
Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property)	93.00	95.79	2.79	3.00
Site survey & advice	42.00	43.26	1.26	3.00
Preperation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation	78.00	80.34	2.34	3.00
Heat treatment for Bed Bugs, minimum charge dependant on area	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	37.08	1.08	3.00
Garden Ants (other than Pharaohs Ants)	41.00	42.23	1.23	3.00
Bedbugs - initial survey and up to 1 treatment visit	216.00	222.48	6.48	3.00
Bedbugs - additional treatment visits	165.00	169.95	4.95	3.00
Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	46.00	47.38	1.38	3.00
Moths - additional treatment visits (Up to standard 3 bedroom property)	46.00	47.38	1.38	3.00
Pharaoh ants - Initial treatment visit and 3 revisit - NOTE added extra 2 revisits	82.00	84.46	2.46	3.00
Cockroaches - Initial survey, treatment visit and 1 revisit - NOTE Added additional survey visit	62.00	63.86	1.86	3.00
Fleas - initial survey and 1 treatment visit	46.00	47.38	1.38	3.00
Fleas - additional treatment visits (Up to standard 3 bedroom property)	46.00	47.38	1.38	3.00
Squirrels - call out and treatment charge for up to three visits	82.00	84.46	2.46	3.00
Other pests where there is a public health significance - initial survey and 1 treatment visit	46.35	47.75	1.40	3.02
Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property)	46.00	47.38	1.38	3.00
Site survey & advice	36.00	37.08	1.08	3.00
Preparation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation	72.00	74.16	2.16	3.00
Heat treatment for Bed Bugs, minimum charge dependant on area	300.00	309.00	9.00	3.00
Heat treatment for Bed Bugs, approximate cost. 4 bed		1,020.00	1,020.00	
Heat treatment for Bed Bugs, approximate cost. 3 bed		960.00	960.00	
Heat treatment for Bed Bugs, approximate cost. 2 bed		888.00	888.00	
Heat treatment for Bed Bugs, approximate cost. 1 bed		792.00	792.00	
Pest Control Services (Commercial Premises)				
Rats & mice - call out and treatment charge for up to first hour	110.50	113.82	3.32	3.00
Pharaoh ants - initial survey	52.00	53.56	1.56	3.00
Pharaoh ants - initial treatment and 1 revisit	214.50	220.94	6.44	3.00
Pharaoh ants - additional revisit	117.00	120.51	3.51	3.00
Cockroaches - initial survey	52.00	53.56	1.56	3.00
Cockroaches - initial treatment and 1 revisit	195.00	200.85	5.85	3.00

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BUDGET REPORT RISK IMPLICATIONS 2022/23 to 2025/26

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	
B2	Minimum Revenue Provision Consultation	Threat	The Councils understands that the Government will commence a consultation on the accounting treatment of charges to revenue in respect of loans it makes to external organisations such as OCHL. We understand that the consultation is likely to propose changes which will have a significant financial impact on the Councils	Consultation ends On 10-02-2022	Significant additional cost to the council only part of which has been factored into the budget	19-Nov-21	4	4	3	3	3	2	Respond to consultation. Lobby the Government and LGA. Discuss mitigations with OCHL
B3	Spending Review	Threat	Changes in government funding going forward	The Provisional Finance Settlement was produced for consultation in December. Fairer funding has been delayed and one year settlements have been given. Whilst the Council has received additional resources but funding still remains unclear going forward	Significant reduction of income going forward	19-Nov-21	4	3	4	3	4	2	Monitor and respond following Consultation Budget
B4	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 efficiencies in ODS	Severe impact on Councils MTFP.	19-Nov-21	4	3	4	3	4	2	Monitor monthly
B5	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	19-Nov-21	3	3	3	3	3	2	Monitor monthly, reduce spend either in homelessness or other areas of the budget
B6	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	19-Nov-21	3	3	3	3	3	2	Monitor, prepare contingency plans to re-tender service
B7	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	19-Nov-21	4	3	4	3	4	2	Monitor monthly
B8	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	19-Nov-21	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.

Risk ID	Risk						Gross Risk		Current Risk		Residual Risk		Risk Mitigation
							I	P	I	P	I	P	
B9	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	19-Nov-21	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
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	19-Nov-21	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	19-Nov-21	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	Income Stream	Threat	Some businesses and individuals are struggling financially following the aftermath of COVID. There is a potential for arrears of key income streams to the council to increase if not kept in check	Financial hardship by businesses and individuals	Increased write off of income and reduced income to fund services		4	3	3	3	3	2	Monitor and early action
B13	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	19-Nov-21	4	3	4	3	4	2	Robust monthly monitoring, consider prudential borrowing to fund shortfall or defer projects
B14	Savings not achieved	Threat	Savings in budget from efficiencies and transformation may not be achieved	Service pressures	Potential overspend	19-Nov-21	3	3	3	3	3	2	Monitoring
B15	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	19-Nov-21	3	3	3	3	3	2	Robust monthly monitoring of programme, introduction of Capital Gateway Process and flexible treasury management strategy

Oxford City Council Budget Medium Term Financial Strategy 2023-24 to 2025-2026 and 2022-23 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 2021 to January 2022.

The draft budget has been structured so that it is in balance for the next four years, and although 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 to bolster our service provision in a number of areas and 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".

Budget Proposal	Increase Council Tax by an expected 1.99% for 2022/23 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 Provisional Finance Settlement, in mid-December. 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
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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 2021 to January 2022. The Council is consulting on 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.
What mitigating actions will the Council implement to offset any negative impacts?	The Council will consider its Council Tax Reduction Scheme when it meets in January. The Council has a limited amount of Government Grant that it may use at its discretion to assist vulnerable individuals effected by the increase. The Council is willing to have discussions with individuals to ensure that they are claiming their full entitlement to benefits.

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 14,000 receiving Council Tax Benefit & Housing Benefit, with 3,300 of those receiving CTR discount in full and therefore the 1.99% increase will have no effect. <table><tr><td>Race</td><td>Disability</td><td>Age</td></tr><tr><td>Neutral</td><td>Neutral</td><td>Neutral</td></tr></table> <table><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></table> <table><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	Rent setting: Increase in council house rents by 4.10% per annum for 2022/23																		
Is this proposal new or subject to an annual review?	From 1 st April 2020 under the 2020 rent standard, the Government have determined that rent will be increased by CPI +1% for a period of 5 years for local authority and housing association social rents. For 2022/23 the relevant CPI rate at September 2021 is 3.1% and hence council house rents are estimated to increase by 4.1% from 2021-22 levels, with 3% increases estimated for future years.																		
What are the likely risks?	The increase for 2022-23 represents an average of £4.51 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			
	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	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 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 2024-25, 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		
	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>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 £0.3 million by 2025-26 largely from car parking revenues In 2022-23 there are increases in the areas shown below</p> <p>Increases in Fees and Charges –</p> <ul style="list-style-type: none"> a) Car parks - £0.50, £0.20, £0.10 per hour for off street city, suburban and parks car parks respectively b) Garden waste bins - £57 per year to £60 Leisure activities: c) Sports - 60p -£2.00 – (3.08% to 3.96%) d) Adult Casual swimming increase of £0.50 (10%) <p>Other</p>
	<ul style="list-style-type: none"> e) Pest Control – domestic- increases – £2.60 to £5.20 (3%) f) General licencing – £4- £10 , 2.20% - 3.17% g) Building control – £26.50 - £60 – 5% h) Garages – £0.73 – 4.49%
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 2021/ January 2022).

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 – 50% concession for most services, with 100% concession for rats and mice treatment</p> <p>Garden waste – 21% concession</p> <p>Bulky Items – 50% concession</p>		
Overall assessment of the equality risks	<p>There may be groups adversely affected by specific service fees, however, consultation and <u>monitoring will take place with these</u> groups once identified.</p>		
	Race	Disability	Age
	Neutral	Neutral	Neutral
	Gender reassignment	Religion or Belief	Sexual Orientation
	Neutral	Neutral	Neutral
	Sex	Pregnancy and Maternity	Marriage & Civil Partnership
	Neutral	Neutral	Neutral

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Budget Consultation 2022-23: Interim report

This report was created on Thursday 20 January 2022 at 13:36 and includes **72** responses.

The activity had not yet closed when this report was generated. As such, this report may not accurately reflect the final distribution of responses, and should be treated as interim only.

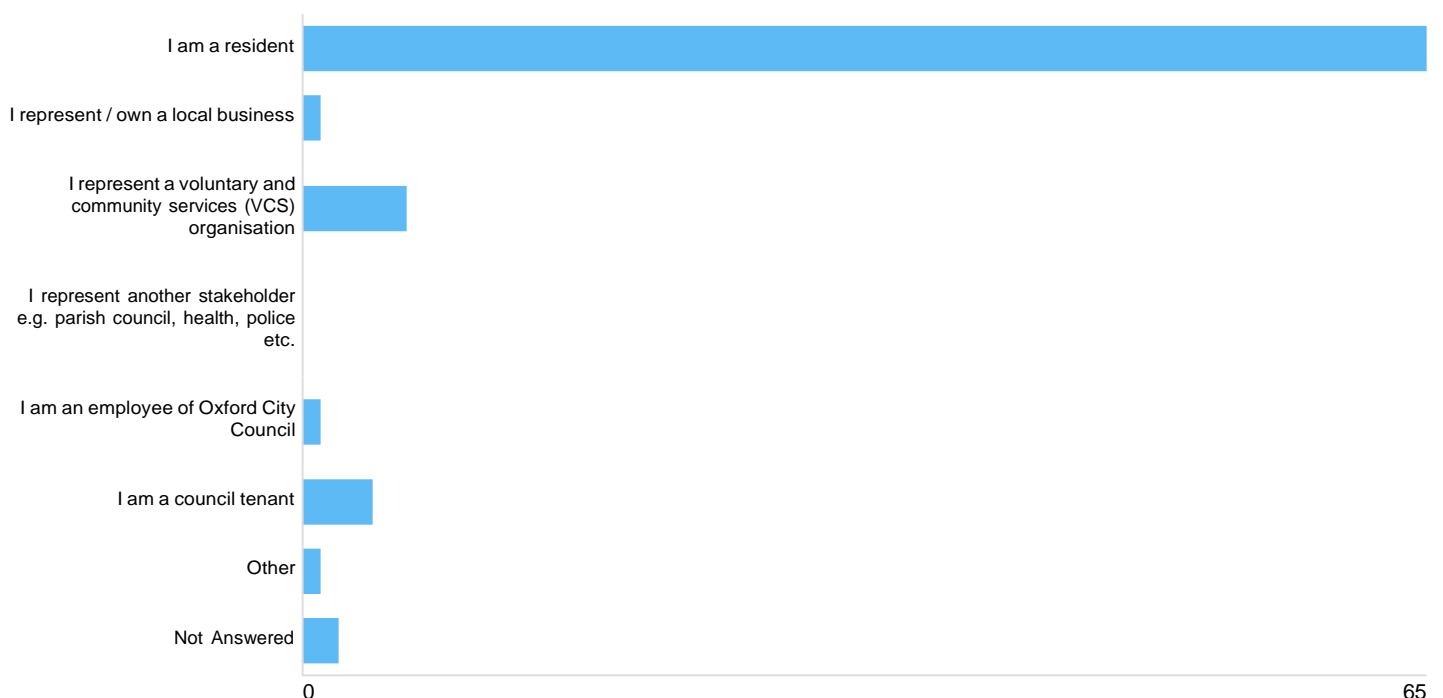
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Role	2
If Other, please provide details	3
Question 2: To what extent do you agree or disagree with these approaches? The following are actions that we have undertaken to 3 balance the budget.	
Approaches - Using our wholly owned company, Oxford Direct Services Ltd to generate more income from external trading	3
Approaches - Using our wholly owned company Oxford City Housing Ltd to develop social and market housing and deliver 3 financial returns back to the council	
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Approaches - Continue to base council tax support, to those eligible, on 100% of the council tax charge. Most authorities 6 now require claimants to pay some element of the charge	
Approaches - Use balances and reserves as a one off support for services	7
Question 3: To what extent would you agree or disagree with these approaches? The following are actions we have not taken to 7 balance the budget	
Actions not taken to balance budget - Maintain all services but offer less	7
Actions not taken to balance budget - Stop delivery of less important services	8
Actions not taken to balance budget - Freeze Council Tax this year and make cuts in frontline services	8
Question 4: We have tried hard not to implement service reductions although the financial outlook for the Council remains 9 challenging. Are there any other proposals that you believe we should be doing to increase income, save money or increase value for money from council spend?	
Other Proposals	9
Question 5: To what extent do you agree or disagree with this proposal?	9
Use of NCIL	9
Question 6: On a scale of 1-5 where 1 is of high priority and 5 is of low priority, how would you score the priority of the following 9 services:	
Ranking of Priorities - Provision of affordable housing	9
Ranking of Priorities - Tackling Climate Change	10
Ranking of Priorities - Preventing homelessness	10
Ranking of Priorities - Providing and supporting community centres	11
Ranking of Priorities - Encouraging our customers to self-serve, enabling access to more of our services electronically on 11 line	
Ranking of Priorities - Introducing a license for privately rented housing to help dealing with poor property conditions	12
Ranking of Priorities - Strengthening our local economy	12
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Ranking of Priorities - Providing services for young people	15
Ranking of Priorities - Helping with council tax for those on low income	16
Ranking of Priorities - Supporting community safety	16
Ranking of Priorities - Providing grants to voluntary and community groups	17
Please enter any additional comments here	17
Question 7: The Council's capital investment programme over the next four years totals £314 million. Some of the more significant 17 schemes are detailed below. To what extent do you agree or disagree with these schemes?	
Significant Schemes - Investment in property for regeneration of the city £20 million	17

Significant Schemes - Redevelopment of existing properties within portfolio (Cave Street; George Street) £10 million	18
Significant Schemes - Covered market refurbishment £1.6 million	18
Significant Schemes - Information and communication technology to support services provision - £1.8 million	19
Significant Schemes - Investment in Osney Mead Infrastructure £5.8 million contribution	19
Significant Schemes - Refurbishment and new build Community Centres at East Oxford and Bullingdon £6.3 million	20
Significant Schemes - New social housing- £307 million	20
Significant Schemes - Council dwelling kitchen/bathrooms, heating, roofing, fire doors and electrical replacement, funded out of tenants' rents £26 million	21
Significant Schemes - Environmental improvements to estates, funded out of tenants' rents £4.5 million	21
Significant Schemes - Blackbird Leys Regeneration - for the development of affordable and market housing, community centre, replacement shops and associated infrastructure - £21 million contribution	22
Please enter any additional comments here	22
Question 8: In what order should the council prioritise the following with 1 being your most important priority and 5 being your least important priority.	22
Priorities for Council Housing - Building and acquiring new council homes	22
Priorities for Council Housing - Maintaining the quality of existing council homes	23
Priorities for Council Housing - Investing to improve the look and feel of our council estates	23
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Priorities for Council Housing - Targeted estate regeneration e.g Blackbird Leys and Barton	24
Please enter any additional comments here	24
Question 9: Are there any other comments that you would like to make on Oxford City Council's draft Medium Term Financial Strategy 2023-26 and Consultation Budget 2022 -23?	25
Other Comments	25
Question 10: What is your postcode?	25
postcode	25
Question 11: Which of the following best describes how you think of yourself?	25
Gender	25
Question 12: Which age bracket do you fall into?	25
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Question 13: Which of the following best describes your ethnic group?	26
Ethnicity	26
Question 14: 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?	27
Disability	27

Question 1: In which role(s) are you responding to this survey. Please tick all that apply.

Role



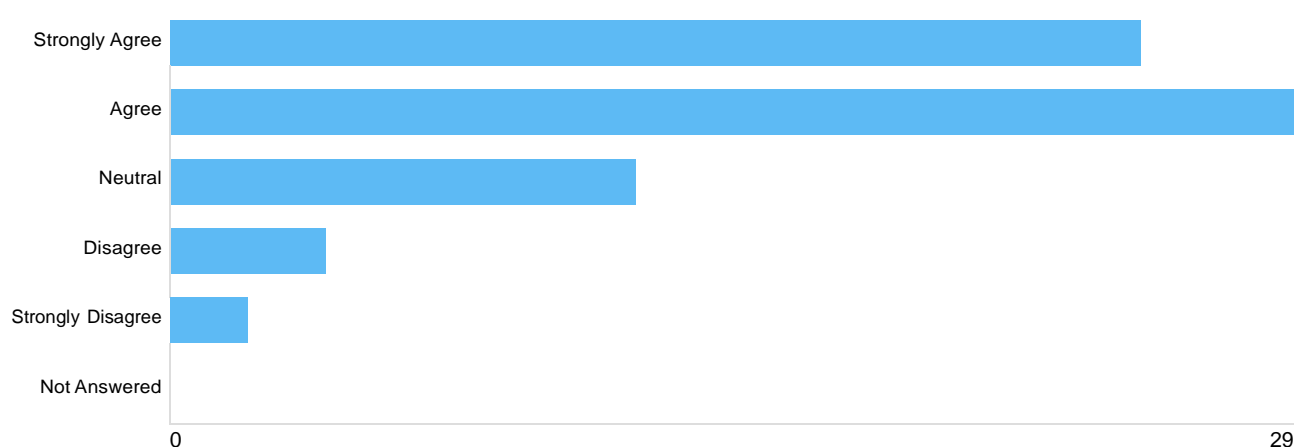
Option	Total	Percent
I am a resident	65	90.28%
I represent / own a local business	1	1.39%
I represent a voluntary and community services (VCS) organisation	6	8.33%
I represent another stakeholder e.g. parish council, health, police etc.	0	0.00%
I am an employee of Oxford City Council	1	1.39%
I am a council tenant	4	5.56%
Other	1	1.39%
Not Answered	2	2.78%

If Other, please provide details

There were **2** responses to this part of the question.

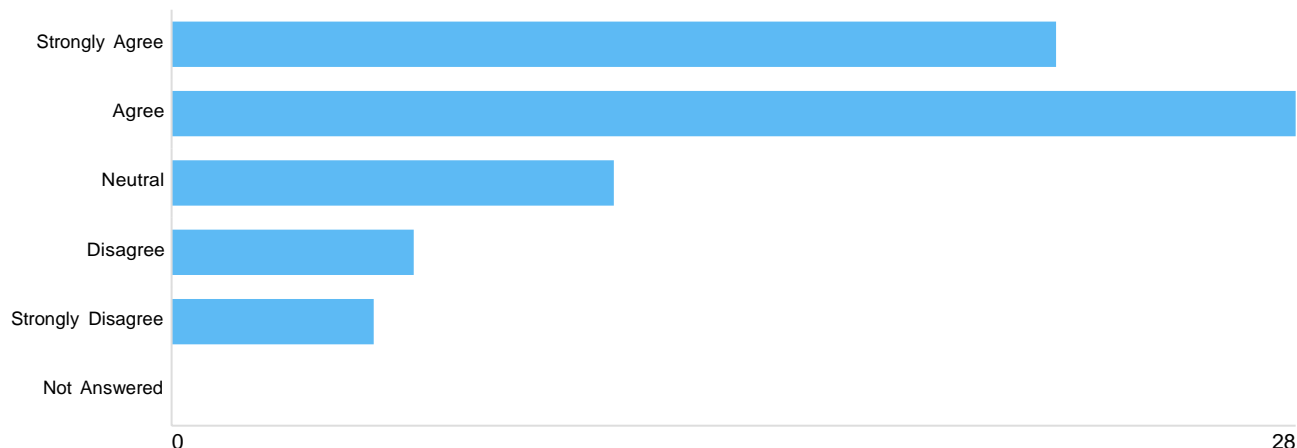
Question 2: To what extent do you agree or disagree with these approaches? The following are actions that we have undertaken to balance the budget.

Approaches - Using our wholly owned company, Oxford Direct Services Ltd to generate more income from external trading



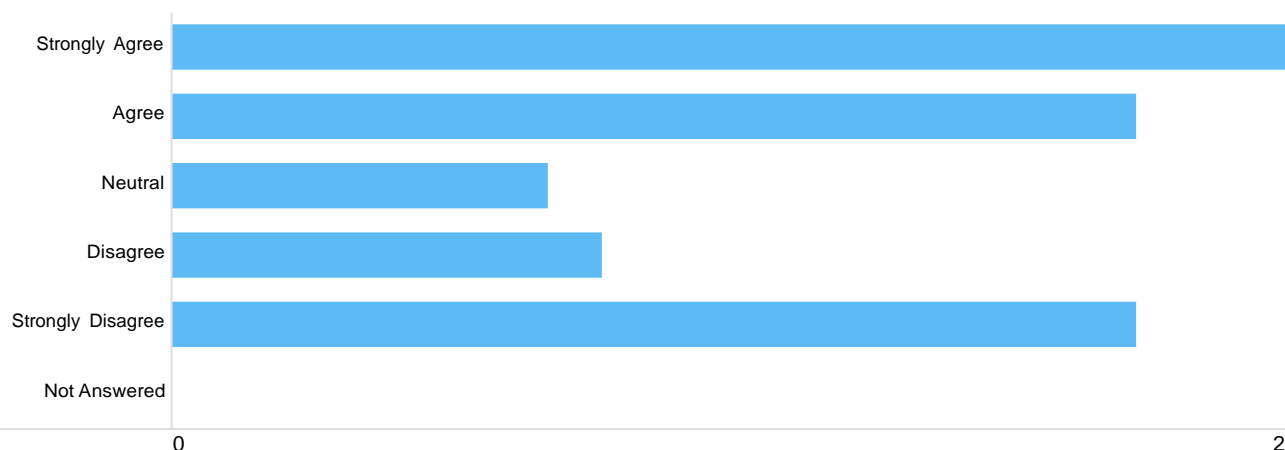
Option	Total	Percent
Strongly Agree	25	34.72%
Agree	29	40.28%
Neutral	12	16.67%
Disagree	4	5.56%
Strongly Disagree	2	2.78%
Not Answered	0	0.00%

Approaches - Using our wholly owned company Oxford City Housing Ltd to develop social and market housing and deliver financial returns back to the council



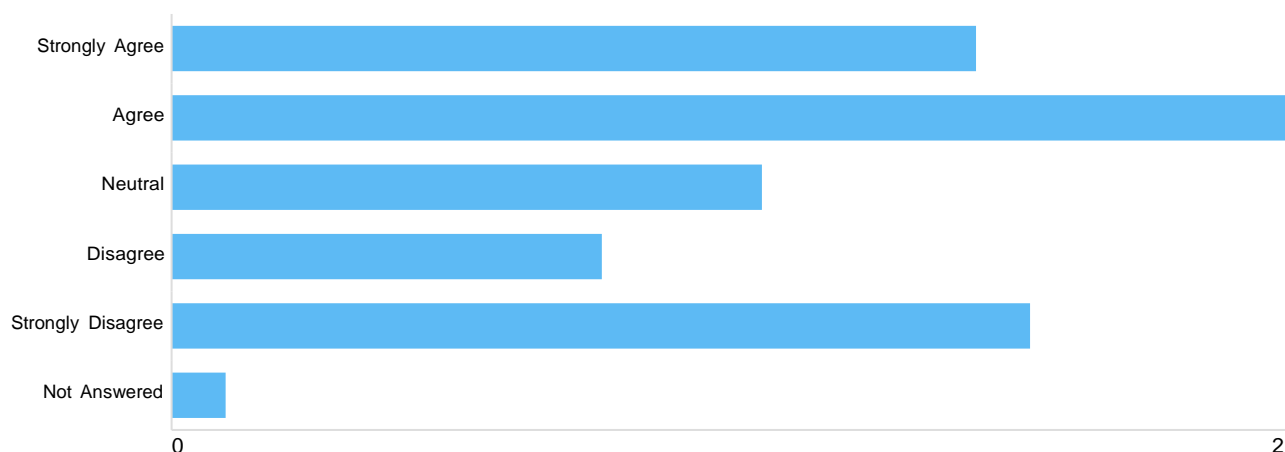
Option	Total	Percent
Strongly Agree	22	30.56%
Agree	28	38.89%
Neutral	11	15.28%
Disagree	6	8.33%
Strongly Disagree	5	6.94%
Not Answered	0	0.00%

Approaches - Increase council tax by the maximum level permitted (1.99% per year) to safeguard services



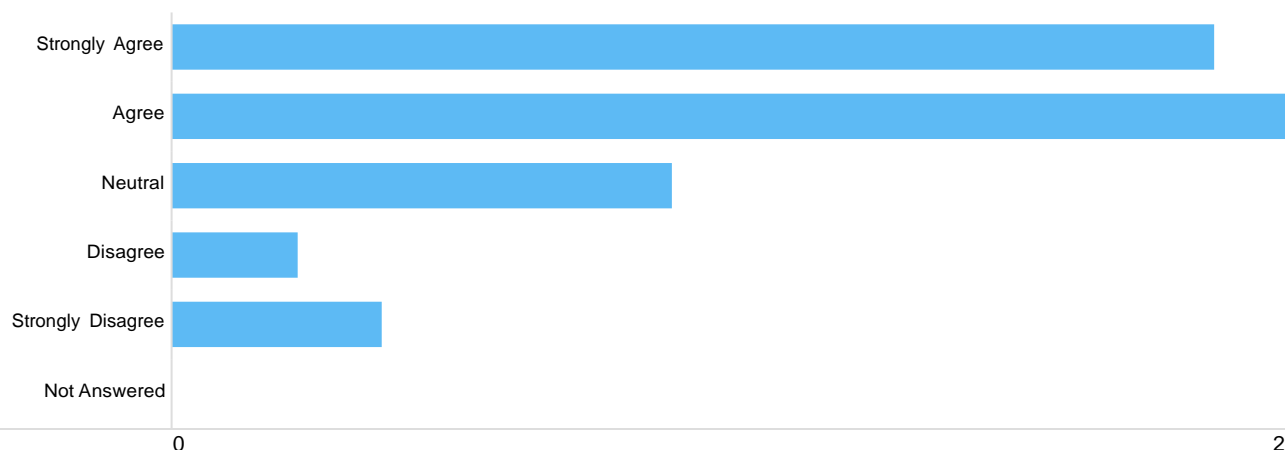
Option	Total	Percent
Strongly Agree	21	29.17%
Agree	18	25.00%
Neutral	7	9.72%
Disagree	8	11.11%
Strongly Disagree	18	25.00%
Not Answered	0	0.00%

Approaches - Increasing some fees and charges by around 3%



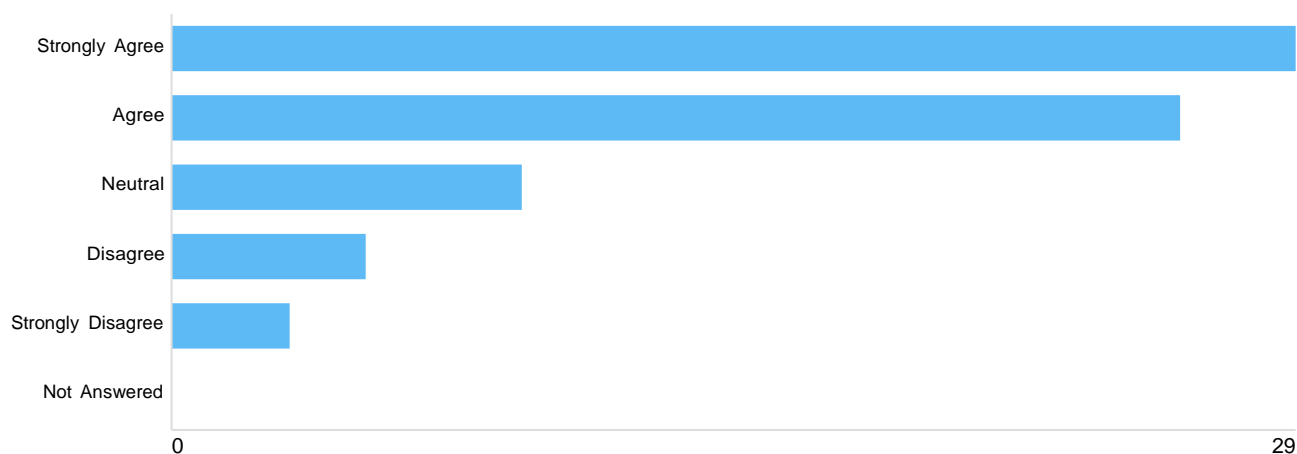
Option	Total	Percent
Strongly Agree	15	20.83%
Agree	21	29.17%
Neutral	11	15.28%
Disagree	8	11.11%
Strongly Disagree	16	22.22%
Not Answered	1	1.39%

Approaches - Generate income by undertaking work for other public authorities



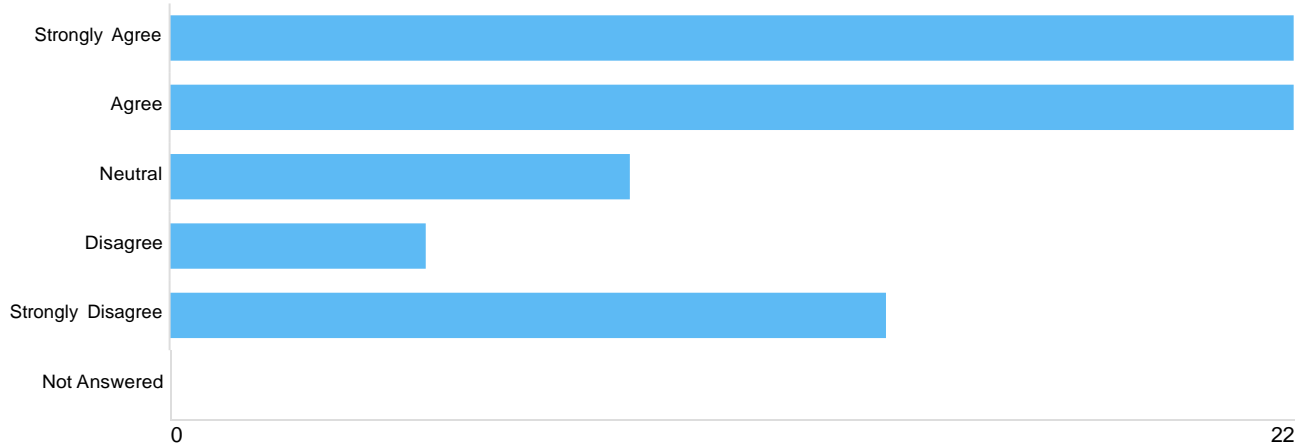
Option	Total	Percent
Strongly Agree	25	34.72%
Agree	27	37.50%
Neutral	12	16.67%
Disagree	3	4.17%
Strongly Disagree	5	6.94%
Not Answered	0	0.00%

Approaches - Reducing office space and continuing with remote working for admin staff



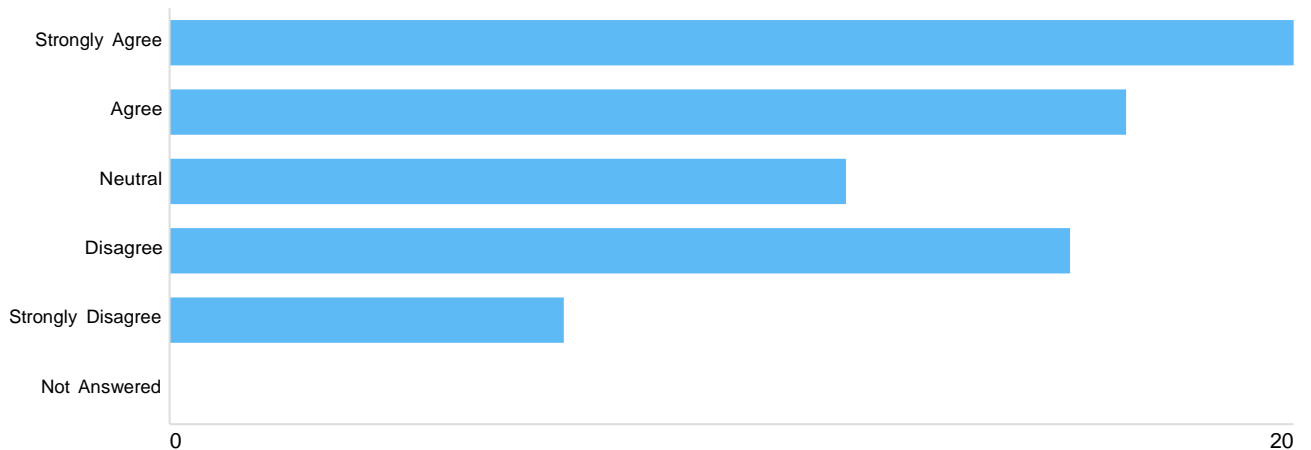
Option	Total	Percent
Strongly Agree	29	40.28%
Agree	26	36.11%
Neutral	9	12.50%
Disagree	5	6.94%
Strongly Disagree	3	4.17%
Not Answered	0	0.00%

Approaches - Going cashless- extending our plans to implement card only payment for car parks



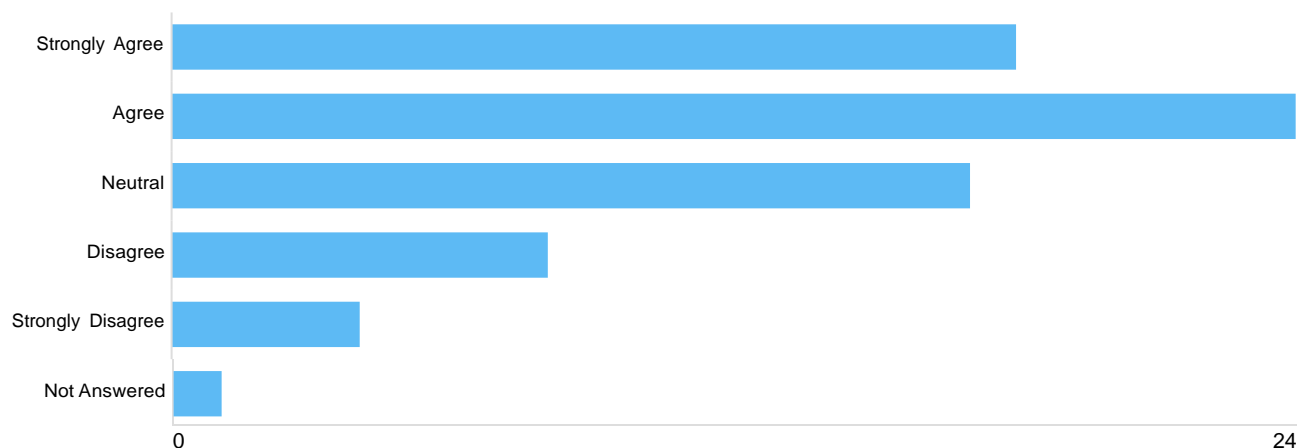
Option	Total	Percent
Strongly Agree	22	30.56%
Agree	22	30.56%
Neutral	9	12.50%
Disagree	5	6.94%
Strongly Disagree	14	19.44%
Not Answered	0	0.00%

Approaches - Continue to base council tax support, to those eligible, on 100% of the council tax charge. Most authorities now require claimants to pay some element of the charge



Option	Total	Percent
Strongly Agree	20	27.78%
Agree	17	23.61%
Neutral	12	16.67%
Disagree	16	22.22%
Strongly Disagree	7	9.72%
Not Answered	0	0.00%

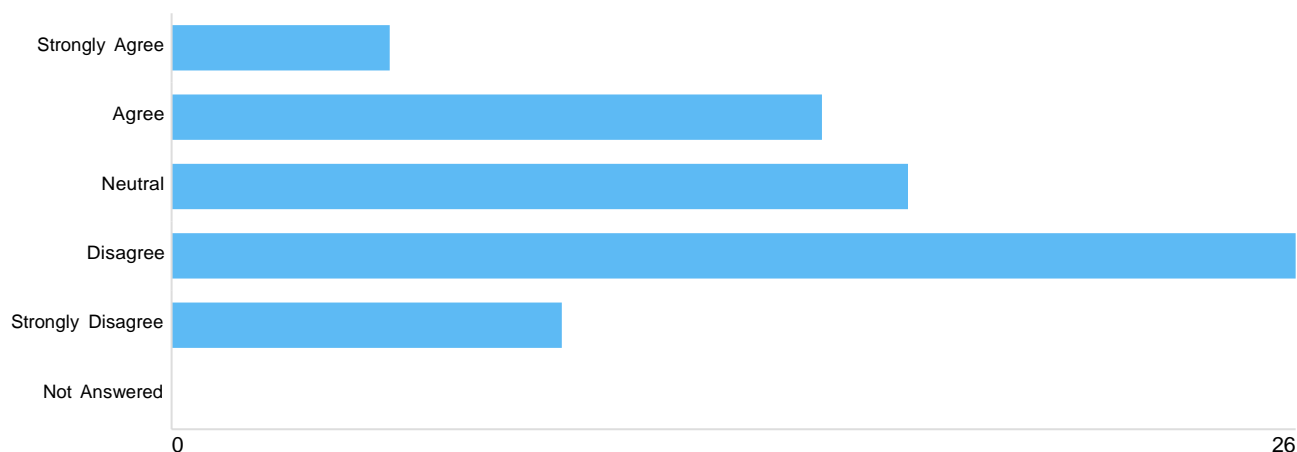
Approaches - Use balances and reserves as a one off support for services



Option	Total	Percent
Strongly Agree	18	25.00%
Agree	24	33.33%
Neutral	17	23.61%
Disagree	8	11.11%
Strongly Disagree	4	5.56%
Not Answered	1	1.39%

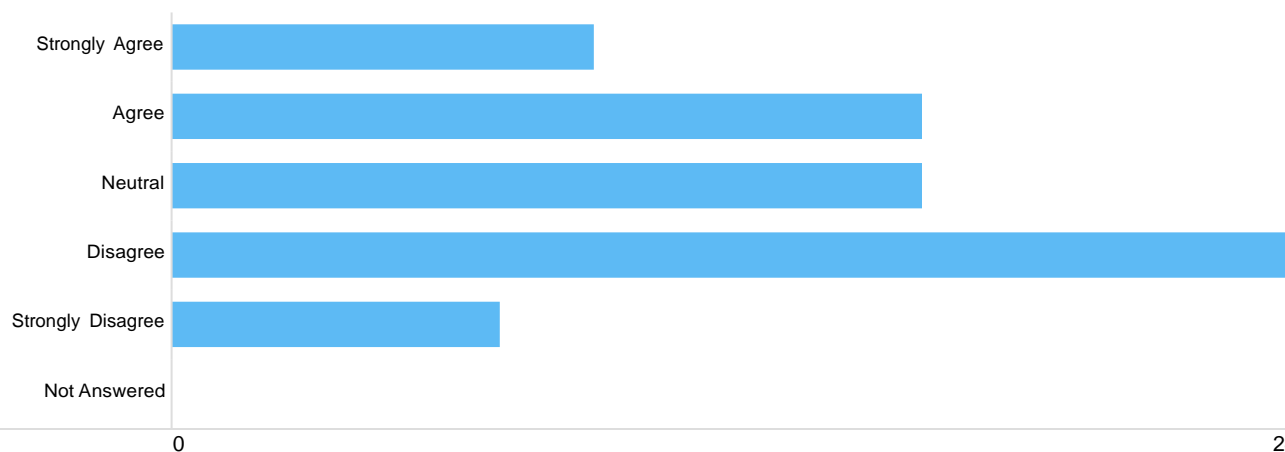
Question 3: To what extent would you agree or disagree with these approaches? The following are actions we have not taken to balance the budget

Actions not taken to balance budget - Maintain all services but offer less



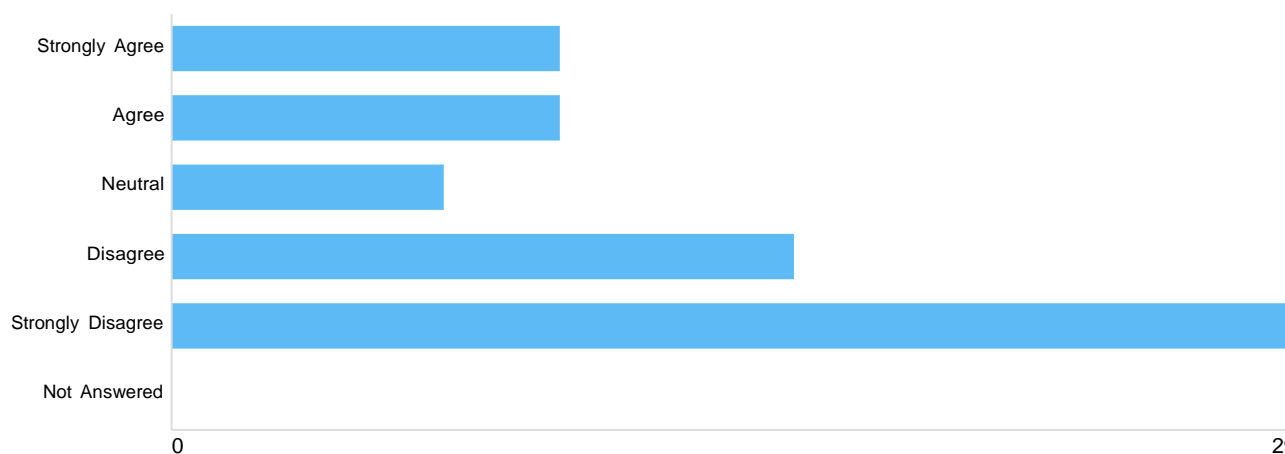
Option	Total	Percent
Strongly Agree	5	6.94%
Agree	15	20.83%
Neutral	17	23.61%
Disagree	26	36.11%
Strongly Disagree	9	12.50%
Not Answered	0	0.00%

Actions not taken to balance budget - Stop delivery of less important services



Option	Total	Percent
Strongly Agree	9	12.50%
Agree	16	22.22%
Neutral	16	22.22%
Disagree	24	33.33%
Strongly Disagree	7	9.72%
Not Answered	0	0.00%

Actions not taken to balance budget - Freeze Council Tax this year and make cuts in frontline services



Option	Total	Percent
Strongly Agree	10	13.89%
Agree	10	13.89%
Neutral	7	9.72%
Disagree	16	22.22%
Strongly Disagree	29	40.28%
Not Answered	0	0.00%

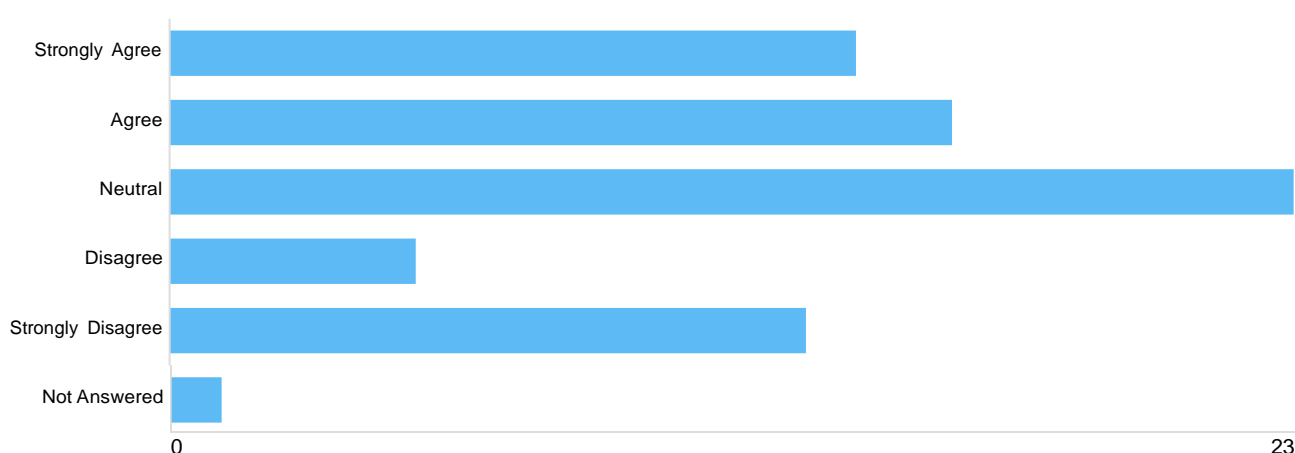
Question 4: We have tried hard not to implement service reductions although the financial outlook for the Council remains challenging. Are there any other proposals that you believe we should be doing to increase income, save money or increase value for money from council spend?

Other Proposals

There were **40** responses to this part of the question.

Question 5: To what extent do you agree or disagree with this proposal?

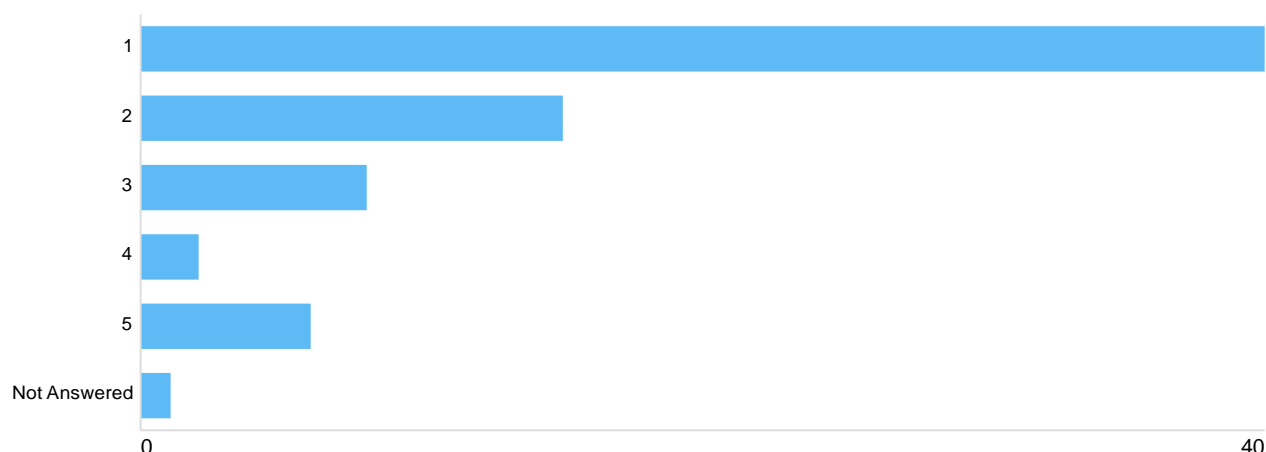
Use of NCIL



Option	Total	Percent
Strongly Agree	14	19.44%
Agree	16	22.22%
Neutral	23	31.94%
Disagree	5	6.94%
Strongly Disagree	13	18.06%
Not Answered	1	1.39%

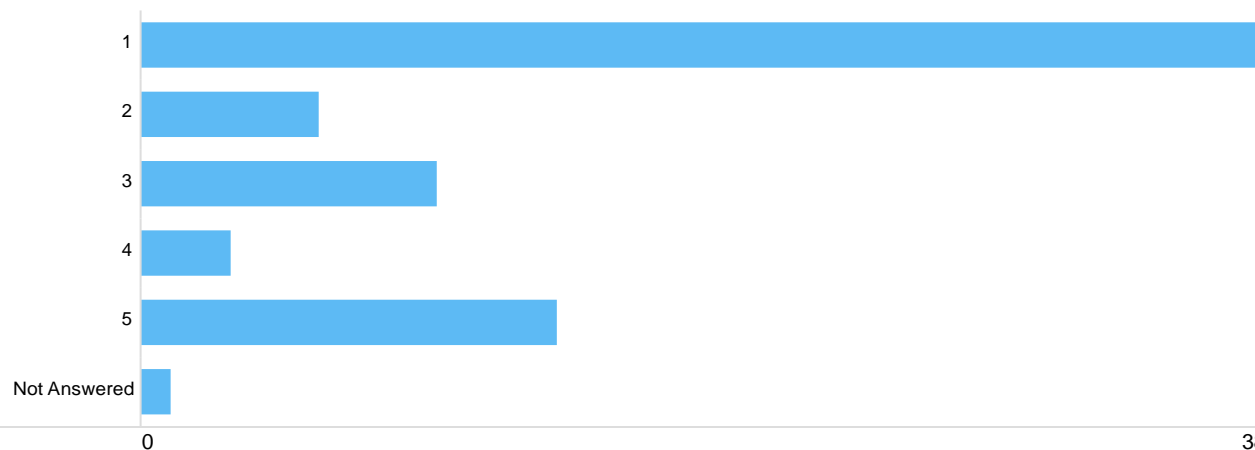
Question 6: On a scale of 1-5 where 1 is of high priority and 5 is of low priority, how would you score the priority of the following services:

Ranking of Priorities - Provision of affordable housing



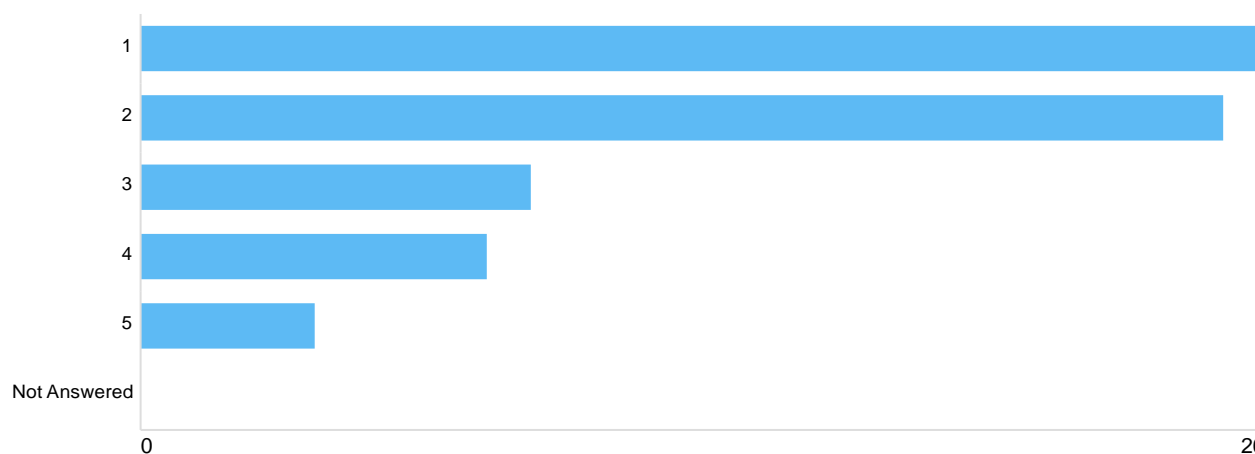
Option	Total	Percent
1	40	55.56%
2	15	20.83%
3	8	11.11%
4	2	2.78%
5	6	8.33%
Not Answered	1	1.39%

Ranking of Priorities - Tackling Climate Change



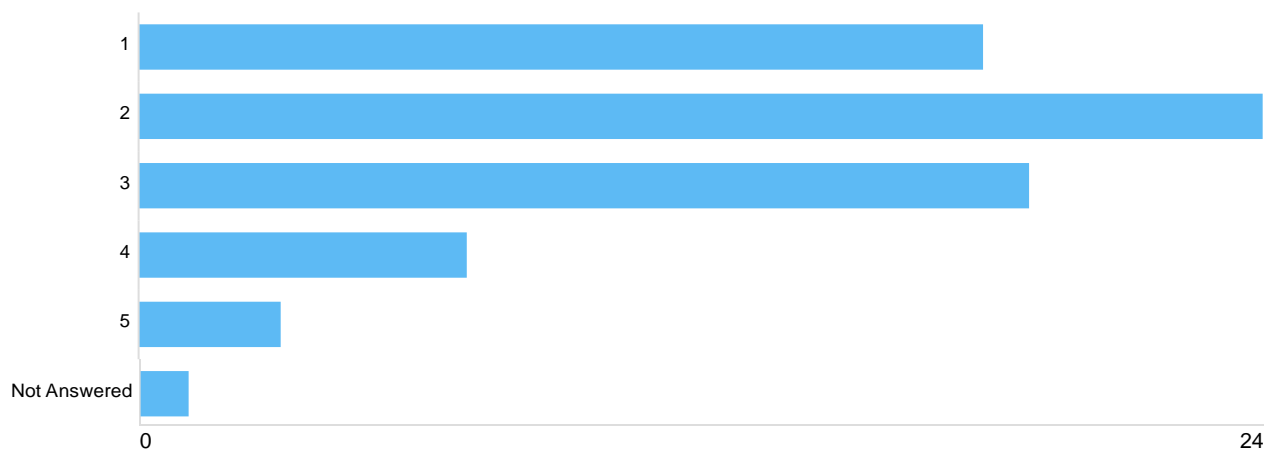
Option	Total	Percent
1	38	52.78%
2	6	8.33%
3	10	13.89%
4	3	4.17%
5	14	19.44%
Not Answered	1	1.39%

Ranking of Priorities - Preventing homelessness



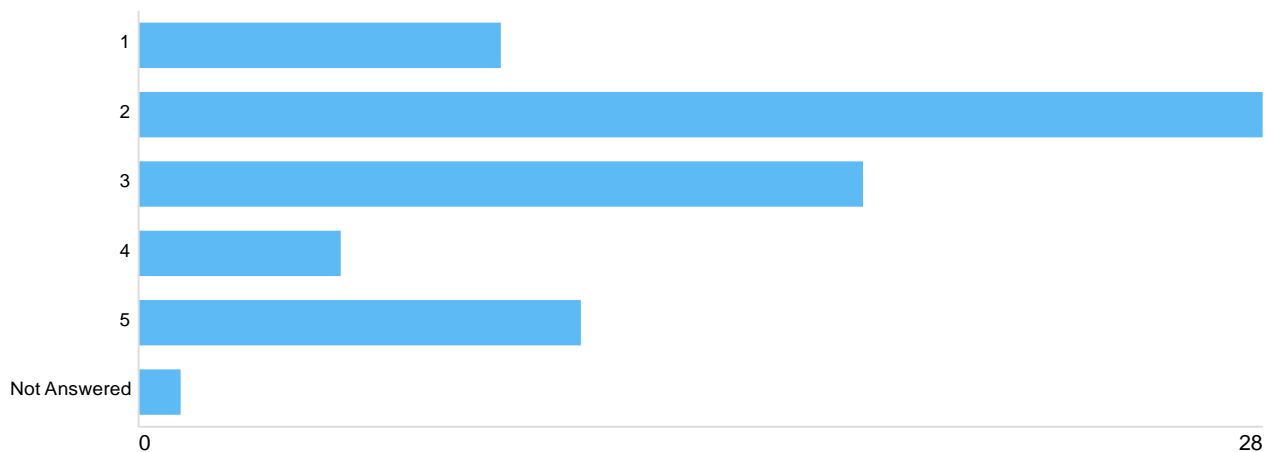
Option	Total	Percent
1	26	36.11%
2	25	34.72%
3	9	12.50%
4	8	11.11%
5	4	5.56%
Not Answered	0	0.00%

Ranking of Priorities - Providing and supporting community centres



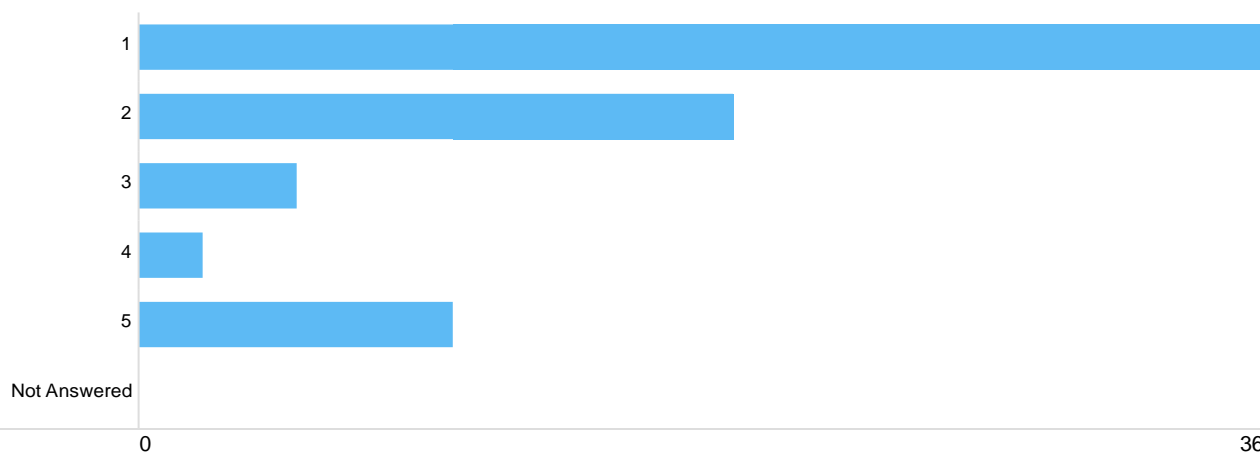
Option	Total	Percent
1	18	25.00%
2	24	33.33%
3	19	26.39%
4	7	9.72%
5	3	4.17%
Not Answered	1	1.39%

Ranking of Priorities - Encouraging our customers to self-serve, enabling access to more of our services electronically on line



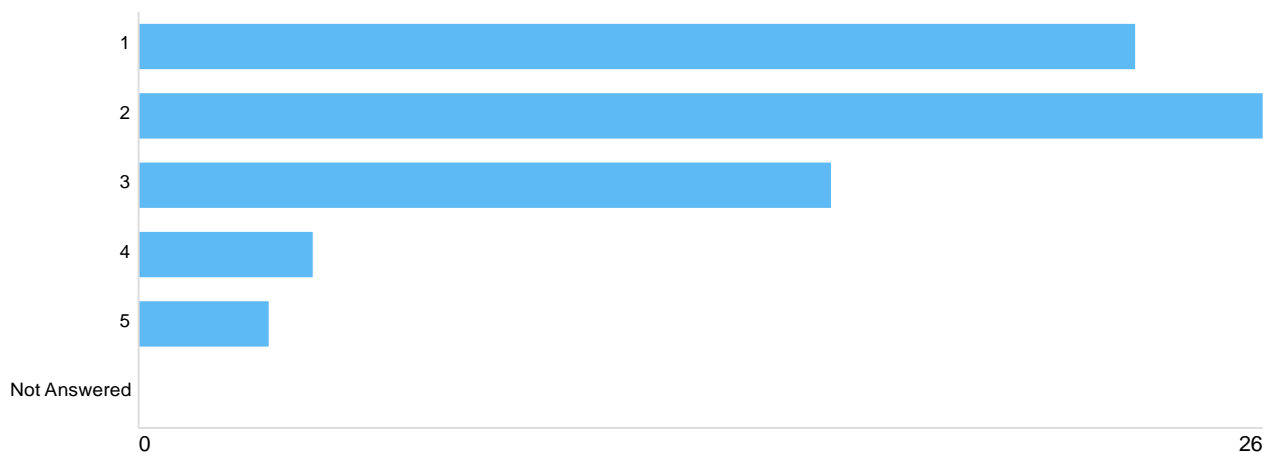
Option	Total	Percent
1	9	12.50%
2	28	38.89%
3	18	25.00%
4	5	6.94%
5	11	15.28%
Not Answered	1	1.39%

Ranking of Priorities - Introducing a license for privately rented housing to help dealing with poor property conditions



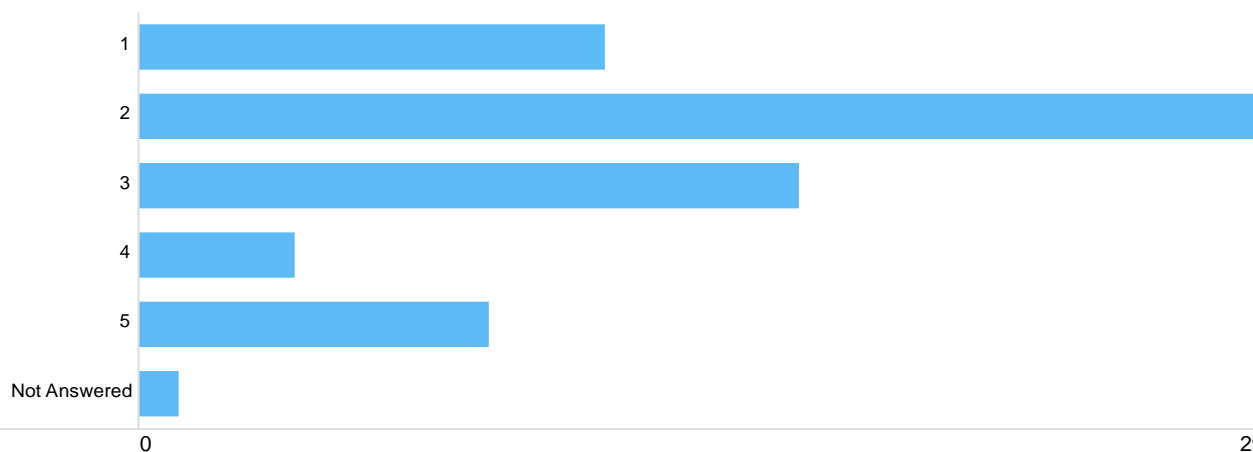
Option	Total	Percent
1	36	50.00%
2	19	26.39%
3	5	6.94%
4	2	2.78%
5	10	13.89%
Not Answered	0	0.00%

Ranking of Priorities - Strengthening our local economy



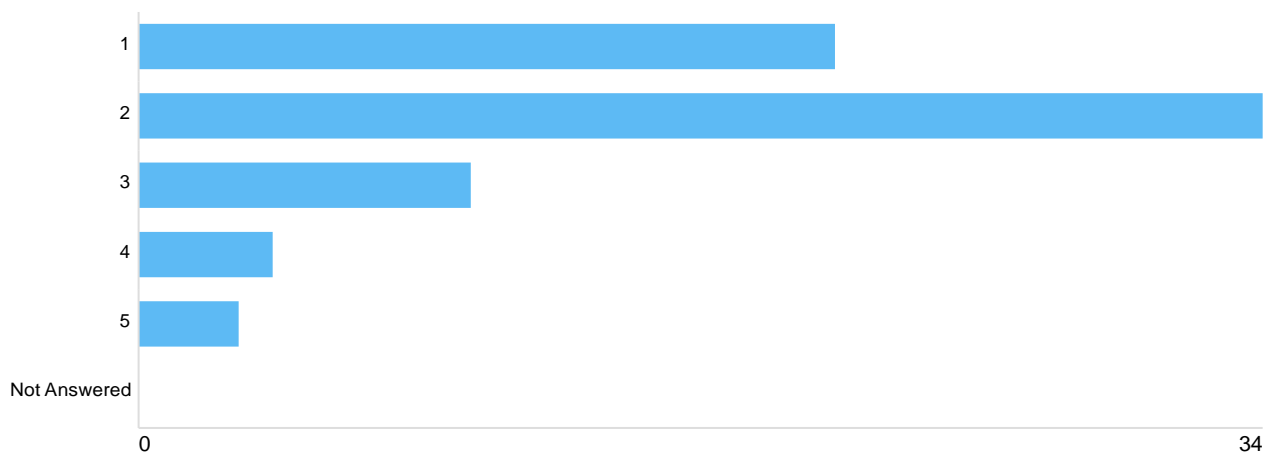
Option	Total	Percent
1	23	31.94%
2	26	36.11%
3	16	22.22%
4	4	5.56%
5	3	4.17%
Not Answered	0	0.00%

Ranking of Priorities - Enhancing our city centre



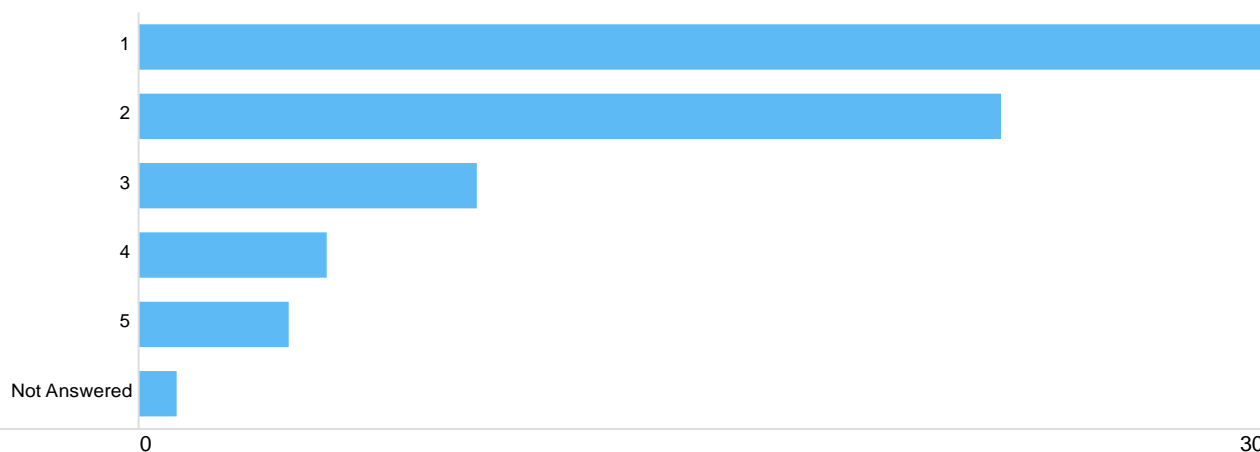
Option	Total	Percent
1	12	16.67%
2	29	40.28%
3	17	23.61%
4	4	5.56%
5	9	12.50%
Not Answered	1	1.39%

Ranking of Priorities - Keeping our city centre clean and tidy



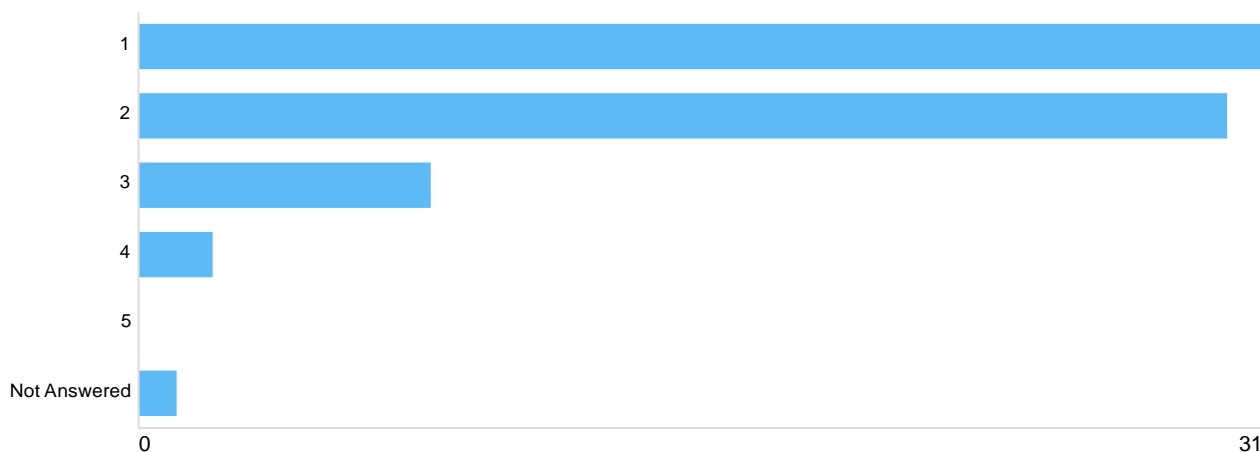
Option	Total	Percent
1	21	29.17%
2	34	47.22%
3	10	13.89%
4	4	5.56%
5	3	4.17%
Not Answered	0	0.00%

Ranking of Priorities - Maintaining and improving recycling



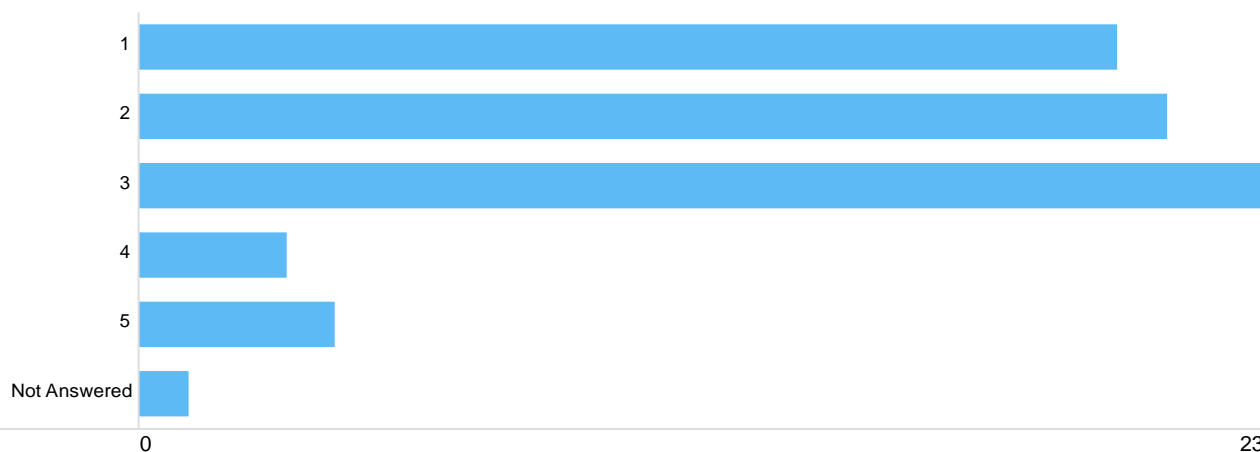
Option	Total	Percent
1	30	41.67%
2	23	31.94%
3	9	12.50%
4	5	6.94%
5	4	5.56%
Not Answered	1	1.39%

Ranking of Priorities - Maintaining parks and open spaces



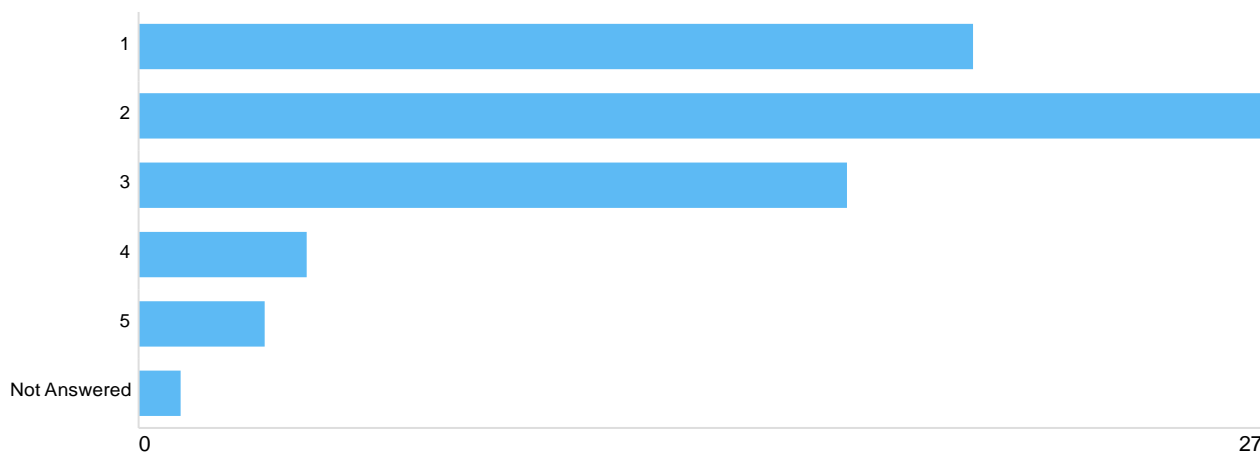
Option	Total	Percent
1	31	43.06%
2	30	41.67%
3	8	11.11%
4	2	2.78%
5	0	0.00%
Not Answered	1	1.39%

Ranking of Priorities - Providing leisure centres and keeping them affordable



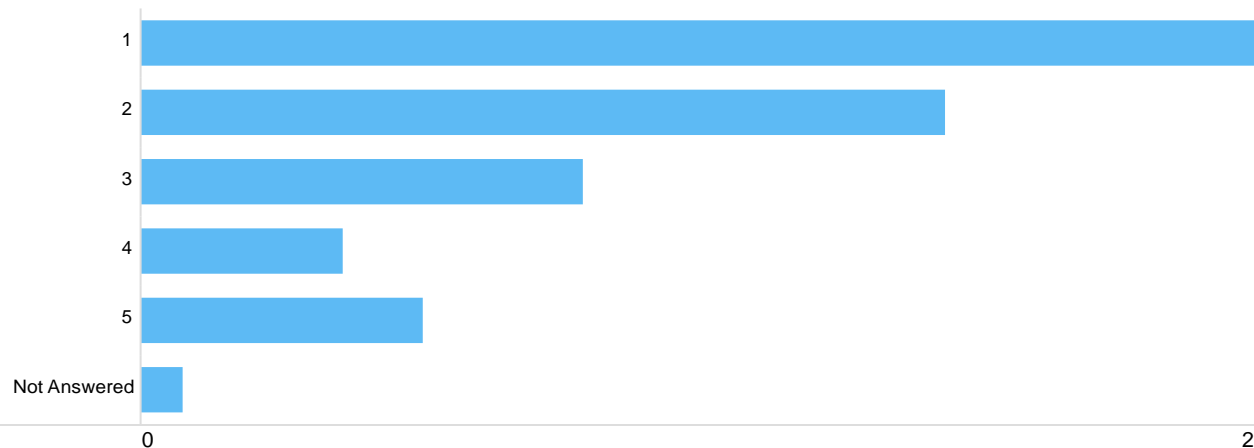
Option	Total	Percent
1	20	27.78%
2	21	29.17%
3	23	31.94%
4	3	4.17%
5	4	5.56%
Not Answered	1	1.39%

Ranking of Priorities - Providing services for young people



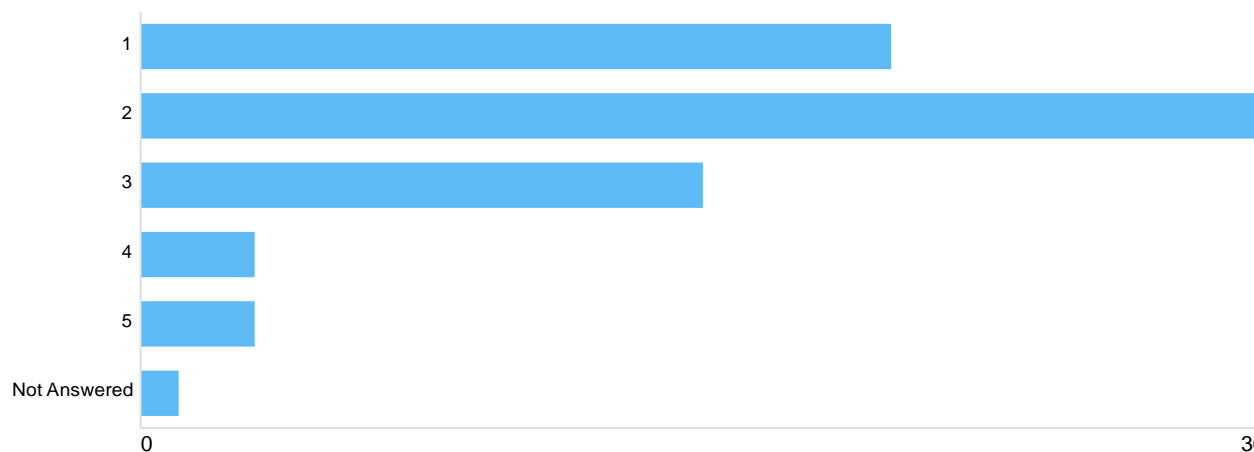
Option	Total	Percent
1	20	27.78%
2	27	37.50%
3	17	23.61%
4	4	5.56%
5	3	4.17%
Not Answered	1	1.39%

Ranking of Priorities - Helping with council tax for those on low income



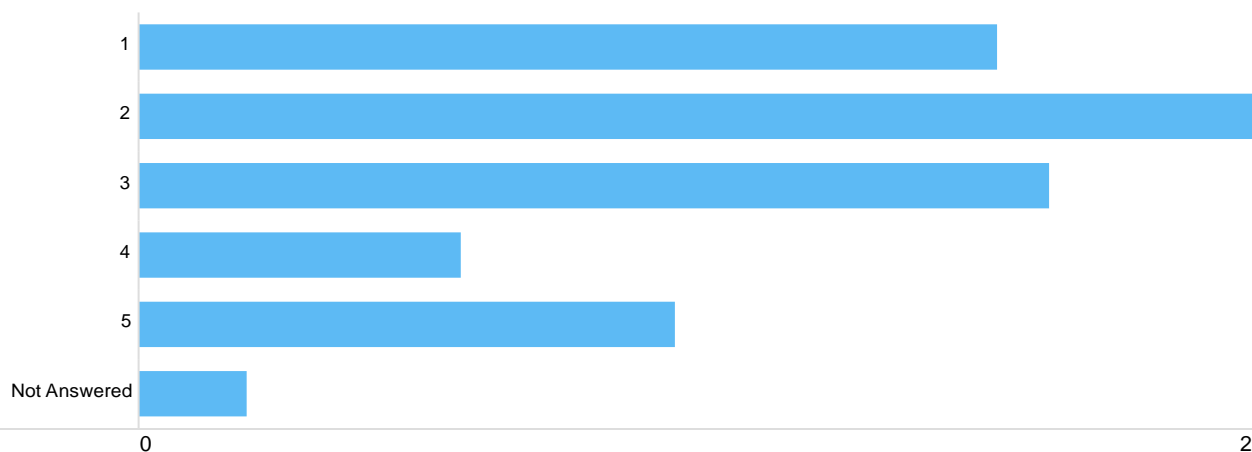
Option	Total	Percent
1	28	38.89%
2	20	27.78%
3	11	15.28%
4	5	6.94%
5	7	9.72%
Not Answered	1	1.39%

Ranking of Priorities - Supporting community safety



Option	Total	Percent
1	20	27.78%
2	30	41.67%
3	15	20.83%
4	3	4.17%
5	3	4.17%
Not Answered	1	1.39%

Ranking of Priorities - Providing grants to voluntary and community groups



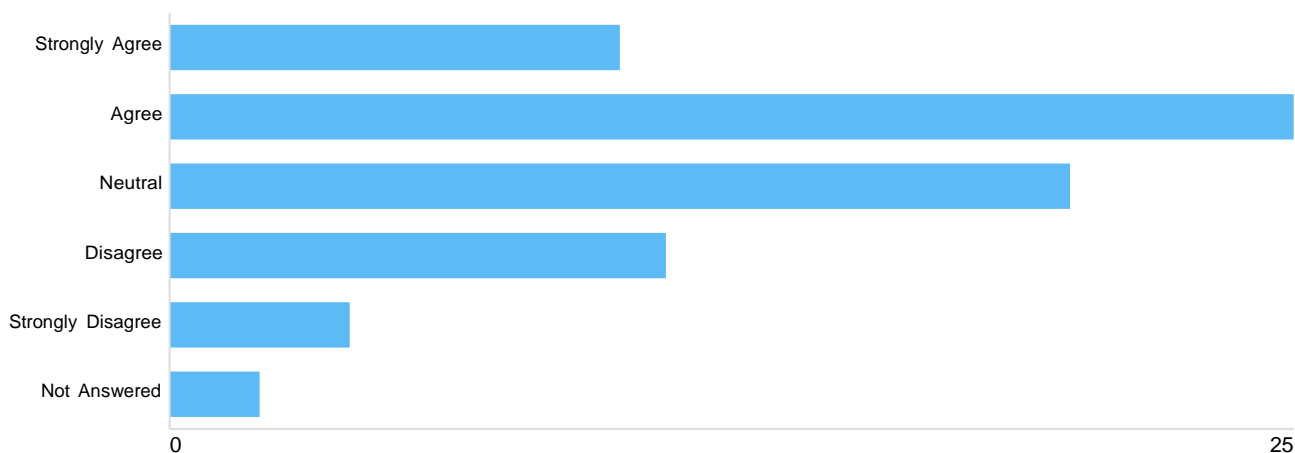
Option	Total	Percent
1	16	22.22%
2	21	29.17%
3	17	23.61%
4	6	8.33%
5	10	13.89%
Not Answered	2	2.78%

Please enter any additional comments here

There were **22** responses to this part of the question.

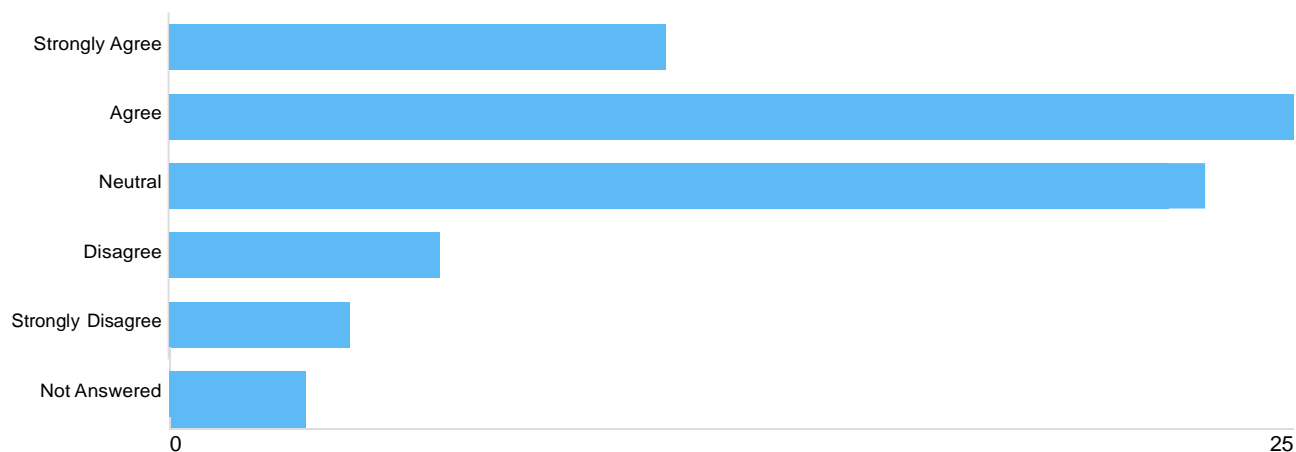
Question 7: The Council's capital investment programme over the next four years totals £314 million. Some of the more significant schemes are detailed below. To what extent do you agree or disagree with these schemes?

Significant Schemes - Investment in property for regeneration of the city £20 million



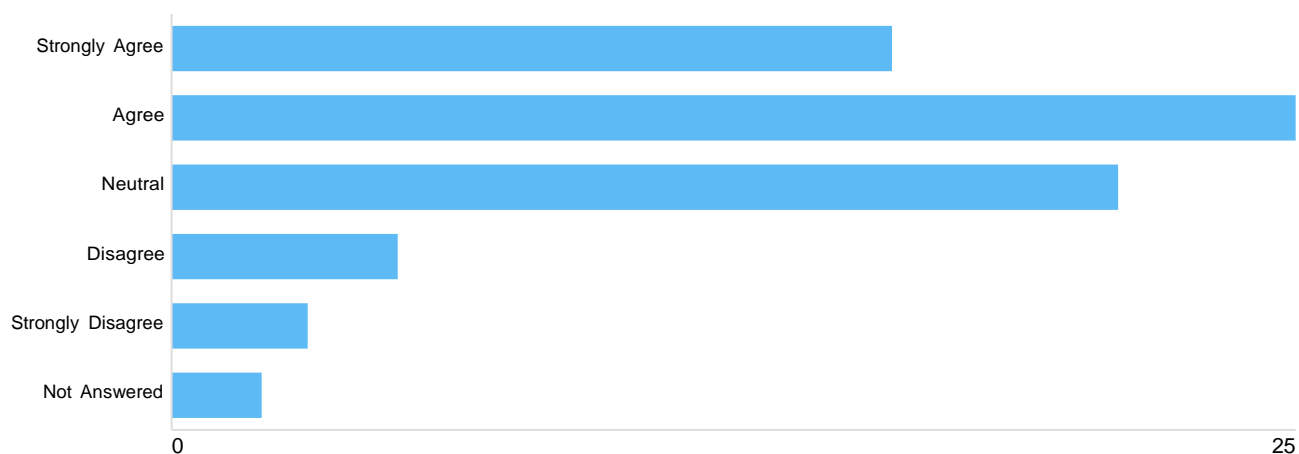
Option	Total	Percent
Strongly Agree	10	13.89%
Agree	25	34.72%
Neutral	20	27.78%
Disagree	11	15.28%
Strongly Disagree	4	5.56%
Not Answered	2	2.78%

Significant Schemes - Redevelopment of existing properties within portfolio (Cave Street; George Street) £10 million



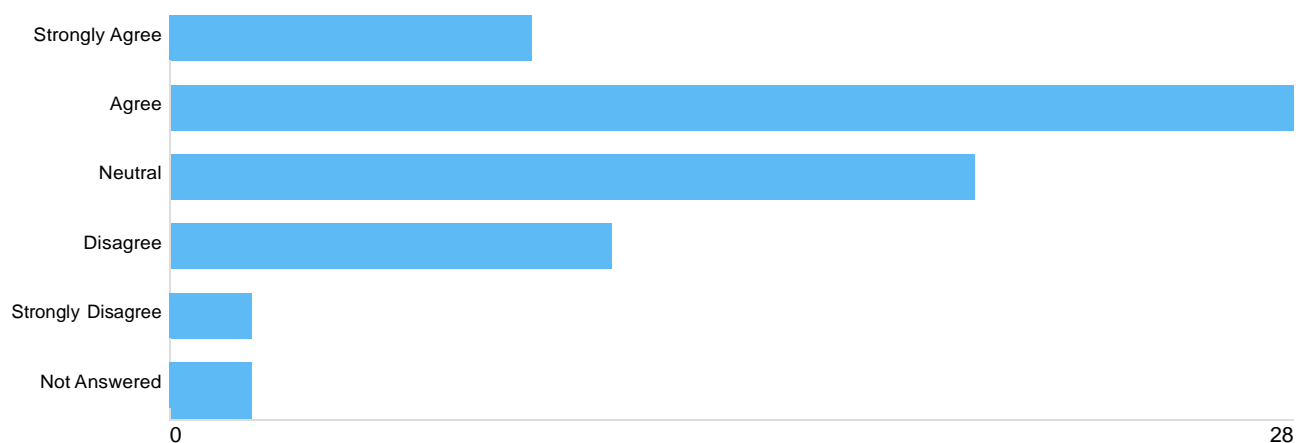
Option	Total	Percent
Strongly Agree	11	15.28%
Agree	25	34.72%
Neutral	23	31.94%
Disagree	6	8.33%
Strongly Disagree	4	5.56%
Not Answered	3	4.17%

Significant Schemes - Covered market refurbishment £1.6 million



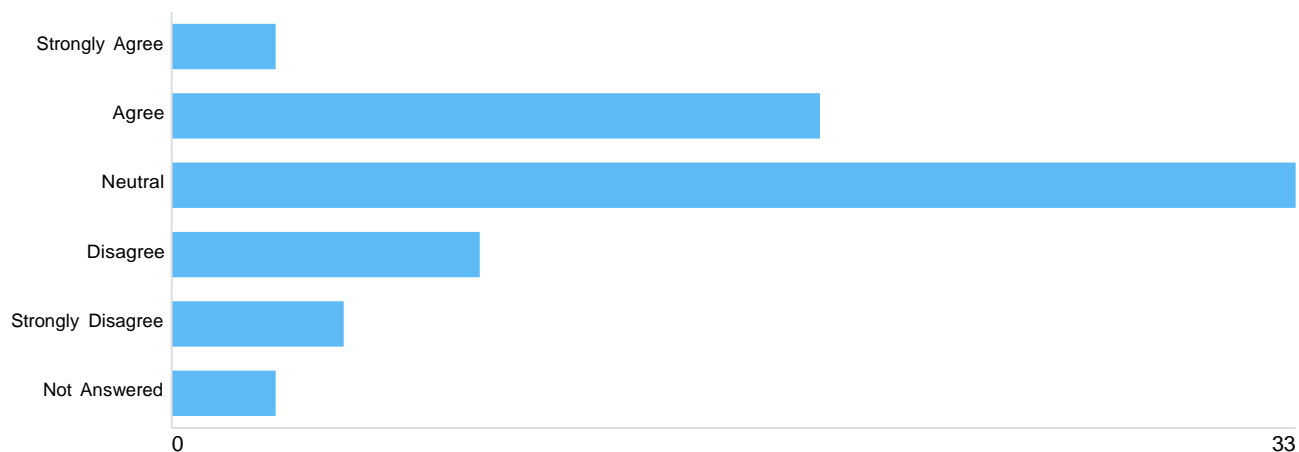
Option	Total	Percent
Strongly Agree	16	22.22%
Agree	25	34.72%
Neutral	21	29.17%
Disagree	5	6.94%
Strongly Disagree	3	4.17%
Not Answered	2	2.78%

Significant Schemes - Information and communication technology to support services provision - £1.8 million



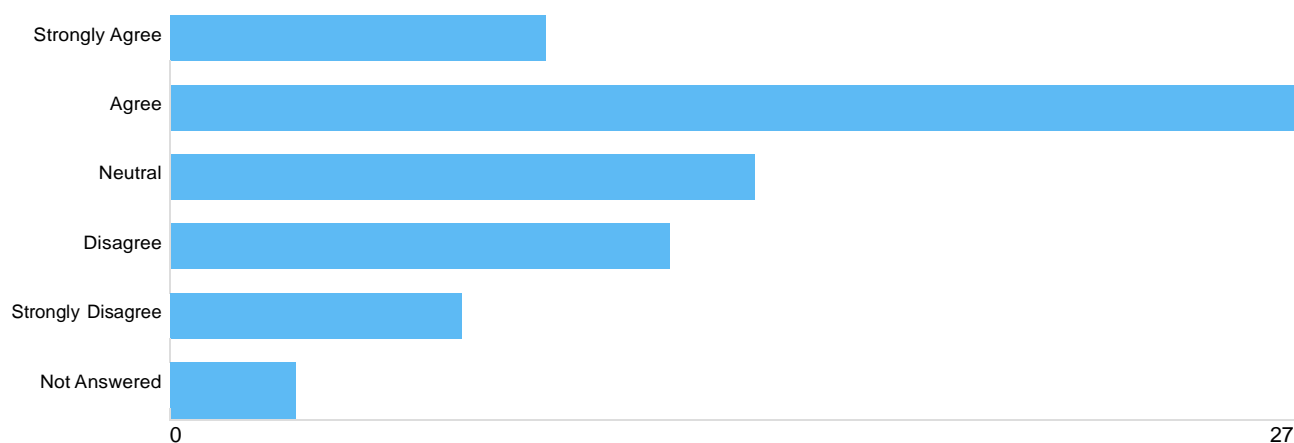
Option	Total	Percent
Strongly Agree	9	12.50%
Agree	28	38.89%
Neutral	20	27.78%
Disagree	11	15.28%
Strongly Disagree	2	2.78%
Not Answered	2	2.78%

Significant Schemes - Investment in Osney Mead Infrastructure £5.8 million contribution



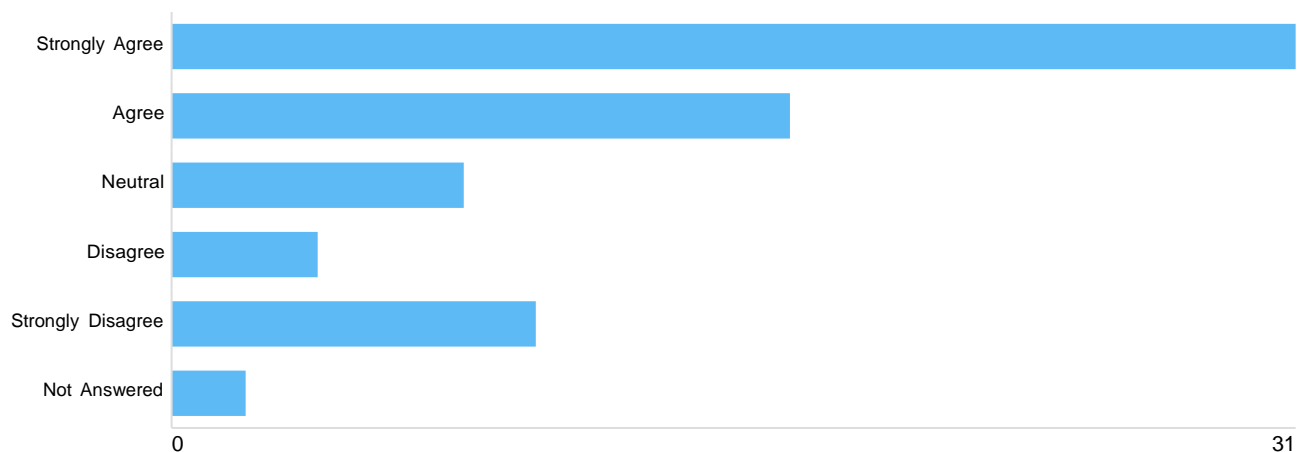
Option	Total	Percent
Strongly Agree	3	4.17%
Agree	19	26.39%
Neutral	33	45.83%
Disagree	9	12.50%
Strongly Disagree	5	6.94%
Not Answered	3	4.17%

Significant Schemes - Refurbishment and new build Community Centres at East Oxford and Bullingdon £6.3 million



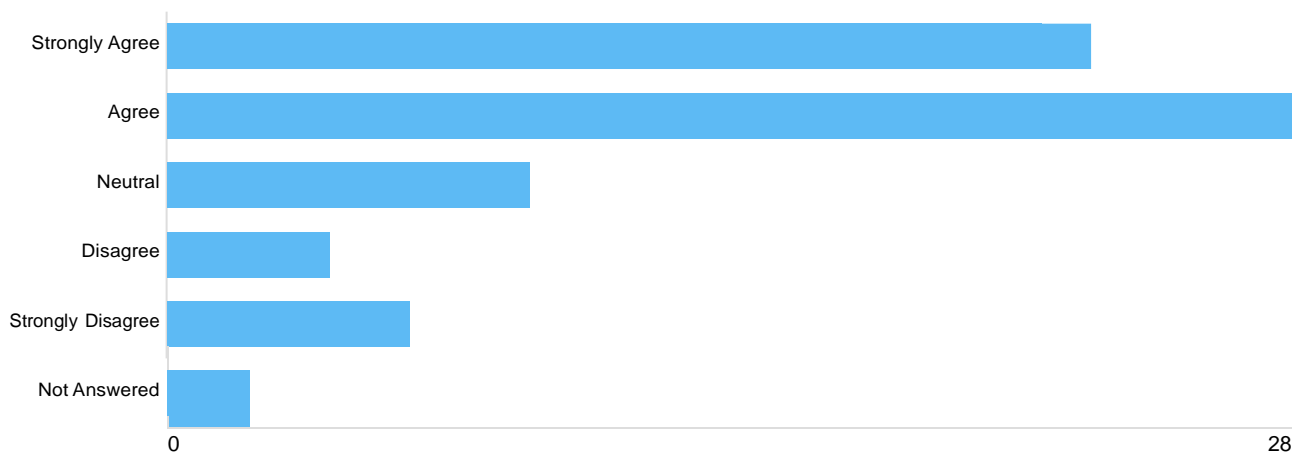
Option	Total	Percent
Strongly Agree	9	12.50%
Agree	27	37.50%
Neutral	14	19.44%
Disagree	12	16.67%
Strongly Disagree	7	9.72%
Not Answered	3	4.17%

Significant Schemes - New social housing- £307 million



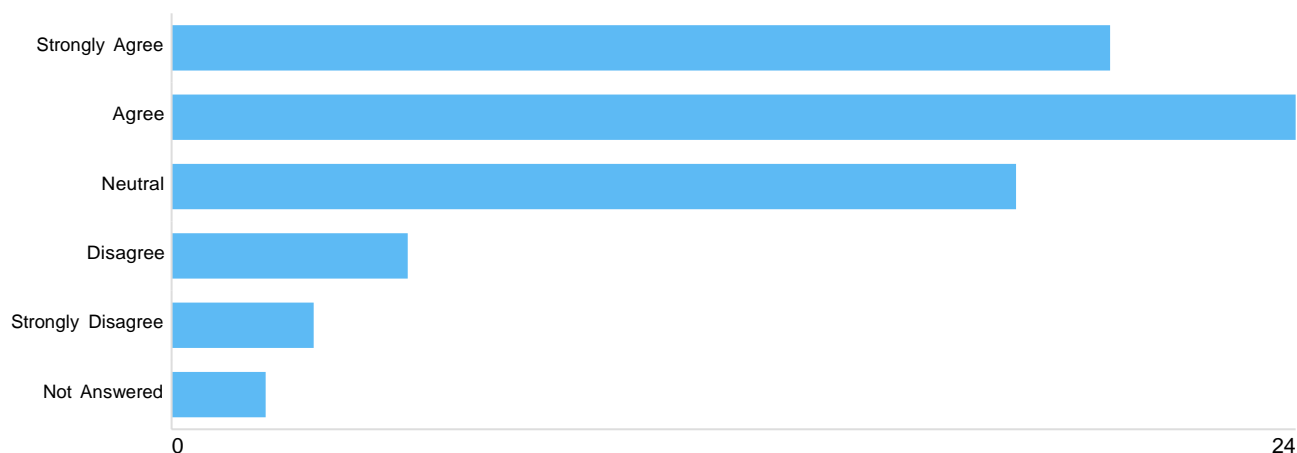
Option	Total	Percent
Strongly Agree	31	43.06%
Agree	17	23.61%
Neutral	8	11.11%
Disagree	4	5.56%
Strongly Disagree	10	13.89%
Not Answered	2	2.78%

Significant Schemes - Council dwelling kitchen/bathrooms, heating, roofing, fire doors and electrical replacement, funded out of tenants' rents £26 million



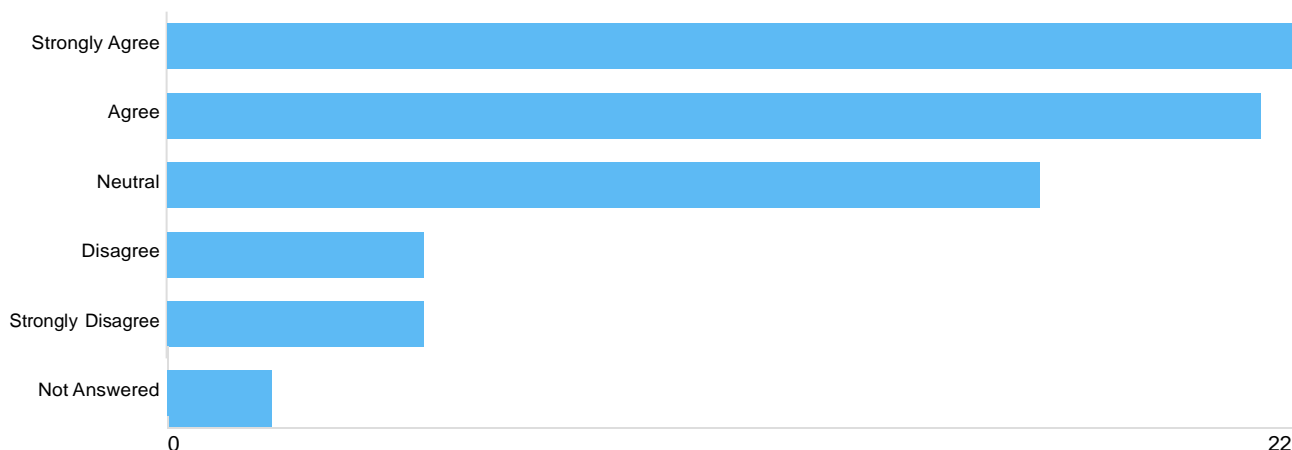
Option	Total	Percent
Strongly Agree	23	31.94%
Agree	28	38.89%
Neutral	9	12.50%
Disagree	4	5.56%
Strongly Disagree	6	8.33%
Not Answered	2	2.78%

Significant Schemes - Environmental improvements to estates, funded out of tenants' rents £4.5 million



Option	Total	Percent
Strongly Agree	20	27.78%
Agree	24	33.33%
Neutral	18	25.00%
Disagree	5	6.94%
Strongly Disagree	3	4.17%
Not Answered	2	2.78%

Significant Schemes - Blackbird leys Regeneration - for the development of affordable and market housing, community centre, replacement shops and associated infrastructure - £21 million contribution



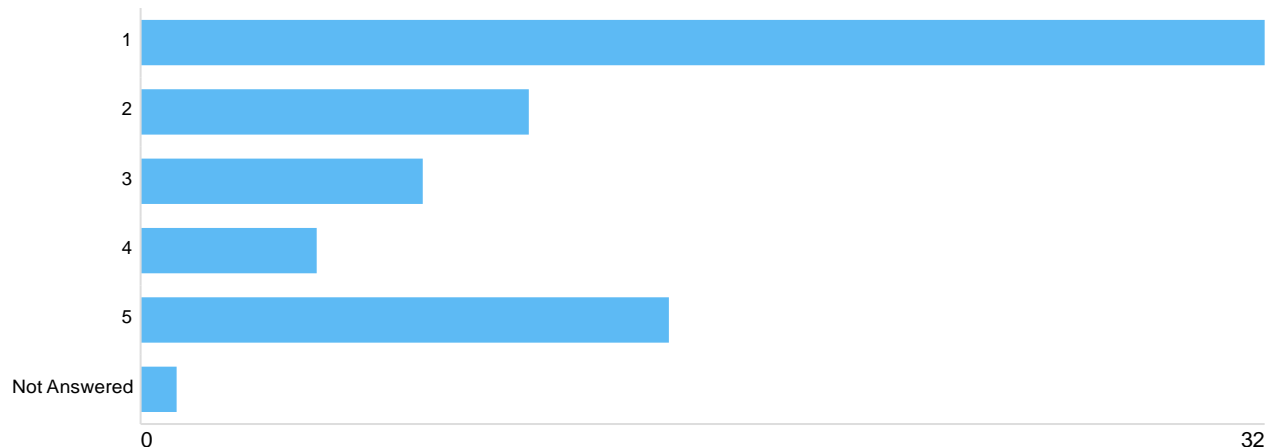
Option	Total	Percent
Strongly Agree	22	30.56%
Agree	21	29.17%
Neutral	17	23.61%
Disagree	5	6.94%
Strongly Disagree	5	6.94%
Not Answered	2	2.78%

Please enter any additional comments here

There were 11 responses to this part of the question.

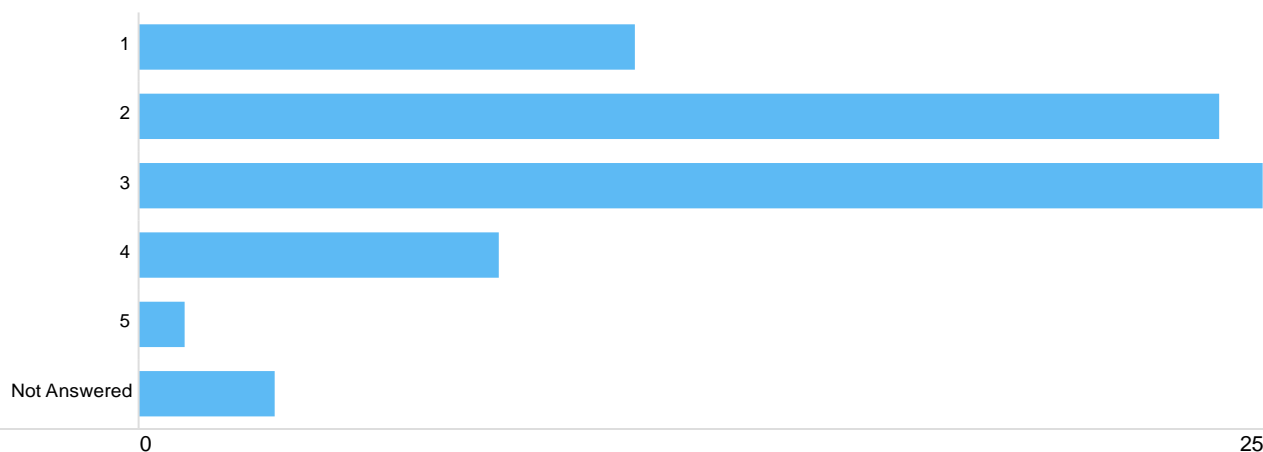
Question 8: In what order should the council prioritise the following with 1 being your most important priority and 5 being your least important priority.

Priorities for Council Housing - Building and acquiring new council homes



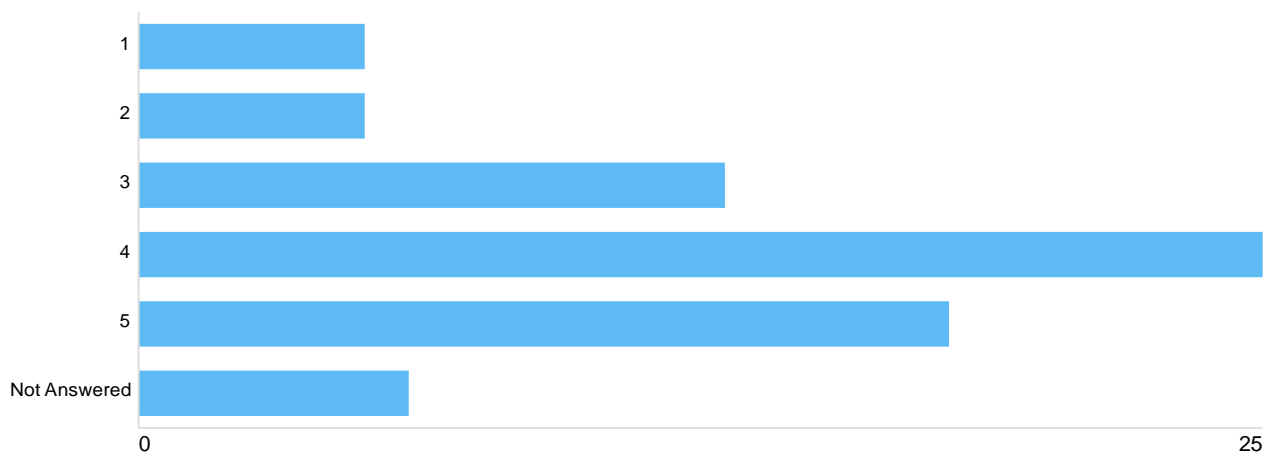
Option	Total	Percent
1	32	44.44%
2	11	15.28%
3	8	11.11%
4	5	6.94%
5	15	20.83%
Not Answered	1	1.39%

Priorities for Council Housing - Maintaining the quality of existing council homes



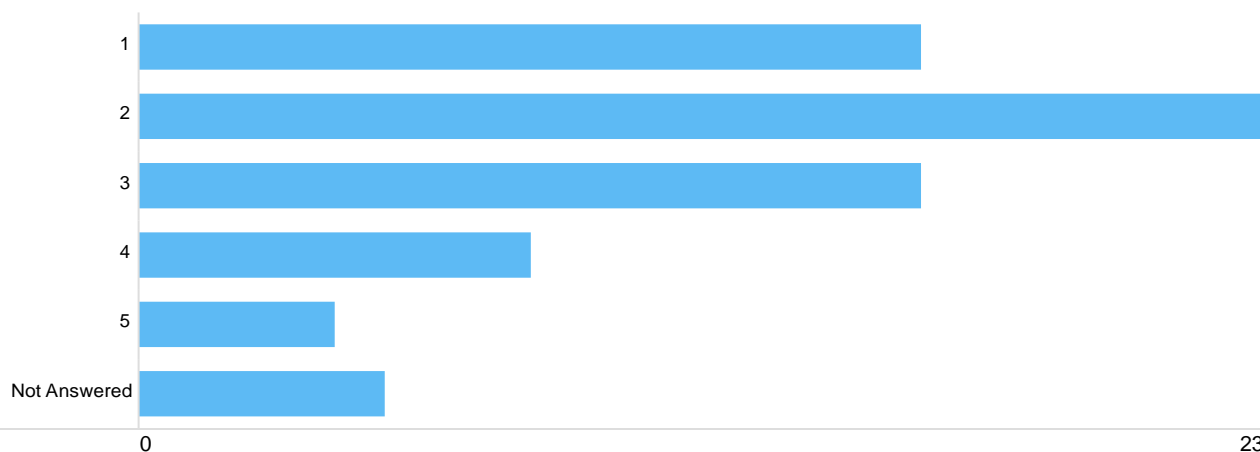
Option	Total	Percent
1	11	15.28%
2	24	33.33%
3	25	34.72%
4	8	11.11%
5	1	1.39%
Not Answered	3	4.17%

Priorities for Council Housing - Investing to improve the look and feel of our council estates



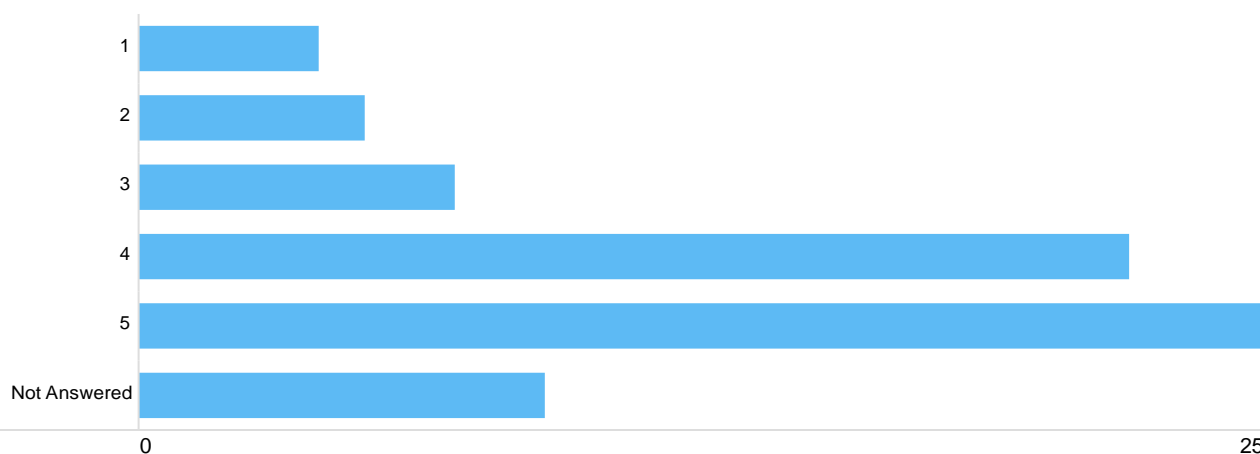
Option	Total	Percent
1	5	6.94%
2	5	6.94%
3	13	18.06%
4	25	34.72%
5	18	25.00%
Not Answered	6	8.33%

Priorities for Council Housing - Improving energy efficiency of existing council homes



Option	Total	Percent
1	16	22.22%
2	23	31.94%
3	16	22.22%
4	8	11.11%
5	4	5.56%
Not Answered	5	6.94%

Priorities for Council Housing - Targeted estate regeneration e.g Blackbird Leys and Barton



Option	Total	Percent
1	4	5.56%
2	5	6.94%
3	7	9.72%
4	22	30.56%
5	25	34.72%
Not Answered	9	12.50%

Please enter any additional comments here

There were 13 responses to this part of the question.

Question 9: Are there any other comments that you would like to make on Oxford City Council's draft Medium Term Financial Strategy 2023-26 and Consultation Budget 2022 -23?

Other Comments

There were 25 responses to this part of the question.

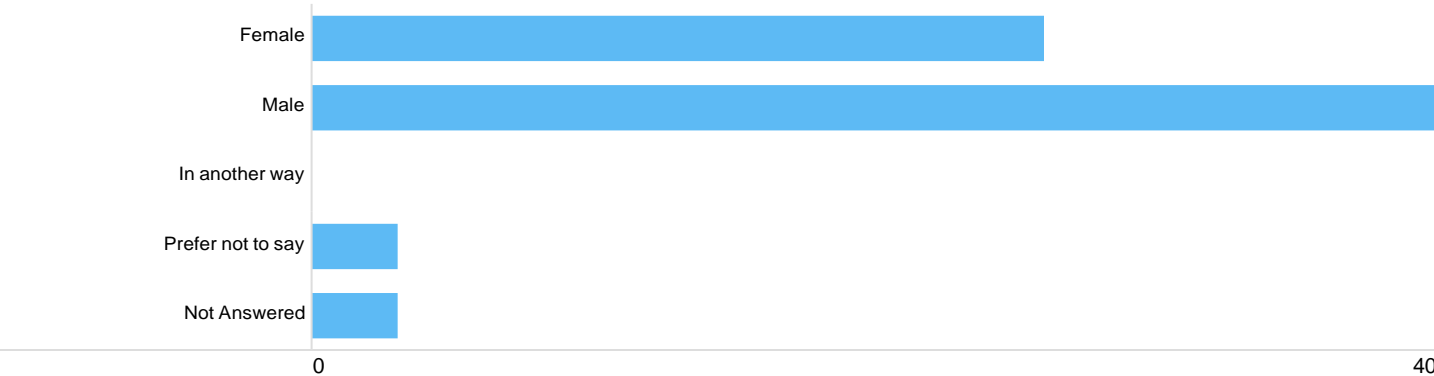
Question 10: What is your postcode?

postcode

There were 71 responses to this part of the question.

Question 11: Which of the following best describes how you think of yourself?

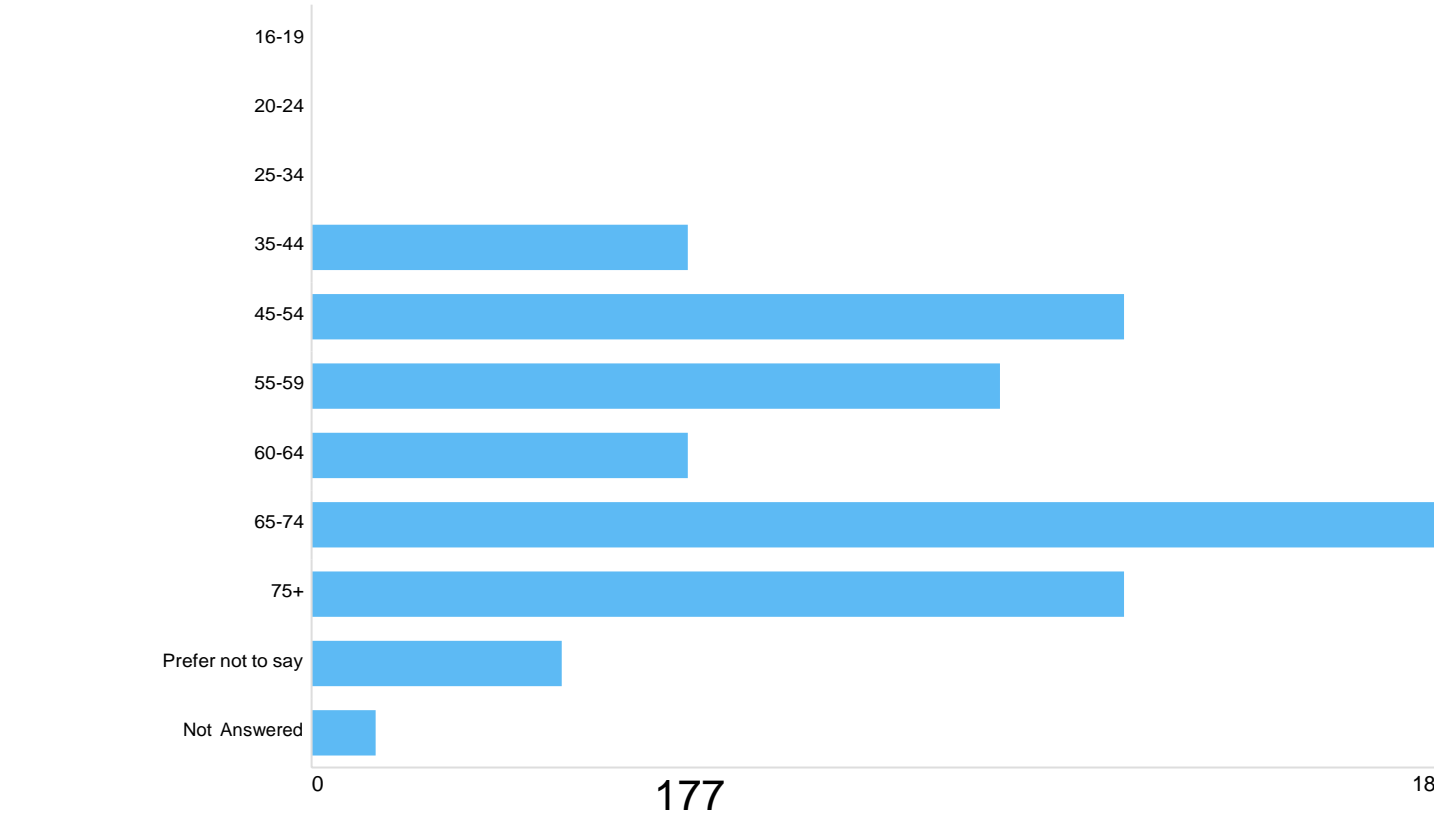
Gender



Option	Total	Percent
Female	26	36.11%
Male	40	55.56%
In another way	0	0.00%
Prefer not to say	3	4.17%
Not Answered	3	4.17%

Question 12: Which age bracket do you fall into?

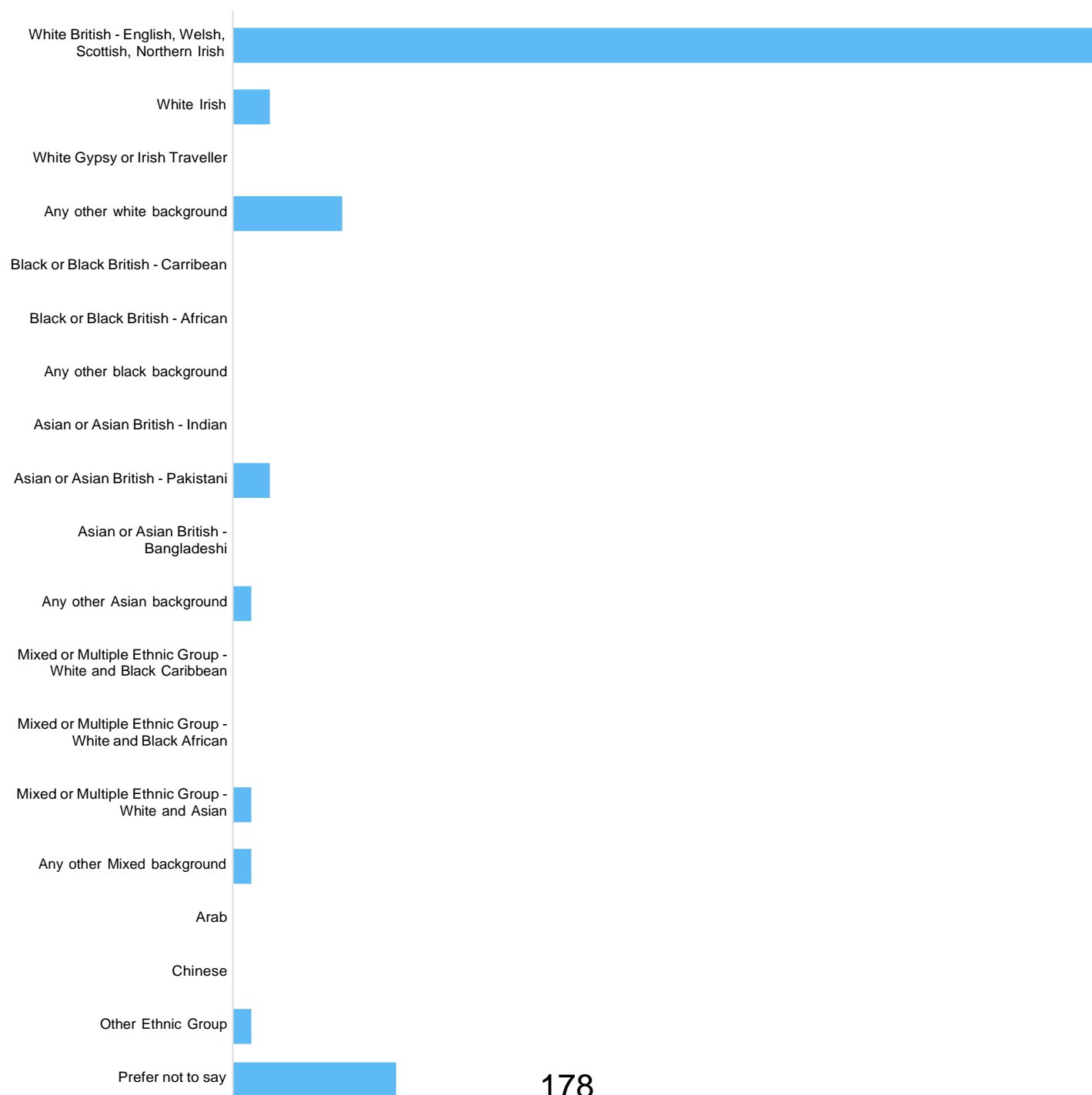
Age

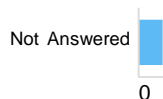


Option	Total	Percent
16-19	0	0.00%
20-24	0	0.00%
25-34	0	0.00%
35-44	6	8.33%
45-54	13	18.06%
55-59	11	15.28%
60-64	6	8.33%
65-74	18	25.00%
75+	13	18.06%
Prefer not to say	4	5.56%
Not Answered	1	1.39%

Question 13: Which of the following best describes your ethnic group?

Ethnicity





48

Option	Total	Percent
White British - English, Welsh, Scottish, Northern Irish	48	66.67%
White Irish	2	2.78%
White Gypsy or Irish Traveller	0	0.00%
Any other white background	6	8.33%
Black or Black British - Caribbean	0	0.00%
Black or Black British - African	0	0.00%
Any other black background	0	0.00%
Asian or Asian British - Indian	0	0.00%
Asian or Asian British - Pakistani	2	2.78%
Asian or Asian British - Bangladeshi	0	0.00%
Any other Asian background	1	1.39%
Mixed or Multiple Ethnic Group - White and Black Caribbean	0	0.00%
Mixed or Multiple Ethnic Group - White and Black African	0	0.00%
Mixed or Multiple Ethnic Group - White and Asian	1	1.39%
Any other Mixed background	1	1.39%
Arab	0	0.00%
Chinese	0	0.00%
Other Ethnic Group	1	1.39%
Prefer not to say	9	12.50%
Not Answered	1	1.39%

Question 14: 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?

Disability



54

Option	Total	Percent
Yes, limited a lot	4	5.56%
Yes, limited a little	9	12.50%
No	54	75.00%
Prefer not to say	4	5.56%
Not Answered	1	1.39%

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To: Cabinet
Date: 9 February 2022
Report of: Head of Financial Services
Title of Report: Capital Strategy 2022/23 – 2025/26

Summary and recommendations	
Purpose of report:	To present the Capital Strategy for approval
Key decision:	No
Cabinet Member:	Councillor Ed Turner, Deputy Leader (Statutory) - Finance and Asset Management
Corporate Priority:	All
Policy Framework:	The Treasury Management Strategy / Capital Strategy is a policy framework document
Recommendation(s): That Cabinet resolves to:	
Recommend that Council approves:	
1. The Capital Strategy attached at Appendix 1	

Appendices	
Appendix 1	Capital Strategy 2022/23 – 2025/26

Introduction and background

1. Paragraph 18.11 of the Council's Constitution requires that a Capital Strategy is prepared and reviewed by Cabinet annually 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.

The details of capital schemes to be undertaken over the following four financial years are contained in the budget report and financing of these is detailed in the Treasury Management Strategy.

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 and the Medium Term Financial Strategy in respect of the approval of the capital programme. 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. Local authorities have Powers to invest under section 12 local government act 2003 and s.1 Localism act 2011
10. Local authorities also have Powers to acquire sell, appropriate and develop land under various legislation including section 120-123 local government act 2003 section 277 and section 233 town and country planning act 1990.

Level of risk

11. There are no risks directly arising from this report. Risks to delivery of individual projects are identified and monitored as part of the capital scheme approval and monitoring process.

Equalities impact

12. The procurement of capital works will be undertaken in line with the Council's policies to support the payment of a living wage and making apprenticeship and training opportunities available to local people. Many of the facilities funded out of the Capital Programme – such as community centres and social housing – will facilitate the narrowing of inequality in Oxford. The Equality Act 2010 Section 149 places a duty on public authorities to have due regard to equality impact and equality of opportunity considerations. No adverse impacts on any part of the community have been identified at this stage in relation to the capital strategy, however Oxford City Council will continue to consult with appropriate council officers to ensure all projects have due regard to the public sector equality duty.

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Background Papers:
The Treasury Management Strategy The Property Investment Strategy

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CAPITAL STRATEGY

2022/23 – 2025/26

January 2022

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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 previously demanded a reduction of up to 5% carbon emissions’ on installed measures. This has been increased to a 10% reduction year on year following adoption of the “Zero Carbon Council by 2030: 4th Carbon Management Plan, 2021/22 to 2029/30” policy in February 2021. 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 assessed and monitored using a comprehensive project management 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 purchase of property are assessed differently. When considering loans to companies the Council will consider any Business Plans available to ensure that the loans are sound and that the Council's money is secure. Purchase of property is prioritised based on the net return to the Council and the economy 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 are in place and resourced.

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 (MRP) statement. It is anticipated that this will change for 2023/24 following a consultation on MRP changes by the government.

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. 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
- Project closure and lessons learnt.

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 2021 the Council had £6.1 million of usable capital receipts available to fund future capital spend of which £5.3 million is ringfenced to schemes that increase the supply of affordable housing and £0.8 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 2021 the Council had £5.3 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 £373 million of Prudential Borrowing anticipated up to and including 2025/26. 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 the financial appraisal as part of any project's business case.
- 9.4.5 Prudential borrowing for property fund investments in the National Homelessness Property Fund and the making of loans to companies does not currently 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.
- 9.4.6 It is the view of both CIPFA and the Government that borrowing should not be used to finance commercial investments (investments intended primarily for revenue gain). In the prudential code and treasury management code coming into full force in 2023/24, there is a requirement to review whether any existing commercial investments are still appropriate to hold prior to using any additional borrowing to finance capital expenditure.
- 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 originally had a debt cap from 2012 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 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 (Development) Ltd (OCHDL)

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, corporation tax and Stamp Duty Land 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 costs need to 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 2021 was £119.1 million. Rent

due to be received in 2021/22 was £10.3 million of which it is anticipated that £3.8 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
- 11.4 The existing property portfolio is monitored on an ongoing basis by the Council's Property Team and is normally focussed on the risks associated with each tenancy, taking into account a number of factors including tenant those bullet pointed above. The focus has shifted to a shorter view because of the pandemic to a tracker which considers current arrears positions and records a summary of the latest position and contacts with tenants. A modified approach which will measure overall levels of assessed risk by tenancy will be worked on over the next few months.

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.

12.4.3 The company has now been converted into a Limited Liability Partnership (LLP).

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 is and 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 2021 the following loans that the Council had given to the companies were outstanding:

- £13.210 million to OCHIL for the purchase of properties from the Housing Revenue Account and at Barton Park
- £27.20 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
- £0.60 million to OxWED for working capital

12.6.2 Further loans have been granted during 2021/22:

- £2.06 million to OCHIL for the purchase of Barton properties
- £0.31 million to OCHDL for the purchase of land and development costs
- £0.46 million to OxWED for working capital
- £0.40 million to OxWED relating to converting the partnership to an LLP

12.6.3 There are plans for further loans to the Housing Company to the value of £36 million for OCHIL and £55 million for OCHDL up to and including 2025/26.

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. Under current rules, 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 provides these loans under service powers rather than its Treasury Management investment powers.

12.6.6 Interest rates charged on the loans are 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 are 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 2021/22.

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 is 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 are 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 considered 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 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 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.

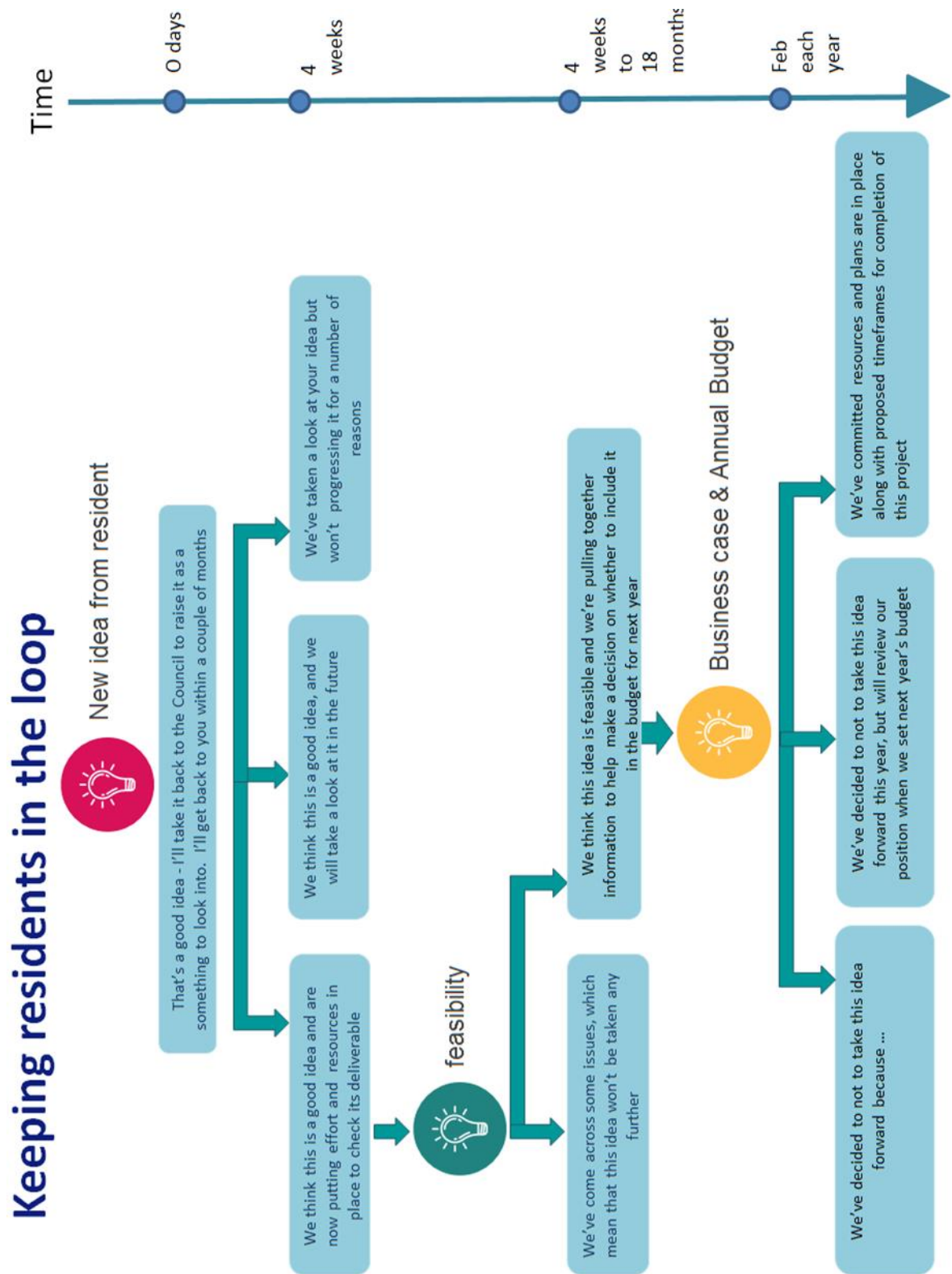
Lessons learned

The Council maintains a lessons learned report which is the accumulation of lessons learned from projects across the Council. This is fully searchable by project, by category and by lesson content. Project managers should review the log to identify lessons that may assist in the planning and preparation of their own project.

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 should be repeated in future projects.



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To: Cabinet
Date: 9 February 2022
Report of: Head of Financial Services
Title of Report: Treasury Management Strategy 2022/23

Summary and recommendations	
Purpose of report:	To present the Council's Treasury Management Strategy for 2022/23 together with the Prudential Indicators for 2022/23 to 2025/26
Key decision:	Yes
Executive Board Member:	Councillor Ed Turner, Deputy Leader, Statutory - Finance and Asset Management
Corporate Priority:	All
Policy Framework:	The Treasury Management Strategy / Capital Strategy is a policy framework document
Recommendation(s): That the Cabinet resolves to:	
Recommend that Council approves:	
<ol style="list-style-type: none"> 1. The Treasury Management Strategy 2022/23 as set out in paragraphs 22 to 63 of this report and the Prudential Indicators for 2022/23 – 2025/26 as set out in Appendix 2; 2. The Borrowing Strategy 2022/23 at paragraphs 38 to 40 of this report; 3. The Minimum Revenue Provision (MRP) Statement at paragraphs 41 to 43 which sets out the Council's policy on charging borrowing to the revenue account; and 4. The Investment Strategy for 2022/23 and the investment criteria as set out in paragraphs 44 to 62 of this report and in Appendix 1. 	

Appendices	
Appendix 1	Credit and Counterparty Risk Management
Appendix 2	Prudential Indicators 2022/23 – 2025/26
Appendix 3	Environmental, Social and Governance (ESG) Policy

Summary

1. The Council's Treasury Management Strategy has been written in accordance with the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice.
2. The report presents the Council's prudential indicators for 2022/23 – 2025/2026. 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 2021 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 2021 (£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 2022/23 to 2025/26, including the loans to the Council's Housing Company (£72.5 million), the level of prudential borrowing will increase to over £671.7 million in 2025/26 from the projected £359.7 million at the end of 2021/22. 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 £571.5 million in 2025/26. The Housing Revenue Account Capital Programme is largely funded from council house rents over time but includes £224.3 million borrowing from 2022/23 to 2025/26.
6. The CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice were revised in late 2017 and these versions 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. CIPFA published updated Treasury Management and Prudential Codes on 20th December 2021, however there is a soft introduction of the codes with local authorities not being expected to have to change their Treasury Management Strategies and Annual Investment Statements for 2022/23. Full implementation is be required for 2023/24. The key changes are around the focus on commercial investments and amendments to prudential indicator requirements.
8. 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.

9. The Prudential Indicators have been revised in line with the 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.
10. The Department for Levelling Up, Housing and Communities (DLUHC) is consulting on changes to regulations around Minimum Revenue Provision and, although the outcome of this is not yet known, the treasury budgets and consequently, the prudential indicators include the latest assessment of potential financial impacts. The driver for this change was to restrict local authorities financing capital expenditure on investments in commercial projects made primarily for yield, although it has wider implications. The Government has already closed access to all Public Works Loans Board (PWLb) borrowing if such schemes are included in an authority's capital programme. The new CIPFA codes have also adopted a similar set of restrictions to discourage further capital expenditure on commercial investments for yield.
11. 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

12. Over the four year life of the Council's Medium Term Financial Strategy to 2025/26 it is assumed that the Council will give additional loans to the Council's Housing Company to the value of around £72.5million. During this period some existing loans will be repaid with the maximum year end outstanding housing company loans being expected to be £72.8 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 of 3.2% on all loans awarded after 1st April 2021. As at the end of December 2021 the Council had loans outstanding to OxWED (now a Limited Liability Partnership) of £12.12 million with accrued interest to 31st March 2022 estimated at £4.39 million and ongoing interest of £1.15 million upwards per annum.

Interest and Economic Outlook

13. 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 Group provided the following forecasts on 22nd December 2021. The PWLB forecasts are for the certainty rates, for which the Council is eligible, which are gilt yields plus 80 bps.

Link Group Interest Rate View		20.12.21													
	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	
BANK RATE	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25	
3 month ave earnings	0.20	0.30	0.50	0.50	0.60	0.70	0.80	0.90	0.90	1.00	1.00	1.00	1.00	1.00	
6 month ave earnings	0.40	0.50	0.60	0.60	0.70	0.80	0.90	1.00	1.00	1.10	1.10	1.10	1.10	1.10	
12 month ave earnings	0.70	0.70	0.70	0.70	0.80	0.90	1.00	1.10	1.10	1.20	1.20	1.20	1.20	1.20	
5 yr PWLB	1.40	1.50	1.50	1.60	1.60	1.70	1.80	1.80	1.80	1.90	1.90	1.90	2.00	2.00	
10 yr PWLB	1.60	1.70	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10	2.20	2.30	
25 yr PWLB	1.80	1.90	2.00	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.40	2.40	2.50	2.50	
50 yr PWLB	1.50	1.70	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.20	2.20	2.30	2.30	

14. The coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until its December meeting on 16th December 2021 where the Bank of England base rate was raised to 0.25%. As shown in the forecast table above, the forecast for Bank Rate now includes five increases, one in December 2021 to 0.25%, then quarter 2 of 2022 to 0.50%, quarter 1 of 2023 to 0.75%, quarter 1 of 2024 to 1.00% and, finally, one in quarter 1 of 2025 to 1.25%.

Forecasts for Bank Rate

15. It is not expected that Bank Rate will go up fast after the initial rate rise as the supply potential of the economy is not believed to have been damaged during the pandemic. It should, therefore, be able to cope well with meeting demand after supply shortages subside over the next year, without causing inflation to remain elevated in the medium-term, or to inhibit inflation from falling back towards the Monetary Policy Committee (MPC) 2% target after the spike up to around 5%. The forecast includes five increases in Bank Rate over the three-year forecast period to March 2025, ending at 1.25%. However, it is likely that these forecasts will change within a relatively short timeframe for the following reasons: -

- There are increasing grounds for expecting the economic recovery to have faltered during the summer and into the autumn. This which would create a dilemma for the MPC as to whether to focus on combating inflation or supporting economic growth through keeping interest rates low.
- Concern whether some current key supply shortages will cause economic activity in some sectors to take a significant hit.
- Rising gas and electricity prices in October and next April and increases in other prices caused by supply shortages and increases in taxation next April, are already going to deflate consumer spending power without the MPC having to take any action on Bank Rate to cool inflation.
- Conversely, consumers are sitting on over £160bn of “excess” savings left over from the pandemic so there may be an impact on the economy if this is spent in part or in total?
- It is estimated that there were around 1 million people who came off furlough at the end of September 2021 and it is still uncertain how many of those did not have jobs on 1st October 2021 and would therefore be available to fill labour shortages in some sectors of the economy.

- Supply shortages which have been driving up both wages and costs, could reduce significantly within the next six months or so and alleviate one of the MPC's key current concerns.
 - There could be further changes resulting from Covid and even the possibility of another lockdown, which could all depress economic activity.
 - If the UK invokes article 16 of the Brexit deal over the dislocation in trading arrangements with Northern Ireland, this has the potential to end up in a no deal Brexit.
16. In summary, with the high level of uncertainty, it is likely that these forecasts will be revised again over the next few months.

Gilt yields / PWLB rates

17. As the interest forecast table for PWLB certainty rates above shows, there is likely to be a steady rise over the forecast period, with some degree of increase due to rising treasury yields in the United States (US). There is likely to be exceptional volatility and unpredictability in respect of gilt yields and PWLB rates due to the following factors: -
- How strongly changes in gilt yields are correlated to changes in US treasury yields (see below). Over 10 years since 2011 there has been an average 75% correlation between movements in US treasury yields and gilt yields. However, from time to time these two yields can diverge. Lack of spare economic capacity and rising inflationary pressures are viewed as being much greater dangers in the US than in the UK. This could mean that future central bank rates will end up rising earlier and higher in the US than in the UK if inflationary pressures were to escalate; the consequent increases in treasury yields could well spill over to cause lesser increases in gilt yields. There is, therefore, an upside risk to forecasts for gilt yields due to this correlation. The Council's treasury advisors, The Link Group, forecasts have included a risk of a 75% correlation between the two yields.
 - The US Federal Reserve (the equivalent of the Bank of England) may take action to counter increasing treasury yields if they rise beyond a yet unspecified level which could impact on UK markets.
 - The MPC may act to counter increasing gilt yields if they rise beyond a yet unspecified level.
 - Inflationary pressures may not be temporary in both the US and the UK and so put upward pressure on treasury and gilt yields.
 - Central banks may implement their new average or sustainable level inflation monetary policies.

- How well the central banks manage the withdrawal of Quantitative Easing purchases of their national bonds will have an effect.

18. The forecasts are also predicated on an assumption that there is no break-up of the Eurozone or EU within the forecasting period, despite the major challenges ahead, and that there are no major disruptions in international relations, especially between the US and China / North Korea and Iran, which have a major impact on international trade and world GDP growth.

Investment and borrowing rates

19. **Investment returns** are expected to improve in 2022/23. However, while markets are pricing in a series of Bank Rate rises, actual economic circumstances may see the MPC fall short of these forecasts. Investment rates included in the MTFP range from 0.10% for Money Market Funds to 4.80% for property funds.

20. **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 and still remain at historically low levels. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. In the MTFP, a range of borrowing rates are assumed (based on PWLB rate forecasts) ranging from 1.88% to 2.53%.

21. The current margins over gilt yields are as follows: -.

- **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)
- **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB HRA Certainty Rate** is gilt plus 80bps (G+80bps)
- **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)

Treasury Management Strategy Statement

Background

22. 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.

23. 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.

24. 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 over the short to medium term which will lead to reduced balances available for investment or to use for internal borrowing.
25. Whilst any 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 and need different consideration and due diligence.
26. 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.”
27. Revised reporting has been 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 included 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

28. Treasury advice and market information is provided by Link Group. A procurement exercise was undertaken during 2018 and the contract was awarded to Link Group in September 2018 for 3 years and an option to extend for a further 2 years has been taken up with the contract now expiring in 2023. The information provided by Link Group that is used for making investment decisions has been considered in the writing of this report and its associated appendices.
29. 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

30. 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.
31. The arrangements also facilitate 'invest to save' schemes where they are affordable, prudent and sustainable.
32. 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.
33. The draft Capital Programme for 2022/23 to 2025/26, which appears elsewhere on the Agenda; includes the following expenditure which is currently planned to be financed by borrowing:
- £72.5 million loans to the Housing Company, primarily to finance the purchase of new affordable housing at Barton and housing developments;
 - £20.1 million for community centres and area regeneration
 - £33 million on regeneration properties
 - £17.8 million on corporate and other property refurbishment
 - £224.3 million to finance Housing Revenue Account (HRA) capital expenditure.
34. 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.
35. Council officers, in conjunction with the Council's treasury advisors, Link Group, 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.
36. 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, was made at the end of 2020/21. Debt to the same value was 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 and it is correctly expected that this will be refinanced.

37. 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.

Borrowing Strategy 2022/23

38. The Council currently has £90.7 million internal borrowing as at 1st April 2021. 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.
39. 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 2022/23 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

40. 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 of earlier borrowing will be closely monitored.

Minimum Revenue Provision (MRP) Statement 2022/23

41. 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.
42. 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 financial year after the expenditure has been incurred and the asset being financed has become operational.
43. It is recommended that this MRP methodologies continue to be adopted for 2022/23, noting that these are likely to change for 2023/24 when there will be a change in regulations:
 - 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. Although this aspect of the policy is still considered to be prudent it is this element that the Government are looking to make changes which could require an annual MRP charge regardless of whether loan agreements are in place to repay the loans.

- 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 2022/23

Management of Risk

- 44. 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 Council's 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.
- 45. 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).

- 46. 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.

47. 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

- 48. Average cash balances for the year to 31st December 2021 were £101.09m, having fluctuated between £83.3m and £113.01m.
- 49. In March 2020, the bank base rate decreased to 0.10% and has remained at that level for much of 2021, The rate was then increased in December 2021 to 0.25%. 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 uncertain during 2021/22 due to the ongoing pressures of the Covid Pandemic and uncertainties about interest rates.

Investment Durations

50. 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

51. 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).

52. The Council utilises the creditworthiness services provided by Link Group. 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.

53. The Council is alerted to changes to ratings by Link Group's 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.

54. 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.

55. In addition to the recommendations from Link Group, 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.

56. To ensure that the Investment 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.

57. 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

58. 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.

59. The Investment 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 Investment category.

60. 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 has been placed split equally between Fidelity and Artemis multi asset funds. In the MTFP to be approved by Council there is a proposal to make a further £5 million investment into a pooled investment fund.

61. 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

62. 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)

There is a new Environmental, Social and Governance Policy attached at Appendix 3. This will be refined over time as more consistent metrics are developed.

Prudential Indicators

63. 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 2021/22 – 2025/26, and will be monitored and reported on an annual basis.

Other implications

64. 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

65. 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 2022/23 to 2025/26 are as follows:

	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
Interest Payable	8,581	11,170	13,393	14,428
Interest from companies on borrowing	-3,372	-3,063	-4,086	-4,841
Transfer from HRA	-8,990	-10,895	-12,422	-12,789
Treasury management investment interest	-1,140	-1,371	-1,516	-1,656
Net investment interest	-4,921	-4,159	-4,631	-4,858

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

Legal issues

67. 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.
68. 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.
69. The Council's Constitution requires the Treasury Management Strategy to be reported to the Cabinet and Full Council outlining the expected treasury activity for the forthcoming four years on an annual basis.

Level of risk

70. Risks are managed as set out in this report and appendices.
71. 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.
72. As at 31st December 2021, the Lothbury property fund is still returning around 3% revenue on the original investment and the CCLA property fund is returning around 4%. Despite the challenges of the current economic environment, the capital values of the funds, as at 31st December 2021, are still higher than the original investment value by approximately 21% for Lothbury and 35% for CCLA.
73. 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

74. 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.

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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
- 245 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.

Table 1:- Capital Expenditure and Financing

	2020/21 Actuals £000's	2021/22 Estimate £000's	2022/23 Estimate £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's
Commercial Activities / Non-financial investments	0.0	0.0	0.0	0.0	0.0	0.0
Other General Fund	47,341.1	69,878.6	98,137.0	45,049.4	71,892.1	19,754.5
HRA	21,423.5	66,371.0	112,457.0	147,527.0	72,806.0	32,826.0
Total expenditure	68,764.6	136,249.6	210,594.0	192,576.4	144,698.1	52,580.5
Financed by:						
Developer Contributions	1,543.8	1,498.5	11,397.6	3,045.2	2,115.6	0.0
Capital Grants	6,316.0	28,037.7	34,500.4	9,878.0	18,359.0	2,880.0
Capital Receipts	12,771.4	9,605.3	31,278.0	18,828.0	25,058.4	19,416.9
Revenue	549.2	16,169.8	418.0	1,686.8	6,198.3	5,709.0
Major Repairs Reserve	1,783.7	9,136.0	9,412.0	9,706.0	9,706.0	9,570.0
Sub Total	22,964.1	64,447.3	87,006.0	43,144.0	61,437.3	37,575.9
Prudential Borrowing	45,800.6	71,802.3	123,588.0	149,432.4	83,260.8	15,004.6
Total funding	68,764.6	136,249.6	210,594.0	192,576.4	144,698.1	52,580.5

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6. The following table shows how much of the overall capital funding need relates to “commercial activities” and non-financial investments such as expenditure on purchasing investment properties.

Table 2:- Commercial Activities and Non-financial investments funding need

Commercial Activities / Non-financial investments	2020/21 Actuals	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Capital Expenditure (£000's)	0.0	0.0	0.0	0.0	0.0	0.0
Percentage of total financing need	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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	2020/21 Actuals £000's	2021/22 Estimate £000's	2022/23 Estimate £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's
Net Interest Income	-3,940.21	-4,556.61	-4,921.09	-4,159.50	-4,630.96	-4,858.64
Revenue stream	-52,826.00	-23,647.60	-22,382.43	-20,080.68	-20,769.13	-21,477.46
Ratio	7.5%	19.3%	22.0%	20.7%	22.3%	22.6%
Housing Revenue Account	2020/21 Actuals £000's	2021/22 Estimate £000's	2022/23 Estimate £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's
Item 8 Borrowing interest	7,701.72	7,984.27	8,990.06	10,895.19	12,422.19	12,789.26
Item 8 Investment income	-206.25	-132.47	-275.68	-424.86	-544.20	-663.54
Net financing cost	7,495.47	7,851.80	8,714.38	10,470.33	11,877.99	12,125.72
Revenue stream	-45,457.98	-46,649.00	-47,882.00	-50,774.00	-55,713.00	-58,636.00
Ratio	-16.5%	-16.8%	-18.2%	-20.6%	-21.3%	-20.7%

It should be noted that the net cost of borrowing within the HRA increases over the MTFP period from 16.8% of the HRA revenue stream at the end of 2021/22 to an estimated 20.7% at the end of 2025/26. 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)

	2020/21 Actuals £000's	2021/22 Estimate £000's	2022/23 Estimate £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's
Commercial Activities / Non-financial investments	0	0	0	0	0	0
Other General Fund	64,772	96,060	126,280	135,414	178,073	183,761
General Fund	64,772	96,060	126,280	135,414	178,073	183,761
HRA	224,725	263,888	333,807	456,752	481,235	488,189
Total CFR	289,497	359,948	460,087	592,166	659,308	671,950
Movement in CFR	45,764	70,451	100,139	132,079	67,142	12,642
Movement in the CFR represented by:						
Net Financing need for the year	45,801	70,946	123,588	149,432	83,260	15,005
Repayment of debt	0	-305	-23,195	-15,957	-14,326	0
Less MRP	-37	-190	-254	-1,396	-1,792	-2,363
Movement in CFR	45,764	70,451	100,139	132,079	67,142	12,642

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	2020/21 Actuals £000's	2021/22 Estimate £000's	2022/23 Estimate £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's
Fund Balances & Reserves	121,277	93,777	93,777	93,777	93,777	93,777
Capital Receipts & Grants	19,151	19,151	19,151	19,151	19,151	19,151
Provisions	9,161	9,161	9,161	9,161	9,161	9,161
Other	-24,816	-1,816	-1,816	-1,816	-1,816	-1,816
Total Core Funds	124,773	120,273	120,273	120,273	120,273	120,273
Working Capital *	42,356	27,656	10,656	10,656	10,656	10,656
(Under) / Over Borrowing **	-90,677	-116,127	-99,266	-99,346	-99,488	-100,130
Expected Investments ***	76,452	31,802	31,663	31,583	31,441	30,799

* Working capital balances shown are estimated year-end; these will normally 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	2020/21 Actuals £000's	2021/22 Estimate £000's	2022/23 Estimate £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's
Debt at 1st April	198,820	198,820	243,820	360,820	492,820	559,820
Expected Change in Debt	0	45,000	117,000	132,000	67,000	12,000
Expected Debt at 31 March	198,820	243,820	360,820	492,820	559,820	571,820
CFR	289,497	359,948	460,087	592,166	659,308	671,950
Under / (Over) Borrowing	90,677	116,128	99,267	99,346	99,488	100,130

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

15. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits. The purpose of this and the following two prudential indicators is to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates.

Table 8:- Maturity Structure of Borrowing

	Estimate Upper %	Estimate Lower %
< 12 months	20%	0
12 months up to 2 years	20%	0
2 up to 5 years	20%	0
5 up to 10 years	20%	0
10 up to 20 years	50%	0
20 up to 30 years	50%	0
30 up to 40 years	60%	0
40 years +	75%	0

Table 9:- Upper limit on fixed and variable interest rate borrowing and investments

	2020/21 Actuals %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %
Upper limit on fixed rate borrowing	100	100	100	100	100	100	100
Upper limit on fixed rate investments	100	100	100	100	100	100	100
Upper limit on variable rate borrowing	100	100	100	100	100	100	100
Upper limit on variable rate investments	100	100	100	100	100	100	100

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

	2020/21 Actuals	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 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%

Environmental, Social and Governance (ESG) Policy

The Council recognises that Environmental, Social and Governance (ESG) issues, including climate change, can have significant future investment implications. The Council therefore seeks to be a responsible investor and consider ESG risks as an important overlay to the investment process, thereby improving future sustainability of investments. Responsible investment principles are at the foundation of the Council's approach to stewardship and underpin the fulfilment of its fiduciary duty to Oxford City's residents.

The principal concern is to invest in the best interests of the citizens of Oxford whilst primarily complying with the core principles of Treasury Management, Security Liquidity and then Yield (SLY). The Council's Treasury advisors are planning on providing some ESG indicators relating to Treasury counterparties and the Council will use these to inform Treasury Management decisions. Additionally the Council requests ESG policies and other information from financial institutions with which it looks to place investments and these too will inform Treasury decisions.

Just because concerns have been registered about a company's performance on ESG issues, does not mean that investments will not be made. This is due to the primary Treasury Management duties of complying with SLY and also in order to achieve a balanced portfolio of investments in line with the counterparty limits and with the specified and non-specified investment limits set out in the Treasury Management Strategy. Where possible, where there are concerns about a firm's ESG, the Council will seek to make changes through active ownership and influencing. Where engagement through active ownership is not seen to be resulting in sufficient progress, the Council will consider divesting. Whatever the ESG rating, the Council will still apply its long standing ethical position:

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)

With some investments, the Council must be a passive investor due to the nature of the investment such as a money market fund. These investments will necessarily include funds with companies of varying ESG quality due to the requirement to hold all securities in the target index or to meet other investment criteria such as the credit quality of the investment type. Investments of this nature must be included in the Council's portfolio due to the need to fulfil other treasury management criteria such as ensuring sufficient cash balances in line with cashflow forecasts. It is important to note that ownership of a security in a company, directly or indirectly, does not signify that Oxford City Council approves of all of the company's practices or its products.

Oxford City Council is open to investing in Social Investments; investments where social impact is delivered alongside financial return, however this must still be in line with the fundamental Treasury Management principles. The Council believes that the goal of social impact is inherently compatible with generating sustainable financial returns by meeting societal needs. Any investments in this area must offer an appropriate risk/return profile.

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To: Cabinet

Date: 9 February 2022

Report of: Executive Director for Development

Title of Report: Development Of Land At South Oxford Science Village (Land South Of Grenoble Road) - Delivery Vehicle and Land Option

Summary and recommendations	
Purpose of report:	This report seeks agreement for the Council to enter into a joint venture Limited Liability Partnership with Thames Water and Magdalen College, as the three land owners of the land allocated for redevelopment off Grenoble Road, known as the South Oxford Science Village site, and in doing so, to commit the land for development.
Key decision:	Yes
Cabinet Member:	Councillor Ed Turner, Deputy Leader, Statutory - Finance and Asset Management and Councillor Alex Hollingsworth, Cabinet Member for Planning and Housing Delivery.
Corporate Priority:	Enable an inclusive economy; Deliver more, affordable housing; Support thriving communities; and Pursue a zero carbon Oxford.
Policy Framework:	Council Strategy 2020-24

Recommendation(s): That Cabinet resolves:

1. To delegate to the Director for Development, in consultation with the Cabinet Members for Finance and Asset Management and Planning and Housing Delivery, the Head of Law and Governance and Head of Financial Services, the agreement to create a limited liability partnership with Magdalen College, Oxford, and Thames Water, its incorporation, and the agreement of the detailed drafting of the LLP agreement and any ancillary documents, and entering into it and any ancillary documents on behalf of the Council.
2. To delegate to the Director for Development, in consultation with the Cabinet Members for Finance and Asset Management and Planning and Housing Delivery, the Head of Law and Governance and Head of Financial Services, the decision, following the receipt of advice, whether to pursue an option or conditional contract, the final drafting of any such option or contract, the granting of any such option or contract, or the entering into agreement on any

such option or contract which commits the Council's land, within the SOSV allocation, to be available to be drawn down by the LLP when the land is needed for development. This will include ensuring the requirements of S123 of the Local Government Act 1972 are met and that any disposal is for the best consideration that can reasonably be obtained or otherwise in compliance with the requirements of section 123.

3. To recommend to Council the establishment of a revenue budget of £556k, to enable the work to bring the site forward for development, and for internal and external resources its business. Where appropriate and agreed with the Head of Financial Services the costs will be capitalised and the appropriate budget vired from revenue to capital in line with the capitalisation.
4. To recommend to Council a loan of up to £500k to be made to the LLP to cover the council's share of running the LLP (% share based on % land ownership within the allocation) to be repaid with interest on terms agreed with the Head of Financial Services. The appropriate capital and revenue budgets to be established, to be agreed with the Head of Financial Services, based on the LLP Business Plan and Budget.

Appendices	
Appendix 1	Risk Register (confidential)
Appendix 2	Delivery Vehicle Table (confidential)
Appendix 3	Collaboration Key Principles (confidential)

Introduction and background

1. The Council owns land south of Grenoble Road, to the west of Sandford Brake substation, which has long been identified as within an area with potential for development. The promotion of the land has been pursued, latterly through the South Oxfordshire Local Plan (SODC LP). The land, together with adjacent land in the ownership of Thames Water (TW) and Magdalen College Oxford (MDC) (together Landowners), has now been allocated in the adopted SODC LP for a mixed use development including approximately 3000 homes (2480 within the local plan period of 2020 to 2035, expansion of the Oxford Science Park, site for a park and ride and supporting infrastructure.
2. The Council's ownership of part of the allocated site, currently in agricultural use, enables it to participate in a development that will deliver housing that will contribute to meeting the City's housing needs as well as providing employment and job opportunities and facilities accessible to residents of Oxford. The SODC LP also identified the opportunity for the development to contribute to the regeneration of Blackbird Leys. The development of the land would therefore be consistent with the objectives of the Council and in addition provides the potential for a return to the Council.
3. In October 2021 the Cabinet considered a report regarding the options for bringing forward development for the site and agreed to seek a master developer to develop the land in partnership with the other Landowners. The key principles of collaboration

with the other Landowners were also agreed with the details delegated to the Director for Development in consultation with the Cabinet Members for Finance and Asset Management and Planning and Housing Delivery, the Head of Law and Governance and Head of Financial Services for final agreement.

4. Following on from the October report further work has been done on identifying the form of delivery vehicle that is most appropriate and the approach that is needed to ensure the development opportunity meets the regeneration aims of the Council and is attractive to the market. This report sets out the options considered and recommends the approach to formalising the arrangements with the other Landowners. This would enable the procurement of a master developer who would be responsible for taking forward the SOSV site to development.

Delivery Vehicle

5. The SODC LP seeks 'an agreed comprehensive masterplan' for the allocated site and as such there is a need to work with the other Landowners to bring forward a comprehensive development. The Cabinet report in October 2021 set out the options for delivering the development of the site and it was agreed to seek a master developer partner as providing the best approach for the development of the site.
6. The advice from commercial advisors is that the Landowners should work together and formalise their arrangements so there is a single joint venture vehicle for potential master developers to negotiate and deal with. To continue with three separate Landowners is likely to be less attractive to the market because of the risk of differing priorities and timescales.
7. A review of potential options for the delivery vehicle was undertaken by the Council's legal advisors. This has been undertaken on the basis that the landowners will form a special purpose vehicle (SPV)/joint venture (JV) on a commercial basis (although the development would also deliver regeneration benefits) that will then be responsible for contracting with a master developer to secure the development of the site. In considering the options the requirements of the other Landowners, as well as those of the Council, need to be taken into account.
8. The following options were identified;
 - Company limited by Shares
 - Company limited by Guarantee
 - Cooperative or Community Benefit Society
 - Limited Liability Partnership
9. A table summarising some of the key elements of each approach is attached at appendix B (confidential).
10. Following discussions with the other Landowners a Limited Liability Partnership (LLP) was identified as the preferred vehicle. The benefit of this option is that the Members of an LLP can own and operate the LLP with flexibility and it is tax transparent (meaning that the Members of an LLP which carries on its business with a view to profit are subject to tax on their shares of any profits generated by the LLP, instead of the LLP being taxed. For these reasons it is commonly used in similar circumstances. An LLP structure is therefore recommended for the SOSV joint venture between the Landowners.

11. The Council's legal advisers have identified that the relevant powers on which the Council will be relying in participating in the LLP and the development and regeneration of the site are:
- the Investment Power under section 12 of the Local Government Act 2003;
 - the Incidental power under section 111 of the Local Government Act 1972; and
 - the general power of competence under section 1 of the Localism Act 2011.

LLP agreement principles and Heads of Terms

12. There is high level agreement between the Landowners regarding the principles of the collaboration and the LLP agreement, which are now set out in draft Heads of Terms. Subject to formal approval by each organisation, these will inform the detailed drafting of the final LLP agreement.
13. The collaboration principles previously agreed between the Landowners (see appendix 3 and/or Cabinet report October 2021) are proposed to be incorporated into the LLP agreement. This will be central in guiding the future development and the activity of the LLP.
14. It is proposed that the LLP has a Board with 2 representatives from each of the Landowners, 6 in total. The Board would be responsible for key strategic decisions, whilst a working group would be formed to carry out day to day roles. These details will be embedded in the LLP agreement.
15. Some key decisions will be reserved for the Member Landowners i.e. the Cabinet or Shareholder Committee in the case of the Council. These will need to be set out in the LLP agreement. It has already been agreed that the appointment of the master developer will be reserved to the Landowners, and the business plan, budget and the submission of the initial site-wide planning application have been proposed. The final list of the matters reserved for the Landowners' decisions will be agreed and set out in the LLP agreement.
16. All formal LLP decisions are proposed to be made on a unanimous basis i.e. all three Landowners must agree. As such, it will be necessary to have a dispute resolution mechanism should there be any decisions that the Board or Members cannot resolve. Ultimately, this will probably include a mechanism for one or more organisations exiting the LLP should agreement not be possible. This is standard practise for such joint venture working arrangements.
17. The LLP will need an initial injection of funds from the Members to be solvent and to be able to operate. The budget for the LLP has yet to be set however the principle has been established that the costs, as well as future value, will be shared between the Landowners based on their % share of the allocated site. For the Council it is important that funding to the LLP does not give rise to any Subsidy Control implications and this will require the Council ensuring that any investment in the LLP or funding to the LLP is provided on commercial terms (whether loan finance or equity).
18. The aim is to complete the drafting of the agreement of the LLP with a target for the end of February 2022, prior to a master developer being procured, although each party will need to go through appropriate governance to enable the agreement to be entered into. The LLP will need to have been incorporated (and so the terms of the LLP agreement agreed) prior to any master developer appointment. Delegation of the

detailed drafting and agreement of the LLP agreement is therefore sought to avoid delay to the procurement of a master developer.

Option/Contract

19. For a master developer it will be essential to show that the development land will be available to them when required. However, to transfer the land to the LLP, and then to transfer it on to the master developer, would have tax implications (in particular in the form of additional SDLT liability). Consideration has therefore been given to granting options, or conditional contracts, to the LLP that would enable the drawdown of the land from each of the Landowners in parcels when needed, or to direct its disposal to end purchaser housebuilders / developers. While the principle is the same from a Landowner perspective, the merits of options vs conditional contracts is based on their tax efficiency. Advisors for each of the Landowners are currently reviewing the alternatives with a view to making a recommendation. Delegation is therefore sought for the decision on whether an option or a conditional contract is the right approach, which will be based on forthcoming technical tax advice.
20. The Council has power to dispose of land under Section 123 of the Local Government Act 1972, but it must not do so for “a consideration less than the best that can be reasonably obtained”. This could be interpreted as being the best price achievable in the open market. For the SOSV site the following has been considered;
 - The approach is to work with the other Landowners within the allocation site to deliver a comprehensive scheme to enable an efficient approach to the delivery of the site. An equalisation of costs and values based on % land ownership has been agreed and will be incorporated into the LLP agreement.
 - Consideration has been given to the best approach to bring the site forward seeking to balance risk and reward and from this the master developer approach has been identified as the preferred approach to bringing forward the site (see October 2021 Cabinet report).
 - A minimum land value has been identified, based on financial modelling and consideration of benchmarks to protect the landowners from having to dispose of land at a low value. This was approved by Cabinet in October 2021.
 - The procurement of the master developer will be undertaken through a procurement exercise that will enable the market to be tested.
21. Delegation is sought to agree the detailed wording of the option / conditional contract following completion of negotiations and the receipt of final advice from the Council’s Commercial and Legal advisors. This will also need to include ensuring the requirements of S123 are met.

Budget for SOSV

22. Pursuing the allocation of the site and work to progress development of it has to date been funded from the Council’s reserves in the order of £987k The use of which has been previously agreed by Council. An amount of £390k is remaining in the reserve. The project is moving to the next stage whereby there will be further on-going financial commitments for the development of the site, including those linked to the formation of the LLP and the procurement of a master developer. Therefore, there is the need to consider how this phase will be resourced.

23. The level of work required by Council staff will increase as the project moves to the next phase and there is a need to ensure the LLP, master development procurement and the development of proposals for the site meet the Council's needs. Currently 1/3 of a Grade 11 Regeneration Manager is funded by the project and this is not considered to be sufficient going forward. Funding for a fulltime Grade 11 post is sought to enable the project to be taken forward. Additional property, legal and finance input is also sought equivalent to 0.6 of a Grade 11 post. Budget is sought for these posts over three years to cover the period whilst the LLP is established, the master developer is procured and planning proposals are developed for the site. The identification of the budget over three years facilitates recruitment on fixed term contracts. Beyond this period of time the need for additional staff resource will be reviewed.
24. In addition to staff resource the Council is also being supported by specialist consultancy support, particularly commercial and legal advice. Other specialist advice includes for example dealing with National Grid and SSE regarding wayleaves and tax advice. The advice is needed for the establishment of the LLP, where each landowner is separately represented. It is anticipated that this work will continue into the next financial year.
25. In addition to consultant support directly to the Council, there is some consultancy support that is needed for the landowners working collaboratively to progress the project. This includes project management, the procurement of the master developer and technical advice. These costs, although commissioned by one of the landowners the costs are shared between the landowners based on % share of the site allocation. Once the LLP is entered into it is anticipated that it would incur these costs but whilst there is a target of drafting the agreement by February 22 it is not anticipated that the LLP will be established until the landowners are ready to appoint the master developer. This will enable any minor changes necessary to meet with the master developer agreement. Next financial year there is therefore going to be a need to fund a share of the work needed to progress the project ahead of the LLP being formed.
26. In the light of the need for consultancy support outlined above in 2022/23 additional £100k is sought to be added to the existing budget.
27. Once the LLP is formed it will need working capital to operate. Once appointed the master developer will pursue and fund a planning application for the site (anticipated end 2023) and there will be a period of time whilst an application is developed, submitted and determined. Receipts to the LLP and then Landowners would be dependent on the bids received but are unlikely to occur until there are land deals post planning. The LLP will have a business case and identify a budget needed to enable it to operate. The Council would need to fund a share of the costs and therefore an initial loan of up to £500k with interest is sought, subject to the terms being agreed by the Head of Financial Services. The amount of working capital required would be dependent on the business plan and cash flow analysis of the LLP and the arrangement with the Master developer. Draw down of the loan will be based on this analysis and for illustrative purposes this has been shown over a 3 year period in the table below.
28. The LLP once formed will have a Board that will require two representatives of each Landowner. These representatives will have a key role in ensuring the work and decisions of the LLP meet the objectives and deliver the business plan and therefore it is anticipated that as far as the City Council is concerned these resources will need

to be Directors or Head of Service. As the Council has a number of companies there is a need to ensure sufficient funding to enable input at a senior level. Capitalising salary costs may release revenue budget to provide some element of backfill for the time required by such staff to undertake this role.

29. The following budget is sought:

Item	Budget		
	2022/23	2023/24	2024/25
LLP Board Representatives x2	£32,000	£32,000	£32,000
1FTE Regeneration Manager	£75,000	£75,000	£75,000
0.6FTE Property, Legal, Finance	£45,000	£45,000	£45,000
Consultant support	£100,000		
LLP Loan (up to £500k)	£200,000	£200,000	£100,000
Total	£452,000	£352,000	£252,000

30. It is recommended that £1.056m is added to the budget over 3 years to cover costs until receipts are received from the development. Whilst these costs will essentially be revenue in nature the probability is that they can be capitalised, albeit they will need to be funded by borrowing or capital receipts. Any funding or other support to the LLP will need to be compliant with Subsidy Control laws. A Subsidy Control Bill is currently making its way through Parliament and so the Council will need to take a watching brief to ensure continuing compliance with Subsidy Control laws.

31. The potential return to the Council was set out in a confidential appendix to the October 2021 Cabinet report. This budget, alongside the original budget of £1.38m (of which £643k formed the budget 2020/21) from the Council's reserves is considered to be an acceptable investment to realise the development and regeneration potential from this asset.

Alternative Options Considered

32. The October 2021 Cabinet report considered the options for developing the site. This report has identified the potential options for the delivery vehicle that the landowners could choose and around options for the site. If one of the options was not pursued it would be difficult to achieve a comprehensive development and the site is less likely to be attractive to the market without a single entity to work with.

33. Options with regard to the land have included the land being passed to the LLP but this would be less tax efficient than the use of an option or conditional contract and therefore it was discounted.

34. If the option was taken not to identify budget to maintain momentum on bringing the site forward it would risk not being able to proceed or decisions being taken without adequate knowledge and scrutiny, which would not be in the best interests of the council.

Other implications

Financial implications

35. A budget of £1.38m was originally established from reserves for the project. From this the 2021/22 budget for the SOSV project was £643k with £350k budgeted to spend during the current financial year from the earmarked reserve. As the project moves to the next phase of work it is anticipated that the remaining budget will be required to meet consultant and staff costs for advice to the Council in the setting up of the LLP.
36. Looking ahead additional staff costs are sought and further budget for three years and consultancy costs for 2022/23 totalling £556k as set out above.
37. A budget of up to £500k is also sought for loans to the LLP once established, subject to the Head of Financial Services being satisfied of the need and terms of the loan.

Legal issues

38. There are a number of legal issues arising from the report. The legislation that enables the Council to participate in an LLP for profit as been identified as well as the need for the Council to ensure that it is able to achieve best value in committing to dispose of any land.
39. The Council can enter into a special purpose vehicle under the provisions of:
 - section 12 of the Local Government Act 2003 (“LGA03”) (the “Investment Power”);
 - section 111, Local Government Act 1972 (“LGA72”) (the “Incidental Power”) (where it does not have a duty to act); and
 - section 1 of the Localism Act, (the “General Power of Competence”).
40. The Investment Power allows the Council to invest for any purpose relevant to any of its functions or for the purposes of the prudent management of its financial affairs. The Incidental Power authorises the Council “to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions”. Finally the General Power of Competence enables the Council to participate in an LLP for the purposes of regeneration.
41. The detailed drafting of the LLP agreement and option/conditional contract is yet to take place but it is important that the detailed provides appropriate safeguards for the Council. The Council is being advised by external legal and tax advisors appointed to provide specialist advice. Legal advice is ongoing to support the work.

Level of risk

42. The development of the allocated site will provide much needed housing, economic development and facilities. However, as the land is in three ownerships there is the need for the landowners to work collaboratively to be able to meet the policy requirement for a comprehensive development. Until there is an agreement between the landowners there is a risk that one of the landowners could choose not to commit their land. The formation of an LLP and the securing of options or conditional contracts for the drawdown of land will commit all the landowners, including the Council.
43. The approach to securing a development partner as a master developer reduces the risk to the landowners by ensuring an experienced partner is selected with a track record for delivery and suitable financial backing. However the development could

give rise to potential financial and reputational risk to the Council if problems with the development were to occur.

44. Whilst care has been taken to ensure the Council has been appropriately advised there remain risks in ensuring satisfactory completion of agreements, potential for landowners to change their positions, changes in the development environment (such as changes to planning policy), potential for unknown costs associated with developing the site and the appetite of the market to partner to deliver the site. There would also be reputational risks in failing to progress the development of the site as housing needs would not be met. These risks will continue to be monitored and managed.

Equalities impact

45. The Equality Act 2010 Section 149 places a duty on public authorities to have regard to the need to eliminate discrimination, harassment, victimisation, advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and foster good relations between persons who share a relevant protected characteristic and persons who do not share it. This report considers the establishing of a vehicle that would pursue the development of the Council's land in collaboration with adjacent land owners. The option of developing the Council's land independently has been rejected because of the policy requirement for a comprehensive scheme and risk of pursuing such an approach. No adverse impacts on any part of the community have been identified at this stage, however Oxford City Council will continue to consult with Legal Services to ensure all projects have due regard to the public sector equality duty.
46. The form of vehicle proposed, an LLP, will not be a public authority but it is controlled by its Members, of which the Council would be 1/3. Although the LLP will be responsible for developing the site through a master developer the proposals will be subject to consultation and scrutiny through the planning process which will ensure appropriate consideration of equalities issues.
47. The formation of the LLP is part of the process to bring about development of the site that will bring benefits such as additional affordable housing and employment opportunities. It is recognised that the future development of design proposals for the site, including the buildings and services to be provided, could give rise to equality impact issues. Given the proposal to work with other partners it will be strategically and sustainably important to ensure that equality is embedded and fully understood by all involved in the work undertaken at each stage of the project. The Council's accessibility champion has advised 'It is important to normalise these conversations and ensure all project groups make use of our Accessibility and Equality Champion to sense check strategy documents and proposals as they come across'.

Environmental Impact Assessment

48. This report is focused on the structures required to enable the land allocated in the South Oxfordshire Local Plan to come forward, rather than the detail of how the site will be physically developed. Proposals for the site including a planning application will be developed by the selected development partner.
49. Going forward there will be a need to balance the requirements to achieve a return for the Council and a good development, that is viable to deliver, and creates a location that is attractive and accessible, including the provision of affordable

housing, whilst minimising its environmental impacts and maximising the opportunities that can be derived from new development.

50. The vast majority of the site is within South Oxfordshire but was allocated to help address housing needs in the City. The site is located on the edge of Oxford where there are more opportunities for green and active travel, to and from the city, than other sites further from the city.
51. The Council owns less than 1/3rd of the allocated site and is working with other landowners to bring forward development. As such, the City Council does not have overall control and is unable to act alone in bringing forward its land ownership for development. Carbon and environmental considerations will be important factors to be considered in selecting a development partner and the design of the site and the infrastructure to support it, and the City Council continues to work with partners to promote this agenda. However, whilst partners have committed to meeting the planning policy requirements for the site, it may not necessarily be possible to go beyond these.

Conclusion

52. This report seeks approval for the next stage of work at SOSV to formalise the partnership arrangements with the other Landowners by forming an LLP. The agreement for the LLP will cover how the landowners will work together and also embed the collaboration principles that have been agreed. An option or conditional contract will provide certainty of the availability of the land. This will support the procurement of a master developer to undertake the development of the site. Delegation is sought for agreeing the details of the LLP and land agreement.
53. Further budget provision is sought to enable the planned work over the next three years to be undertaken and ensure there is sufficient staff resource to successfully progress the project and protect the Council's interest.

Report author	Jenny Barker
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Service area or department	Regeneration and Economy
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Background Papers:

Report to Cabinet, 13 October 2021 – Development of Land at South Oxford Science Village (Land South of Grenoble Road)

Minutes of a meeting of the Cabinet on Wednesday 26 January 2022



Committee members present:

Councillor Brown

Councillor Hayes

Councillor Aziz

Councillor Hollingsworth

Councillor Upton

Councillor Turner

Councillor Arshad

Councillor Clarkson

Councillor Rowley

Officers present for all or part of the meeting:

Caroline Green, Chief Executive

Tom Bridgman, Executive Director (Development)

Stephen Gabriel, Executive Director for Communities and People

Susan Sale, Monitoring Officer and Head of Law & Governance

Tanya Bandekar, Service Manager Revenue & Benefits

Laura Bessell, Benefits Manager

Nigel Kennedy, Head of Financial Services

Tom Hudson, Scrutiny Officer

Mish Tullar, Head of Corporate Strategy

Lisa Smith, Regeneration Manager

Carri Unwin, Regeneration Manager

Emma Lund, Committee and Member Services Officer

Apologies:

Councillor Walcott sent apologies.

91. Declarations of Interest

None.

92. Addresses and Questions by Members of the Public

None.

93. Councillor Addresses on any item for decision on the Cabinet agenda

None.

94. Councillor Addresses on Neighbourhood Issues

None.

95. Items raised by Cabinet Members

None.

96. Scrutiny reports

None.

97. Exploring future options for Council owned land in the City centre

The Executive Director (Development) had submitted a report to seek approval to delegate to officers the process and selection of a preferred commercial partner for the potential redevelopment of Council-owned land in the city centre. This would enable the Council to make an informed choice about its next moves.

Cllr Ed Turner, Cabinet Member for Finance and Asset Management, highlighted that the Council owned a number of assets in the City centre. The approach outlined in the report formed part of a pro-active, medium term land-management plan for one of these sites and would involve an options evaluation, including possible redevelopment. It was noted that a further Cabinet decision would be required in the event that redevelopment was determined as the best option.

Cabinet resolved to:

1. **Delegate authority** to the Executive Director Development, in consultation with the Council's Section 151 Officer, the Head of Law and Governance, and the Cabinet Member for Finance and Asset Management, to agree the terms, route to market, and then select a preferred commercial partner for the potential redevelopment of council owned land in the city centre; and
2. **Note** that any decision to enter into contract with the preferred commercial partner for the redevelopment of the land would require a separate Cabinet decision. This would be taken in the round with consideration of other options, including the potential to renew the lease with existing lease holder.

98. Council Tax Reduction Scheme for 2022/23

The Head of Financial Services had submitted a report enabling Cabinet to consider the feedback from the recent consultation on the proposed changes to the Council Tax Reduction Scheme (CTR) for 2022/23 and to agree the principles of the new scheme to be drawn up for approval by Council.

Councillor Shaista Aziz, Cabinet Member for Inclusive Communities, reported that the proposal before Cabinet included a recommendation to continue to support a 100% Council Tax Reduction entitlement. This was an approach which had been managed by only a few local authorities in the country, and was to be welcomed given the

inflation pressures, particularly in relation to energy costs, which households were facing. The response to the consultation had been good, and it was considered that the proposal also addressed concerns which had been raised about keeping the scheme simple to navigate so that those who needed help could easily find it.

Cabinet Members spoke in support of the proposal and commented that it would support those who had been most adversely affected by the pandemic, helping communities to recover and promoting equal participation.

Cabinet resolved to:

1. **Note** the outcome of the consultation on the proposed Council Tax Reduction Scheme; and
2. **Delegate authority** to the Head of Financial Services to draft the details of the new Council Tax Reduction Scheme for 2022/23 in accordance with paragraphs 8 to 11 of this report which sets out the proposed implementation and changes to the Scheme; and
3. **Recommend** to Council to resolve to adopt the new Local Council Tax Reduction Scheme for 2022/23 taking into account the following:
 - To increase the Income Bands in line with paragraph 8 Table 1 using CPI for the Benefit Cap uprating;
 - To continue to support a 100% CTR entitlement;
 - To continue with a Banded Scheme based on Income rather than family composition;
 - To leave non dependant deductions as they are currently.

99. Proposal to remove and sell car parking decking from Oxpens car park

The Executive Director for Development had submitted a report to seek approval to remove and dispose of car park decking at Oxpens Car Park.

Cllr Alex Hollingsworth, Cabinet Member for Planning and Housing Delivery, highlighted that the decking had been installed as a temporary fixture whilst the older, larger, Westgate Car Park was being demolished and prior to the opening of the new, smaller, car park. Planning permission for the decking had now expired, and the site on which it was located was due to be transferred to OxWED LLP to enable development. Whilst the option of relocating the decking elsewhere had been investigated, no viable option had been identified. It was therefore proposed that the decking should be dismantled and disposed of.

The Leader commented that the proposal before Cabinet represented a sustainable solution in that it involved recovering as much steel as possible for re-sale.

Cabinet resolved to:

1. **Grant** project approval for the removal of the car park decking located at Oxpens car park and sold for recoverable steel rather than stored for potential reuse; and
2. **Delegate** to the Director of Development in consultation with the Cabinet Member for Planning and Housing Delivery and the Head of Law and Governance and Head of Financial Services the authority to procure, and enter into all appropriate contracts to implement the recommended option.

100.Minutes

Cabinet resolved to approve the minutes of the meeting held on 15 December 2021 as a true and accurate record.

101.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 a decision taken by the Head of Paid Service (Chief Executive) using the urgency powers delegated in Part 9.3(b) of the Constitution for the reasons set out in the report.

The decision had involved increasing the budget for the purchase of shares in the OxWED Limited Liability Partnership from £360,000 (agreed by Council on 29 November 2021) to £750,000,

Cabinet resolved to **note** the decision taken as set out in the report and **recommend** to Council to note the decision.

102.Dates of Future Meetings

Meetings are scheduled for the following dates:

9 February 2022

16 March 2022

13 April 2022

15 June 2022

13 July 2022

All meetings start at 6.00pm.

The meeting started at 6.00 pm and ended at 6.18 pm

Chair

Date: Wednesday 9 February 2022

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

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