

Agenda

Council

Budget Council


Summons

A meeting of the City Council will be held to transact the business set out below on

Date: **Thursday 16 February 2023**

Time: **5.00 pm**

Place: **Council Chamber - Oxford Town Hall**



Proper Officer

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

- may register in advance to speak to the meeting in accordance with the [public speaking rules](#)
- may record all or part of the meeting in accordance with the Council's [protocol](#)

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All public papers are available from the calendar link to this meeting once published

Membership of Council

Councillors: Membership 48: Quorum 12.

Lord Mayor Councillor James Fry

Deputy Lord Mayor Councillor Mark Lygo

Sheriff Councillor Mike Rowley

Members	Councillor Mohammed Altaf-Khan	Councillor Dr Amar Latif
	Councillor Lubna Arshad	Councillor Sajjad Malik
	Councillor Shaista Aziz	Councillor Katherine Miles
	Councillor Susan Brown	Councillor Alistair Morris
	Councillor Nigel Chapman	Councillor Lois Muddiman
	Councillor Mary Clarkson	Councillor Edward Mundy
	Councillor Tiago Corais	Councillor Chewe Munkonge
	Councillor Barbara Coyne	Councillor Jabu Nala-Hartley
	Councillor Lizzy Diggins	Councillor Lucy Pegg
	Councillor Dr Hosnieh Djafari-Marbini	Councillor Susanna Pressel
	Councillor Paula Dunne	Councillor Anna Railton
	Councillor Laurence Fouweather	Councillor Rosie Rawle
	Councillor Andrew Gant	Councillor Ajaz Rehman
	Councillor Stephen Goddard	Councillor Jo Sandelson
	Councillor Duncan Hall	Councillor Linda Smith
	Councillor Tom Hayes	Councillor Roz Smith
	Councillor Alex Hollingsworth	Councillor Dr Christopher Smowton
	Councillor Rae Humberstone	Councillor Imogen Thomas
	Councillor Jemima Hunt	Councillor Ed Turner
	Councillor Chris Jarvis	Councillor Louise Upton
	Councillor Emily Kerr	Councillor Naomi Waite
	Councillor Tom Landell Mills	Councillor Diko Walcott

Apologies will be reported at the meeting.

Agenda

The business to be transacted is set out below

Pages

Minute's silence and tributes

To hear tributes and observe a minute's silence in memory of former Lord Mayors or serving councillors or serving senior officers who have died:

- Former Cllr Margaret Godden

1 Apologies for absence

2 Declarations of interest

Relevant Dispensations: Council on 21 March 2022 agreed a set of general dispensations for a 4 year period from 1 October 2022 for all councillors including:

- Determining an allowance (including special responsibility allowances), travelling expense, payment or indemnity given to Members
- Housing: where the Member (or spouse or partner) holds a tenancy or lease with the Council as long as the matter does not relate to the particular tenancy or lease of the Member (their spouse or partner);
- Housing Benefit/Universal Credit: where the Councillor (or spouse or partner) receives housing benefit;
- Any Ceremonial Honours given to Members;
- Setting the Council Tax or a precept under the Local Government and Finance Act 1992 (or any subsequent legislation); and
- Setting a Local Council Tax Reduction Scheme or Local scheme for the payment of business rates (including eligibility for rebates and reductions) for the purposes of the Local Government Finance Act 2012 (or any subsequent legislation).

3 Announcements

Announcements by:

1. The Lord Mayor
2. The Sheriff
3. The Leader of the Council (who may with the permission of the

- Lord Mayor invite other councillors to make announcements)
4. The Chief Executive, Chief Finance Officer, Monitoring Officer

4 Budget debate procedure

The procedure for this meeting, including timings for the debate on the Council's budget, capital programme and medium term financial strategy as recommended by Cabinet, is set out in the Council's Constitution at Part 11.4.

Any amendments to the procedure must be agreed by majority vote and will only apply to this meeting.

Recommendation: Council is recommended to note that the times permitted for each state in the budget debate (Item 9 on the agenda) are as detailed in the Council's Constitution.

5 Public addresses and questions that relate to matters for decision at this meeting

Public addresses, and questions of under 200 words, to the Leader or other Cabinet member received in accordance with Council Procedure Rules 11.4, 11.12, 11.13, and 11.14 relating to matters for decision on this agenda.

The request to speak accompanied by the full text of the address or question must be received by the [Head of Law and Governance](#) by **5.00 pm on Friday 10 February 2023.**

The briefing note will contain the text of addresses and questions submitted by the deadline, and written responses where available.

A total of 30 minutes is available for this item. Responses are included in this time. Up to five minutes is available for each public address and up to three minutes for each question.

Committee recommendations to be considered before the budget debate

6 General Purposes Licensing and Licensing and Gambling Acts Committees - recommendations on fees and charges 2023/24

The General Purposes Licensing Committee and the Licensing and Gambling Acts Committee considered at their meetings on 06 February 2023, reports on fees and charges for the licensing functions falling within their remits.

The draft minutes of the meetings will be available on the webpages for the meetings of the [General Purposes Licensing Committee](#) and the [Licensing and Gambling Acts Committee](#).

Cllrs Mundy and Clarkson, the Committee Chairs, will propose the recommendations.

The fees and charges are also included in the budget papers at Item 9, Appendix 7.

Recommendations: the General Purposes Licensing Committee and the Licensing and Gambling Acts Committee recommend that Council resolves to agree the relevant licence fees and charges for 2023/24 as set out in Items 6a, 6b and 6c (and repeated in the relevant sections of Item 9, Appendix 7).

6a	Licensing Act 2003 and Gambling Act 2005 License Fees and Charges for the 2023/24 Financial Year	17 - 24
6b	Miscellaneous Licensing: Fees and Charges for the 2023/24 Financial Year	25 - 28
6c	Commercial Events, Hackney Carriage and Private Hire, Road Closure Orders, Scrap Metal Dealers, Sex Establishments and Street Parties: License Fees and Charges for the 2023/24 Financial Year	29 - 34

Budget and Council Tax

7	Report of the Council's Chief Finance Officer on the robustness of the 2023/24 budget	35 - 46
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Purpose of report:

Under Section 25 of the Local Government Act 2003 there is a requirement for the Council's Chief Financial Officer to report to Council on:

- a) the robustness of the estimates made for the purposes of the calculations of the budget; and
- b) the adequacy of the proposed financial reserves.

Council in considering its Budget should have regard to this advice.

Recommendation: That Council notes this report in setting its budget for 2023/24 and the indicative budgets for 2024/25 – 2026/27.

8	Report of the Scrutiny Budget Review Group	47 - 64
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Report of the Scrutiny Budget Review Group on the proposed budget.
Cabinet's response to the Scrutiny recommendations on the budget will

be included in the Briefing Note.

The Chair of the Budget Review Group will present the report and recommendations.

Recommendation: Council is asked to note the recommendations of the Budget Review Group and Cabinet's response.

9 Budget 2023/24

65 - 238

The Head of Financial Services submitted a report to Cabinet on 08 February 2023, to present the outcome of the budget consultation and agree the Council's Medium Term Financial Strategy for 2024-25 to 2026-27 and 2023-24 Budget.

The Cabinet decisions and any further proposed amendments to the budget will be reported in the Briefing Note.

Cllr Turner, Cabinet Member for Finance and Asset Management, will present the report and propose the Cabinet's recommendations.

Amendments to the budget proposed by opposition groups or individual councillors must be received by Democratic Services before 1.00 pm on Wednesday 15 February 2023 and will be published in the Briefing Note.

The procedure for this item is set out in Part 11.4 of the Council's Constitution.

A recorded vote must be taken when voting to agree the final budget and medium term strategy.

Council is recommended to:

- a. consider Cabinet's recommendations to Council, including the budget published as part of the agenda for this meeting along with any amendments resulting from the Cabinet meeting of 08 February 2023;
- b. consider the substantive amendments proposed by the opposition groups; and published with the briefing note;
- c. consider any individual amendments; and
- d. agree the recommendations from the Cabinet as presented to Council, or with further amendments as decided by Council.

Recommendations: Cabinet recommends subject to decisions taken at the Cabinet meeting on 08 February 2023, that Council resolves to:

- 1) **Approve** the 2023-24 General Fund and Housing Revenue Account budgets for consultation 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 £24.793

million for 2023/24 and an increase in the Band D Council Tax of 2.99% or £9.76 per annum representing a Band D Council Tax of £336.31 per annum

- b) the Housing Revenue Account budget for 2023/24 of £51.572 million and an increase of 7% (£7.51 per week) in social dwelling rents from 1 April 2023 giving a revised weekly average social rent of £114.73 as set out in Appendix 5
 - c) shared ownership dwellings are increased in line with those of other social rents as discussed in paragraph 39
 - d) the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6.
- 2) **Agree** the fees and charges shown in Appendix 7
 - 3) **Delegate** to the Section 151 Officer in consultation with the 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 20-22 of the report.
 - 4) **Approve** the payment into the County Council Pension Fund of £5 million in 2023-24 as referred to in paragraph 28 of the report
 - 5) **Implement** the changes to Council Tax charges in respect of second homes and properties empty for more than one year as referred to in paragraphs 23-25 from 1st April 2024 when the Levelling Up and Regeneration Bill is enacted.
 - 6) **Note** the application of the Council Tax Support Fund allocation as referred to in paragraph 11-14 of the report.

9a Additional recommendations from Cabinet and corrections to the published budget

If Cabinet agrees changes to the recommendations, or changes or corrections to the published report or appendices, these will be published in the Briefing Note.

9b Alternative budget proposals - Liberal Democrat Group amendments

Liberal Democrat Group amendments to the revenue and capital budgets, including explanation, for debate. These will be published in the Briefing Note.

9c Alternative budget proposals - Green Group amendments

Green Group amendments to the revenue and capital budgets, including explanation, for debate. These will be published in the Briefing Note.

9d Individual amendments to the budget

Individual amendments to the revenue and capital budgets, including explanation, for debate. These will be published in the Briefing Note or individual items from (b) or (c) above may be tabled at the appropriate point in the debate.

10 Council Tax 2023/24

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The Head of Financial Services has submitted a report which sets out the necessary calculations to enable Council to set the 2023/24 Council Tax for Oxford City.

Recommendations: That Council **resolves to approve** for the financial year 2023/24 recommendations 1 to 5 and to **note** points 6 to 8 below:

1. The City Council's precept and Council Tax requirement of £15,682,423 including Parish precepts and £15,415,353 excluding Parish precepts.
2. The average Band D Council Tax figure (excluding Parish Precepts) of £336.30, a 2.99% increase on the 2022/23 figure of £326.54. Including Parish Precepts the figure is £342.13, a 2.88% increase (see paragraphs 2 to 8).
3. A contribution of £10,000 to Old Marston Parish Council in recognition of the additional expenditure that the Parish incurs as a consequence of maintaining the cemetery (see paragraphs 11 and 12).
4. The amount of £666,093 to be treated as Special Expenses (see paragraph 16).
5. The Band D Council Taxes for the various areas of the City (excluding the Police and County Council's precepts) as follows:

Littlemore	£367.52
Old Marston	£369.96
Risinghurst and Sandhills	£359.59
Blackbird Leys	£341.16
Unparished Area	£339.20

These figures include Parish Precepts and special expensing amounts as appropriate; in addition to the City Wide Council Tax of £321.77.

The Council is also asked to **note**:

6. Oxfordshire County Council's precept and Band D Council Tax as set out in paragraph 19 below
7. The Police and Crime Commissioner for the Thames Valley's precept and Band D Council Tax as set out in paragraph 20 below, and
8. The overall average Band D equivalent Council Tax of £2,332.44 including Parish Precepts (subject to confirmation of the Band D figures for the County Council and Police and Crime Commissioner).

Cabinet recommendations relating to the Council's budget

11 Treasury Management Strategy 2023/24

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The Head of Financial Services has submitted a report to Cabinet on 8 February 2023 which presents the Council's Treasury Management Strategy for 2023/24 together with the Prudential Indicators for 2023/24 to 2026/27.

The Cabinet decisions will be reported in the Briefing Note.

Councillor Ed Turner, Cabinet Member for Finance and Asset Management will present the report and propose Cabinet's recommendations.

Recommendations: Cabinet recommends that subject to decisions taken at the Cabinet meeting on 8 February 2023 that Council resolves to approve:

1. The Treasury Management Strategy 2023/24 as set out in paragraphs 29 to 78 of this report and the Prudential Indicators for 2023/24 – 2026/27 as set out in Appendix 2;
2. The Borrowing Strategy 2023/23 at paragraphs 52 to 54 of this report;
3. The Minimum Revenue Provision (MRP) Statement at paragraphs 55 to 57 which sets out the Council's policy on charging borrowing to the revenue account;
4. The Investment Strategy for 2023/24 and the investment criteria as set out in paragraphs 58 to 77 of this report and in Appendix 1; and
5. The Treasury Management Scheme of Delegation at Appendix 4.

12 Capital Strategy 2023-24 to 2026-27

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342

The Head of Financial Services has submitted a report to Cabinet on 8 February 2023 which presents the Capital Strategy for approval.

The Cabinet decisions will be reported in the Briefing Note.

Councillor Ed Turner, Cabinet Member for Finance and Asset Management will present the report and propose Cabinet's recommendations.

Recommendation: Cabinet recommends subject to decisions taken the Cabinet meeting on 8 February 2023 that Council resolves to approve the Capital Strategy attached at Appendix A.

Officer reports

13 Report of the Independent Remuneration Panel and Draft Councillors' Allowances Scheme 2023-2027

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The Head of Law and Governance has submitted a report presenting the recommendations of the Council's Independent Remuneration Panel (IRP) and a Draft Councillors' Allowances Scheme 2023-27.

The report, proposed scheme and IRP report are attached.

Councillor Susan Brown, Leader of the Council will present the report and propose the recommendations.

Recommendations: That Council resolves to:

1. Thank the Independent Remuneration Panel for its work.
2. Agree to include in the Councillors' Allowances Scheme 2023-27 the following provisions from the Councillors' Allowances Scheme 2019-23, as recommended by the Independent Remuneration Panel:
 - a) The following Special Responsibility Allowances (SRAs):
 - i. Leader - 3 x basic allowance
 - ii. Deputy Leader – 1 x basic allowance
 - iii. Non-statutory Deputy Leader - 1 x basic allowance
 - iv. Lord Mayor –1 x Basic Allowance
 - v. Deputy Lord Mayor – 0.25 x basic allowance
 - vi. Sheriff - 0.25 x Basic Allowance
 - vii. Cabinet Members with particular responsibilities – 1.5 x basic allowance
 - viii. Chair of Scrutiny Committee – 1x basic allowance
 - ix. Chair of Audit & Governance Committee – 0.25 x basic allowance
 - x. Chair of a Planning Committee – 0.5 x basic allowance
 - xi. Leader of an opposition group – 1 x basic allowance with

the additional clarification set out in paragraph 11

- xii. Chair of Scrutiny Standing Panel – 0.25 x basic allowance (Maximum of 2 Standing Panel SRAs available. Panel must meet at least 5 times to qualify. If more Standing Panels are set up then 0.5 x basic allowance to be divided between the Panel Chairs)
 - b) The rule that councillors will receive a maximum of two special responsibility allowances (excluding civic office holders);
 - c) The rule that where a member of the Council is also a member of another council, that councillor may not receive allowances from more than one council in respect of the same duties;
 - d) The rule that a 15% reduction to a special responsibility allowance will be applied for councillors who attend less than two thirds of the scheduled meetings required within a special responsibility
 - e) The ability for councillors to elect to forgo any part of their entitlement to an allowance;
 - f) The rule that where allowances have been paid in advance for a period during which a councillor is no longer a councillor, those allowances should be repaid;
 - g) Allowances for maternity or adoption leave, with the extension to entitlement set out at paragraph 14;
 - h) Allowances for travel to be paid for travel outside the City of Oxford boundary with the prior agreement of the Head of Law and Governance, with the additional reference to promoting green and public transport set out at paragraph 16;
 - i) Reasonable adjustments for councillors with a temporary or permanent disability;
 - j) The rule that all claims for repayment must be made on the forms provided and should be accompanied by receipts/invoices as appropriate before payment can be authorised;
3. Agree to increase the basic allowance to £5,471 for 2023/24, in line with the IRP proposal to increase the basic allowance by 4.5% in 2023/24.
 4. Agree to the indexation of the basic allowance to the local pay settlement for local government employees from 2024/25 onwards.
 5. Agree that the special responsibility allowance for 'Cabinet Member without particular responsibilities' be removed.
 6. Agree to include in the Scheme provision for allowances for co-opted members and Independent Persons at the rate of £75 for up to 4 hours and £150 for more than 4 hours but less than 24 hours in respect of any Committee, Sub-Committee or Panel meeting

attendance of which they are a member.

7. Agree to increase the maximum amount that any Member can claim for child and other dependants' care in any one financial year to £1,306 for 2023/24.
8. Agree to increase the maximum amount that any Member can claim for child and other dependants' care in any one financial year in line with the rate of increase in the Oxford Living Wage.
9. Agree to include the provision that 'Members' personal circumstances, including health, will be taken into account by the Head of Law & Governance in consultation with the Committee & Member Services Manager before any allowance reduction is applied' in respect of allowance reductions.
10. Agree that councillors will forgo part of their future allowance payments in the following circumstances:
 - (a) A 15% reduction to the basic allowance will be applied for:
 - i. Members who fail to attend more than four meetings of Full Council in any municipal year except when a serious medical condition is the reason for absence;
 - ii. Members who fail to attend the induction training for newly elected councillors. A newly elected Councillor is any Councillor who was not holding City Council office before the election in question.
 - (b) A 10% reduction to the basic allowance will be applied for:
 - i. Members who fail to attend compulsory planning and development control training (held every two years).
 - ii. Members who fail to attend compulsory code of conduct training (held annually).
 - iii. Members who are appointed to a Licensing Committee who fail to attend the compulsory licensing training (held annually).
11. Adopt the Draft Councillors' Allowances Scheme 2023-27 attached at Appendix B.

14 Matters exempt from publication and exclusion of the public

If Council wishes to exclude the press and the public from the meeting during consideration of any aspects of the preceding agenda items it will be necessary for Council to pass a resolution in accordance with the provisions of Section 100A(4) of the Local Government Act 1972 specifying the grounds on which their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Part 1 of Schedule 12A of the Act 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.

(The Access to Information Procedure Rules – Section 15 of the Council’s Constitution – sets out the conditions under which the public can be excluded from meetings of the Council)

Updates and additional information to supplement this agenda are published in the Council Briefing Note.

Additional information, councillors’ questions, public addresses and amendments to motions are published in a supplementary briefing note. The agenda and briefing note should be read together.

The Briefing Note is published as a supplement to the agenda. It is available on the Friday before the meeting and can be accessed along with the agenda on the council’s website.

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 and Member 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 Councillors and members of the press and public 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 recordings 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.

Members Code – Other Registrable Interests

Where a matter arises at a meeting which directly relates to the financial interest or wellbeing** of one of your Other Registrable Interests*** then you must declare an

interest. You must not participate in discussion or voting on the item and you must withdraw from the meeting whilst the matter is discussed.

Members Code – Non Registrable Interests

Where a matter arises at a meeting which **directly relates** to your financial interest or wellbeing (and does not fall under disclosable pecuniary interests), or the financial interest or wellbeing of a relative or close associate, you must declare the interest.

Where a matter arises at a meeting which affects your own financial interest or wellbeing, a financial interest or wellbeing of a relative or close associate or a financial interest or wellbeing of a body included under Other Registrable Interests, then you must declare the interest.

You must not take part in any discussion or vote on the matter and must not remain in the room, if you answer in the affirmative to this test:

“Where a matter affects the financial interest or well-being:

- a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest You may speak on the matter only if members of the public are also allowed to speak at the meeting.”

Otherwise, you may stay in the room, take part in the discussion and vote.

*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.

** Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person’s quality of life, either positively or negatively, is likely to affect their wellbeing.

*** Other Registrable Interests: a) any unpaid directorships b) any Body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority c) any Body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

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To: General Purposes Licensing Committee
Date: 6th February 2023
Report of: Head of Regulatory Services and Community Safety
Title of Report: Commercial Events, Hackney Carriage and Private Hire, Road Closure Orders, Scrap Metal Dealers, Sex Establishments and Street Parties: Licence Fees and Charges for the 2023/24 financial year

Summary and recommendations	
Purpose of report:	To seek agreement of the licence fees for 2023/24 where the Council has discretion over the level of fee charged
Corporate Priority	Enable an Inclusive Economy
Policy Framework	None
Recommendation(s): That the General Purposes Licensing Committee resolves to:	
1. Agree the licence fees and charges for 2023/24 as set out in the Appendix 1 and recommend them to Council	

Appendices	
Appendix 1	Commercial Events, Hackney Carriage and Private Hire, Road Closure Orders, Scrap Metal Dealers, Sex Establishments and Street Parties Fees and Charges 2023/24

Introduction

1. The purpose of this report is to seek agreement to the licence fees and charges that should apply for 2023/24, for those activities where the Council has discretion. This report does not cover the fees for Licensing and Gambling Act activities, which are reported separately to the Licensing and Gambling Acts Committee.
2. The fees and charges detailed within this report and found at **Appendix 1** relate solely to the functions of the General Licensing Team. A further report will be provided to Members in relation to the fees and charges related to the functions of the Miscellaneous Licensing Team.

3. The relevant legislation for the functions detailed in this report are Town Police Clauses Act 1847, Local Government (Miscellaneous Provisions) Act 1976, Scrap Metal Dealers Act 2013, Local Government (Miscellaneous Provisions) Act 1982.
4. The statutory principle in relation to the setting of fees is that they should be reasonable, proportionate and not exceed the cost of the procedures and formalities of the relevant licensing scheme, including staffing, training, administration, testing, inspections, hearings, and regulation.
4. Licence fees set by the Council and administered in the General Licensing function consist of Commercial Events, Hackney Carriage and Private Hire, Road Closure Orders (Street Parties), Scrap Metal Dealers and Sex Establishments.

Commercial Events and events with no commercial element (including Street Parties)

5. The making of Temporary Road Closure Orders under the Town Police Clauses Act 1847 is a discretionary service and the Council may make a charge for carrying it out, as long as the charge does not exceed the costs to the Authority.
6. A number of Road Closure applications have been made in the last years for events involving a commercial element, such as for Christmas Market, Little Clarendon Street Market, Art Market, North Parade Market, Christmas Light Festival etc.
7. A number of Road Closure applications have been submitted in the last years for Street Parties which do not include a commercial element. Such closures are community and local residents based and we can see steady increase of such events following the pandemic.
8. It is important to note that where the application meets the test of being for a community or charitable event with no commercial gain the fee can be waived by the Authority in support of such events.
9. Members are asked to note that the fees have been revised and minor increase has been applied to cover the Authority costs, due to inflationary pressures. Important to note is that the fees haven't been increased for more than five years. The fees can be found in **Appendix 1**.

Hackney Carriage and Private Hire Licence Fees and Charges

9. The Authority has introduced three (3) new fees and charges in this section
 - a) Private Hire Wheelchair Accessible Vehicle (WAV) fee of £100 - This fee offers a discounted fee for licensing a Private Hire Vehicle which is wheelchair accessible. This is to encourage the Private Hire sector to license more WAV's and ensure the service is accessible in Oxford.
 - b) Trust ID (DBS and / or RTW) fees of £12 / £8 - Authority has contracted a provider to be able to verify applicants ID documents for Disclosure & Barring Services (DBS) and Right to Work (RTW) checks online, via Trust

ID, secured and Home Office approved provider. Being able to complete the checks online, removes the need for face-to-face appointments at Town Hall, improves the efficiency, allow instant checks and ensure less delays for applicants.

10. Members should also note that the Hackney Carriage and Private Hire fees have been revised and minor increase has been applied to cover the Authority costs due to inflationary pressures. Important to note is that the fees haven't been increased for more than five years. The fees can be found in **Appendix 1**.

Scrap Metal Dealers

11. The licensing of Scrap Metal Dealers and collectors is an executive function which is the responsibility of Cabinet. Therefore the setting of fees does not fall to this Committee. The fees for this function can be found in **Appendix 1** for Members to note, which also have been revised due to inflationary pressures.

Sex Establishments and Sexual entertainment venues

12. Fees and charges for those functions have been revised and minor increase has been applied to cover the Authority costs, due to inflationary pressures. Important to note is that the fees haven't been increased for more than five years. The fees can be found in **Appendix 1**.

Financial implications

13. The Council is responsible for collecting licence fees for these functions. Predicted income from licence fees is included in the Council's budget estimates for 2023/24.

Legal issues

14. The power to levy fees is contained in the legislation relevant to each function or in the Local Government Act 2003 in relation to discretionary services. Fees and charges should reasonably represent the costs of carrying out the function.

Report author	Anna Dumitru
	General Licensing Team Leader Regulatory Services and Community Safety 01865 252565 adumitru@oxford.gov.uk

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GENERAL PURPOSES LICENSING COMMITTEE FEES & CHARGES 2023/2024	2022/23 Charge £	2023/24 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Taxi Licensing:				
VEHICLES				
Hackney Carriage	400.00	420.00	20.00	5.00
Hackney Carriage (Low Emission Vehicle)	300.00	315.00	15.00	5.00
Hackney Carriage (ULEV Early Adopter Discount)	0.00	0.00	0.00	0.00
Hackney Transfer of Ownership	100.00	105.00	5.00	5.00
Hackney Change of Vehicle	100.00	105.00	5.00	5.00
Hackney Temporary Vehicle	75.00	78.00	3.00	4.00
Private Hire	262.00	275.00	13.00	4.96
Private Hire (Low Emission Vehicle)	162.00	170.00	8.00	4.94
Private Hire (ULEV Early Adoprer Discount)	0.00	0.00	0.00	0.00
Private Hire (Wheelchair Accessible Vehicle (WAV))	N/A	100.00	N/A	New
Private Hire Transfer	100.00	105.00	5.00	5.00
Private Hire Change of Vehicle	100.00	105.00	5.00	5.00
Private Hire Temporary Vehicle	75.00	78.00	3.00	4.00
Taxi Licensing:				
DRIVERS				
Hackney Combined (1 year licence)	115.00	120.00	5.00	4.35
Hackney Combined (3 year licence)	345.00	360.00	15.00	4.35
Hackney Combined (3 year licence only) for Oxfordshire Licensed drivers with 1 full year on current licence	230.00	240.00	10.00	4.35
Hackney Combined (3 year licence only) for Oxfordshire Licensed drivers with 2 full years on current licence	115.00	120.00	5.00	4.35
Private Hire (1 year licence)	101.00	106.00	5.00	4.95
Private Hire (3 year licence)	303.00	318.00	15.00	4.95
Private Hire (3 year licence only) for Oxfordshire Licensed drivers with 1 full year on their current licence	202.00	212.00	10.00	4.95
Private Hire (3 year licence only) for Oxfordshire Licensed drivers with 2 full year on their current licence	101.00	106.00	5.00	4.95
Taxi Licensing:				
ADDITIONAL CHARGES:				
Mandatory Safeguarding and Disability Awareness Training - Oxfordshire County Council Charge (Provider)	50.00	50.00	0.00	0.00
Local Knowledge & Safeguarding Test	75.00	78.00	3.00	4.00
Local Knowledge & Safeguarding Re-Test	75.00	78.00	3.00	4.00
DBS Application (check) - at cost / DBS Charge	50.00	50.00	0.00	0.00
DVLA check - for new applicants only, at cost	7.00	7.00	0.00	0.00
Trust ID - DBS and RTW Online Check	N/A	12.00	N/A	New
Trust ID - DBS Online Check only	N/A	8.00	N/A	New

GENERAL PURPOSES LICENSING COMMITTEE	2022/23	2023/24	Increase/ (Decrease)	Increase/ (Decrease)
FEES & CHARGES 2023/2024	Charge	Charge	(Decrease)	(Decrease)
	£	£	£	%
Licence badge/replacement badge	10.00	11.00	1.00	10.00
Replacement external plate	25.00	26.00	1.00	4.00
Internal Vehicle Licence Plate	15.00	16.00	1.00	6.67
Replacement Internal Vehicle Licence Plate	15.00	16.00	1.00	6.67
Exempt badge/replacement badge	25.00	26.00	1.00	4.00
Replacement approved fare chart	4.00	4.00	0.00	0.00
Replacement approved no smoking signs (includes VAT)	2.00	2.00	0.00	0.00
Duplicate paper licence (replacement)	5.00	6.00	1.00	20.00
Unpaid Cheque Charge	30.00	32.00	2.00	6.67
Amendments to Private Hire Operator Licence	100.00	105.00	5.00	5.00
Charge for Vehicle Exemption Notice	50.00	52.00	2.00	4.00
Taxi Licensing:				
PRIVATE HIRE OPERATOR LICENCE				
Vehicle 3 & under (1 year licence)	490.00	514.00	24.00	4.90
Vehicle 4 & over (1 year licence)	980.00	1028.00	48.00	4.90
Vehicle 3 & under (5 year licence)	2,450.00	2,570.00	120.00	4.90
Vehicle 4 & over (5 year licence)	4,900.00	5,140.00	240.00	4.90

GENERAL PURPOSES LICENSING COMMITTEE FEES & CHARGES 2023/2024	2022/23 Charge £	2023/24 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Road Closures				
Commercial Event Road Closures- Events (under 500 people)	105.00	115.00	10.00	9.52
Commercial Event Road Closures- Market and Street Fairs	255.00	280.00	25.00	9.80
Commercial Event Road Closures- Events (500 or more people)	305.00	335.00	30.00	9.84
Road Closure with no commercial element inc Street Parties	16.00	17.00	1.00	6.25
Scrap Metal Dealers (Three Year Licence)				
New Site Licence	1220.00	1280.00	60.00	4.92
Renewal Site Licence	1220.00	1280.00	60.00	4.92
Variation Site Licence	300.00	315.00	15.00	5.00
New Mobile Collector Licence	605.00	635.00	30.00	4.96
Renewal Mobile Collector Licence	605.00	635.00	30.00	4.96
Variation Mobile Collector Licence	300.00	315.00	15.00	5.00
Sex Establishments				
Sex establishment (Sex Shop or Sex Cinema)- New	2508.00	2630.00	122.00	4.86
Sex establishment (Sex Shop or Sex Cinema)- Renewal	2508.00	2630.00	122.00	4.86
Sex establishment (Sex Shop or Sex Cinema)- Variation/ transfer	449.00	469.00	20.00	4.45
Sexual entertainment venues new	5880.00	6170.00	290.00	4.93
Sexual entertainment venues renewal	5880.00	6170.00	290.00	4.93
Sexual entertainment variation/ transfer	449.00	469.00	20.00	4.45

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To: General Purposes Licensing Committee
Date: 6th February 2023
Report of: Head of Regulatory Services and Community Safety
Title of Report: Miscellaneous Licensing: Fees and Charges for the 2023/24 financial year

Summary and recommendations	
Purpose of report:	To seek agreement of the licence fees for 2023/24 where the Council has discretion over the level of fee charged
Corporate Priority	Enable an inclusive economy and Support Thriving Communities
Policy Framework	None
Recommendation(s): That the General Purposes Licensing Committee resolves to:	
1. Agree the licence fees and charges for 2023/24 as set out in Appendix 1 and recommend them to Council	

Appendices	
Appendix 1	Acupuncture, Ear Piercing, Electrolysis & Tattooing, Animal Boarding, Dangerous Wild Animals, Dog Breeding, Pavement Cafes, Pet Shops, Exhibiting Animals, Riding Establishments, Street Trading and Zoos.

Introduction

1. The purpose of this report is to seek agreement to the licence fees and charges that should apply for 2023/24, for those activities where the Council has discretion. This report does not cover the fees for Licensing Act and Gambling Act activities, which are reported separately to the Licensing and Gambling Acts Committee.
2. The fees and charges detailed within this report and found at **Appendix 1** relate solely to the functions of the Business Regulation Team. A further report will be provided to Members in relation to the fees and charges related to the functions of the General Licensing Team.
3. The statutory principle in relation to the setting of fees is that they should be reasonable, proportionate and not exceed the cost of the procedures and

formalities of the relevant licensing scheme, including staffing, training, administration, testing, inspections, hearings, and regulation.

4. Licence fees set by the Council and administered in the Miscellaneous Licensing function within the Business Regulation Team comprise the following: Acupuncture, Ear Piercing, Electrolysis & Tattooing, Animal Boarding, Dangerous Wild Animals, Dog Breeding, Pavement Cafes, Pet Shops, Exhibiting Animals, Riding Establishments, Street Trading and Zoos.
5. Members are asked to note that the fees have been revised and minor increases applied to cover the Authority costs, due to inflationary pressures.
6. In 2020 central Government brought in Pavement Licences under new temporary provisions in the Business and Planning Act 2020. Originally a 12 months scheme, the Pavement Licence provisions have subsequently been extended twice and currently run until September 2023. The mandatory £100 fee set by Government is insufficient to meet service costs. In the event that the provisions are not extended beyond that date, the pre-existing Street Cafes provisions would be the only way to gain permission for outdoor tables and chairs. It is therefore proposed that, in the event that the Pavement Licence provisions are not extended beyond September 2023, fees for a Street Café Licence be amended from a single charge of £100 to reflect the number of tables and chairs applied for. The proposed fees are set out in Appendix A.
7. The Council is responsible for collecting licence fees for these functions. Predicted income from licence fees is included in the Council's budget estimates for 2023/24.

Legal issues

8. The power to levy fees is contained in the legislation relevant to each function or in the Local Government Act 2003 in relation to discretionary services. Fees and charges should reasonably represent the costs of carrying out the function.

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Appendix A: Proposed Fees & Charges for 2022/2023 applicable to the Miscellaneous Licensing functions within the Business Regulation Team

Regulatory & Community Safety Fees and Charges 2023/24					
	2021/22 Charge	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	£	%
Street Trading Consents - subject to approval by General Purposes Licensing Committee					
City Centre & Late Night Traders					
Application Fee	345.00	355.00	360.00	5.00	1.41
Annual consent (Pro Rata for period of Consent)	8,180.00	8,180.00	8,300.00	120.00	1.47
Weekly Consent (Weekly Rota)	183.00	183.00	185.00	2.00	1.09
All other traders					
Application Fee	345.00	355.00	360.00	5.00	1.41
Annual consent (Pro Rata for period of Consent)	2,780.00	2,780.00	2,820.00	40.00	1.44
Peripatetic traders (mobile traders- e.g. icecream vans, sandwich vans)					
Application fee	115.00	120.00	125.00	5.00	4.17
Annual consent (Pro Rata for period of Consent)	1,445.00	1,445.00	1,465.00	20.00	1.38
General Charges					
Replacement Consent	34.50	35.00	37.00	2.00	5.71
Identification badge (per badge)	34.50	35.00	37.00	2.00	5.71
Events					
Street Trading at event for commercial benefit (up to 5 days) - per stall	29.50	32.00	35.00	3.00	9.38
Street Trading at event for commercial benefit (6 or more days) - per stall	47.50	50.00	55.00	5.00	10.00
Street Trading at event for community / charity benefit	No Fee	No Fee			
Street Café Licences - subject to approval by General Purposes Licensing Committee					
Annual Fee as set by the Business and Planning Act 2020	100.00	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	160.00	10.00	6.67
5-10 tables	N/A	200.00	210.00	10.00	5.00
10 or more tables	N/A	250.00	260.00	10.00	4.00
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	140.00	10.00	7.69
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - premises)	253.00	260.00	280.00	20.00	7.69
Boarding for cats and/or dogs	306 + vet fee	315 + vet fee	330 + vet fee	15.00	4.76
Hiring out horses	306 + vet fee	315 + vet fee	330 + vet fee	15.00	4.76
Breeding dogs	306 + vet fee	315 + vet fee	330 + vet fee	15.00	4.76
Selling animals as pets	306 + vet fee	315 + vet fee	330 + vet fee	15.00	4.76
Keeping or training animals for exhibition	285 + vet fee	285 + vet fee	300 + vet fee	15.00	5.26
Request for variation	132.00	135.00	145.00	10.00	7.41
Request for re-inspection	132 + vet fee	132 + vet fee	140 + vet fee	8.00	6.06
Dangerous Wild Animals	455 + vet fee	465 + vet fee	490 + vet fee	25.00	5.38
Zoo	455 + vet fee	465 + vet fee	490 + vet fee	25.00	5.38

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To: Licensing & Gambling Acts Committee
Date: 6th February 2023
Report of: Head of Regulatory Services and Community Safety
Title of Report: Licensing Act 2003 and Gambling Act 2005
 Licence Fees and Charges for the 2023/24 financial year

Summary and recommendations	
Purpose of report:	To seek agreement of the licence fees for 2023/24 where the Council has discretion over the level of fee charged
Corporate Priority	Enable an Inclusive Economy
Policy Framework	Statement of Licensing Policy, Statement of Gambling Licensing Policy
Recommendation(s): That the Licensing & Gambling Acts Committee resolves to:	
1. Agree the licence fees and charges for 2023/24 as set out in the Appendix 1 and recommend them to Council	

Appendices	
Appendix 1	Licensing & Gambling Acts Fees and Charges 2023/24

Introduction

1. The purpose of this report is to seek agreement to the licence fees and charges for 2023/24 where the Council has discretion over the level of fee charged. The proposed fees and charges are set out at **Appendix 1**.
2. This Committee is responsible for recommending fees under the Licensing Act 2003 and Gambling Act 2005. Fees for other types of licence will be the subject of a separate report to General Purposes Licensing Committee. All fees under the Licensing Act are set by statute.
3. The Authority has discretion under the Gambling Act to set Gambling Premises Licence fees up to the statutory maximum. Fees for Gaming Machine Permits and Temporary Use Notices are set by statute.

4. The general principles when setting fees are that they must be reasonable, proportionate and not exceed the cost of the procedures and formalities under the relevant licensing scheme, including staffing, training, administration, testing, inspections, regulation, and hearings.
5. It is proposed that for the 2023/24 Council year that no substantial variation to the current fees and charges is made in order to provide financial stability to licence holders in the present economic climate.
6. Members are invited to note the minor fee increase to the Miscellaneous Charges in Appendix 1, page 3.

Financial implications

7. The Council is responsible for collecting licence fees for these functions. Predicted income from licence fees is included in the Council's budget.

Legal issues

8. The power to levy fees is contained in the legislation relevant to each function or in the Local Government Act 2003 in relation to discretionary services. Licensing is not a revenue raising function and fees and charges should reasonably represent the costs of carrying out the function.

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LICENSING & GAMBLING ACTS COMMITTEE	2022/23	2023/24	Increase/ (Decrease) £	Increase/ (Decrease) %
FEES & CHARGES 2023/2024	Charge	Charge	(Decrease) £	(Decrease) %
Licensing Act 2003				
Application fee				
Application and Variation Fees - Premises Licenses and Club Premises Certificates - Minimum	100.00	100.00	0.00	0.00
Application and Variation Fees - Premises Licenses and Club Premises Certificates - Maximum	635.00	635.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Minimum	900.00	900.00	0.00	0.00
Enhanced fee for some premises with rateable value above £87,001 - Maximum	1905.00	1905.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Minimum	1000.00	1000.00	0.00	0.00
Additional fee for capacity of more than 5,000 people - Maximum	64000.00	64000.00	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	1050.00	1050.00	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	32000.00	32000.00	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

LICENSING & GAMBLING ACTS COMMITTEE	2022/23	2023/24	Increase/	Increase/
FEES & CHARGES 2023/2024	Charge	Charge	(Decrease) £	(Decrease) %
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)	1330.00	1330.00	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)	1000.00	1000.00	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)	1030.00	1030.00	0.00	0.00
Transfer application (1200 max permitted)	400.00	400.00	0.00	0.00
Reinstatement application (1200 max permitted)	485.00	485.00	0.00	0.00
Provisional statement application (2000 max permitted)	660.00	660.00	0.00	0.00
Copy of licence	25.00	25.00	0.00	0.00
Notification of a change	50.00	50.00	0.00	0.00
Betting Premises (Track)				
Application (2500 max permitted)	890.00	890.00	0.00	0.00
Annual fee (1000 max permitted)	805.00	805.00	0.00	0.00
Variation application (1250 max permitted)	1250.00	1250.00	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)	1160.00	1160.00	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

LICENSING & GAMBLING ACTS COMMITTEE	2022/23	2023/24	Increase/ (Decrease) £	Increase/ (Decrease) %
FEES & CHARGES 2023/2024	Charge	Charge		
Gambling Act 2005 - Permits				
Alcohol Premises Gaming Machine Permits				
Application	150.00	150.00	0.00	0.00
Existing operator application	100.00	100.00	0.00	0.00
Annual fee	50.00	50.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Transfer of permit	25.00	25.00	0.00	0.00
Change of name on permit	25.00	25.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00
Notification of 2 machines	50.00	50.00	0.00	0.00
Club Gaming Permits and Club Gaming Machine Permits				
Application	200.00	200.00	0.00	0.00
Application (Club Premises Certificate holder)	100.00	100.00	0.00	0.00
Annual fee	50.00	50.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Renewal	200.00	200.00	0.00	0.00
Renewal (Club Premises Certificate holder)	100.00	100.00	0.00	0.00
Permit variation fee	100.00	100.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00
Family Entertainment Centre Gaming Machine Permits				
Application	300.00	300.00	0.00	0.00
Existing operator application	100.00	100.00	0.00	0.00
Renewal	300.00	300.00	0.00	0.00
Change of name on permit	25.00	25.00	0.00	0.00
Copy of permit	15.00	15.00	0.00	0.00
Gambling Act 2005 Temporary Use Notice				
Submission of Notice	500.00	500.00	0.00	0.00
Copy of Notice	25.00	25.00	0.00	0.00
Miscellaneous Charges				
Copy of Premises/Person Entry in Licensing Register	22.00	25.00	3.00	13.64
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	25.00	3.00	13.64
Current list of licensing applications	11.00	12.00	1.00	9.09
Viewing of Films requiring Certification - Per 15 Minutes	8.00	10.00	2.00	25.00
Issue of Film Certification	8.00	10.00	2.00	25.00

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To: Council
Date: 16 February 2023
Report of: Head of Financial Services
Title of Report: Chief Finance Officer's report on the robustness of the Council's 2023/24 budget

Summary and Recommendations

Purpose of report:

Under Section 25 of the Local Government Act 2003 there is a requirement for the Council's Chief Financial Officer to report to Council on:

- a) the robustness of the estimates made for the purposes of the calculations of the budget; and
- b) the adequacy of the proposed financial reserves.

Council in considering its Budget should have regard to this advice.

Recommendation: That Council notes this report in setting its budget for 2023/24 and the indicative budgets for 2024/25 – 2026/27.

Appendix A: Statement of Reserves and Balances

Introduction

- 1 As the adverse impact of COVID 19 subsides, the country begins to return to some sense of normality. Over the last few years businesses have been significantly impacted financially and some unfortunately have become insolvent. The extension of the business rates relief scheme for 2023-24 and an increase in relief from 50% to 75% announced in the Finance Settlement may offer those businesses in the retail, hospitality and retail sector some respite and hopefully allow more time for footfall to improve and improve their financial position.
- 2 The knock on effect to the city and the Council has similarly created financial pressures which although show some signs of improving, still leaves legacy debts to

deal with and an element of uncertainty about the future. The COVID related grants given to local government unfortunately have not been sufficient to avoid the need to dig deep into council reserves and although it has enabled the council to 'ride out the storm', the depletion of such reserves has reduced the council's resilience to deal with the uncertainties going forward.

- 3 This report to Council is a statutory requirement of the Councils Chief Financial Officer under Section 25 of the Local Government Act 2003, to report to Council on :
 - a) The robustness of estimates made for the calculation of the budget
 - b) The adequacy of reserves
- 4 Council are required to consider this report alongside the budget setting discussions.

Preparation of the Medium Term Financial Plan

- 5 As in previous years the Council has undertaken a prudent and robust approach in developing its Medium Term Financial Strategy ("MTFS") based on information that is available to date and prudent forecasts of the income and expenditure that will be arise whilst undertaking it's services.

Robustness of Estimates

- 6 All aspects of the Council's budget, efficiency savings, additional income streams, and pressures have been subject to rigorous review, with Service Heads being required to review the plans they put forward in previous years and confirm delivery of the proposals over the life of the MTFS.

Scrutiny of the budget has been undertaken by

- The Finance Team
 - Directors and the Chief Executive
 - Executive Members
 - The Scrutiny Committee's Finance Panel
- 7 Monitoring of the budget through the year is undertaken by Financial Services in conjunction with Heads of Service and Cost Centre Managers to ensure that the budget is on target or variations are reported and acted upon at an early stage. Monthly monitoring reports are considered by Heads of Service at the Council's Operational Delivery Group and Corporate Management Team with quarterly updates presented to Cabinet.
 - 8 The Council has established a Project Management Office to oversee and undertake project management of projects within the Council's Capital Programme. Potential projects are subject to more rigour and resources are spent on establishing the feasibility and outline business case before a bid is made through Cabinet and Council for budget approval of funds to carry out the project.

General Fund Assumptions

- 9 Assumptions on which the four year MTFS are based are contained within the main budget report presented elsewhere on the agenda, however, the key assumptions include:

- **Council Tax increase-** The assumed Council Tax increase is 2.99% per annum for 2023-24 and 2024-25 with 1.99% thereafter. This is below the referendum level for 2023/24.
- **Income Streams** – income streams especially those susceptible to reduction from COVID related issues have been budgeted prudently. Car parking income is unlikely to return to pre Covid levels in 2023-24. Town Hall income from lettings is forecast to return to normal levels. Commercial rent income arrears stand at around £7million for which a provision has been made to cover. The material part of this outstanding debt arose over the period of the pandemic when the Council were prevented from taking enforcement action. With the addition of a number of key property related projects, base commercial rent income is beginning to increase.
- **Investment Interest** – The Bank of England raised base rates to 3.5% and although this is not yet at its peak thought to be around 4.5% rates are expected to fall back in 2024 settling back at around 2.5%.
- **OxWed Development** – Income yield from the councils partnership in Oxwed LLP continues at 6.5% on the amount invested which currently stands at £12.6 million. Planning approval is under consideration and alongside it the delivery strategy which will move the project closer to the delivery of financial returns to the Council and its partner Nuffield College.
- **Oxford Direct Services Ltd** - The updated ODS Business Plan includes ambitious targets to generate additional turnover for the companies trading arm ultimately improved dividend return to the Council. Profit after tax is estimated at around £5.4 million by 2025-26.
- **Oxford City Housing Ltd** –Dividend returns from the Company are expected to be around £13.5 million over the MTFS.
- **Borrowing** – The Councils Capital Finance Requirement (CFR) representing the underlying need to borrow to finance the capital programme over the MTFS will increase from £479 million to around £796m (HRA £596/ General Fund £199m). External debt will increase from £364 million to around £683 million over the same period. A provision has been made within the General Fund and the HRA for financing costs including the Minimum Revenue Provision (MRP) in accordance with the Councils MRP policy.
- **Retained Business Rates** – The MTFS includes estimates of the amount of Retained Business Rates income for the authority, based on the Government’s indication of tariffs and baseline income for 2023-24. The Government have indicated that fairer funding and business rates reset will be delayed until 2025-26 at the earliest. There remains uncertainty after this date for which a provision has been built into the MTFS.
- **Pay Assumptions** – The current two year pay deal expires on 31-3-2024. Inflationary rises have been allowed for in the MTFS going forward
- **Inflation** – With the exception of contractual inflation e.g. Leisure contract and ICT maintenance contracts and pay budgets all other budgets are cash limited.

- **Contingencies and Provisions** - Contingencies have been provided for at around £600k per annum. This is deemed to be adequate to cushion the revenue account against potential shortfalls in efficiency savings and additional income as well as shortfalls in returns from the Councils wholly owned companies arising from non-performance.

Housing Revenue Account (HRA) Assumptions

10 The Scrutiny of the HRA budget and Business Plan has followed a similar process to that for the General Fund outlined above.

11 Key assumptions in the HRA budget include:

- **Rent Setting**

Government policy for the 5 year period commencing 1-4-2020 has been for rent increases to be no more than CPI +1%. For 2023-24 following a consultation exercise the Government limited the rent rise to 7% with assumptions for the following years being based on CPI.

- **Debt Management Strategy**

Debt will rise from an estimated £309 million in 2022-23 to peak debt of £636 million in 2030-31 largely from accommodating the purchase of affordable housing from the Housing Company. Sufficient provision has been made in the HRA to cover the cost of this debt.

- **Inflation and pay assumptions**

All the assumptions for pay inflation are the same as for the Council's General Fund.

Capital

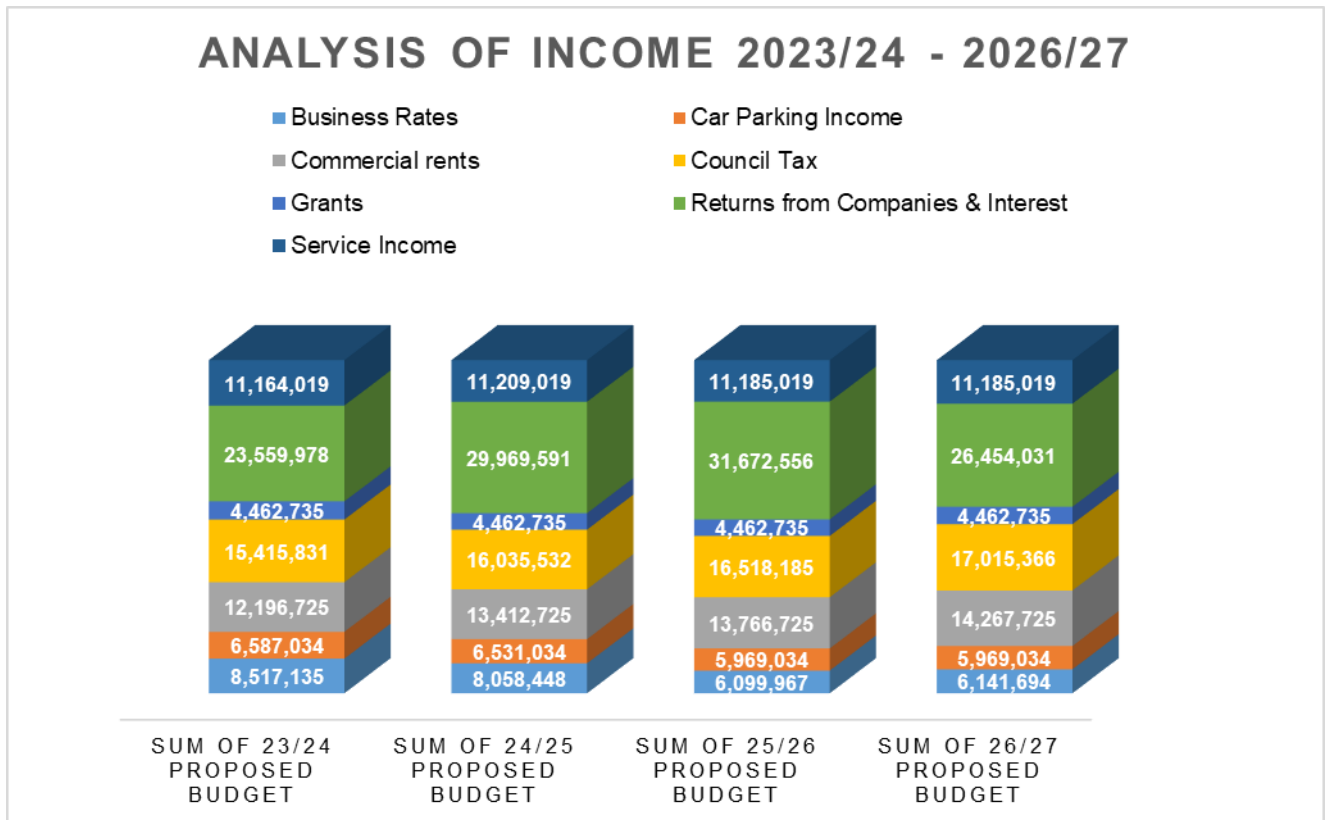
12 The Council has set an ambitious Capital Programme for the next four years in excess of £767 million.

13 The preparation of the Capital Programme has undergone similar scrutiny to the other areas of the Council's budget with the Development Board having an oversight of all new bids. Contingencies are included within individual schemes for variations in spend with any other variations outside these amounts being subject to the normal virement and supplementary estimate approvals set out in the Council's Financial Rules.

14 Financing of schemes within the Programme is predominantly through borrowing which at £502 million over the 4 year programme represents 66% of the total programme. Most General Fund additional borrowing is in relation to loans to the Council's Housing Development Company (OCH(D)L) with the HRA borrowing being in relation to the purchase of social housing units from OCH(D)L. Whilst this represents a significant increase in Council debt to over £0.6 billion by 2030-31 and the associated revenue implications have been accounted for in the MTFs and the debt is manageable.

Adequacy of Reserves and Balances

15 The prudent level of reserves that the Council should maintain is a matter of judgement. Generally the higher the risk of the council's financial plans the higher the level of reserves and balances. The Oxford Model's reliance on income streams from its wholly owned companies and other sources of income such as commercial rents (as illustrated below) is more of a risk than simply reducing spend. In such situations it is prudent and advisable to hold an adequate amount of reserves and balances to deal with any volatility in these areas.



16 The level of the Councils overall reserves and balances is shown in Appendix 1 and summarised in Table 1 below:

Table 1 : Earmarked Reserves and Working Balances			
Reserve Description	Balance 01-04-22	Projected Balance 31-03-23	Projected Balance 31-03-24
	£000's	£000's	£000's
GENERAL FUND			
Earmarked Reserves			
Ring fenced accounts funded by third parties	1,001	954	954
Other ringfenced accounts	24,110	23,822	23,822
Other earmarked reserves	26,477	17,089	13,726
Working Balances	3,622	3,622	3,622
Sub Total	55,210	45,487	42,124
HOUSING			
Earmarked Reserves	13,816	5,082	298
Working Balances	4,000	4,000	4,000
Sub Total	17,816	9,082	4,298
Insurance Funds	1,249	1,249	1,249
TOTAL	74,275	55,818	47,671

Notes

- Ring fenced accounts funded by third parties which must be repaid if not used for the purpose specified, e.g. Salix Funds and Section 106 commuted sums
- Other ring fenced accounts -reserves which have a statutory limitation on their use; such as the Taxi Licensing Reserve, grants reserved and the HMO Licensing Reserve
- Other earmarked reserves which have been earmarked but are largely unspent
- Accounts which it is considered prudent to set aside for a specific purpose such as the Insurance Fund
- Working balances – are funds which are not ringfenced for any purpose

17 Table 1 indicates that General Fund earmarked reserves and balances will reduce from £55 million at 31-3-2022 to an estimated level at 31-3-2023 of £45 million and then to an estimated £42 million by 31-3-2024. Other points worthy of note :

- **Ringfenced reserves** relating to grants, licenses, HMO, Salix and Commuted sums can only be used for the specific purposes.

- **Unringfenced earmarked reserves** that although allocated can be used to cover General Fund Revenue deficits are estimated to reduce to around £17 million by 31st March 2023 i.e. a 35% reduction compared to the estimated position at 31-3-2022.
- **The COVID Emergency Reserve** (number 68) will reduce from 7.4 million at 31-3-2022 to around £5.4 million as at 31-3-2023 and then to £4 million.
- The Councils General Fund working balance remains at around £3.8 million throughout the period of the MTFS
- The HRA working balance is estimated at around £4 m representing around 8% of gross rental income, sufficient to meet any unexpected financial issues that may arise.

Financial Resilience

- 18 The consequence of not keeping a prudent level of reserves can be significant. In the event of a serious problem, or a series of events such as a downturn in the financial position of ODS, reduced activity in OCHL or a reduction in the value of the Council's property investments it could lead to less return for the Council and potentially a deficit position. In the absence of reserves the Council would be forced to cut expenditure in a damaging or arbitrary way.
- 19 The Chartered Institute of Public and Finance and Accountancy (CIPFA) has stated that there should be no imposed limit on the level or nature of balances required to be held by an individual Council. However, for a district council, where changes to a few areas can have a disproportionate impact, a higher percentage of level of reserves to net expenditure is desirable. The level of balances to be held is largely a matter of judgement for the Councils Section 151 Officer based on local circumstances such as the level of activity in the council, the risk appetite of the council, the council's reliance on income streams and gross expenditure.
- 20 CIPFA undertake a survey of councils to understand their financial resilience. By analysing data from individual councils and providing comparisons on a number of key financial areas, CIPFA place a risk rating against each of these measures in terms high, medium and low risk. The latest exercise was undertaken in December 2022 based on financial information for 2021-22.
- 21 The main observations in comparison to other non-metropolitan districts was as follows:
- The ratio of Council tax income as a proportion of net expenditure was 38% for Oxford against a range of 34%- 100% for other local authorities. The authority was deemed low risk, which is surprising.
 - The 'Oxford Model' relies on significant income streams to fund its gross expenditure. Fees and charges as a ratio to service expenditure is 25% against a range of 1.37% to 57% for other local authorities. This ratio will increase over the life of the MTFP given the reliance on financial returns from OCHL and ODS and although deemed low by CIPFA is certainly one to closely monitor.
 - The high percentage of business rates growth above baseline for Oxford City Council at 74% within a range of -153% to 435% is reflective of the

opening of the Westgate Shopping Centre and is deemed medium to high risk.

- At £3.8 million the General Fund Working Balance at around 10% of net revenue expenditure. Whilst this was far short of the upper end of the sample group at 300% and is considered high risk, it is still considered by the Council's Section 151 Officer to be a reasonable level for this authority especially when combined with earmarked reserves.

Sensitivity Analysis

- 22 Risks remain around fluctuations in the council's incomes and expenditure. Whilst it is unlikely that there would be an adverse impact on all of these areas all at once should this happen then reserves would be required to cover the resultant shortfall. The following analysis indicates the financial impact of a 10% variation on significant items of income and expenditure.

10% Variation in Income And Expenditure		
	Gross £000's	Risk £000's
Additional efficiencies	410	41
Car Parking Income	6,595	660
Commercial rent income	11,634	1163
Dividend from ODS	1,633	163
Business Rates	8,517	852
Returns from OCHL	2,311	231
Other investment interest	1,367	137
Homelessness expenditure	5,711	571
Planning income	2,424	242
Total	40,602	4,060

Treasury Management

- 23 Reserves and Balances are an essential part of cash balances on which the Treasury function is based. Whilst waiting to be used they will attract interest of currently around 3% per annum depending how they are invested. Longer term investments such as property funds and lending to companies including the Council's wholly owned companies will attract interest in the region of 4.5% to 6%, while investments held for short term liquidity purposes will be at the lower end.
- 24 The budget for investment net interest from company lending, HRA and investments is £5 million per annum. Reserves and balances can also be 'internally borrowed' essentially deferring the need to borrow externally to meet capital commitments. Such borrowing is currently cheaper than accessing external borrowing sources such as the Public Works Loan Board (PWLb).

Progress on the 2022/23 Budget

25 Budget monitoring for the 6 months ending 31 December 2022 indicates an outturn budget deficit of around £0.700 million. If outturn remains at this figure this deficit will need to be met from reserves and balances referred to in this report.

Conclusion

26 I have reviewed the budget preparation process for 2023-24 to 2026-27 and the level of reserves and balances. The Council still faces significant financial challenges in a number of areas including

- **Business Rates Retention** – although the Government have confirmed that fairer funding and business rates reset have been pushed back to 2025, it is still no clearer how this will affect the authority from then onwards.
- **Pressures around income streams** especially commercial rents brought about by the COVID 19 pandemic. Prudent estimates have been made of the likely estimated position of these income streams with some such as commercial rents not considered to return to their pre COVID position for a number years.
- **The success of the council's wholly owned companies** will be key to its financial success with returns and dividend over the MTFS of around £47 million. The performance of these companies will need to be closely monitored.
- **Transformation efficiency changes** – the Councils ambitious programme of transformation to drive out £3.3 million of ongoing efficiency savings by 2026-27 will need close monitoring to ensure delivery.

27 In relation to the HRA, there is a significant increase in borrowing to facilitate affordable housing purchases from the Council's wholly owned company although analysis would suggest that these purchases are financially viable in terms of Internal Rate of Return, Payback and Net Present Value and following an external strategic review of the HRA Business Plan measures have been introduced to ensure that this borrowing remains affordable.

28 The level of unringfenced reserves will fall by 35% between 2022-23 and 2023-24 to amount of £17 million.

29 The Head of Financial Services had always reinforced the need for reasonable levels of reserves especially given the risks around the Oxford Model. Whilst the Oxford Model does ensure that services are maintained in the face of reductions in Government funding, it does so by using externally generated income either from services provided by the Council or from our wholly owned companies. The alternative is to reduce services and hence spend.

30 Ideally these reserves should consider topping up these reserves as a first call should surpluses in the revenue account become available, to strengthen its financial position when it can.

31 Despite the issues highlighted above the Council has undertaken a rigorous process in its budget setting for the Medium Term and more specifically I would conclude that:

- The process for the formulation of General Fund, HRA and Capital budgets, together with the level of challenge, provides a reasonable assurance of their robustness.
- The level of reserves at this stage is adequate and based on current understanding should be sufficient to cover fluctuations in income and expenditure over the medium term.

Financial Implications

32 These are covered within the report

Legal Implications

33 In addition to the obligation for the Chief Finance Officer to report under Section 25 of the Local Government Act 2003 set out in the purpose of this report, the provisions of the Local Government Finance Act 1992 set out what the Council has to base its budget calculations upon, and requires the Council to set a balanced budget having regard to the advice of its chief finance officer (section 151).

Risk Implications

34 An analysis of 'Key Risks' is shown in the main Budget report elsewhere on the agenda. They are key factors to take into account when determining the level of reserves that the authority should retain.

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STATEMENT OF RESERVES AND BALANCES		APPENDIX 1		
Ref	Reserve Description	Balance 01/04/2022 £000's	Projected Balance 31-03-23 £000's	Projected Balance 31-03-24 £000's
rt	Ring fenced accounts funded by third parties			
1	SALIX Energy Projects Reserve	404	453	453
54	Blue Bin League Reserve	72	72	72
52	S106 Commuted sums	357	257	257
33	Lord Mayors Deposit Scheme	52	52	52
49	BOB MK	6	9	9
66	Growth Deal - JSSP	111	111	111
		1,001	954	954
ro	Other ring fenced accounts			
6	Taxi Licence Reserve	54	54	54
71	HMO Licensing Reserve	56	56	56
50	NNDR Retention Reserve	16,505	16,505	16,505
7	Grants Reserve	7,494	7,207	7,207
		24,110	23,822	23,822
oe	Other earmarked reserves			
15	Severance Reserve	2,943	2,943	2,943
16	ICT Infrastructure Reserve	1,199	- 30	- 30
20	City Council Elections Reserve	190	160	160
23	Capital Funding Reserve	6,222	2,945	445
31	Homelessness Reserve	393	393	393
36	Community Partnership Fund	262	194	194
37	Community and Neighbourhoods Reserve	74	74	74
42	Emergency Flood Reserve	357	357	357
22	Indirect Property Fund	2,069	2,069	2,069
26	Museum Development Reserve	4	4	4
29	OxFutures Reserve	174	165	165
40	Housing Benefits	504	504	504
57	Grenoble Road Reserve	395	275	275
58	Vehicle purchase reserve	1,300	-	-
59	Northway and Marston Flood Alleviation	527	527	527
62	Ward Member Allowances Reserve	156	156	156
63	Recycling Incentive	-	-	-
64	Apprentices Reserve	358	163	3
65	Private Sector Safety Financial Penalties	376		376
67	Local Plan Costs	192		192
68	COVID Emergency Reserve	7,385	5,385	4,114
69	EV Projects Income	13	78	78
70	S106 Monitoring Income	156	156	156
72	Net Zero Transition Fund	167	347	347
73	Life Chances	15	15	15
74	ESO Electricity Budget Reserve	-	30	30
75	Proclamation Reserve	10	-	-
		25,443	16,910	13,547
	Committed unspent budgeted amounts			
45	Committed Projects Reserve	1,034	179	179
	Self-Insurance Funds			
46	Self-Insurance Funds	1,165	1,165	1,165
	Total General Fund Earmarked reserves	52,753	43,030	39,667
	General Fund Working Balance	3,622	3,622	3,622

	Housing Revenue Account			
2	HRA CRM Reserve	120	120	120
3	IT Equipment Reserve	-	-	-
5	Capital Projects Reserve	12,394	5,631	847
6	HRA Committed Projects Reserve	986	986	986
7	Eco Funding	-	-	-
8	Feasibility Studies Reserve	316	316	316
	HRA Reserves	13,816	5,082	298
	Self-Insurance Funds	84	84	84
	Total Housing Revenue Account Earmarked Reserves	13,900	5,166	382
	Housing Revenue Account Working Balance	4,000	4,000	4,000

General Fund Earmarked Reserves	
1	The Salix Energy Projects reserve created from a grant made available via Salix. The fund is used to loan money to Service Areas within Oxford City Council. Services then utilise these funds to implement energy efficient schemes. Savings on energy costs are then used to repay the initial loan.
6	The Taxis A/C reserve was created to manage the ring fenced taxi licensing cost centre. Surplus / deficits associated with this cost centre are collected and the balance is used to improve and / or address pressures within the Taxi Licensing area.
7	A reserve established under accounting convention to accumulated all unspent balances of grants received in the year pending their spend on projects including Oxfordshire Sports Partnership, Homelessness, Community Safety and flood prevention.
15	Severance Reserve - created to cover any unexpected pressures related to employee costs e.g compensation for loss of office.
16	The IT Infrastructure Reserve is used to fund IT Infrastructure replacement across the Council.
19	The Business Transformation Reserve is a transitory account. At the year end budgets associated with transformation projects not yet completed are transferred to this reserve. At the start of the following year projects are approved to continue and the funds allocated back to the projects.
20	Created from the surplus of the elections cost centre
22	Indirect Property Fund – To fund any shortfall in the value of indirect property funds
23	Capital Funding Reserve – created to fund capital expenditure.
26	Museum Development Reserve – Funding to support the future development of the museum
29	Oxfutures Reserve – to cover potential liabilities around the Oxfutures EU Grant
31	Homelessness – unspent budget and grant monies associated with homelessness.
33	Lord Mayors Deposit Scheme to help people on a low income afford to move into private rented accommodation by issuing a Deposit Guarantee Bond to landlords.
36	Communities Partnership Fund – Used in connection with community safety schemes
37	Community and Neighbourhood Reserve- includes ring-fenced project funding for Connecting Communities, Community Actions Groups and Wood Farm Community Centre.
40	Housing Benefit reserve– established to cushion the revenue account from unexpected variations in housing benefit subsidy
42	Emergency Flood Reserve – established to cover the costs of flooding in the city
45	Committed projects is a reserve relating to the carry forward unspent budgeted amounts from previous years for committed projects
46	The Self-Insurance Reserve is used to cover claim costs that are below the Council’s insurance policy excess limit. The fund was subject to actuarial review in 2012/13 and will be adjusted in line with any recommendations flowing from it
49	BOB MK – Oxford City Council hosts a Planning Forum funded by subscriptions received from Local Authorities in Berkshire, Oxfordshire, Buckinghamshire and Milton Keynes. The budget is ring-fenced and any surpluses in year need to be carried forward to future years.
50	NNDR Retention Reserve - Reserve created to cushion the effect on the of Business Rates appeals on the councils Retained Business Rates income
52	Commutated sums – sums received from developers to fund revenue maintenance works
54	Blue bin league – External monies received to promote recycling
57	To cover the Councils contribution to the planning application at Grenoble Road
58	Sinking fund for the purchase of vehicles
59	25yrs Repairs and Maintenance for Northway & Marston Flood scheme
62	Ward Member Allowances Reserve
63	Recycling Incentive
64	Apprentices Reserve
65	Private Sector Safety Financial Penalties
66	Growth Deal - JSSP
68	Covid Emergency Response
69	EV Projects Income
70	S106 Monitoring Income
71	HMO Licensing Reserve
72	Net Zero Transition Fund
73	Life Chances
74	ESO Electricity Budget Reserve
75	Proclamation Reserve
Housing Revenue Account Earmarked Reserves	
2	The IT Projects Reserve is to fund the HRA element of IT development projects
3	The IT equipment reserve is to fund future IT equipment purchased used specifically for HRA activity e.g. Housing Rents and Servitor job costing
5	Capital Projects Reserve – reserve created to manage variations in the HRA capital programme
6	Direct Payment Arrears – payment from the DWP in respect of tenant arrears arising from the direct payment project
7	External monies received for solar panels on council house roofs
8	Feasibility Studies Reserve

Scrutiny Budget Review 2023/24

Report of the Budget Review Group 2023/24
Commissioned by Oxford City Council's Scrutiny Committee

February 2023

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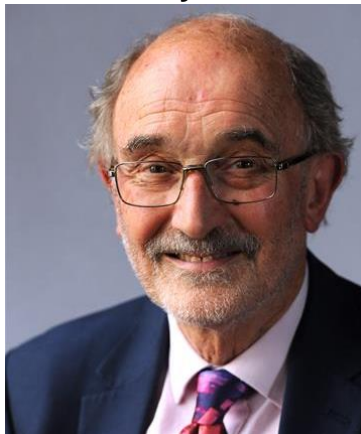
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Foreword by the Chair of the Budget Review Group



Councillor James Fry, Chair of the Budget Review Group 2023/24

It will come as no surprise that the latest Budget Review has come at a particularly challenging time in terms of the external economic environment. The challenges created by high inflation when Council taxes and business rates are effectively capped by Central Government are great enough in their own right, but the legacy of the Covid pandemic in arrears in rent payments on many Council-owned commercial properties adds to pressures on the Budget.

The Government did not allow the Council to pursue payment of such arrears while the pandemic was raging and only now is it becoming possible to assess how much will have to be written off and how much may be recouped under protocols negotiated with individual tenants. It is galling to discover that no compensation is offered for the arrears incurred while following Government instructions. These arrears need to be funded from reserves, which the Council was prudent to accumulate in better times.

Against this backdrop, the Budget Review Group held a series of meetings with senior Council officers to examine in detail the proposals submitted for the next four financial years. On behalf of the Group and the two other councillors who participated in the discussions, Councillor Amar Latif and Councillor Chris Jarvis, I would like to give special thanks to three officers who provided support to the Group during this process, Richard Doney, Scrutiny Officer and Secretary to the Group; Nigel Kennedy, Head of Financial Services; and Anna Winship, Management Accountancy Manager. Without their dedication, we would not have been able to get this Review over the line.

Besides the specific recommendations submitted by the Group, there are two aspects of the Budget that need to be highlighted. One is the role of the “Oxford model” whereby Council-owned companies, notably ODS and OX Place, are generating income for the Council to supplement revenues from more traditional sources, such as Council tax. The contributions from these companies in dividends and interest payments will prove crucial in allowing the Council to navigate the turbulence caused by today’s inflationary pressures.

The other facet of this Budget round that should be noted is the fortuitous delay, due undoubtedly to the turmoil at the top of Government, in implementing reforms to the funding of local government, among which the Fair Funding scheme would be very costly to the Council. These delays have relieved for a short while some of the pressures on the Budget; however, instead of treating these sums as an opportunity to increase spending and using up these unexpected savings, the Group felt that the harsh experience of the past three years, which have drastically reduced uncommitted (i.e., not ear-marked) reserves, should not be used for any ongoing costs.

The recommendations that follow are designed to address specific concerns of the Group about the achievement of the Budget forecasts. Chapter 5, Conclusions, summarises these under five headings: (1) efficiency savings; (2) large projects; (3) windfall gains; (4) the investment portfolio; and (5) transport.

Chapter 1: Introduction

1. The role of Oxford City Council's Scrutiny Committee is similar to the role of UK Parliamentary Select Committees. Scrutiny is led by a cross-party membership of councillors who are not on the Cabinet (the main Council decision-making body) and is empowered to question Council decision-makers and make recommendations to them about policy decisions. Scrutiny can also investigate any issue that affects the local area or its residents, whether or not it is the direct responsibility of the Council. It has a duty under the Council's Constitution to consider the Cabinet's draft budget proposals before they are put to Council for final endorsement.
2. The Scrutiny Committee established the Budget Review Group on 05 July 2022 and agreed [its scope \(or terms of reference\) on 11 October 2022](#). Its membership was agreed to be the same as that of the Finance and Performance Scrutiny Panel, with additional contributions made by the Housing and Homelessness Panel regarding the Housing budget scrutiny, with the contribution in this area also of three of the Council's Tenant Ambassadors who had been co-opted to the Housing and Homelessness Panel. It was scheduled to meet in January 2023 to scrutinise the Draft Budget and Medium Term Financial Strategy (MTFS) as approved for consultation by the Cabinet on 15 December 2022, and to test the robustness of the underlying assumptions used in the proposals. The Council has a statutory duty each February to agree a four year balanced budget. This report of Scrutiny is intended to provide a considered second opinion on the budget proposals with constructive recommendations and suggestions for changes.
3. Having an effective budget scrutiny function is considered a cornerstone of good governance, allowing a cross-section of councillors to ask challenging questions about the budget for various services that the Council delivers, as well as the wider financial context in which the Council operates. In addition to the detailed Budget Review Group process, the [Finance and Performance Panel](#) leads its own work plan year round to review and evaluate spending against the budget. At least five meetings of the Finance and Performance Panel are held each year. To date, this year, meetings have been held both in-person and via Zoom. Meetings and agendas continue to be open to the public.
4. The Budget Review Group has a cross-party membership comprising the following City Councillors:
 - Councillor James Fry (Chair)
 - Councillor Chris Jarvis
 - Councillor Amar Latif
 - Councillor Tom Landell Mills

Housing and Homelessness Panel members are as follows:

- Councillor Paula Dunne (Chair)
- Councillor Lizzy Diggins
- Councillor Laurence Fouweather
- Councillor Jabu Nala-Hartley
- Councillor Rosie Rawle
- Councillor Jo Sandelson

Tenant Ambassadors:

- Jerry Assongu
- Anthony Church
- Gill Taylor

5. This report is written with two audiences in mind. It is directed to the Council's executive body, the Cabinet, which agrees the draft budget and recommends it to Council for approval. Here, the Budget Review Group gives concrete recommendations of actions it would like to see done differently with a rationale for making those changes. However, this report is also written for the public, to assure them that independent testing of the budget proposals has occurred and that public money is not being put at undue risk, and that it is being allocated wisely.
6. This report is not intended to act as a comprehensive review of all aspects of the budget, but rather it draws out the key recommendations which emerged during the review process. The Review Group explored in its meetings questions and issues across all service areas and was satisfied by responses received to the vast majority of questions. It would not be efficient for the Review Group to report on all aspects of its discussions. Given that the principal purpose is to make recommendations to Cabinet on the proposed budget before it, the Review Group has limited the bulk of its report to focus on its recommendations.
7. This report will be presented to the Council's Scrutiny Committee for endorsement on 01 February 2023, and subsequently to the Cabinet and the Full Council on 08 and 16 February 2023 respectively.
8. The Review Group would like to place on record its thanks to all of the people who contributed to the review, which has enabled the recommendations in the report to be made.

Chapter 2: Methodology

9. The Review Group's work involved a total of four meetings which were all held in January 2023. The aim of this work was to provide an independent and cross-party review of the 2023/24 budget proposals to provide assurance concerning the soundness of the budget, and recommendations for improvement and review where necessary. The Review Group used the Cabinet's [draft budget proposals](#) from 15 December 2022 as the principal document for scrutiny. Key themes and questions the Review Group sought to explore included:
- The progress of financial mitigation strategies arising from COVID-19 and the Council's overall expectation of what the 'new normal' looks like financially;
 - The interaction, robustness, and financial impact of the financial returns to the Council from Oxford Direct Services and OX Place business plans;
 - Specific consideration of the Council's planning regarding macroeconomic factors such as inflation and the growing scarcity of workers;
 - The robustness of plans and risks to the Council's anticipated income streams, particularly relating to parking, commercial property and the Council's companies;
 - The robustness of the HRA Business Plan and the effects of upcoming legislative and regulatory changes such as the Social Housing White Paper;
 - Assessment of overall strategy and individual proposals to mitigate lost income and to reduce costs;
 - Planned borrowing levels and the impact of the changes arising from Minimum Revenue Provision;
 - Levels of contingencies and earmarked reserves;
 - Deliverability of the Capital Programme and its relation to previous iterations of the Medium Term Financial Plan
10. The Review Group's findings and recommendations have been informed by evidence provided by senior officers of the Council across its meetings, as well as extensive written testimony in response to pre-submitted questions from councillors. Contributors to the review included:
- Helen Bishop: Head of Business Improvement
 - Tom Bridgman: Executive Director of Development
 - Ian Brooke: Head of Community Services
 - David Butler: Head of Planning
 - Stephen Gabriel: Executive Director for Communities and People
 - Caroline Green: Chief Executive
 - Emma Gubbins: Corporate Assets Lead
 - Tom Hook, Executive Director for Resources
 - Nigel Kennedy: Head of Financial Services
 - Andrew Murdoch: Development Management Service Manager
 - Nerys Parry: Head of Housing (Interim Acting)
 - Carolyn Ploszynski: Head of Regeneration and Economy
 - Susan Sale: Head of Law and Governance
 - Mish Tullar: Head of Corporate Strategy
 - David Watt: Strategic Finance Manager (OX Place)
 - Rachel Williams: Planning Policy and Place Manager

- Jane Winfield: Head of Corporate Property
- Anna Winship: Management Accountancy Manager
- Ian Wright: Head of Regulatory Services and Community Safety

Chapter 3: Findings and Recommendations

Archivist

11. The Review Group noted the proposed reversal of funding for an archivist seconded from the County Council at line 13 of the Community Services section of the General Fund Budget Proposals Summary. The Review Group was concerned that funding for the work of the archives had been progressively cut over the years and that to remove the funding entirely would be a very dangerous step. Section 224 of the Local Government Act 1972 requires councils to “make proper arrangements with respect to any documents that belong to or are in the custody of the council or any of their officers.” The Guidance issued in 1999 by the then Department for the Environment, Transport and the Regions (now the Department for Levelling Up, Housing and Communities (DLUHC)) explained that “‘Proper arrangements’ for the current or recent records of a local authority should involve the skilled supervision of their management by an appropriately trained member of staff.”
12. The Review Group was keen to emphasise the statutory importance of the work and also the fact that the work was supported by that of committed and experienced volunteers. The Review Group expressed concern that, without an archivist overseeing the work, it might be unlikely that the volunteers would continue to offer their services. The Review Group was not satisfied with the proposed arrangements that officers would oversee archives for their specific area and that there would be a thorough document handover.
13. The Review Group considered that the Council should commit to continuing to fund the archivist post and not reverse the funding in the region of £20k.

Recommendation 1: That the Council continues to dedicate funding to the work of the archive and maintains the post of professional archivist to ensure that this statutory duty is satisfactorily complied with alongside highly qualified volunteers.

ODS Depot Consolidation

14. With regard to Oxford Direct Services Ltd (ODS), the Review Group was aware that the intention to have one single depot rather than a number of depots (i.e., depot consolidation) was seen as an important source of revenue and cost reduction, as well as linking to housing targets. It was disappointed to be advised that confidence was low that depot consolidation could be achieved during the period of the forthcoming Medium Term Financial Plan (MTFP). Whilst recognising the validity of the reasons given for the low level of confidence, not least the difficulties of finding a site large enough in the City that was both affordable and practical, the Review Group considered that such work should be prioritised given its importance to the Council’s finances generally.
15. The Review Group noted that, on 21 August 2017, the Planning Review Committee, which at the time was chaired by the current Budget Review Group Chair, had granted permission for a temporary extension of the depot at Cowley Marsh to provide additional storage space for up to five years. Given this, the Review Group was concerned that, almost six years later, there was little confidence that moving to one single site would happen in the next four years – the period of the forthcoming MTFP.

16. The Review Group noted that costs had been incurred in conducting feasibility studies and exploring planning applications that had, so far, not achieved the aim of depot consolidation. The Review Group accepted that acquiring one site appropriate to consolidate and house the depot for ODS was a challenge and appreciated that resolution would not be easy. However, the Review Group considered the current situation unsustainable and requested information, with as much clarity as possible, on the financial trade-offs involved as well as the options already considered and what possibilities might be viable. The Review Group recognised the commercial sensitivity that would be involved in such a document and so accepted that it would not, at this stage, be appropriately placed in the public domain. Nonetheless, the Review Group considered it imperative that the Council move forward on this issue and that Members should be briefed in full.

Recommendation 2: That the Council provides an up-to-date, confidential explanation to all Members of the options available to the Council to achieve the savings that would arise from ODS depot consolidation.

Cemetery

17. The Review Group recognised that there was no statutory requirement for councils to provide burial facilities. However, the Council remained committed to doing so and the revenue from providing this service was significant. The pressure on space in the City remained and the Review Group was pleased to hear that progress was being made on acquiring a new cemetery. Were that to be delayed further, the Review Group was concerned that the Council would risk the loss of a sizeable annual revenue in the region of £300k via dividend from ODS. Whilst some reassurance was offered, the Review Group considered it necessary for the Council to set out the progress made, the options that lay open, and the risks involved so that Members could have appropriate assurance.

Recommendation 3: That the Council provides a statement setting out the options regarding the acquisition of a new cemetery site without which there would be a significant revenue shortfall.

Covered Market

18. The Review Group noted the importance to the Council of the Covered Market. It was both an important source of revenue and a key part of the city's history and life. Its success was essential. The Review Group established that a substantial £4.5m capital investment was proposed, as well as £1m of maintenance and roofing works, and that the intention is that the works will protect and increase revenue. The Review Group noted that the Council's assumption is that income will fall during the first two years of the MTFP but that ultimately it will increase.

19. Members had been repeatedly advised that the Covered Market continued to thrive and that the Council was implementing measures that would ensure its vibrancy and success. One of these measures had been a late night opening trial which had repeatedly slipped and which was now due to begin in the spring of 2023. The Review Group noted that one factor in the delay had been that an on-site alcohol licence for one of the traders had only been approved in January 2023.

20. The Review Group was concerned that the delay in late night opening would have had an impact on revenue, as would continued empty units. The Review Group was advised that these issues had been taken into consideration when projecting revenue for the Covered Market. Nonetheless, the Review Group considered that Members should be assured that there was a robust business plan for the Covered Market which was grounded in reality and was both realistic and pragmatic, rather than overly optimistic.

Recommendation 4: That the Council updates the estimates during the period of the MTFP of the income and expenditure, including capital, on the Covered Market to take account of the slippage in the plans to fill the empty units and in the plans to start evening openings with music to promote footfall.

Unexpected income and supporting residents

21. The Review Group established that the financial statement issued by the Government on 12 December 2023 had resulted in there being approximately £3.5m more available to the Council than had initially been forecast. The Review Group was clear that, given reserves had been used in order to balance the budget, this did not go far towards reducing the challenges ahead but it was nonetheless welcome. £1.1m was to come through additional grants (the Funding Guarantee; the New Homes Bonus; and service-related grants) and approximately £2.4m from the deferral of the Fairer Funding Review which was anticipated to have a negative effect on funding provided to the Council.

22. The Review Group established that the Section 151 Officer's advice was that these funds should be placed into the Council's reserves, given the considerable financial and economic uncertainties that lay ahead, and the Review Group agreed that this idea had significant merit. However, the Review Group also discussed whether it would be appropriate, given the significant financial pressures many residents were enduring and the hardships so many were facing, to use some of the funds to set up a hardship relief fund during the early part of the MTFP. It was proposed that these would be non-recurring costs rather than ongoing ones.

23. The Review Group established that there was already an intention to create a Council Tax Support Fund. This is a result of the £244,230 for 2023/24 of new grant funding intended by the Government to deliver additional support to those already receiving council tax support. It is also intended to provide the Council with the resources and flexibility to determine a local approach to support other vulnerable households in the area. The expectation is that the majority of the funding will be used to reduce bills for current working age and pension age Local Council Tax Support claimants by a one-off payment of up to £25. With 2521 claimants in the City on council tax support, that would amount to approximately £63k leaving approximately £181k to be used for discretionary council tax relief.

24. The Review Group was also advised that there were ongoing conversations with the County Council about accessing money the County Council has been provided with to give financial support to residents. However, these discussions had not yet been concluded.

25. After considerable discussion, the Review Group agreed that the windfall gains should not be committed towards ongoing spending and that the Council should seek to provide support and assistance to residents.

Recommendation 5: That the Council does not commit the windfall gains, arising from the deferral of the Fairer Funding Review and the receipt of additional grants, for spending which would be recurring.

Recommendation 6: That the Council mitigates the pressure on residents arising from the current financial and economic circumstances and provides clear, concise information on the funding schemes available to help residents – including the provision of assistance to those who need it when applying for support.

Commercial property debt

26. The Review Group established that the current level of commercial property debt is £7m with a bad debt provision of £4.87m (meaning that the Council considered it unlikely that the latter figure would be received). The Coronavirus Act 2020 had prevented landlords from taking any meaningful action on the recovery of debt.

27. Council had previously passed a protocol relating to debt recovery which had sought to work with commercial tenants who owed money to the Council so that, if they resumed payments after the pandemic, some of the debt would be written off. Since July 2022, the Council was permitted to recover debts in the usual way. The Council had sought to recover debt in a flexible way, recognising the need to recover money but also to maintain the city centre's viability.

28. The Review Group explored its concerns that the level of bad debt provision in the proposed MTFP was overly cautious, particularly in relation to commercial debt. If such a level of provision were held to be necessary, it considered that would lead to the implication that commercial rent represented a major financial risk area for the Council in both the short- and long-term.

29. The Review Group established that assessments are made regarding bad debt provision at the beginning of each financial year. On 01 April 2022, the level of bad debt stood at £7m. It was highlighted that some larger debts were to be proposed for being written off by Cabinet in March 2023, generally because of insolvency. The Review Group was assured that the level of provision was appropriate and prudent rather than being overly cautious.

30. The Review Group accepted that it was prudent to allow for some debt not to be realised but was not entirely satisfied that the level of provision was not overly cautious. It concluded that the Council should assess the validity of the assumptions being made.

Recommendation 7: That the Council re-assesses the assumptions being made about bad debt provision relating to commercial property.

Investment Diversification

31. In 2022, the Budget Review Group recommended a move away from commercial property investments to alternative forms of investments. The Review Group established that, during the past financial year, agreement was reached for an investment loan to the Low Carbon Hub's Ray Valley Solar Farm, which will deliver a fixed income over the next 22 years. The Review Group was also informed that discussions were in train with other renewables generators to explore potential opportunities for investment.
32. The Review Group noted that, through the Public Works Loan Board (PWLB), HM Treasury offers long-term loans to support local authority investment in service delivery, housing, economic regeneration, and treasury management. The Government had changed lending terms in 2020 and councils were no longer permitted to use PWLB funding to make investments primarily for commercial gain. The Review Group also accepted that the expectation was that investments be made locally. However, challenges to diversification of the Council's investment portfolio need not mean that little progress could be made towards achieving it. Diversification would bring with it considerable benefits and the Review Group was keen that these should be realised.

Recommendation 8: That the Council diversifies its investment portfolio away from commercial property towards the regeneration of Council-owned properties which are eligible for Public Works Loan Board funding, and considers other types of investments and assets, including potential investment in renewal energy projects within Oxfordshire.

Park and Rides

33. The Review Group was grateful for the modelling provided by officers which set out why there was no proposal to increase charges at the Park and Rides. The Review Group accepted that the Council continued to strongly encourage people to use the Park and Rides and that was a key part of its approach to transport in the city. The Review Group also recognised that revenue had still not returned to pre-pandemic levels during the week and, given that large proportions of those who had previously commuted daily were now working with some element of home working, it was difficult to assume that usage figures would return to those seen previously. The Review Group understood therefore the sensitivity of the Council to the risk of discouraging people from using the Park and Ride for any reason. The Review Group was advised that a 10% resistance factor had been built in to the modelling and that even a 1% increase in charges would be likely to lead to an annual net loss of almost £90k.
34. The Review Group established that there was no data available to show what level of resistance had been seen at Park and Rides when prices had been increased previously because it had not been done. Rather, the data available was from when prices had increased at urban and suburban car parks and resistance of between 4% and 18% had been seen. The Review Group recognised that it would be difficult to accurately project reductions in usage of Park and Rides without an increase being implemented but was not satisfied that a 10% reduction in use for any increase was realistic given the different needs and behaviours of those using Park and Rides. The Review Group considered it overly conservative and had doubts that one in ten would not use the Park and Ride if there were an increase of ten pence on a £2 charge.

35. The Review Group accepted that Council-owned Park and Ride charges were set in consultation with the County Council, who also own sites, and the bus companies. The Review Group was also aware that the bus companies had recently launched an advertising campaign promoting the current prices. Nonetheless, and recognising the challenges involved in modelling where directly applicable data does not exist, the Review Group considered that it would be appropriate for the Council to re-evaluate its assumptions regarding projected revenue loss were fees to be increased.

Recommendation 9: That the Council re-evaluates its assumptions around reduction in use of park and rides as a result of changes in charges to create a more realistic picture of what both income levels and usage would look like with different fees.

Florence Park parking charges

36. The Review Group understood that the challenges of car parking revenue had meant that the Council considered it necessary to increase suburban car parking fees and to introduce charging at Florence Park for the first time. However, the Review Group noted that the car park at Florence Park was used by both mobile midwives and those using the services of the midwives, some of whom would be heavily pregnant. The Review Group recognised that it was open to the NHS Trust to purchase permits for staff and to consider how patients might be affected. However, the Review Group considered that the Council should consider further how the latter group might be supported.

Recommendation 10: That the Council considers how patients who need to drive to the midwifery services at Florence Park might be supported with regard to parking charges.

ZEZ revenue

37. The Review Group accepted that all income from the Zero Emission Zone (ZEZ) and any future expansion must be spent on transport-related measures. The Review Group established that between 28 February and 30 November 2022, the ZEZ Pilot generated £255,079 in charges and £247,038 in penalties. The Council took a share of this income after operating costs incurred by the County Council.

38. The Review Group understood why it was anticipated that charges and penalties were projected to lessen given that, as the ZEZ became embedded, people's behaviours and driving habits were likely to have changed. However, the Review Group considered that further information was necessary to justify the assumption that there would be no further reduction in income generated after year 2 of the MTFP. If behaviours were likely to change, the Review Group questioned why it was held that they would not continue to progressively do so.

Recommendation 11: That the Council provides sensitivity analysis of the net revenues to the Council from the operation of the current ZEZ and its proposed expansion during the period of the MTFP in order to justify current assumptions.

Chapter 4: Conclusions

39. The Review Group made 11 recommendations. Almost without exception, these sought to provide challenge to the Council to demonstrate that its underlying assumptions were realistic and justified so as to give assurance to Members and residents.
40. Only one of the recommendations sought a reversal of a proposed efficiency saving (recommendation 1). The Review Group has not traditionally recommended reversals of efficiencies but, on this occasion, considered that the relatively small sum involved and the importance of the archivist's work made this necessary.
41. Three of the recommendations related to large 'projects' (recommendations 2, 3, and 4) which the Review Group was concerned had been the subject of lengthy discussion and noble intention but suboptimal levels of progress. The Review Group recommended that further detailed information should be provided regarding the ODS Depot, the cemetery, and the Covered Market.
42. Two of the recommendations related to funds the Council had received which it had not initially anticipated (recommendations 5 and 6). The Review Group explored at length how best these should be used and, ultimately, concluded that it should recommend that they should not be used for ongoing costs - rather than recommending how they should be used. In that discussion, the Review Group was acutely aware of the difficulties currently being faced by so many residents and was keen that the Council should seek to mitigate these difficulties.
43. Two recommendations (recommendations 7 and 8) related to the Council's investment portfolio. The first of these concentrated on commercial property debt and questioned if the Council's approach was overly cautious and the second sought progress on moving forward with the diversification of the Council's investment portfolio away from commercial property.
44. The Review Group made three recommendations relating to transport (recommendations 9, 10, and 11). One was focused on a particular car park and a particular type of user, namely how support could be given to those using midwifery services at Florence Park. The second was to challenge the Council over the assumptions being made about Park and Ride charges. The third was to ask that greater analysis and explanation be provided about its assumptions regarding revenue from the ZEZ.
45. The Review Group was grateful to officers for the substantial work that had gone into preparing the budget and for their answers and support as the Review Group scrutinised that work. The Review Group considered that, were its recommendations accepted, it would be stronger.

Appendix 1

Draft Cabinet response to recommendations of the Scrutiny Committee

The document sets out the draft response of the Cabinet Member to recommendations made by the Budget Review Group and endorsed by the Scrutiny Committee on 01 February 2023 concerning the Scrutiny Budget Review 2023/24. The Cabinet is asked to amend and agree a formal response as appropriate.

Recommendation	Agree?	Comment
1) That the Council continues to dedicate funding to the work of the archive and maintains the post of professional archivist to ensure that this statutory duty is satisfactorily complied with alongside highly qualified volunteers.		
2) That the Council provides an up-to-date, confidential explanation to all Members of the options available to the Council to achieve the savings that would arise from ODS depot consolidation.		
3) That the Council provides a statement setting out the options regarding the acquisition of a new cemetery site without which there would be a significant revenue shortfall.		
4) That the Council updates the estimates during the period of the MTFP of the income and expenditure, including capital, on the Covered Market to take account of the slippage in the plans to fill the empty units and in the plans to start evening openings with music to promote footfall.		

5) That the Council does not commit the windfall gains, arising from the deferral of the Fairer Funding Review and the receipt of additional grants, for spending which would be recurring.		
6) That the Council mitigates the pressure on residents arising from the current financial and economic circumstances and provides clear, concise information on the funding schemes available to help residents – including the provision of assistance to those who need it when applying for support.		
7) That the Council re-assesses the assumptions being made about bad debt provision relating to commercial property.		
8) That the Council diversifies its investment portfolio away from commercial property towards the regeneration of Council-owned properties which are eligible for Public Works Loan Board funding, and considers other types of investments and assets, including potential investment in renewal energy projects within Oxfordshire.		
9) That the Council re-evaluates its assumptions around reduction in use of park and rides as a result of changes in charges to create a more realistic picture of what both income levels and usage would look like with different fees.		
10) That the Council considers how patients who need to drive to the midwifery services at Florence Park might be supported with regard to parking charges.		

11) That the Council provides sensitivity analysis of the net revenues to the Council from the operation of the current ZEZ and its proposed expansion during the period of the MTFP in order to justify current assumptions.		
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To: Cabinet **Date:** 8 February 2023
To: Council **Date:** 16 February 2023
Report of: Head of Financial Services
Title of Report: Medium Term Financial Strategy 2024-25 to 2026-27 and 2023-24 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 2024-25 to 2026-27 and 2023-24 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:	
<p>1. Approve the 2023-24 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:</p> <ul style="list-style-type: none"> a) the Council's General Fund Budget Requirement of £24.793 million for 2023/24 and an increase in the Band D Council Tax of 2.99% or £9.76 per annum representing a Band D Council Tax of £336.31 per annum; b) the Housing Revenue Account budget for 2023/24 of £51.572 million and an increase of 7% (£7.51 per week) in social dwelling rents from 1 April 2023 giving a revised weekly average social rent of £114.73 as set out in Appendix 5; c) shared ownership dwellings are increased in line with those of other social rents as discussed in paragraph 39; d) the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6; 	
2. Agree the fees and charges shown in Appendix 7;	

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. Delegate to the Section 151 Officer, in consultation with the Deputy Leader (Statutory) - 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 20-22 of the report; |
| 4. Approve the payment into the County Council Pension Fund of £5 million in 2023-24 as referred to in paragraph 28 of the report; |
| 5. Implement the changes to Council Tax charges in respect of second homes and properties empty for more than one year as referred to in paragraphs 23-25 from 1 st April 2024 when the Levelling Up and Regeneration Bill is enacted; |
| 6. Note the application of the Council Tax Support Fund allocation as referred to in paragraphs 11-14 below. |

Appendices	
Appendix 1	Summary of General Fund Budget by Service 2023-24 to 2026-27
Appendix 2	General Fund Revenue Budget by Service 2023-24 to 2026-27
Appendix 3	Detailed General Fund Service Budgets Bids and Savings Proposals 2023-24 to 2026-27
Appendix 4	Housing Revenue Account Budget 2023-24 to 2026-27
Appendix 5	Housing Revenue Account Rent by property type
Appendix 6	General Fund and HRA Capital Programme 2023-24 to 2026-27
Appendix 7	Fees and Charges
Appendix 8	Risk Register
Appendix 9	Equalities Impact Assessment
Appendix 10	Budget Consultation

**Introduction by the Portfolio Holder for Finance and Corporate Assets,
Councillor Ed Turner**

Our Council's financial position remains extremely challenging – in common with all the local government sector. We face pressures including:

- High levels of inflation, which are raising energy costs across our organisation and our partnership, as well as in the supplies of goods and services;
- Continued impacts of the Covid-19 pandemic on income levels, including commercial property and car parking;

- Raised demand for services, notably by households who are affected by the cost-of-living crisis;
- Inadequate government funding, with the withdrawal of direct government grant.

We were at first pleased to note the reintroduction of revenue support grant in the proposed local government finance settlement, although closer analysis suggests this is just the renaming of a payment given to local authorities to administer benefits, and in fact is a precursor to the withdrawal of the funding for this purpose next year.

We are acutely aware of the major financial distress being felt by many local authorities: it was especially noteworthy that both Kent and Hampshire County Councils warned of the threat of bankruptcy. In this context, we are pleased to propose a balanced four-year Medium Term Financial Strategy, albeit one which contains significant risks.

The lynchpin of our strategy remains the “Oxford Model”, by which we attempt to generate income, including from companies that we own, rather than cut services. Amongst the highlights of this budget are:

- Proposals for 1303 new council homes over the next ten years, including 942 over the next four years.
- £1.7 million for homeless organisations in Oxford.
- £6 million to redevelop the East Oxford Community Centre.
- £8.7 million to improve the energy efficiency of council homes.
- A new council tax support fund, and the retention of full council tax relief for those on low incomes.
- Increased investment in youth services.
- A new fund to repair pavements.
- New funding to support leisure projects in Wood Farm, Barton and Rose Hill.

We also confirm our intention to implement, as soon as we can (we expect for next financial year) a premium on council tax for second homes in Oxford City, which we believe reflects the ability of second home owners to make a more substantial contribution towards the cost of local services.

Our ambition remains to make Oxford a fairer, more equal place to live. We believe the measures in this budget move us closer to that aim.

Introduction

1. This report reflects the outcome of the consultation on the draft budget agreed by the Cabinet on 14th December 2022 as well as incorporating changes which have arisen since the consultation budget was published.
2. The consultation on the draft budget began on 15th December 2022 and ended on 31 January 2023. 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 2023-24

5. The Government published its Provisional Finance Settlement for 2023/24 on 19 December 2022. This announcement followed a policy statement published on 12th December covering 2023-24 and 2024-25, the remaining years of the Spending Review 2021 period, which in turn followed the Autumn Statement published on the 17th November which set the overall level of resources. Consultation on the provisional settlement closed on 16th January 2023 after which the Government will publish the Final Settlement.
6. There remain significant uncertainties for 2024-25 especially for district councils, these include New Homes Bonus, uncertainty over the distribution of resources from Extended Producer Responsibility for packaging and also the future position of areas with 100% business rates retention.
7. The key points included:
 - a. **Council Tax** -The council tax referendum limit will as expected be 2.99% for local authorities, with social care authorities allowed an additional 2% social care precept. The provisional 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 another year at 49.9p per £ of gross rateable value Local authorities have been compensated for this in Section 31 grant second year running. The basis for the annual multiplier on which the compensation is based has changed from the September CPI to RPI leading to less core funding for local authorities.
 - ii. The planned Review of Relative Needs and Resources (Fair Funding Review) and planned reset to business rates growth will not be implemented in the next 2 years 2023-24 and 2024-25.
 - iii. The business rates revaluation will go ahead as planned on 1-4-2023 although the effect on local authorities will be neutral at the national level.
 - c. **New Homes Bonus** - The NHB scheme has been extended for one further year 2023-24. There are no legacy payments in respect of previous years nor will the 2023-24 allocation have legacy payments attached. The threshold of tax base increase below which no NHB will be paid has been maintained at 0.4%.

- d. **2022/23 Services Grant** – This new grant introduced last year has reduced overall from £822m to £464 million. The Council will receive a one off grant of £243k.
- e. **Revenue support grant** – a number of grants have been rolled into Revenue Support Grant. The grant relevant to Oxford City is Council Tax Support Admin grant of which the Council will receive £197k in line with the budget.
- f. A one off **funding guarantee grant** which replaces the Lower Tier Services Grant and seeks to ensure that all councils will see a minimum 3% increase in Core Spending Power before taking any local decisions on council tax levels. The Council will receive a one off grant of £220k.

How does this effect the Core Spending Power of Oxford City Council?

- 8. Core Spending Power measures the overall funding available for local authorities and consists of 4 elements:
 - a. Settlement Funding Assessment (SFA) – This consists of 3 funding streams, business rates retention, revenue support grant and tariff/ top up adjustment amounts applied to business rates
 - b. Council Tax
 - c. New Homes Bonus
 - d. Specific Grants
- 9. The Government state that that Core Spending Power for local authorities in 2023-24 has increased by 9.2% across England over that of 2022-23. It is important to note that this includes the amount that the government allow local authorities to increase council tax by under its referendum principles. Equally this will also take into account the ability for social case authorities to increase council tax by the additional 2% precept.
- 10. Core Spending Power for Oxford City Council has increased by 4.9% over 2022-23 as shown in the following table:

FINANCE SETTLEMENT 2023-24 Table 1									
Core Spending Power		Oxford City Council							
		2022-23	2023-24		Change	Change			
		£m	£m		£m	%			
Settlement funding assessment (business rates plus RSG)		6.261	6.692		0.431	6.9			
	Business rates baseline funding	6.260	6.494		0.234	3.7			
	Revenue Support Grant	0.000	0.198		0.198	n/a			
Assumed council tax		14.758	15.248		0.490	3.3			
Other grants									
	Consisting of :	2.026	2.232		0.206	10.2			
	Compensation for business rates multiplier freeze	0.640	1.106		0.466	72.8			
	Lower tier services grant	0.286	0.000		-0.286	-100.0			
	New Homes Bonus	0.471	0.663		0.192	40.8			
	Services Grant	0.432	0.243		-0.189	-43.8			
	Funding Guarantee grant	0.000	0.220		0.220	n/a			
	Council tax admin subsidy rolled in	0.197	0.000		-0.197	-100.0			
Core spending power		23.045	24.172		1.127	4.9			

Council Tax Support Fund

11. The Council has once again retained its 100% Council Tax Reduction scheme. Within the scheme the Council, as in previous years, has used its discretion to disregard all income above the statutory disregard amount of £10 at a cost of approximately £18k per annum.
12. Alongside the 2023-24 provisional settlement the Government also announced £100 million of new grant funding to support the most vulnerable households in England. The funding is aimed at delivering additional support to the 3.8 million of households already receiving council tax support, whilst also providing councils with the resources and flexibility to determine local approaches to support other vulnerable households in the area.
13. The funding is for the 2023-24 financial year and the Council's allocation is £244,230. The expectation is that the majority of the funding will be used to reduce bills for current working age and pension age Local Council Tax Support claimants by up to £25. Councils can use the remaining allocation as they see fit to support vulnerable households with council tax bills claimants.
14. The Council currently has 2,521 claimants on Council Tax support and applying a £25 amount to these accounts would cost around £63k leaving approximately £181k to be used for discretionary council tax relief. Additionally the Council has been awarded an amount by Oxfordshire County Council of up to £108,886 in 2023-24 as match funding for use on council tax hardship relief, which we will deploy to assist those in need and who potentially "fall through the cracks" of current schemes. It reflects our shared commitment to tackling hardship during the "cost of living crisis".

Other Grants

15. On 23rd December Government announced allocations of **Homelessness Prevention Grant** to Local Authorities for 2023-24 and 2024-25. The Grant allocations for the Council are £1.096 million and £1.109 million for these years respectively, which had been assumed in the Consultation Budget. The Governments short term allocation of these monies makes it difficult to plan

going forward and the Council currently holds an earmarked reserve of approximately £3 million in the event that this grant funding is reduced.

Inflation/ Interest Rates

16. The Consumer Prices Index in November was 10.7% down from the 11.1% in the year to the end of October 2022. Current forecasts would indicate that rates will fall back in 2023 to around 7.4% and then 0.6% in 2024.
17. On the 15th December 2022 the Bank of England raised the base rate from 3% to 3.5%. Whilst there is speculation that there are yet more interest rate rises to come, possibly to a peak of 4.5% by December 2023 these rates are expected to fall back in 2024 settling back at around 2.5%. 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 over the 40 year business plan is that interest is charged at 3% which allows for some mitigation of these rises.

Impact on the Council's Budget since Consultation Budget

Retained Business Rates

18. 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
19. Almost certainly the Baseline Funding Level will not be the amount the authority eventually receives in Retained Business Rates. The confirmation of compensation for freezing of the multiplier and also the delay to fairer funding for another year has increased the estimated income from business rates compared to the consultation budget. A summary of the changes is shown below but it should be noted that there can be substantial volatility around these figures:

	2023/24	2024/25	2025/26	2026/27
	£000's	Est	Est	Est
		£000's	£000's	£000's
Consultation Budget	8,017	6,058	6,099	6,142
Finance Settlement	8,517	8,058	6,099	6,142
(Decrease)/ Increase	500	2,000	0	0
Tariff	30,800	30,800	30,800	30,800
Safety net threshold (92.5% baseline)	6,006	5,819	5,848	5,877

Business Rates Distribution Group

20. The Chief Finance Officers have agreed the formation of the West Oxfordshire Business Rates Pool for 2023-24 to be formed by Oxfordshire County Council and West Oxfordshire and Cherwell District Councils as in previous years.
21. 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.
22. 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 2023-24 are known for all Districts within Oxfordshire.

Council Tax

23. The estimate of the tax base for 2023-24 presented to Audit and Governance on 18 January 2023 estimates a tax base of 45,838.1 Band D equivalent properties which was used in the Consultation Budget producing a Council tax income precept of £15.687 million for 2023-24.

Levelling Up and Regeneration Bill

24. The Levelling Up and Regeneration Bill, which was given its second reading on 17th May 2022 is a key component of the Government's wider programme to level up the country, as set out in the Levelling Up White Paper published in February 2022. The bill is currently making its way through Parliament. Within the bill there is provision to allow local authorities to:
 - Introduce a new discretionary council tax premium on second homes of up to 100%
 - Apply a council tax premium of up to 100% on homes which have been empty for longer than one year rather than the two years that local authorities are currently able to do.
25. The Local Government Finance Act 1992 requires that such amendments can only be made one year after the billing authority has made a determination to implement and not before financial year beginning 1 April 2024 i.e. a determination by the Council made in this year's budget process, assuming the Levelling Up and Regeneration Bill is enacted may only be implemented from 1 April 2024.
26. Based on current numbers of second homes and dwellings that are empty for between one year and 2 years approving the amendments could raise around

£200k additional council tax income per annum assuming a reasonable attrition rate.

New Homes Bonus

27. The amounts for Oxford City compared to the assumptions in the Consultation Budget are shown in Table 3 below:

Table 3: New Homes Bonus Estimates				
New Homes Bonus	2023/24 £000's	2024/25 £000's	2025/26 £000's	2026/27 £000's
Consultation Budget	0	0	0	0
Final Finance Settlement	(663)	-	0	0
(Increase)/ Decrease	(663)	0	0	0

Other Key Assumptions

28. 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 2.99%
- **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. The budget allows for a premature repayment of £5 million into the pension fund on 1st April 2023 to reduce the employers contribution rate leading to a revenue saving to the council.

- **Pay-** Last year the Council agreed a 2 year local pay deal with the staff unions, commencing 1st April 2022 of 2% and 2.5%. In December 2022 to reflect economic conditions the Council agreed an additional one off payment to all staff of £500. Future pay assumptions are in line with the current national pay award which has recently been settled at £1,925 per employee.

Changes since the Consultation Budget

29. A number of other changes have been made to the Council's Budget in comparison to the Consultation Budget agreed at Cabinet on 14th December 2022.

Pressures

- **Bulky waste** – the current take-up of bulky waste collections indicates a reduction in the base budgeted income from £122k to £120k per annum.
- **CDM posts** – Changes in Construction Design and Management health and safety regulations in relation to construction projects necessitate an increase of 2 posts in this area, one for Housing (HRA) related projects and one for General Fund.
- **Law and Governance salaries-** There are currently 8 vacancies within the law and governance team. A number of attempts to recruit have not provided suitable candidates. Benchmarking against comparable jobs in the market indicate that the salary is insufficient to attract candidates and the additional budget provision will allow market supplements to increase the chances of recruitment success.
- **Congestion** – The recent delay to the implementation of the traffic filters in the city will result in additional costs incurred for services provided by ODS. The additional costs have been budgeted for the next 3 years.

Other changes

30. A number of other changes are proposed by the Administration in comparison to the draft budget:

- Safety measures at Barton - £10k. This will enable works to address safety concerns about a grassed slope adjacent to football pitches.
- Additional lighting to Multi Use Games Area (MUGA) – Wood Farm: £35k. This will enable lighting of the Multi Use Games Area, which has received strong support from the local community, local police, youth workers and council officers.
- Deletion of £20k archivist saving from 1-4-2023 – the administration considers this saving could not be realised.
- Deletion of reduction in communication team - £52k ongoing from 1-4-2025: the administration considers this would lead to unacceptable erosion of capacity in the communications team.
- Deletion of savings in grants to voluntary sector organisation – Additional cost of £55k ongoing from 1-4-2025, as a result of a review of this saving proposal.

- Increase in ward member budget by £500 for 1 year to £1500: from 2022/23 onwards, ward member budgets were reduced to £1000 per annum. Given the very slight improvement in the Council's financial settlement, a one-off increase back to the previous level is considered affordable and is proposed.
- Reinstatement of floodlighting at Rose Hill recreation ground - £30k one off + £5k ongoing. Floodlights were historically present at this well-used recreation ground but were disconnected at the time the new Community Centre was opened. A temporary option was provided but has not worked, so it is proposed to install new floodlights.
- Pavement improvements – 2 years at £75 k per annum. The administration has taken on board concerns about the worsening state of pavements, alongside reduction in discretionary funding from Oxfordshire County Council. The City Council will attempt to lever matched funding for this spend, to undertake repairs to pavements as part of a two-year programme.

Summary of Changes to Medium Term Financial Strategy (MTFS)

31. The Council's General Fund MTFS is shown in Appendices 1-3 together with assumptions around fees and charges in Appendix 7. A summary of the movement in the Medium Term Financial Strategy from the Consultation Budget agreed in December 2022, taking account of the changes highlighted above is shown below:

		Table 4			
		Summary General Fund MTFP 2023-24 TO 2026-27			
		2023/24	2024/25	2025/26	2026/27
		£	£	£	£
Net Expenditure per consultation Budget		23,433	22,094	22,618	23,157
ADJUSTMENTS					
Finance Settlement					
	Funding Guarantee grant	-220	0	0	0
	Services Grant	-243	0	0	0
Other					
	Bulky Waste	20	20	20	20
	1 x CDM posts	51	51	51	51
	Market Supplements	135	135	135	135
	Change to People Strategy savings split	-43	0	0	0
	Congestion - ongoing until 25/26 at a higher rate	112	168	168	0
	Roll in of Council Tax Support Admin Grant into RSG	197	197	197	197
	Safety measures at Barton Rec Ground	10	0	0	0
	Lighting to MUGA at Wood Farm	35	0	0	0
	Delete Archivist saving	20	20	20	20
	Delete communications reductions	0	30	52	52
	Delete OFS saving and cover half rent increase	15	15	55	55
	Increase ward councillors budget -one off by £500 back to £1500	24			
	Reinstate floodlighting at Rosehill Recreation ground	30	5	5	5
	Pavement improvements Ods client	75	75		
NET BUDGET REQUIREMENT		23,651	22,810	23,321	23,692
FUNDING					
	Council tax	-15,416	-16,036	-16,518	-17,015
	Retained Business Rates - Table 2	-8,517	-8,058	-6,099	-6,142
	Revenue Support Grant (RSG)	-197	-197	-197	-197
	New Homes Bonus	-663	0	0	0
	TOTAL	-24,793	-24,291	-22,814	-23,354
Additional (Surplus)/ Deficit transferred to reserves		-1,142	-1,481	507	338

32. The revised MTFP is now balanced over the 4 year period with a transfer from reserves of £0.3 million, a reduction of the amount assumed to be transferred from reserves in the Consultation budget of £2 million.

Cost of Living Crisis

33. The City Council has prepared its budget against a backdrop of unprecedented financial pressures as a result of inflation and interest rates, and the legacy impacts of the Covid-19 pandemic on some key income streams. The Council still continues to fund a wide range of services to help those on lower incomes, including:
- Discounted rates at Oxford's three leisure centres, ice rink and outdoor swimming pool
 - Free swimming for those aged 16 and under at Oxford's four swimming pools
 - Free access to leisure centres for those experience homelessness
 - Free youth clubs, sports sessions and summer activities
 - Low-cost activities at the City Council's 19 community centres across Oxford
 - Free and low cost-activities – including fitness sessions for mums, older people and those with diabetes – as part of the Go Active programme
 - Maintaining a 100% council tax discount for those on the lowest income.
34. The City Council provides almost half a million pounds of funding to support Oxford's community groups and charities, including organisations that provide free and low cost activities, alongside support and advice, for those on lower incomes.

Budget Consultation

35. The consultation concentrated on a number of key areas which are shown below. There were 155 responses received as at 23rd 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 most aspects of the council's budget setting strategy with use of our wholly owned companies to generate external trading income featuring highly, 58%- 62% either agreeing or strongly agreeing.
 - ii. 60% of respondents agreed with the strategy to reduce office space to save money.
 - iii. There was very strong support for charging an additional 100% premium council tax on second homes after 1 year – 70% either agreeing or strongly agreeing.

- iv. There was more support for charging the maximum permissible council tax of 2.99%, 39% compared to respondents that did not support 36%.
 - v. 48% agreed or strongly agree in the council continue to provide 100% council tax support for claimants on low income with 28% having a neutral view.
- **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. 40% of respondents disagreed or strongly disagreed (compared to 27% that agreed) to maintain all services but offer less. Equally 46% of respondents either disagreed or strongly disagreed (compared to 32% that agreed) to freezing council tax and cutting front line services.
- **Service Priorities**
 - i. Highest support (74% strongly agreeing or agreeing) in favour of maintaining parks and open spaces, (72%) for provision of affordable housing, tackling homelessness (68%)
 - ii. There was least support for encouraging customers to self-serve (47% strongly agreeing or agreeing) providing 100% council tax support for those on low incomes (53%) city centre enhancements (43%) and providing grants to voluntary and community groups (38%).
- **Capital Investment**
 - i. Highest support for investment in social housing (66% strongly agreeing or agreeing) and for investment in council house improvements and council estates (65%)
 - ii. Least support was given for investment in Cave Street (44%) although 41% of respondents were neutral on this issue. It should be noted that Cave Street is a project to deliver a financial return, as well as a benefit to the local economy.
- **Council Housing**

Highest support (53%) was given to maintaining the quality of existing homes and (51%) building new social housing with least support given to improving the look and feel of council estates (19%) and targeted estate regeneration such as Blackbird Leys and Barton (21%) although it should be noted that only 6 respondents were council tenants.
- **Use of neighbourhood CIL**
 - i. 29% of respondents either agreed or strongly agreed with how the council makes use of neighbourhood CIL, with 45% disagreeing or strongly disagreeing, 26% neutral and the balance not answering the question.

General Comments

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

- Stop cutting back verges and help wildlife diversity- multiple times
- Why don't ODS offer a service to leaseholders?
- Provide support for charitable providers
- Engage with County about travel in the city
- Increase car parking charges by more than 10% to resolve congestion- multiple times
- Suspend Low Traffic Neighbourhoods and bus gates – multiple times
- Maintain parks and street services.

Risk Implications

37. The main risks to the balanced position of the General Fund consultation budget (Appendix 8) are that:
- a) Savings from efficiencies and transformation not achieved
 - b) Council income streams continue to be affected by the pandemic beyond the provisions already made in the MTFS
 - c) Failure or uncertainty of major partners to deliver for instance in Leisure
 - d) The outcome of pay negotiations leads to costs above those budgeted from April 2023 onwards
 - e) Companies do not perform as well as expected leading to reduced income to the Council
 - f) Business Rates income is lower than forecast
 - g) Variations in interest rates or non-performance of property funds and multi asset vehicles effecting returns to council
 - h) Slippage in the capital programme adversely affects revenue savings and additional income in the MTFS
 - i) 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

38. The Council published its Consultation Budget on 14th December 2022 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 7% increase on council house rents in the city. Future rent increases are assumed to be at CPI +1% i.e. 5%, 2.5%, 2.9% and 3% for the 4 year period commencing 1-4-2024.
39. Following the Budget Consultation exercise the Housing Revenue Account as published at Cabinet on 14th December 2022 is subject to some minor changes as follows:

- Extension of £100k for 2024-25 for spend on **youth related activities** within the HRA (which funds youth work on council estates and a grant of £50k to Rose Hill Junior Youth Club).
- **CDM posts** – Changes in Construction Design and Management health and safety regulations in relation to construction projects necessitate an increase of 2 posts in this area, one for Housing (HRA) related projects and one for General Fund.
- **Shared ownership rents** – Recent correspondence from DLUHC has requested whether social housing providers would be willing to voluntarily commit to shared ownership rent increases to no more than 7%. 90% of social housing providers including registered providers have made this commitment and the Secretary of State is keen that all owners of shared ownership dwellings benefit from this regardless of their landlord. Shared ownership rent setting is currently laid out in the lease agreement and reviewed annually in accordance with the greater of :

i) the Gross Rent under this Lease immediately preceding the Relevant Review Date x 1.005; and

(ii) the Gross Rent under this Lease immediately preceding the Relevant Review Date x ((B/A) + 0.005). (*Where B & A are the RPI indexes for the review month and 12 months prior respectively*).

The rent rise included in the Consultation Budget under these agreements were effectively an increase of 0.5% for properties less than 12 months old of which the council has 12 such properties or RPI + 0.5% (13.1%) for older properties of which the council owns 25 properties.

Agreeing to the Governments proposal would result in a minimal reduction in rental income to the council of £5,143 per annum.

40. The Revised HRA taking account of these changes is summarised below:

Table 5 Housing Revenue Account

	2023/24 £000's	2024/25 £000's	2025/26 £000's	2026/27 £000's
Income	(51,572)	(56,747)	(59,186)	(63,098)
Expenditure	50,388	53,843	54,747	56,993
Net Operating Expenditure	(1,184)	(2,904)	(4,439)	(6,105)
Investment income	(48)	(40)	(34)	(33)
Revenue Contributions	0	7,056	2,935	7,648
(Surplus)/Deficit for the Year	(1,232)	4,112	(1,538)	1,510
(Surplus)/Deficit b/fwd	(5,307)	(6,539)	(2,427)	(3,965)
(Surplus)/Deficit c/fwd	(6,539)	(2,427)	(3,965)	(2,455)

Key Assumptions

41. 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 1,214 properties within an overall budget envelope of £367 m before grant and share ownership sales, £289 m when these are taken into account. Additionally another 89 dwellings are planned through direct development on the HRA
- **Debt**- Debt will rise from £309 million in 2022-23 to peak debt of £636 million in 2030-31
- **Disposals** - Disposal of around 20 dwellings per year are assumed.
- **Rent increase** – The chancellors Autumn Budget speech on the 17th November 2022 announced a capping of rent rises for 2023-24 at 7% following the consultation exercise.
- **Service charges** such as caretaking, cleaning, CCTV, communal areas etc. will be increased by CPI at 1% 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 unchanged at 1.5155.

Risk Implications

42. 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

43. The Council's Draft Capital Programme for consultation amounted to over £767 million over the four year period 2023/24 to 2026/27.

44. Appendix 6 attached details the Council's Capital Programme for 2023/24 to 2026/27. The changes to the Consultation Budget reported in December 2022 are summarised in Table 6 below.

Table 6 Changes to Capital Programme 2023/24 to 2026/27 compared to Consultation Budget				
	2023/24	2024/25	2025/26	2026/27
	£000's	£000's	£000's	£000's
GENERAL FUND				
Consultation Budget Spend	108,466	46,404	80,728	24,926
Slippage from 2022-23	3,509	5,166	454	0
Additional Spend				
Loans to Oxwed – see para 52 below	1,150	2,600	0	0
Cowley Branch line	3,646	840	74	0
Roken House	200			
Total General Fund	116,971	55,010	81,256	24,926
HRA				
Consultation Budget Spend	98,693	78,869	84,621	171,155
Re-profiling of properties purchased from OXPlace	12,513	40,541	(40,342)	22,350
Climate change works	0	0	0	4,000
Other slippages and re-profiling of spend	7,981	1,865	(295)	(934)
Northfield House	(780)	8,057	0	0
QL Improvements	245	78	78	78
Total HRA	118,652	129,410	44,062	196,649
Total Revised Programme	235,623	184,420	125,318	221,575

- **Loans to Oxwed** – Further loans to Oxwed to cover the delivery strategy and enabling works as referred to below and in the Cabinet report of 8th February. Whilst £750k will provide cash flow for the delivery strategy the drawdown of the enabling works £3million will be the subject of a further report to Cabinet in July.

- **Cowley Branch Line-** On 14th December Cabinet resolved to recommend to Council the approval of a capital budget of £4.56 million funded by £3.5million forward CIL payments from partners together with £771k from landowners and the County Council with the balance of £286k to be funded from the City Council
- **Climate Change works** – Additional £4million to support the council's social housing decarbonisation programme
- **Re-profiling of social housing purchases from OXPlace** – The changes take account of slippages in development of housing by OXPlace and the subsequent purchases by the council.
- **Roken House** - An increase of £200k for the Roken House sheltered housing scheme is proposed in the General Fund capital programme. This is to manage construction costs inflation, and to deliver sustainability improvements to the scheme, including replacing the gas boilers with Air-Source Heat Pumps (ASHPs), moving the building to all electric. This would improve the running costs of the building; improve fire safety; reduce carbon emissions; and future-proof the development, so that it would not need to be decanted and have a gas boiler alternative fitted at a later date. The drawdown of these funds will be subject to a separate officer decision in line with the Council's scheme of delegation. This will set out the business case and viability for the project against the Council's agreed parameters.
- **Northfield House** - An increase of £3.25m is proposed in the HRA capital programme for the Northfield House housing development scheme, principally due to construction cost inflation. The drawdown of these funds will be subject to a separate Cabinet decision, most likely at the March 2023 Cabinet, where the business case will demonstrate that an increase up to this amount passes the Council's agreed viability tests. Work is due to start imminently with the preferred contractor to value engineer their current proposal via a Pre Contract Services Agreement (PCSA) to inform the final decision on how we proceed with this project. It is also worth noting that the forthcoming cabinet paper will include recommendations for the re-programming of the wider HRA direct housing delivery programme, which should significantly reduce the overall increase required to the HRA capital programme to deliver Northfield House.

Funding of the Capital Programme

45. The funding of the Capital Programme is shown in Table 7 below.

Table 7 Capital Programme Financing 2023/24 to 2026/27				
	2023/24	2024/25	2025/26	2026/27
	£000's	£000's	£000's	£000's
GENERAL FUND				
Capital Receipts	15,046	14,281	18,446	13,592
Revenue and reserves and contributions	2,923	1,581	2,776	455
Community Infrastructure Levy and section 106	14,029	4,105	186	-
Grants	22,235	5,118	1,200	1,200
Borrowing	62,738	29,925	58,648	9,679
TOTAL GENERAL FUND	116,971	55,010	81,256	24,926
HRA				
Major Repairs Reserve	10,393	10,414	9,829	18,830
Capital Receipts	11,997	11,531	24,640	786
Grants	12,042	6,873	6,658	37
Revenue Funding		7,980	2,935	12,186
Borrowing	84,220	92,612	-	164,810
TOTAL HRA	118,652	129,410	44,062	196,649
TOTAL FUNDING	235,623	184,420	125,318	221,575

46. 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

47. There are no changes to the forecast financial returns from OX Place to the Council over the 4 year MTFs period since the Consultation Budget as follows:

Table 8 : Revenue Returns to Council from OCHL 2023/24 to 2026/27				
	2023/24	2024/25	2025/26	2026/27
	£000's	£000's	£000's	£000's
Loans outstanding at year end to Company	82,000	81,000	112,000	121,000
Revenue Returns to Council				
Gross Interest	3,500	5,100	6,500	8,300
Dividends	2,000	5,000	4,889	1,500
Total	5,500	10,100	11,389	10,800

Oxford West End Development (OXWED)

48. The Council has invested money on a 50/50 basis with its partner Nuffield College at a loan investment rate of 6.5% with loans outstanding at 31-10-2022 of £12.6 million loan and accrued interest of approximately £4.67 million. The overall development will drive significant gross value added, additional council tax, business rates and dividend return from the LLP. The timing of this return is as yet uncertain but is likely to be outside the next 4 year MTFP period possibly from 2027-28 onwards and at this stage has not been included.
49. In March 2021 Oxwed's shareholders resolved to proceed with the preparation of a master plan and the submission of a planning application. Oxwed have now submitted two planning applications to the Local Planning Authority. The first Oxwed application is an outline planning application for the master plan and the second is a detailed planning application for the enabling works needed to address the flood risk and create a development platform.
50. Whilst the planning application is under consideration OxWED wish to commence work on defining a delivery strategy for the site should planning permission be granted. If they wait to start on this until planning permission is secured then there will be a long lag between consent and going to market, which would delay delivery. Therefore, a balanced risk approach is proposed to agree the strategy whilst the application is under consideration but not to enact it in terms of going to market until planning permission is in place. If permission was not granted then the work on the delivery strategy and other work done to date would have to be revisited.
51. This approach will require the approval of additional expenditure to support the finalisation of an agreed delivery strategy, and the identification of a development partner(s). This is the next critical step to ensure the best possible return to the Council. If planning permission is secured Oxwed will also wish to carry out additional work to secure third party land and to undertake enabling works to the site to further de-risk the site for development market, and hopefully embed value in so doing. Additional budget for this is included in this Budget but the drawdown of this will be subject to future decisions by Cabinet and Shareholder.

52. The budget figure for this additional expenditure is £3.85m. Of this amount £750,000 relates to the delivery strategy and the remaining £3.1m relates to the enabling works and additional work to secure third party land. A Cabinet report for the delivery strategy is being considered at the February 2023 meeting alongside the budget papers. The budget for the enabling works and additional work relating to third party land will be subject to future reports and decisions.

Oxford Direct Services

53. There are no changes to the forecast financial returns from ODS to the Council over the 4 year period of the MTF5 since the Consultation Budget as follows :

Table 9 Oxford Direct Services Revenue – 2021-22 to 2025-26

	£000s	£000s	£000s	£000s	£000s	£000s
	2021-22	2022-23	2023-24	2024-25	2025-26	4 Year Growth
Revenue	68,224	73,609	77,851	82,738	87,594	19,371
<i>ODS</i>	58,457	61,350	61,791	62,245	62,816	4,358
<i>ODSTL</i>	9,766	12,259	16,061	20,493	24,779	15,012
Profit After Tax	1,830	2,228	4,059	4,706	5,320	3,490
<i>ODS</i>	1,211	1,727	3,147	3,109	2,975	1,764
<i>ODSTL</i>	619	501	912	1,597	2,345	1,726

Financial Implications

54. These are covered within the main body of the report.

Legal Implications

55. 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.

56. 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.

57. 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.

58. 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

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

Equalities Impact Assessment

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

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Background Papers: None.

Appendix 1

OXFORD CITY COUNCIL GENERAL FUND REVENUE BUDGET 2023/24 FOR CONSULTATION AND FUTURE YEAR CONTROL TOTALS - APPENDIX 1								
	Recommended Budget 2023/24		Proposed Budget 2024/25		Proposed Budget 2025/26		Proposed Budget 2026/27	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
COMMUNITIES & PEOPLE	13,888	47%	11,902	47%	11,703	48%	11,553	50%
Business Improvement	1,249	4%	(58)	(%)	(241)	(1%)	(441)	(2%)
Transformation Projects	308	1%	(100)	(%)	(100)	(%)	(100)	(%)
Business Support	1	%	1	%	1	%	1	%
ICT	446	1%	(254)	(1%)	(284)	(1%)	(284)	(1%)
Customer Services	(110)	(%)	(200)	(1%)	(255)	(1%)	(455)	(2%)
Human Resources & Organisational Development	604	2%	495	2%	397	2%	397	2%
Community Services	6,179	21%	5,665	22%	5,627	23%	5,627	24%
Leisure Management	2,568	9%	2,353	9%	2,353	10%	2,353	10%
Sports Development	186	1%	186	1%	186	1%	186	1%
Parks Development	628	2%	558	2%	558	2%	558	2%
Community Centres	1,178	4%	1,123	4%	1,085	4%	1,085	5%
Youth Ambition	400	1%	350	1%	350	1%	350	2%
Town Hall & Facilities	(449)	(2%)	(449)	(2%)	(449)	(2%)	(449)	(2%)
Culture	500	2%	400	2%	400	2%	400	2%
Localities Team	1,169	4%	1,145	5%	1,145	5%	1,145	5%
Regulatory Services & Community Safety	1,593	5%	1,563	6%	1,563	6%	1,563	7%
Regulatory Services	556	2%	526	2%	526	2%	526	2%
Community Safety	1,037	3%	1,037	4%	1,037	4%	1,037	4%
Housing Services	4,866	16%	4,731	19%	4,753	19%	4,803	21%
Community Housing & Strategy	916	3%	844	3%	847	3%	847	4%
Housing Needs	3,725	13%	3,662	15%	3,681	15%	3,731	16%
Property Services	91	%	91	%	91	%	91	%
Welfare Reform	135	%	135	1%	135	1%	135	1%
DEVELOPMENT	(5,093)	(17%)	(6,358)	(25%)	(7,004)	(29%)	(7,575)	(33%)
Corporate Property	(7,625)	(26%)	(8,931)	(35%)	(9,505)	(39%)	(10,076)	(43%)
Property Services	811	3%	811	3%	731	3%	731	3%
Asset Management	(8,617)	(29%)	(9,923)	(39%)	(10,417)	(43%)	(10,988)	(47%)
Transactions & Special Projects	182	1%	182	1%	182	1%	182	1%
Regeneration & Economy	817	3%	862	3%	862	4%	862	4%
Economic Development	435	1%	480	2%	480	2%	480	2%
Development Team & PMO	382	1%	382	2%	382	2%	382	2%
Planning	1,716	6%	1,712	7%	1,640	7%	1,640	7%
Development	(49)	(%)	(72)	(%)	(72)	(%)	(72)	(%)
Support Services	299	1%	254	1%	254	1%	254	1%
Information Services	12	%	12	%	12	%	12	%
Spatial Development	1,454	5%	1,518	6%	1,446	6%	1,446	6%
CORPORATE STRATEGY	1,477	5%	1,484	6%	1,367	6%	1,359	6%
Policy & Communications	285	1%	285	1%	246	1%	238	1%
Corporate Strategy	166	1%	166	1%	166	1%	166	1%
Communications	35	%	35	%	(4)	(%)	(12)	(%)
Policy & Partnerships	84	%	84	%	84	%	84	%
Environmental Sustainability	1,192	4%	1,199	5%	1,121	5%	1,121	5%
Environmental Quality	376	1%	371	1%	293	1%	293	1%
Energy & Natural Resources	440	1%	440	2%	440	2%	440	2%
Smart, Sustainable Cities	375	1%	387	2%	387	2%	387	2%
ODS	14,665	49%	13,508	54%	13,683	56%	13,248	57%
ODS Client	14,665	49%	13,508	54%	13,683	56%	13,248	57%
Parking Management	(1,239)	(4%)	(1,179)	(5%)	(617)	(3%)	(617)	(3%)
Domestic Waste	6,112	21%	6,112	24%	6,112	25%	6,112	26%
Street Cleansing	6,120	21%	6,120	24%	6,120	25%	6,120	26%
Parks & Open Spaces	3,781	13%	3,781	15%	3,781	15%	3,781	16%
Pest Control	258	1%	258	1%	258	1%	258	1%
Engineering	75	%	75	%	(0)	(%)	(0)	(%)
Motor Transport	528	2%	528	2%	528	2%	360	2%
Overheads & Profit Share	(971)	(3%)	(2,188)	(9%)	(2,500)	(10%)	(2,767)	(12%)
CORPORATE SERVICES	4,854	16%	4,703	19%	4,652	19%	4,656	20%
Financial Services	3,843	13%	3,718	15%	3,663	15%	3,663	16%
Accountancy	(69)	(%)	(109)	(%)	(109)	(%)	(109)	(%)
Corporate Finance	159	1%	159	1%	159	1%	159	1%
Investigations	390	1%	340	1%	340	1%	340	1%
Procurement & Payments	(53)	(%)	(88)	(%)	(88)	(%)	(88)	(%)

OXFORD CITY COUNCIL GENERAL FUND REVENUE BUDGET 2023/24 FOR CONSULTATION AND FUTURE YEAR CONTROL TOTALS - APPENDIX 1

	Recommended Budget 2023/24		Proposed Budget 2024/25		Proposed Budget 2025/26		Proposed Budget 2026/27	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
Revenues & Benefits	3,418	11%	3,418	14%	3,363	14%	3,363	14%
Incomes	(2)	(%)	(2)	(%)	(2)	(%)	(2)	(%)
Law & Governance	1,010	3%	984	4%	988	4%	992	4%
Committees & Members Services	(1)	(%)	3	%	7	%	11	%
Election Services	480	2%	480	2%	480	2%	480	2%
Legal Services	512	2%	482	2%	482	2%	482	2%
Senior Management Team	19	%	19	%	19	%	19	%
Total Budget at Portfolio Level	29,791	100%	25,239	100%	24,401	100%	23,241	100%
Below the line								
Corporate Accounts	(7,077)	(29%)	(10,106)	(42%)	(11,052)	(48%)	(6,460)	(28%)
Contingencies	3,351	14%	7,276	30%	8,484	37%	8,447	36%
Total Expenditure Budget	26,065	105%	22,409	92%	21,833	96%	25,228	108%
General Fund Working Balances								
Transfer to / (from) General Fund Working Balances								
Transfers to/(from) reserves	(1,272)	(5%)	1,882	8%	982	4%	(1,874)	(8%)
Net Budget Requirement	24,793	100%	24,291	100%	22,815	100%	23,354	100%
Financed by								
External Funding	(197)	(1%)	(197)	(1%)	(197)	(1%)	(197)	(1%)
Business Rates retention	(8,517)	(34%)	(8,058)	(33%)	(6,100)	(27%)	(6,142)	(26%)
New Homes Bonus	(663)	(3%)	0	%	0	%	0	%
Council tax	(15,687)	(63%)	(16,307)	(67%)	(16,789)	(74%)	(17,286)	(74%)
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)	

Appendix 2

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

	Approved Budget 2022/23	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	Service Efficiencies	New Investment	Transformation & New Efficiencies	Total App3	Recommended 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
COMMUNITIES & PEOPLE	15,676	0	50	(397)	(862)	(227)	(96)	(182)	125	(200)	(1,789)	13,888
Business Improvement	1,738	0	45	(21)	(65)	(302)	0	(50)	0	(97)	(490)	1,249
Transformation Projects	559					(251)						308
Business Support	1											1
ICT	629		45	(97)	(65)	(3)		(17)		(46)		446
Customer Services	(56)			26		(5)		(24)		(51)		(110)
Human Resources & Organisational Development	606			50		(43)		(9)				604
Community Services	7,048	0	5	(130)	(749)	0	(40)	(54)	99	0	(869)	6,179
Leisure Management	2,892			(70)	(200)			(54)				2,568
Sports Development	186											186
Parks Development	553								75			628
Community Centres	1,274		2		(98)							1,178
Youth Ambition	400											400
Town Hall & Facilities	(1)		3		(451)							(449)
Culture	600			(60)			(40)					500
Localities Team	1,145								24			1,169
Regulatory Services & Community Safety	1,747	0	0	0	(13)	0	(56)	(41)	26	(70)	(154)	1,593
Regulatory Services	713						(56)	(41)		(60)		556
Community Safety	1,034								26	(10)		1,037
Housing Services	5,142	0	0	(246)	(35)	75	0	(37)	0	(33)	(276)	4,866
Community Housing & Strategy	847			3		75		(9)				916
Housing Needs	4,070			(249)	(35)			(28)		(33)		3,725
Property Services	91											91
Welfare Reform	135											135
DEVELOPMENT	(6,122)	0	0	171	(416)	1,322	0	(33)	0	(15)	1,029	(5,093)
Corporate Property	(8,759)	0	0	164	(343)	1,322	0	(9)	0		1,134	(7,625)
Property Services	910			(57)	(42)							811
Asset Management	(9,850)			221	(301)	1,322		(9)				(8,617)
Transactions & Special Projects	182											182
Regeneration & Economy	818	0	0	7	0	0	0	(8)	0	0	(1)	817
Economic Development	428			7								435
Development Team & PMO	390			0				(8)				382
Planning	1,820	0	0	0	(73)	0	0	(16)	0	(15)	(104)	1,716
Development	24				(73)							(49)
Support Services	315							(16)				299
Information Services	12											12
Spatial Development	1,469									(15)		1,454
CORPORATE STRATEGY	1,620	0	0	148	(66)	0	(171)	(10)	4	(48)	(143)	1,477

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2023/24

APPENDIX 2

	Approved Budget 2022/23	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	Service Efficiencies	New Investment	Transformation & New Efficiencies	Total App3	Recommended 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
Policy & Communications	286	0	0	0	0	0	0	(5)	4	0	(1)	285
Corporate Strategy	167							(1)				166
Communications	38							(3)				35
Policy & Partnerships	81							(1)	4			84
Environmental Sustainability	1,334	0	0	148	(66)	0	(171)	(5)	0	(48)	(142)	1,192
Environmental Quality	566			23	(66)		(119)	(5)		(23)		376
Energy & Natural Resources	440			25						(25)		440
Smart, Sustainable Cities	327			100			(52)					375
ODS	14,975	0	0	518	0	0	(901)	0	80	(7)	(310)	14,665
ODS Client	14,975	0	0	518	0	0	(901)	0	80	(7)	(310)	14,665
Parking Management	(1,177)						(52)			(10)		(1,239)
Domestic Waste	6,239			70			(170)			(27)		6,112
Street Cleansing	6,145								5	(30)		6,120
Parks & Open Spaces	3,781											3,781
Pest Control	258											258
Engineering	(0)								75			75
Motor Transport	210			318								528
Overheads & Profit Share	(482)			130			(679)			60		(971)
CORPORATE SERVICES	4,487	0	0	505	65	0	0	(63)	0	(140)	367	4,854
Financial Services	3,632	0	0	306	65	0	0	(20)	0	(140)	211	3,843
Accountancy	(63)							(6)				(69)
Corporate Finance	(2)			161								159
Investigations	413							(3)		(20)		390
Procurement & Payments	(26)			25				(2)		(50)		(53)
Revenues & Benefits	3,312			120	65			(9)		(70)		3,418
Incomes	(2)											(2)
Law & Governance	854	0	0	199	0	0	0	(43)	0	0	156	1,010
Committees & Members Services	4			4				(9)				(1)
Election Services	489							(9)				480
Legal Services	332			195				(15)		0		512
Senior Management Team	29							(10)				19
Total Budget at Portfolio Level	30,636	0	50	946	(1,279)	1,095	(1,168)	(288)	209	(410)	(846)	29,791
Below the line												
Corporate Accounts	(7,129)	52										(7,077)
Contingencies	856	2,495										3,351
Total Expenditure Budget	24,363											26,065

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OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2023/24

APPENDIX 2

	Approved Budget 2022/23	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	Service Efficiencies	New Investment	Transformation & New Efficiencies	Total App3	Recommended 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
General Fund Working Balances												
Transfer to / (from) General Fund Working Balances												0
Transfers to/(from) reserves	(1,981)	709										(1,272)
Net Budget Requirement	22,382											24,793
Financed by												
External Funding		(197)										(197)
Business Rates retention	(7,154)	(1,363)										(8,517)
New Homes Bonus	(471)	(192)										(663)
Council tax	(15,028)	(659)										(15,687)
Less Parish Precept	271											271
Collection Fund Surplus												
Business Rates Collection Fund (Surplus) / Deficit												
Over / (Under) Allocated budget	0											(0)

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

	Recommended Budget 2023/24	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	Service Efficiencies	New Investment	Transformation & New Efficiencies	Total App3	Proposed Budget 2024/25
	£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	13,888	0	0	(113)	(305)	(902)	(60)	0	(109)	(497)	(1,986)	11,902
Business Improvement	1,249	0	0	(76)	0	(827)	0	0	0	(404)	(1,307)	(58)
Transformation Projects	308			(50)		(358)						(100)
Business Support	1											1
ICT	446					(360)				(340)		(254)
Customer Services	(110)			(26)						(64)		(200)
Human Resources & Organisational Development	604					(109)						495
Community Services	6,179	0	0	(40)	(255)	0	(60)	0	(109)	(50)	(514)	5,665
Leisure Management	2,568				(200)				(15)			2,353
Sports Development	186											186
Parks Development	628								(70)			558
Community Centres	1,178				(55)							1,123
Youth Ambition	400									(50)		350
Town Hall & Facilities	(449)											(449)
Culture	500			(40)			(60)					400
Localities Team	1,169								(24)			1,145
Regulatory Services & Community Safety	1,593	0	0	0	0	0	0	0	0	(30)	(30)	1,563
Regulatory Services	556									(30)		526
Community Safety	1,037											1,037
Housing Services	4,866	0	0	3	(50)	(75)	0	0	0	(13)	(135)	4,731
Community Housing & Strategy	916			3		(75)						844
Housing Needs	3,725				(50)					(13)		3,662
Property Services	91											91
Welfare Reform	135											135
DEVELOPMENT	(5,093)	0	0	187	(1,163)	(281)	0	0	0	(8)	(1,265)	(6,358)
Corporate Property	(7,625)	0	0	115	(1,140)	(281)	0	0	0	0	(1,306)	(8,931)
Property Services	811											811
Asset Management	(8,617)			115	(1,140)	(281)						(9,923)
Transactions & Special Projects	182											182
Regeneration & Economy	817	0	0	45	0	0	0	0	0	0	45	862
Economic Development	435			45								480
Development Team & PMO	382											382
Planning	1,716	0	0	27	(23)	0	0	0	0	(8)	(4)	1,712
Development	(49)				(23)							(72)
Support Services	299			(45)								254
Information Services	12											12
Spatial Development	1,454			72						(8)		1,518
CORPORATE STRATEGY	1,477	0	0	(5)	0	0	12	0	0	0	7	1,484

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

	Recommended Budget 2023/24	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	Service Efficiencies	New Investment	Transformation & New Efficiencies	Total App3	Proposed Budget 2024/25
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Policy & Communications	285	0	0	0	0	0	0	0	0	0	0	285
Corporate Strategy	166											166
Communications	35											35
Policy & Partnerships	84											84
Environmental Sustainability	1,192	0	0	(5)	0	0	12	0	0	0	7	1,199
Environmental Quality	376			(5)								371
Energy & Natural Resources	440											440
Smart, Sustainable Cities	375						12					387
ODS	14,665	0	0	125	0	0	(282)	0	0	(1,000)	(1,157)	13,508
ODS Client	14,665	0	0	125	0	0	(282)	0	0	(1,000)	(1,157)	13,508
Parking Management	(1,239)						60					(1,179)
Domestic Waste	6,112											6,112
Street Cleansing	6,120											6,120
Parks & Open Spaces	3,781											3,781
Pest Control	258											258
Engineering	75											75
Motor Transport	528											528
Overheads & Profit Share	(971)			125			(342)			(1,000)		(2,188)
CORPORATE SERVICES	4,854	0	0	(26)	(50)	0	0	0	0	(75)	(151)	4,703
Financial Services	3,843	0	0	0	(50)	0	0	0	0	(75)	(125)	3,718
Accountancy	(69)			0						(40)		(109)
Corporate Finance	159											159
Investigations	390				(50)							340
Procurement & Payments	(53)									(35)		(88)
Revenues & Benefits	3,418											3,418
Incomes	(2)											(2)
Law & Governance	1,010	0	0	(26)	0	0	0	0	0	0	(26)	984
Committees & Members Services	(1)			4								3
Election Services	480											480
Legal Services	512			(30)								482
Senior Management Team	19											19
Total Budget at Portfolio Level	29,791	0	0	168	(1,518)	(1,183)	(330)	0	(109)	(1,580)	(4,552)	25,239
Below the line												
Corporate Accounts	(7,077)	(3,029)										(10,106)
Contingencies	3,351	3,925										7,276
Total Expenditure Budget	26,065											22,409

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

	Recommended Budget 2023/24	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	Service Efficiencies	New Investment	Transformation & New Efficiencies	Total App3	Proposed Budget 2024/25
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
General Fund Working Balances												
Transfer to / (from) General Fund Working Balances												
Transfers to/(from) reserves	(1,272)	3,154										1,882
Net Budget Requirement	24,793											24,291
Financed by												
External Funding	(197)											(197)
Business Rates retention	(8,517)	459										(8,058)
New Homes Bonus	(663)	663										0
Council tax	(15,687)	(620)										(16,307)
Less Parish Precept	271											271
Collection Fund Surplus												
Business Rates Collection Fund (Surplus) / Deficit												
Over / (Under) Allocated budget	(0)											(0)

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

	Proposed Budget 2024/25	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	Service Efficiencies	New Investment	Transformation & New Efficiencies	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
COMMUNITIES & PEOPLE	11,902	0	0	22	(93)	(98)	0	0	0	(30)	(199)	11,703
Business Improvement	(58)	0	0	0	(55)	(98)	0	0	0	(30)	(183)	(241)
Transformation Projects	(100)											(100)
Business Support	1											1
ICT	(254)									(30)		(284)
Customer Services	(200)				(55)							(255)
Human Resources & Organisational Development	495					(98)						397
Community Services	5,665	0	0	0	(38)	0	0	0	0	0	(38)	5,627
Leisure Management	2,353											2,353
Sports Development	186											186
Parks Development	558											558
Community Centres	1,123				(38)							1,085
Youth Ambition	350											350
Town Hall & Facilities	(449)											(449)
Culture	400											400
Localities Team	1,145											1,145
Regulatory Services & Community Safety	1,563	0	0	0	0	0	0	0	0	0	0	1,563
Regulatory Services	526											526
Community Safety	1,037											1,037
Housing Services	4,731	0	0	22	0	0	0	0	0	0	22	4,753
Community Housing & Strategy	844			3								847
Housing Needs	3,662			19								3,681
Property Services	91											91
Welfare Reform	135											135
DEVELOPMENT	(6,358)	0	0	(157)	(304)	(185)	0	0	0	0	(646)	(7,004)
Corporate Property	(8,931)	0	0	(85)	(304)	(185)	0	0	0	0	(574)	(9,505)
Property Services	811			(80)								731
Asset Management	(9,923)			(5)	(304)	(185)						(10,417)
Transactions & Special Projects	182											182
Regeneration & Economy	862	0	0	0	0	0	0	0	0	0	0	862
Economic Development	480											480
Development Team & PMO	382			0								382
Planning	1,712	0	0	(72)	0	0	0	0	0	0	(72)	1,640
Development	(72)											(72)
Support Services	254											254
Information Services	12											12
Spatial Development	1,518			(72)								1,446

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

	Proposed Budget 2024/25	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	Service Efficiencies	New Investment	Transformation & New Efficiencies	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
CORPORATE STRATEGY	1,484	0	0	(25)	0	0	62	0	(179)	25	(117)	1,367
Policy & Communications	285	0	0	0	0	0	0	0	(39)	0	(39)	246
Corporate Strategy	166											166
Communications	35								(39)			(4)
Policy & Partnerships	84											84
Environmental Sustainability	1,199	0	0	(25)	0	0	62	0	(140)	25	(78)	1,121
Environmental Quality	371						62		(140)			293
Energy & Natural Resources	440			(25)						25		440
Smart, Sustainable Cities	387											387
ODS	13,508	0	0	0	0	0	(750)	0	(75)	1,000	175	13,683
ODS Client	13,508	0	0	0	0	0	(750)	0	(75)	1,000	175	13,683
Parking Management	(1,179)						562					(617)
Domestic Waste	6,112											6,112
Street Cleansing	6,120											6,120
Parks & Open Spaces	3,781											3,781
Pest Control	258											258
Engineering	75								(75)			(0)
Motor Transport	528											528
Overheads & Profit Share	(2,188)						(1,312)			1,000		(2,500)
CORPORATE SERVICES	4,703	0	0	4	(55)	0	0	0	0	0	(51)	4,652
Financial Services	3,718	0	0	0	(55)	0	0	0	0	0	(55)	3,663
Accountancy	(109)											(109)
Corporate Finance	159											159
Investigations	340											340
Procurement & Payments	(88)											(88)
Revenues & Benefits	3,418				(55)							3,363
Incomes	(2)											(2)
Law & Governance	984	0	0	4	0	0	0	0	0	0	4	988
Committees & Members Services	3			4								7
Election Services	480											480
Legal Services	482											482
Senior Management Team	19											19
Total Budget at Portfolio Level	25,239	0	0	(156)	(452)	(283)	(688)	0	(254)	995	(838)	24,401
Below the line												
Corporate Accounts	(10,106)	(946)										(11,052)

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

	Proposed Budget 2024/25	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	Service Efficiencies	New Investment	Transformation & New Efficiencies	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
Contingencies	7,276	1,208										8,484
Total Expenditure Budget	22,409											21,833
General Fund Working Balances												
Transfer to / (from) General Fund Working Balances												
Transfers to/(from) reserves	1,882	(900)										982
Net Budget Requirement	24,291											22,815
Financed by												
External Funding	(197)											(197)
Business Rates retention	(8,058)	1,958										(6,100)
New Homes Bonus	0											0
Council tax	(16,307)	(482)										(16,789)
Less Parish Precept	271											271
Collection Fund Surplus												
Business Rates Collection Fund (Surplus) / Deficit												
Over / (Under) Allocated budget	(0)											(0)

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2026/27 APPENDIX 2

	Proposed Budget 2025/26	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	Service Efficiencies	New Investment	Transformation & New Efficiencies	Total App3	Proposed Budget 2026/27
	£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	11,703	0	0	50	0	0	0	0	0	(200)	(150)	11,553
Business Improvement	(241)	0	0	0	0	0	0	0	0	(200)	(200)	(441)
Transformation Projects	(100)											(100)
Business Support	1											1
ICT	(284)											(284)
Customer Services	(255)									(200)		(455)
Human Resources & Organisational Development	397											397
Community Services	5,627	0	0	0	0	0	0	0	0	0	0	5,627
Leisure Management	2,353											2,353
Sports Development	186											186
Parks Development	558											558
Community Centres	1,085											1,085
Youth Ambition	350											350
Town Hall & Facilities	(449)											(449)
Culture	400											400
Localities Team	1,145											1,145
Regulatory Services & Community Safety	1,563	0	0	0	0	0	0	0	0	0	0	1,563
Regulatory Services	526											526
Community Safety	1,037											1,037
Housing Services	4,753	0	0	50	0	0	0	0	0	0	50	4,803
Community Housing & Strategy	847											847
Housing Needs	3,681			50								3,731
Property Services	91											91
Welfare Reform	135											135
DEVELOPMENT	(7,004)	0	0	(70)	(60)	(441)	0	0	0	0	(571)	(7,575)
Corporate Property	(9,505)	0	0	(70)	(60)	(441)	0	0	0	0	(571)	(10,076)
Property Services	731											731
Asset Management	(10,417)			(70)	(60)	(441)						(10,988)
Transactions & Special Projects	182											182
Regeneration & Economy	862	0	0	0	0	0	0	0	0	0	0	862
Economic Development	480											480
Development Team & PMO	382											382
Planning	1,640	0	0	0	0	0	0	0	0	0	0	1,640
Development	(72)											(72)
Support Services	254											254
Information Services	12											12
Spatial Development	1,446											1,446
CORPORATE STRATEGY	1,367	0	0	0	0	0	0	0	(8)	0	(8)	1,359
Policy & Communications	246	0	0	0	0	0	0	0	(8)	0	(8)	238
Corporate Strategy	166											166
Communications	(4)								(8)			(12)
Policy & Partnerships	84											84
Environmental Sustainability	1,121	0	0	0	0	0	0	0	0	0	0	1,121

Environmental Quality	293											293
Energy & Natural Resources	440											440
Smart, Sustainable Cities	387											387
ODS	13,683	0	0	(168)	0	0	(267)	0	0	0	(435)	13,248
ODS Client	13,683	0	0	(168)	0	0	(267)	0	0	0	(435)	13,248
Parking Management	(617)											(617)
Domestic Waste	6,112											6,112
Street Cleansing	6,120											6,120
Parks & Open Spaces	3,781											3,781
Pest Control	258											258
Engineering	(0)											(0)
Motor Transport	528			(168)								360
Overheads & Profit Share	(2,500)						(267)					(2,767)
CORPORATE SERVICES	4,652	0	0	4	0	0	0	0	0	0	4	4,656
Financial Services	3,663	0	0	0	0	0	0	0	0	0	0	3,663
Accountancy	(109)											(109)
Corporate Finance	159											159
Investigations	340											340
Procurement & Payments	(88)											(88)
Revenues & Benefits	3,363											3,363
Incomes	(2)											(2)
Law & Governance	988	0	0	4	0	0	0	0	0	0	4	992
Committees & Members Services	7			4								11
Election Services	480											480
Legal Services	482											482
Senior Management Team	19											19
Total Budget at Portfolio Level	24,401	0	0	(184)	(60)	(441)	(267)	0	(8)	(200)	(1,160)	23,241
Below the line												
Corporate Accounts	(11,052)	4,592										(6,460)
Contingencies	8,484	(37)										8,447
Total Expenditure Budget	21,833											25,228
General Fund Working Balances												
Transfer to / (from) General Fund Working Balances												
Transfers to/(from) reserves	982	(2,856)										(1,874)
Net Budget Requirement	22,815											23,354
Financed by												
External Funding	(197)											(197)
Business Rates retention	(6,100)	(42)										(6,142)
New Homes Bonus	0											0
Council tax	(16,789)	(497)										(17,286)
Less Parish Precept	271											271
Collection Fund Surplus												
Business Rates Collection Fund (Surplus) / Deficit												
Over / (Under) Allocated budget	(0)											(0)

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Appendix 3

General Fund Budget Proposals Summary 2023-24 to 2026-27

Amended Bids & Savings
New Bids & Savings

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformation & New Efficiency		Total Variation	Original Figures	(Savings)/ Bids
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's		
Business Improvement	45	(21)	1.00	(65)	0.00	(302)	0.00	0	0.00	(50)	0.00	0	0.00	(97)	0.00	(490)	(720)	230
Community Services	5	(130)	0.00	(749)	0.00	0	0.00	(40)	0.00	(54)	0.00	99	0.00	0	0.00	(838)	(838)	(31)
Regeneration & Economy	0	7	2.00	0	0.00	0	0.00	0	0.00	(8)	0.00	0	0.00	0	0.00	(1)	0	(1)
Corporate Property	0	194	6.00	(343)	(1.00)	1,322	(1.00)	0	0.00	(9)	0.00	0	0.00	0	0.00	1,164	582	582
Planning	0	0	0.00	(73)	(2.00)	0	0.00	0	0.00	(16)	0.00	0	0.00	(15)	0.00	(104)	(45)	(59)
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	(5)	0.00	4	0.09	0	0.00	(1)	4	(5)
Regulatory & Community Safety	0	0	0.00	(13)	(0.30)	0	0.00	(56)	0.00	(41)	0.00	26	0.00	(70)	(1.00)	(154)	(69)	(85)
Housing Services	0	(246)	0.00	(35)	(2.50)	75	0.00	0	0.00	(37)	0.00	0	0.00	(33)	0.00	(276)	(376)	101
Environmental Sustainability	0	148	0.50	(66)	(1.00)	0	0.00	(172)	0.00	(5)	0.00	0	0.00	(48)	0.50	(142)	100	(242)
Oxford Direct Services	0	518	0.00	0	0.00	0	0.00	(901)	0.00	0	0.00	80	0.00	(7)	(7.00)	(310)	(1,424)	1,114
Financial Services	0	306	0.00	65	0.00	0	0.00	0	0.00	(21)	0.00	0	0.00	(140)	(1.20)	211	(156)	367
Law & Governance	0	169	0.00	0	0.00	0	0.00	0	0.00	(43)	0.00	0	0.00	0	1.00	126	(52)	178
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	0
Total	50	945	9.50	(1,279)	(6.80)	1,095	(1.00)	(1,169)	0.00	(287)	0.00	209	0.09	(410)	(7.70)	(846)	(2,994)	2,149

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformation & New Efficiency		Total Variation	Original Figures	(Savings)/ Bids
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's		
Business Improvement	0	(76)	0.00	0	0.00	(827)	0.00	0	0.00	0	0.00	0	0.00	(404)	0.00	(1,307)	(1,293)	(14)
Community Services	0	(40)	0.00	(255)	0.00	0	0.00	(60)	0.00	0	0.00	(109)	0.00	(50)	0.00	(514)	(270)	(244)
Regeneration & Economy	0	45	1.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	45	0	45
Corporate Property	0	85	(2.00)	(1,140)	(1.00)	(281)	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	(1,336)	(1,114)	(222)
Planning	0	27	(1.00)	(23)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(8)	0.00	(4)	(114)	110
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	(22)	22
Regulatory & Community Safety	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(30)	0.00	(30)	0	(30)
Housing Services	0	3	0.00	(50)	0.00	(75)	0.00	0	0.00	0	0.00	0	0.00	(13)	0.00	(135)	(60)	(75)
Environmental Sustainability	0	(5)	0.00	0	0.00	0	0.00	12	0.00	0	0.00	0	0.00	0	0.00	7	(145)	152
Oxford Direct Services	0	125	0.00	0	0.00	0	0.00	(282)	0.00	0	0.00	0	0.00	(1,000)	0.00	(1,157)	(439)	(718)
Financial Services	0	0	(1.00)	(50)	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	(75)	(2.00)	(125)	30	(155)
Law & Governance	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4	0	4
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	0
Total	0	168	(3.00)	(1,518)	(2.00)	(1,183)	(1.00)	(330)	0.00	0	0.00	(109)	0.00	(1,580)	(2.00)	(4,552)	(3,427)	(1,125)

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformation & New Efficiency		Total Variation	Original Figures	(Savings)/ Bids
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's		
Business Improvement	0	0	0.00	(55)	(2.00)	(98)	(1.00)	0	0.00	0	0.00	0	0.00	(30)	0.00	(183)	(85)	(98)
Community Services	0	0	0.00	(38)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(38)	(38)	0
Regeneration & Economy	0	0	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0	0
Corporate Property	0	(85)	(4.00)	(304)	(1.00)	(185)	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	(574)	(780)	206
Planning	0	(72)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(72)	(45)	(27)
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(39)	(0.83)	0	0.00	(39)	(30)	(9)
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	0
Housing Services	0	22	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	22	53	(31)
Environmental Sustainability	0	(25)	(0.50)	0	0.00	0	0.00	62	0.00	0	0.00	(140)	0.00	25	0.00	(78)	0	(78)
Oxford Direct Services	0	0	0.00	0	0.00	0	0.00	(750)	0.00	0	0.00	(75)	0.00	1,000	0.00	175	470	(294)
Financial Services	0	0	0.00	(55)	(1.50)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(55)	(29)	(26)
Law & Governance	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4	0	4
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	0
Total	0	(156)	(5.50)	(452)	(4.50)	(283)	(2.00)	(688)	0.00	0	0.00	(254)	(0.83)	995	0.00	(838)	(484)	(353)

2026/27

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformation & New Efficiency		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(200)	0.00	(200)
Community Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Regeneration & Economy	0	0	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Corporate Property	0	(70)	0.00	(60)	0.00	(441)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(571)
Planning	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(8)	(0.17)	0	0.00	(8)
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
Housing Services	0	50	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	50
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
Oxford Direct Services	0	(168)	0.00	0	0.00	0	0.00	(267)	0.00	0	0.00	0	0.00	0	0.00	(435)
Financial Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Law & Governance	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4
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
Total	0	(184)	(1.00)	(60)	0.00	(441)	0.00	(267)	0.00	0	0.00	(8)	(0.17)	(200)	0.00	(1,160)

2026/27

Original Figures	(Savings)/ Bids
£000's	£000's
0	(200)
0	0
0	0
0	(571)
0	0
0	(8)
0	0
0	50
0	0
0	(435)
0	0
0	4
0	0
0	(1,160)

Total Summary

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformation & New Efficiency		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	45	(97)	1	(120)	(2)	(1,227)	(1)	0	0	(50)	0	0	0	(731)	0	(2,180)
Community Services	5	(170)	0	(1,042)	0	0	0	(100)	0	(54)	0	(10)	0	(50)	0	(1,421)
Regeneration & Economy	0	52	1	0	0	0	0	0	0	(8)	0	0	0	0	0	44
Corporate Property	0	124	0	(1,847)	(3)	415	(3)	0	0	(9)	0	0	0	0	0	(1,317)
Planning	0	(45)	(1)	(96)	(2)	0	0	0	0	(16)	0	0	0	(23)	0	(180)
Corporate Strategy	0	0	0	0	0	0	0	0	0	(5)	0	(43)	(1)	0	0	(48)
Regulatory & Community Safety	0	0	0	(13)	(0)	0	0	(56)	0	(41)	0	26	0	(100)	(1)	(184)
Housing Services	0	(172)	0	(85)	(3)	0	0	0	0	(37)	0	0	0	(46)	0	(339)
Environmental Sustainability	0	118	0	(66)	(1)	0	0	(98)	0	(5)	0	(140)	0	(23)	1	(213)
Oxford Direct Services	0	475	0	0	0	0	0	(2,199)	0	0	0	5	0	(7)	(7)	(1,726)
Financial Services	0	306	(1)	(40)	(3)	0	0	0	0	(21)	0	0	0	(215)	(3)	31
Law & Governance	0	181	0	0	0	0	0	0	0	(43)	0	0	0	0	1	138
Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	50	773	0.00	(3,309)	(13.30)	(812)	(4.00)	(2,453)	0.00	(287)	0.00	(162)	(0.91)	(1,195)	(9.70)	(7,395)

Total

Original Figures	(Savings)/ Bids
£000's	£000's
	(2,180)
	(1,421)
	44
	(1,317)
	(180)
	(48)
	(184)
	(339)
	(213)
	(1,726)
	31
	138
	0
0	(7,395)

Communities & Customers Budget Proposals Summary
2023-24 to 2026-27

2023/24

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	45	(21)	1.00	(65)	0.00	(302)	0.00	0	0.00	(50)	0.00	0	0.00	(97)	0.00	(490)
Community Services	5	(130)	0.00	(749)	0.00	0	0.00	(40)	0.00	(54)	0.00	99	0.00	0	0.00	(869)
Total	50	(151)	1.00	(814)	0.00	(302)	0.00	(40)	0.00	(104)	0.00	99	0.00	(97)	0.00	(1,358)

2024/25

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	0	(76)	0.00	0	0.00	(827)	0.00	0	0.00	0	0.00	0	0.00	(404)	0.00	(1,307)
Community Services	0	(40)	0.00	(255)	0.00	0	0.00	(60)	0.00	0	0.00	(109)	0.00	(50)	0.00	(514)
Total	0	(116)	0.00	(255)	0.00	(827)	0.00	(60)	0.00	0	0.00	(109)	0.00	(454)	0.00	(1,821)

2025/26

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	0	0	0.00	(55)	(2.00)	(98)	(1.00)	0	0.00	0	0.00	0	0.00	(30)	0.00	(183)
Community Services	0	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	(93)	(2.00)	(98)	(1.00)	0	0.00	0	0.00	0	0.00	(30)	0.00	(221)

2026/27

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(200)	0.00	(200)
Community Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Total	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(200)	0.00	(200)

Total Summary

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	45	(97)	1	(120)	(2)	(1,227)	(1)	0	0	(50)	0	0	0	(731)	0	(2,180)
Community Services	5	(170)	0	(1,042)	0	0	0	(100)	0	(54)	0	(10)	0	(50)	0	(1,421)
Total	50	(267)	1.00	(1,162)	(2.00)	(1,227)	(1.00)	(100)	0.00	(104)	0.00	(10)	0.00	(781)	0.00	(3,600)

		Business Improvement									
Proposal		H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
Contractual Inflation											
1	Technology	ICT renews 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	Reversal of investment to cover 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	(170)							
3	Transformation	Reversal of investment to support the transformation projects across the organisation	H		(50)						
4	Technology	Revenue costs associated with capital bids (redesign Council Website; scanning planning files; Asset Management System)		74							
5	Customer Services	Turnover Saving - pause for one year only	M	26	(26)	0					
6	HR&OD	Health & Safety Advisor	M	50			1.00				
Total Pressures				(21)	(76)		1.00				
Existing Efficiencies											
7	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)
8	Technology	Housing System rationalisation saving (ICT element)	M	(65)							
Total Existing Efficiencies				(65)		(55)			(2.00)		(2.00)
Invest to Save											
9	Customer Services	New Revs & Bens system - savings generated by not having to operate through two systems - final £5k saving as £15k in 22/23	H	(5)							
10	HR & OD	Claw back of £138k investment in People Team service re-design leading to post reduction		(43)	(42)	(98)			(1.00)		
11	Transformation	Reversal of investment in the change programme, in addition to £300k in base		(251)	(358)						
12	Human Resources	Reversal of additional funding for People PM change			(67)						
13	ICT	Reversal of additional funding for ICT change staffing		(62)	(360)						
14	ICT	Change programme - ICT revenue costs		59							

Community Services

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Proposal		H/M/L	2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total
			£000s	£000s	£000s	£000s					
Fees and Charges											
11	Culture	Museum income generation - previously slipped back a year due to construction delays caused by Covid 19	M	(40)	(60)						
Total Fees and Charges				(40)	(60)						
Service Efficiencies											
12		vacancy factor		(54)							
Total Service Efficiencies				(54)							
New Investment / Bids											
13		Reversal of investment in Social Impact Bonds - deliver targeted support for children & young people via a social impact bond			(15)						
14	Parks Development	Safety measures at Barton Rec ground		10	(10)						
15	Parks Development	Lighting to MUGA at Wood Farm		35	(35)						
16	Localities Team	Increase ward councillors budget as a one-off by £500 back to £1500		24	(24)						
17	Parks Development	Reinstate floodlighting at Rosehill Rec		30	(25)						
Total New Investment/Bids				99	(109)						
Transformations & New Efficiencies											
18	Youth Ambition	Alternative models of service delivery for the youth ambition team			(50)						
Total Transformations					(50)						
Total Community Services Bids & Savings				(869)	(514)	(38)					
Amended Bids & Savings											
New Bids & Savings											

Development Budget Proposals Summary
2023-24 to 2026-27

2023/24

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	7	2.00	0	0.00	0	0.00	0	0.00	(8)	0.00	0	0.00	0	0.00	(1)
Corporate Property	0	194	6.00	(343)	(1.00)	1,322	(1)	0	0.00	(9)	0.00	0	0.00	0	0.00	1,164
Planning	0	0	0.00	(73)	(2.00)	0	0.00	0	0.00	(16)	0.00	0	0.00	(15)	0.00	(104)
Total	0	201	8.00	(416)	(3.00)	1,322	(1.00)	0	0.00	(33)	0.00	0	0.00	(15)	0.00	1,059

2024/25

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	45	1.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	45
Corporate Property	0	85	(2.00)	(1,140)	(1.00)	(281)	(1)	0	0.00	0	0.00	0	0.00	0	0.00	(1,336)
Planning	0	27	(1.00)	(23)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(8)	0.00	(4)
Total	0	157	(2.00)	(1,163)	(1.00)	(281)	(1.00)	0	0.00	0	0.00	0	0.00	(8)	0.00	(1,295)

2025/26

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	0	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Corporate Property	0	(85)	(4.00)	(304)	(1.00)	(185)	(1)	0	0.00	0	0.00	0	0.00	0	0.00	(574)
Planning	0	(72)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(72)
Total	0	(157)	(5.00)	(304)	(1.00)	(185)	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	(646)

2026/27

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	0	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Corporate Property	0	(70)	0.00	(60)	0.00	(441)	0	0	0.00	0	0.00	0	0.00	0	0.00	(571)
Planning	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Total	0	(70)	(1.00)	(60)	0.00	(441)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(571)

Total Summary

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	52	1	0	0	0	0	0	0	(8)	0	0	0	0	0	44
Corporate Property	0	124	0	(1,847)	(3)	415	(3)	0	0	(9)	0	0	0	0	0	(1,317)
Planning	0	(45)	(1)	(96)	(2)	0	0	0	0	(16)	0	0	0	(23)	0	(180)
Total	0	131	0.00	(1,943)	(5.00)	415	(3.00)	0	0.00	(33)	0.00	0	0.00	(23)	0.00	(1,453)

Corporate Property

Proposal		H/M/L	2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total
			£000s	£000s	£000s	£000s					
20	Commercial Property		80		(80)		1.00		(1.00)		0.00
21	Commercial Property			(65)				(1.00)			(1.00)
22	Commercial Property			65							
23	Property Services		51				1.00				1.00
Total Pressures			194	85	(85)	(70)	6.00	(2.00)	(4.00)		
Existing Efficiencies											
24	Commercial Property	H	190								
25	Commercial Property		(60)				(1.00)				(1.00)
26	Commercial Property			(30)	(30)				(1.00)		(1.00)
27	Corporate Assets			(80)				(1)			
28	Commercial Property		(440)	(880)							
29	Property Services		(42)								
30	Commercial Property	H	(105)	(5)	(2)	(2)					
31	Assets			(20)	(30)						
32	Commercial Property	H	114	(125)	(242)	(58)					
Total Existing Efficiencies			(343)	(1,140)	(304)	(60)	(1.00)	(1.00)	(1.00)		(2.00)
Invest to Save											
33	Commercial Property	M	1,472	(144)	0	267					
34	Commercial Property	M	(150)	(50)	0						
35	Commercial Property	M		(87)	315	(708)					

Corporate Property

Proposal		H/M/L	2023-24	2024-25	2025-26	2026-27							
			£000s	£000s	£000s	£000s	2023-24	2024-25	2025-26	2026-27	Total		
36	Commercial Property	M			(500)								
	Total Invest to Save		1,322	(281)	(185)	(441)							
37	Fees and Charges												
	Total Fees and Charges												
38	Service Efficiencies												
	Vacancy factor			(9)									
	Total Service Efficiencies			(9)									
39	New Investments / Bids												
	Total New Investment/Bids												
40	Transformations & New Efficiencies												
	Total Transformations												
Total Corporate Property Bids & Savings			1,164	(1,336)	(574)	(571)	5	(3)	(5)				(2)
	Amended Bids & Savings												
	New Bids & Savings												

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Regeneration & Economy

Proposal		H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	Regeneration	Additional Regeneration Manager post to deliver the increase in capital programme	80.00		(80.00)		1.00	(1.00)			
3	Regeneration	Capitalise time against capital projects postholder works on (resource budget for this built into capital project budgets)	(80.00)		80.00						
4	Economy	Acting Up Business Lead from existing team in Economy and Green Transport	15.00								
5	Economy	Backfill assumed Team leader/other support	20.00								
6	Economy	Cowley Branch Line Project Manager	80.00			(80.00)	1.00			(1.00)	
7	Economy	Cowley Branch Line Project Manager funding from CIL/capital	(80.00)			80.00					
8	Economy	Existing funding from Director for Development recharge to HRA applied to Regen and Economy budget	(18.00)								
9	Regeneration and Economy	HoS to take on Housing Delivery function circa 1/5 of salary costs recharged to HRA	(20.00)								
	Economy	Savings in line with Fit for the Future programme - net off with Corporate Property saving		55.00				1.00			1.00
10	Regeneration and Economy	One off £10k contribution to LEP Economic Strategy Refresh	10.00	(10.00)							
Total Pressures			7	45			2.00	1.00	(1.00)	(1.00)	1.00
Existing Efficiencies											
11											
Total Existing Efficiencies											
Invest to Save											
12											

Regeneration & Economy

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Proposal	H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
Total Invest to Save										
Fees and Charges										
13										
Total Fees and Charges										
Service Efficiencies										
14										
vacancy factor				(8.00)						
Total Service Efficiencies				(8)						
New Investments / Bids										
15										
Total New Investment/Bids										
Transformations & New Efficiencies										
16										
Total Transformations										
Total Regeneration & Economy Bids & Savings		(1)	45			2.00	1.00	(1.00)	(1.00)	1.00

Amended Bids & Savings
New Bids & Savings

**Chief Executive Budget Proposals Summary
2023-24 to 2026-27**

2023/24

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	(5)	0.00	4	0.09	0	0.00	(1)
Total	0	0	0.00	0	0.00	0	0.00	0	0.00	(5)	0.00	4	0.09	0	0.00	(1)

2024/25

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Total	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0

2025/26

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(39)	(0.83)	0	0.00	(39)
Total	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(39)	(0.83)	0	0.00	(39)

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2026/27

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(8)	(0.17)	0	0.00	(8)
Total	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(8)	(0.17)	0	0.00	(8)

Total Summary

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Corporate Strategy	0	0	0	0	0	0	0	0	0	(5)	0	(43)	(1)	0	0	(48)
Total	0	0	0.00	0	0.00	0	0.00	0	0.00	(5)	0.00	(43)	(0.91)	0	0.00	(48)

Corporate Policy, Partnerships and Communication

Proposal	H/M/L	2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total
		£000s	£000s	£000s	£000s					
Contractual Inflation										
1										
Total Contractual Inflation										
Pressures										
2										
Total Pressures										
Existing Efficiencies										
3										
Total Existing Efficiencies										
Invest to Save										
4										
Total Invest to Save										
Fees and Charges										
5										
Total Fees and Charges										
Service Efficiencies										
6		Vacancy Factor				(5)				
Total Service Efficiencies						(5)				

Corporate Policy, Partnerships and Communication

Proposal		2023-24	2024-25	2025-26	2026-27						
		H/M/L	£000s	£000s	£000s	£000s	2023-24	2024-25	2025-26	2026-27	Total
New Investments / Bids											
7	Policy & Partnerships		4				0.09				0.09
8	Communications				(39)	(8)			(0.83)	(0.17)	(1.00)
Total New Investment/Bids			4		(39)	(8)	0.09		(0.83)	(0.17)	(0.91)
Transformations & New Efficiencies											
9											
Total Transformations											
Total Assistant Chief Executive Bids & Savings			(1)		(39)	(8)	0.09		(0.83)	(0.17)	(0.91)
	Amended Bids & Savings										
	New Bids & Savings										

Housing Budget Proposals Summary
2023-24 to 2026-27

2023/24

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Regulatory & Community Safety	0	0	0.00	(13)	(0.30)	0	0.00	(56)	0.00	(41)	0.00	26	0.00	(70)	(1.00)	(154)
Housing Services	0	(246)	0.00	(35)	(2.50)	75	0.00	0	0.00	(37)	0.00	0	0.00	(33)	0.00	(276)
Total	0	(246)	0.00	(48)	(2.80)	75	0.00	(56)	0.00	(78)	0.00	26	0.00	(103)	(1.00)	(430)

2024/25

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Regulatory & Community Safety	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(30)	0.00	(30)
Housing Services	0	3	0.00	(50)	0.00	(75)	0.00	0	0.00	0	0.00	0	0.00	(13)	0.00	(135)
Total	0	3	0.00	(50)	0.00	(75)	0.00	0	0.00	0	0.00	0	0.00	(43)	0.00	(165)

2025/26

119

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
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
Housing Services	0	22	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	22
Total	0	22	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	22

2026/27

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
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
Housing Services	0	50	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	50
Total	0	50	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	50

Total Summary

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Regulatory & Community Safety	0	0	0.00	(13)	(0.30)	0	0.00	(56)	0.00	(41)	0.00	26	0.00	(100)	(1.00)	(184)
Housing Services	0	(172)	0.00	(85)	(2.50)	0	0.00	0	0.00	(37)	0.00	0	0.00	(46)	0.00	(339)
Total	0	(172)	0.00	(98)	(2.80)	0	0.00	(56)	0.00	(78)	0.00	26	0.00	(146)	(1.00)	(523)

Regulatory & Community Safety

Proposal	H/M/L	2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total	
		£000s	£000s	£000s	£000s						
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2											
Total Pressures											
Existing Efficiencies											
3	H	Community Safety	Reduce hours of Community Safety Support Officer			(13)			(0.30)		(0.30)
Total Existing Efficiencies						(13)			(0.30)	(0.30)	
Invest to Save											
4											
Total Invest to Save											

Housing Services

Proposal

	2023-24	2024-25	2025-26	2026-27					
H/M/L	£000s	£000s	£000s	£000s	2023-24	2024-25	2025-26	2026-27	Total

Contractual Inflation

1									
---	--	--	--	--	--	--	--	--	--

Total Contractual Inflation

Pressures

2	Housing Needs	Young People Pathway Contribution (£125k p/a from 20/21 +£3k uplift per annum for inflation)	L	3	3	3				
3	Housing Needs	Homelessness Reserves required to fund expected policy and other pressures	H	(249)						
4	Housing Needs	Rental loss from offload of GF TA - disposal of 3 properties generating £500k-£700k capital receipt and £25k - £35k borrowing costs				19				
5	Housing Needs	Reduction of New Burdens Reserve £50k	L			0	50			
Total Pressures				(246)	3	22	50			

Existing Efficiencies

6	Housing Needs	Housing needs system and structure change	M	(50)	(50)			(2.50)		(2.50)
7	Housing Needs	County wide rough sleeping recommissioning strategy efficiencies - £47k saving in 23-24 no longer achievable	H	0						0
8	Housing Needs	Review of supplies and services		15		0				
Total Existing Efficiencies				(35)	(50)			(2.50)		(2.50)

Invest to Save

9	Housing Needs	Potential Response Invest to Save bid to become a Register Provider with City supporting some of the set up costs to recoup circa £1m savings to Finance		75	(75)					
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Housing Services

Proposal										Total
		2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	
H/M/L		£000s	£000s	£000s	£000s					
	Total Invest to Save	75	(75)							
	Fees and Charges									
10										
	Total Fees and Charges									
	Service Efficiencies									
11	vacancy factor	(37)								
	Total Service Efficiencies	(37)								
	New Investments / Bids									
12										
	Total New Investment/Bids									
	Transformations & New Efficiencies									
13	Housing Needs Savings from Customer experience change programme	(33)	(13)							
	Total Transformations	(33)	(13)							
	Total Housing Services Bids & Savings	(276)	(135)	22	50	(2.50)				(2.50)
	Amended Bids & Savings									
	New Bids & Savings									

ODS Development Budget Proposals Summary
2023-24 to 2026-27

2023/24

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Environmental Sustainability	0	148	0.50	(66)	(1.00)	0	0.00	(172)	0.00	(5)	0.00	0	0.00	(48)	0.50	(142)
Oxford Direct Services	0	518	0.00	0	0.00	0	0.00	(901)	0.00	0	0.00	80	0.00	(7)	(7.00)	(310)
Total	0	666	0.50	(66)	(1.00)	0	0.00	(1,073)	0.00	(5)	0.00	80	0.00	(55)	(6.50)	(452)

2024/25

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Environmental Sustainability	0	(5)	0.00	0	0.00	0	0.00	12	0.00	0	0.00	0	0.00	0	0.00	7
Oxford Direct Services	0	125	0.00	0	0.00	0	0.00	(282)	0.00	0	0.00	0	0.00	(1,000)	0.00	(1,157)
Total	0	120	0.00	0	0.00	0	0.00	(270)	0.00	0	0.00	0	0.00	(1,000)	0.00	(1,150)

2025/26

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Environmental Sustainability	0	(25)	(0.50)	0	0.00	0	0.00	62	0.00	0	0.00	(140)	0.00	25	0.00	(78)
Direct Services	0	0	0.00	0	0.00	0	0.00	(750)	0.00	0	0.00	(75)	0.00	1,000	0.00	175
Total	0	(25)	(0.50)	0	0.00	0	0.00	(688)	0.00	0	0.00	(215)	0.00	1,025	0.00	97

2026/27

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
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
Direct Services	0	(168)	0.00	0	0.00	0	0.00	(267)	0.00	0	0.00	0	0.00	0	0.00	(435)
Total	0	(168)	0.00	0	0.00	0	0.00	(267)	0.00	0	0.00	0	0.00	0	0.00	(435)

Total Summary

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Environmental Sustainability	0	118	0	(66)	(1)	0	0	(98)	0	(5)	0	(140)	0	(23)	0.50	(213)
Oxford Direct Services	0	475	0	0	0	0	0	(2,199)	0	0	0	5	0	(7)	(7.00)	(1,726)
Total	0	593	0.00	(66)	(1.00)	0	0.00	(2,297)	0.00	(5)	0.00	(135)	0.00	(30)	(6.50)	(1,939)

Environmental Sustainability

Proposal		2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total
		H/M/L	£000s	£000s	£000s					
Fees and Charges										
8	Dynamic Purchasing System - platform to tender EV infrastructure works, generating income for the Council		(40)							
9	EV Infrastructure consultancy - selling services to ODS, OX Place and other authorities as a wraparound service to the DPS system		(12)	12						
10	Air quality monitoring - selling services to Oxfordshire County and DEFRA		(12)		12					
11	Flood investigation services		(6)							
	ZEZ additional income - pilot		(100)		50					
12	Land quality advice		(2)							
Total Fees and Charges			(172)	12	62					
Service Efficiencies										
13	vacancy factor		(5)							
Total Service Efficiencies			(5)							
New Investments / Bids										
14	Environmental Sustainability	Reversal of NEW BID proposed - ZEZ - pushed back a year		0	(140)					
Total New Investment/Bids					(140)					

Environmental Sustainability

Proposal

	2023-24	2024-25	2025-26	2026-27					
H/M/L	£000s	£000s	£000s	£000s	2023-24	2024-25	2025-26	2026-27	Total
Transformations & New Efficiencies									
15: Environmental Quality	(23)								
16: Environmental Sustainability	(25)		25		0.50				0.50
Total Transformations	(48)		25		0.50				0.50
Total Environmental Sustainability Bids & Savings	(142)	7	(78)				(1)		(1)

Amended Bids & Savings

New Bids & Savings

Oxford Direct Services Client

Proposal		2023-24	2024-25	2025-26	2026-27						
		H/M/L	£000s	£000s	£000s	£000s	2023-24	2024-25	2025-26	2026-27	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	Various			125							
3	Motor Transport		150								
4	Overheads		130								
5	Motor Transport		168			(168)					
6	Domestic Waste		70								
Total Pressures											
			518	125		(168)					
Existing Efficiencies											
7											
Total Existing Efficiencies											

Oxford Direct Services Client

129

Proposal		2023-24	2024-25	2025-26	2026-27					
H/M/L		£000s	£000s	£000s	£000s	2023-24	2024-25	2025-26	2026-27	Total
Invest to Save										
8										
Total Invest to Save										
Fees and Charges										
9	Direct Services	(679)	(342)	(1,312)	(267)					
10	Off Street Parking	(0)	0	0						
11	Off Street Parking	4	4							
12	Off Street Parking			128						
13	Off Street Parking			434						
	Off Street Parking	(80)								
14	Off Street Parking	64	56							
15	Off Street Parking	(30)								
16	Off Street Parking	(10)								
17	Waste & Recycling	(50)								
18	Waste & Recycling	(120)								
Total Fees and Charges		(901)	(282)	(750)	(267)					
Service Efficiencies										
19										
Total Service Efficiencies										
New Investments / Bids										
20	Streetscene	5								
21	Highways & Engineering	75		(75)						

Oxford Direct Services Client

Proposal	H/M/L	2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total
		£000s	£000s	£000s	£000s					
Total New Investment/Bids		80		(75)						
Transformations & New Efficiencies										
22 Off Street Parking		(10)								
	Channel shift to cashless payments for car parks £30k base budget									
	ODS Clienting	60				1.00				
23 Waste & Recycling		(27)								
	Removal of all recycling banks - option 1									
24 Streetscene		(30)				(8.00)				(8.00)
	Reducing streetscene in city centre									
25 Building Services		0	(1,000)	1,000						
	Commercial evolution of building works									
Total Transformations		(7)	(1,000)	1,000		(7.00)				(8.00)
Total Oxford Direct Services Bids & Savings		(310)	(1,157)	175	(435)	(7.00)				(8.00)

	Amended Bids & Savings
	New Bids & Savings

Corporate Services Budget Proposals Summary
2023-24 to 2026-27

2023/24

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Financial Services	0	306	0.00	65	0.00	0	0.00	0	0.00	(21)	0.00	0	0.00	(140)	(1.20)	211
Law & Governance	0	169	0.00	0	0.00	0	0.00	0	0.00	(43)	0.00	0	0.00	0	1.00	126
Chief Executive	0	0	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Total	0	475	0.00	65	0.00	0	0.00	0	0.00	(63)	0.00	0	0.00	(140)	(0.20)	337

2024/25

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Financial Services	0	0	(1.00)	(50)	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	(75)	(2.00)	(125)
Law & Governance	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4
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
Total	0	4	(1.00)	(50)	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	(75)	(2.00)	(121)

2025/26

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Financial Services	0	0	0.00	(55)	(1.50)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(55)
Law & Governance	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4
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
Total	0	4	0.00	(55)	(1.50)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(51)

2026/27

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Financial Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Law & Governance	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4
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
Total	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4

Total Summary

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		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
Financial Services	0	306	(1)	(40)	(3)	0	0	0	0	(21)	0	0	0	(215)	(3.20)	31
Law & Governance	0	181	0	0	0	0	0	0	0	(43)	0	0	0	0	1.00	138
Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0
Total	0	487	(1.00)	(40)	(2.50)	0	0.00	0	0.00	(63)	0.00	0	0.00	(215)	(2.20)	169

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Financial Services

Proposal		H/M/L	2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total
			£000s	£000s	£000s	£000s					
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	Revenues & Benefits	Reduction in court costs income due to proactive debt collection processes, current base budget is £380k	120								
3	Accountancy	Project accountant reversal - resource to be capitalised		(60)				(1.00)			(1.00)
4	Accountancy	Project accountant reversal - resource capitalised		60							
5	Internal Audit	Additional pressure following tendering	20								
6	External Audit	Additional fees advised from base budget of £86k	14								
7	Procurement	New contract for procurement portal	25								
Total Pressures			306					(1.00)			(1)
Existing 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	Investigations	Reversal of temp Data Manager (Investigation Services)		(50)			0.00	(1.00)			(1.00)
10	Revenues & Benefits	Housing Benefit & Council Tax Support Admin grants base review with a current budget of £443k - Council Tax Admin being rolled into RSG in 23/24 (£197k)	65								
Total Existing Efficiencies			65	(50)	(55)			(1.00)	(1.50)		(2.50)
Invest to Save											
11											
Total Invest to Save											

Financial Services

Proposal		H/M/L	2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total
			£000s	£000s	£000s	£000s					
Fees and Charges											
12											
Total Fees and Charges											
Service Efficiencies											
13	vacancy factor		(21)								
Total Service Efficiencies			(21)								
New Investments / Bids											
14											
Total New Investment/Bids											
Transformations & New Efficiencies											
15	Procurement	Savings from contract change programme - unallocated	H	(50)							
16	Revenues & Benefits	Savings of 0.2FTE from flexi retirement	M	(10)			(0.20)				(0.20)
17	Revenues & Benefits	Revenues & Benefits management changes	M	(60)			(1.00)				(1.00)
18	Payments	Changes in processes across the team, with better use of ICT functionality	H		(35)			(1.00)			(1.00)
19	Investigations	Increased income - currently circa £200k per annum	M	(20)							
20	Accountancy	Structural savings within Finance Team pushed back a year	M		(40)			(1.00)			(1.00)
Total Transformations				(140)	(75)		(1.20)	(2.00)			(3.20)
Total Financial Services Bids & Savings				211	(125)	(55)	(1.20)	(4.00)	(1.50)		(6.70)

Amended Bids & Savings
New Bids & Savings

Law & Governance

134

Proposal		H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	CA02 Information Governance	It is proposed that the one year fixed term full time grade 7 Information Governance Officer, approved in the 22/23 budget process at a cost of £52K, should be made into a permanent post and therefor there is no saving of £52K arising in 23/24 from the role coming to the end of the fixed term	0								
3	Democratic Services	Agreed increase in SRA for Members linked to staff pay increase	4	4	4	4					
4	KS04 Legal Services	It is proposed that the the salary of the Team Leader Lawyer Major Projects, Contracts & Property be reviewed and increased to a section manager plus grade, to assist with retention and recruitment and better reflect the breadth of expertise required for the role.	9								
5	KS04 Legal Services	It is proposed that the grade 9 contracts lawyer role take on some enhanced responsibilities to assist the Team Leader Lawyer and provide leadership and expertise for contracts work, which is likely to result in the regrading of this post from a grade 9 to a grade 11. This will help alleviate pressure within the team and improve ability to recruit and therefore produce a saving in reliance on locum staff	21								
6	KS04 Legal Services	Market supplementst on various roles	135								
Total Pressures			169	4	4	4					
Existing Efficiencies											
7		It is proposed that the 2 Major Project Lawyers approved in the 22/23 budget process for 2 years fixed term, supporting delivery of the capital programme, should be made permanent to assist recruitment and resilience and reduce relaince on locum lawyers thereby producing a saving. So no saving of £160K would arise in 24-25 due to the expiry of the fixed term - posts to be funded by capital		0				0.00			

Law & Governance

Proposal	H/M/L	2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total	
		£000s	£000s	£000s	£000s						
Transformations & New Efficiencies											
16 Legal Services		69				1.00				1.00	
		It is proposed to add an additional grade 10 full time permanent property lawyer to the establishment to be funded by way of a recharge to Oxford City Housing Limited									
17 Legal Services		(69)									
		Additional SLA income from OCHL									
Total Transformations						1.00				1.00	
Total Law & Governance Bids & Savings						126	4	4	4	1	1

Amended Bids & Savings
 New Bids & Savings

HRA

Proposal

H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total	
Contractual Inflation										
1	HRA	Pay Inflation	102	104	107	110				
2	HRA	Contractual employee inflationary uplifts for the Improvement to communal area management and cleaning team	6	6	6	6				
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	3	3	3	3				
Total Contractual Inflation			111	113	116	119				

Pressures

4	HRA R	Contributions to Youth Ambition Service on council estates		(100)					
5	HRA R	Communal Area Utility Charges	410						
6	HRA R	Void Property Energy Charges	10						
7	HRA R	EV Cost Energy Standing Charges	5						
8	HRA R	QL & Versaa Support & Maintenance Costs	40						
9	HRA R	QL & Versaa Training - Consultancy Days	12						
10	HRA C	QL Upgrade to QL Yuneo Aareon Set up costs	40	(40)					
11	HRA R	QL Yuneo Support & Maintenance	60						
12	HRA C	QL Yuneo OCC Project Set up (70 days)	45	(45)					
13	HRA C	QL Neela (AI Virtual Assistant)	28	(10)					
14	HRA C	Versaa Forms (x4 development, install & R&M, OCC costs)	132	(92)					
15	HRA C	Southfield Park lease extension from Lincoln College (sensitive)	1,500	(1,500)					
16	HRA R	NE20 B1244 Warden Control Centre (removal of redundant budget line)	(24)						
17	HRA R	Savings on Court Fees (£65k) & Postage (£8k) (MM41)	(73)						
18	HRA R	Transformation Team Costs - G8 plus 1 x G7s for 1 year?	80	(80)					
19	HRA R	Locality Manager	60			1.00			1.00
20	HRA R	ODS Commercial Model	280						
21	HRA R	Increase in Housing Ombudsman Fees (non-negotiable)	20						
22	HRA C	Reversal of previous increase in Investment in fire doors, base budget remains @ £500k with peak investment of additional £1m in 22/23.	(100)						

HRA

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Proposal		H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
23	HRA C	Reversal of previous increase on Structural Capital Programme, base budget remains @ £700k but peak investment to deal urgent work reducing in 24/25 and again in 25/26		(250)	(75)	(300)					
24	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			(300)						
25	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			(471)						
26	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.	1,000								
27	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	2,466								
28	HRA C	Major Refurbishments - Masons Road	250								
29	HRA C	Additional funding for adaptations due to increased demand growth	200								
30	HRA C	Removal of new supply unallocated Site 1 (N7064)	(454)								
31	HRA R	Energy and Sustainability Team in PS future costs to be charged to capital as we move to delivery phase (2 FTE's)	(108)								
32	HRA R	Fencing Work increase demand	400	(200)	(200)						
33	HRA R	Material price increases above those input for 22/23 @ 200k due to industry led increases	200								
34	HRA R	Tenant unauthorised Alterations - clearance of backlog	(50)	(25)							
35	HRA R	Increase in Cost of Refuse Collections	9								
36	HRA R	Provision for future costs	200		(200)						
37	HRA C	Re-profiling of Energy Efficiency Budget to align with SHDF bid	415	1,450	(1,865)						

HRA

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Proposal		H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
Total Pressures			7,053	(892)	(3,111)	(300)	1.00				1.00
38	Existing Efficiencies										
Total Existing Efficiencies											
39	Invest to Save										
Total Invest to Save											
40	Fees & Charges										
Total Fees & Charges											
41	HRA R	Increase in Former Tenant income to cover additional post									
42	HRA R	Increase in Care taking and cleaning service charge to cover new supply									
Total Fees & Charges											
43	Service Efficiencies										
Total Service Efficiencies											
New Investment											
44	HRA R	QL Exploitation Post G7. Additional resource to support further exploitation of QL to realise efficiencies from the system investment.	47				1.00				1.00
Total New Investment			47				1.00				1.00

HRA

Proposal	H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
Transformations & New Efficiencies										
#REF!										
Total Transformations										
Additional Efficiency Savings										
#REF!										
Total Additional Efficiency Savings										
Total HRA		7,211	(779)	(2,995)	(181)	2.00				2.00

Footnote:

HRA	Existing Rents increase	(3,131)	(2,393)	(1,256)	(1,494)					
HRA	New Rental Income from new developments	(1,429)	(3,679)	(218)	(1,440)					
HRA	Repairs Inflation (including above inflation materials price increase)	379	375	384						

- Amended Bids & Savings
- New Bids & Savings

HRA Business Plan | Oxford City Council

Operating Account - Traditional View

	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000
Dwelling Rent	(48,344)	(53,435)	(55,753)	(59,578)
Service Charges	(2,194)	(2,278)	(2,376)	(2,437)
Garage Income	(228)	(228)	(233)	(239)
Miscellaneous Income	(806)	(806)	(824)	(844)
Net Income	(51,572)	(56,747)	(59,186)	(63,098)
Management & Services (Stock Related)	12,852	12,623	12,429	12,739
Other Revenue Spend (Stock Related)	972	972	901	924
Misc Expenditure (Not Stock Related)	872	863	872	896
Bad Debt Provision	840	908	923	962
Responsive & Cyclical Repairs	15,202	15,468	15,286	15,647
Interest Paid	9,517	12,865	14,506	16,280
Depreciation	10,133	10,143	9,829	9,544
Total expenditure	50,388	53,843	54,747	56,993
Net Operating Expenditure/(Income)	(1,184)	(2,904)	(4,439)	(6,105)
Investment Income	(48)	(40)	(34)	(33)
Revenue Contribution to Capital	0	7,056	2,935	7,648
Total Appropriations	(48)	7,016	2,901	7,615
Total HRA (Surplus)/Deficit for the year	(1,232)	4,112	(1,538)	1,510
(Surplus)/ Deficit b/fwd	(5,307)	(6,539)	(2,427)	(3,965)
(Surplus)/ Deficit	(6,539)	(2,427)	(3,965)	(2,455)

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Council House Rents By Ward

Wards	2022/23		2023/24	
	Actual Rents	Formula Rents	Actual Rents	Formula Rents
Abingdon	125.75	136.08	134.55	151.18
Barton & Sandhills	114.73	119.34	122.76	132.59
Blackbird Leys	109.93	113.55	117.63	126.15
Carfax & Jericho	119.57	134.46	127.94	149.39
Churchill	110.95	113.89	118.72	126.53
Cowley	103.33	105.70	110.56	117.43
Cuttesslowe & Sunnymead	109.37	115.39	117.03	128.20
Didcot	103.55	103.68	110.80	115.19
Donnington	113.63	115.78	121.58	128.63
Headington	113.65	110.82	121.61	123.12
Headington Hill & Northway	110.60	114.81	118.34	127.55
Hinksey Park	112.04	126.78	119.88	140.85
Holywell	109.07	111.79	116.70	124.20
Kidlington	115.34	115.71	123.41	128.55
Littlemore	115.10	104.66	123.16	116.28
Lye Valley	109.32	112.99	116.97	125.53
Marston	117.73	126.51	125.97	140.55
Northfield Brook	108.66	112.44	116.27	124.92
Osney & St Thomas	114.23	121.93	122.23	135.46
Quarry & Risinghurst	110.14	112.89	117.85	125.42
Rose Hill & Iffley	113.91	118.56	121.88	131.72
St Clement's	109.64	113.36	117.31	125.94
St Mary's	113.54	117.91	121.49	131.00
Temple Cowley	114.57	117.31	122.59	130.33
Walton Manor	118.45	131.62	126.74	146.23
Wolvercote	106.87	111.98	114.35	124.41

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Capital Programme 2023-24 to 2026-27

Appendix 6

	2023-24	2024-25	2025-26	2026-27
	£	£	£	£
General Fund Capital Programme				
Works Town Hall	2,000,000	2,000,000	2,000,000	2,000,000
Planned building improvements (B0031)	750,000	750,000	750,000	750,000
Covered Market masterplan and enabling works	2,500,000	1,000,000	3,000,000	
Contingency to cover cost inflation rises	1,300,000			
Salary Costs across the Council to be capitalised		380,000	340,000	340,000
Emergency repairs grants add to line 119 - £15000	30,000	30,000	30,000	30,000
Waterways - Long Bridges/Tumbling Bay	290,000			
Loans to Oxwed	1,150,000	2,600,000		
Hinksey Pool Liner Replacement	150,000			
Cowley Branch Line	3,033,000	1,007,000	403,000	
ICT - feasibility	180,000			
ICT - I-trent replacement	75,000			
ICT - QL Cloud migration	80,000			
ICT - Agresso upgrade and migration to Cloud	350,000			
ICT - replacing Netcall contact centre telephony and resource	75,000			
ICT - replacing Uniform (building control and planning)		100,000		
ICT - Asset Management System	300,000			
ICT - Extension of existing Alemba case management system	20,000			
ICT - scanning of all paper planning files	150,000			
ICT - Replacement of IKEN - L&G case management system	75,000			
ICT - Replacement of ArcGIS geospatial mapping system	25,000			
ICT - Information @ Work major upgrade	15,000	3,000		
ICT - Redesign of Council Website	100,000			
ICT - Open Revenue Cloud Migration		50,000		
ICT - Refresh of content and taxonomy of the Council Website	25,000	25,000		
New Schemes	12,673,000	7,945,000	6,523,000	3,120,000
C3044 - Software Licences	245,000	245,000	245,000	245,000
C3057 - Housing System Replacement	-			
C3060 - ICT End Point Devices	150,000	150,000	150,000	150,000
C3066 - Telephony Device refresh	60,000	60,000	60,000	60,000
Capitalised ICT project management salaries	468,200	163,200	163,200	
Business Improvement	923,200	618,200	618,200	455,000
B0083 - East Oxford Project	4,055,039	1,100,000	125,000	
Community Services	4,055,039	1,100,000	125,000	-
B0101 - Major capital works at Oxford Covered Market	-	839,127	-	
Upgrade Existing Tennis Courts	35,000			
Gas Works Pipe Bridge	1,540,000			
B0106 - Covered market roofing	-	401,023	-	
Replace or Refurbish Lifts (GF)	119,484			
Stock condition surveys remaining amount of £10m	875,000	1,125,000	1,050,000	679,000
Regeneration Property Purchase	-	5,680,228	20,000,000	
Repairs to 2-4 Gloucester Street and 24-26 George St	270,000			
Corporate Property	2,839,484	8,045,378	21,050,000	679,000
City Wide Cycling Infrastructure Contribution	87,456	60,000	60,000	
Cave Street Development (Standingford House)	4,895,545	3,481,405	293,866	
Depot Rationalisation	225,000			
Osney Mead Infrastructure (Pathworks)	948,000	564,914	-	
Oxford Flood Alleviation Scheme (OFAS) HIF Contribution	4,350,000			
Osney Bridge	5,231,000	3,353,694	-	
St Michael's Street Leveling Works	60,000			
UK Shared Prosperity Fund Investment Plan	70,000	120,000	350,000	

R & D Feasibility Fund	400,000	400,000	400,000	200,000
Feasibility Schemes				
City Centre Land Redevelopment (Cinema Project)	160,063			
City Centre Public Realm (Kiosks Project)	320,277			
City Cycle Schemes (Growth Deal)	729,764			
Diamond Place Redevelopment	56,600			
Oxford Station Feasibility	228,363			
Cemetery Feasibility	121,022			
Greenways Cycling Project	106,000			
Coach Parking Feasibility	20,000			
Salary Costs across the Council to be capitalised	935,000			
Regeneration & Economy	18,944,090	7,980,013	1,103,866	200,000
E3511 - Renovation Grants	15,000	15,000	15,000	15,000
E3521 - Disabled Facilities Grants	1,000,000	1,200,000	1,200,000	1,200,000
Regulatory & Community Safety	1,015,000	1,215,000	1,215,000	1,215,000
E3557 - Oxford and Abingdon Flood Alleviation Scheme	-	250,000		
Go Ultra Low Oxford - Taxis	5,215			
ZEZ Phase 1 Feasibility	141,000			
Environmental Sustainability	146,215	250,000	-	-
M5026 - Housing Company Loan	30,000,000	-	23,000,000	2,000,000
Loan to Housing Company re Barton Park	10,000,000	9,000,000	8,000,000	7,000,000
Barton Park - Purchase by Council	10,000,000	9,000,000	8,000,000	7,000,000
Blackbird Leys Regeneration (GF Element)	8,627,284	5,586,876	8,473,894	
Roken House	200,000			
Growth Deal RP Funding	706,000			
Northern Gateway (Oxford North HIF)	9,993,538			
Affordable Housing Supply	1,086,000	1,000,000		
Housing Services	70,612,822	24,586,876	47,473,894	16,000,000
R0005 - MT Vehicles/Plant Replacement Prog.	5,404,800	2,969,720	3,147,102	3,256,938
T2273 - Car Parks Resurfacing	300,000	300,000		
Cowley Marsh Extension	57,000			
Oxford Direct Services	5,761,800	3,269,720	3,147,102	3,256,938
Total General Fund Schemes	116,970,650	55,010,187	81,256,062	24,925,938
<u>Housing Revenue Account Capital Programme</u>				
<u>Planned Major Repairs</u>				
Adaptations for disabled	1,156,000	756,000	756,000	650,000
<u>Improvements</u>				
Structural	1,750,000	1,000,000	700,000	700,000
Controlled entry	407,522	133,000	133,000	75,000
Damp-proof works (K&B)	75,000	137,000	121,000	121,000
Doors and Windows	500,000	500,000	200,000	200,000
Extensions & Major Adaptions	1,345,892	290,000	250,000	250,000
Communal Areas	810,773	229,000	202,000	202,000
Lift replacements	488,899	125,000	125,000	-
Stock condition survey	195,000			
Renewal of Fire Alarm Panels	154,000	102,000	102,000	-
Fencing	400,000	200,000		
QL Improvements	245,000	78,000	78,000	78,000
<u>Regulatory</u>				
Kitchens & Bathrooms	1,450,000	3,055,000	2,739,000	2,739,000
Heating	2,393,000	2,393,000	2,157,000	2,157,000
Roofing	700,000	700,000	229,000	229,000
Electrics	723,000	723,000	723,000	723,000
Fire doors	2,417,594	580,000	580,000	500,000

Estate Improvement				
Great Estates: Estate Enhancements and Regeneration	1,851,254	1,163,000	1,163,000	600,000
BBL Regeneration	1,504,000	1,504,000	172,000	172,000
Barton Regeneration	600,000			
Major Refurbishment Masons Road	500,000			
Future Programme				
Properties purchased from OCHL	56,207,061	84,753,622	22,955,860	176,692,000
Southfieldpark Leases	1,500,000			
Affordable Housing Development				
Northfield Hostel	13,284,172	8,057,276		
Lanham Way	4,358,501	687,385		
Juniper	385,229	368,836	2,934	
Additional units	2,466,000	2,000,000		
Oxford North Development	8,355,798	14,364,378	8,961,140	3,381,185
East Oxford Development	6,954,006			
Empty Properties				
Major Voids	560,000	560,000	502,000	430,000
Energy Efficiency Initiatives				
Energy Efficiency Initiatives	4,915,000	4,950,000	1,210,000	2,750,000
Climate Change			-	4,000,000
Total Housing Revenue Account Schemes	118,652,701	129,409,497	44,061,934	196,649,185
Total Capital Programme (GF & HRA)	235,623,351	184,419,684	125,317,996	221,575,123
FINANCING				
Financing - General Fund				
Capital Receipts	5,045,795	5,281,015	10,446,018	3,471,938
Capital receipts re Barton	10,000,000	9,000,000	8,000,000	7,000,000
Direct Revenue Funding	2,000,000	963,000		
Capital Financing Reserve			2,157,978	455,000
ICT Renewals fund - revenue funding	923,200	618,200	618,200	
Developer Contributions -S106	3,384,945	2,055,581		
Grants	711,215	-	-	-
Community Infrastructure Levy Contributions	10,644,433	2,049,000	185,000	-
Government Funding (DFG)	1,000,000	1,200,000	1,200,000	1,200,000
Growth Deal Funding	5,231,000	3,353,694	-	-
Housing Infrastructure Funds (HIF)	15,291,538	564,914	-	-
Prudential Borrowing	62,738,524	29,924,783	58,648,866	12,799,000
Total Financing - General Fund	116,970,650	55,010,187	81,256,062	24,925,938
General Fund Over / (Under) Financing	(0)	0	0	0
Financing - HRA				
Grants - including Homes England Grant/growth deal	12,043,000	6,873,000	6,658,000	37,000
MRR	10,393,000	10,414,000	9,829,000	18,830,000
RRTB Receipts	986,000	800,000		
Other RTB Receipts	26,000	26,000	26,000	52,000
Other Capital receipts reserves	10,984,842	10,705,497	24,613,934	734,000
Revenue	-	-	-	-
Borrowing	84,219,859	92,611,000	2,935,000	12,186,000
			-	164,810,185
Total Financing - HRA	118,652,701	129,409,497	44,061,934	196,649,185
HRA Over / (Under) Financing	0	0	0	(0)
TOTAL FINANCING	235,623,351	184,419,684	125,317,996	221,575,123

Total Over / (Under) Financing 0 0 0 - 0

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Corporate Property Fees & Charges 2023/24

	2022/23 Charge	2023/24 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 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Rent				
<u>Exempt from VAT</u>				
Weekly Charges				
Temporary Accommodation [Heat,Light,Cook] - 1 bed	17.85	rate set at actual supplier charge less any government support'		
Temporary Accommodation [Heat,Light,Cook] - 2 bed	19.20	rate set at actual supplier charge less any government support'		
Temporary Accommodation [Heat,Light,Cook] - 3 bed	23.00	rate set at actual supplier charge less any government support'		
Temporary Accommodation [Heat,Light,Cook] - 4 bed	30.00	rate set at actual supplier charge less any government support'		
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	4.88	(0.42)	(7.92)
Temporary Accommodation [Water & Sewerage] - 2 bed	6.00	8.24	2.24	37.33
Temporary Accommodation [Water & Sewerage] - 3 bed	8.50	8.21	(0.29)	(3.41)
Temporary Accommodation [Water & Sewerage] - 4 bed	11.00	12.14	1.14	10.36
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	17.00	17.85	0.85	5.00
Council tenant Premium	19.20	20.16	0.96	5.00
Blue badge council	17.00	17.85	0.85	5.00
Blue badge council Premium	19.20	20.16	0.96	5.00
Mobility council	17.00	17.85	0.85	5.00
Mobility council Premium	19.20	20.16	0.96	5.00
<u>VATable (before discounts)</u>				
Private tenant	17.00	17.85	0.85	5.00
Private tenant Premium	19.20	20.16	0.96	5.00
Blue badge private	17.00	17.85	0.85	5.00
Blue badge private Premium	19.20	20.16	0.96	5.00
Mobility private	17.00	17.85	0.85	5.00
Mobility private Premium	19.20	20.16	0.96	5.00
<u>Exempt from VAT (before discounts)</u>				
Parking spaces	16.00	16.80	0.80	5.00
Parking spaces (Blue Badge)	16.00	16.80	0.80	5.00
<u>VATable (before discounts)</u>				
Parking spaces Private	16.00	16.80	0.80	5.00

Regulatory & Community Safety Fees and Charges 2023/24

	2022/23 Charge £	2023/24 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Building Control				
Schedule 1				
Charges for the creation of or conversion to new dwellings - inclusive of VAT				
Number of Dwellings				
1	945.00	950.00	5.00	0.53
2	1,255.00	1,260.00	5.00	0.40
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	556.50	560.00	3.50	0.63
10m2 – 40m2	714.00	720.00	6.00	0.84
40m2 – 60m2	866.50	875.00	8.50	0.98
60m2 – 100m2	945.00	950.00	5.00	0.53
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	446.50	450.00	3.50	0.78
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	866.50	875.00	8.50	0.98
60m2 – 100m2	945.00	950.00	5.00	0.53
Over 100m2	Please contact for quotation	Please contact for quotation		
Loft conversion - inclusive of VAT				
Up to 100m2	651.00	655.00	4.00	0.61
Over 100m2	Please contact for quotation	Please contact for quotation		
Conversion of garage to habitable space - inclusive of VAT				
Up to 10m2	556.50	560.00	3.50	0.63
Up to 40m2	714.00	720.00	6.00	0.84
40m2 – 60m2	866.50	875.00	8.50	0.98
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).	220.50	225.00	4.50	2.04
Removal/renovation of a thermal element	273.00	280.00	7.00	2.56
Installation of a woodburner	415.00	420.00	5.00	1.20
Installation of solar panel/s	278.50	280.00	1.50	0.54
Regularisation applications made in respect of unauthorised Schedule 2 work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.				
Schedule 3				
Works not listed in schedules 1 or 2 e.g. Structural alterations, refurbishments, internal alterations - inclusive of VAT				
Estimated cost of works				
£0 - £5000	336.00	340.00	4.00	1.19
£5001 - £10,000	415.00	420.00	5.00	1.20
£10,001 - £20,000	604.00	610.00	6.00	0.99
£20,001 - £50,000	793.00	799.00	6.00	0.76
£50,001 - £75,000	1134.00	1150.00	16.00	1.41
£75,001 - £100,000	1507.00	1520.00	13.00	0.86

>£100,000				
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	82.00	90.00	8.00	9.76
Inspection and Provision of a Fire Risk Assessment Report	330.00	350.00	20.00	6.06
Miscellaneous Fees				
Electronic copy of the Approval Notice	40.40	45.00	4.60	11.39
Electronic copy of the Completion Certificate	40.40	45.00	4.60	11.39
Hourly charge for responding to enquiries regarding house sales	82.00	90.00	8.00	9.76
Food Hygiene Training				
Exempt from VAT				
Programmed Certificated Courses (charges are per person)				
Level 2 Award in Food Safety in Catering	75.00	80.00	5.00	6.67
Level 3 Award in Supervising Food Safety in Catering	280.00	300.00	20.00	7.14
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	75.00	80.00	5.00	6.67
Food Business set up and advice consultation- per hour	75.00	80.00	5.00	6.67
Food hygiene rating rescore visit	200.00	220.00	20.00	10.00
Primary Authority Hourly Fee	POA	POA		
Miscellaneous				
Accommodation assessments for UK entry clearance - charge per report	390.00	420.00	30.00	7.69
Request for confirmation of registration in support of work permit application	58.00	60.00	2.00	3.45
Food Condemnation Certificate (e.g. insurance claim for freezer breakdown, damaged food)- minimum 1 hour	100.00	110.00	10.00	10.00
Works in default across Regulatory Services and Community Safety	Value of time spent based on hourly rates + costs	Value of time spent based on hourly rates + costs		
Provision of factual statements etc across Planning and Regulatory Services	Value of time spent based on hourly rates + costs	Value of time spent based on hourly rates + costs		
Copy of Legal Notice	27.00	30.00	3.00	11.11
Copy of Premises/Person Entry in Licensing Register	25.00	30.00	5.00	20.00
Confirmation of Food Business Registration	30.00	30.00	0.00	0.00
Plans under copyright	10.00	12.00	2.00	20.00
Plans: A0, A1 & A2 size	5.50	6.00	0.50	9.09
Plans: A3 & A4 size	1.15	1.50	0.35	30.43
Photocopying per A4 sheet	0.60	0.70	0.10	16.67
Invoice request	27.00	30.00	3.00	11.11
Recovery Fee - Dishonoured Cheque	35.00	40.00	5.00	14.29
Home Improvement Agency				
HIA fee rate for professional services as an agent for a client in receipt of a disabled facilities grant or other building work	15% of the value of works plus ancillary costs	15% of the value of works plus ancillary costs		
Acting as an agent for a client who is privately funding building works:	Fee of 15% of the builders quotation plus ancillary costs	Fee of 15% of the builders quotation plus ancillary costs		
HIA fee rate for administrative services in support of a private sector housing grant application or privately funding building works	£265 plus VAT per application	£280 plus VAT per application	15.00	5.66
HIA fee rate for the management of HRA funded adaptations schemes	15% flat fee per scheme £20 per hour, including VAT, plus the cost of materials used	15% flat fee per scheme £20 per hour, including VAT, plus the cost of materials used		
Small Repairs Service				
Any works carried out by the Handyperson that is not part of the Small Repairs Service	45.00	50.00	5.00	11.11
Supply and Fit Alert Keysafe (Within 1 working day)	70.00	75.00	5.00	7.14

Street Trading Consents - subject to approval by General Purposes Licensing Committee				
City Centre & Late Night Traders				
Application Fee	355.00	360.00	5.00	1.41
Annual consent (Pro Rata for period of Consent)	8,180.00	8,300.00	120.00	1.47
Weekly Consent (Weekly Rota)	183.00	185.00	2.00	1.09
All other traders				
Application Fee	355.00	360.00	5.00	1.41
Annual consent (Pro Rata for period of Consent)	2,780.00	2,820.00	40.00	1.44
Peripatetic traders (mobile traders- e.g. icecream vans, sandwich vans)				
Application fee	120.00	125.00	5.00	4.17
Annual consent (Pro Rata for period of Consent)	1,445.00	1,465.00	20.00	1.38
General Charges				
Replacement Consent	35.00	37.00	2.00	5.71
Identification badge (per badge)	35.00	37.00	2.00	5.71
Events				
Street Trading at event for commercial benefit (up to 5 days) - per stall	32.00	35.00	3.00	9.38
Street Trading at event for commercial benefit (6-14 days) - per stall	50.00	55.00	5.00	10.00
Street Trading at event for community / charity benefit	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
Annual fees for Street Café Licences under the Highways Act 1980				
Up to 8 covers	150.00	160.00	10.00	6.67
9 to 20 covers	200.00	210.00	10.00	5.00
21 or more covers	250.00	260.00	10.00	4.00
Miscellaneous Licensing - subject to approval by General Purposes Licensing Committee				
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - person)	130.00	140.00	10.00	7.69
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - premises)	260.00	280.00	20.00	7.69
Boarding for cats and/or dogs	315 + vet fee	330 + vet fee	15.00	4.76
Hiring out horses	315 + vet fee	330 + vet fee	15.00	4.76
Breeding dogs	315 + vet fee	330 + vet fee	15.00	4.76
Selling animals as pets	315 + vet fee	330 + vet fee	15.00	4.76
Keeping or training animals for exhibition	285 + vet fee	300 + vet fee	15.00	5.26
Request for variation	135.00	145.00	10.00	7.41
Request for re-inspection	132 + vet fee	140 + vet fee	8.00	6.06
Dangerous Wild Animals	465 + vet fee	490 + vet fee	25.00	5.38
Zoo	465 + vet fee	490 + vet fee	25.00	5.38
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 £286 Stage 2 £1834 Total: £2,120	Stage 1 £315 Stage 2 £2015 Total: £2,330	210.00	9.90
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 £286 Stage 2 £288 Total £574	Stage 1 £315 Stage 2 £320 Total £635	61.00	10.62
*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 £92 Stage 2 £182 Total £274	Stage 1 £100 Stage 2 £200 Total £300	26.00	9.49
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 £92 Stage 2 £428 Total £520	Stage 1 £100 Stage 2 £470 Total £570	50.00	9.62
E Two-year Renewal - Licence renewal for 2 years where all two-year licence criteria are met	Stage 1 £92 Stage 2 £210 Total £302	Stage 1 £100 Stage 2 £230 Total £330	28.00	9.27
F Five year licence accredited landlord and all criteria met	Stage 1 £92 Stage 2 £334 Total £426	Stage 1 £100 Stage 2 £365 Total £465	39.00	9.15
Inspection to advise on requirements before property is licensed.	201.00	215.00	14.00	6.96
Surcharge for provision of paper application - new HMO licence	NEW	240.00	240.00	NEW
Surcharge for provision of paper application - renewal HMO licence	NEW	200.00	200.00	NEW
Selective Licensing				
	SL Fees 01 September 2022 to 31 August 2023	SL Fees 01 September 2023 to 31 August 2024		

A Standard New Application	Stage 1 £178	Stage 1 £200		
	Stage 2 £302	Stage 2 £330	50.00	10.42
	Total £480	Total £530		
B Accredited New Application	Stage 1 £178	Stage 1 £200		
	Stage 2 £102	Stage 2 £130	50.00	17.86
	Total £280	Total £330		
C Higher Rate New Application - New application where landlord is unable to demonstrate the property is newly acquired or first occupied within 12 weeks of application date - takes effect 1st September 2023	N/A	Stage 1 £539	N/A	N/A
		Stage 2 £569		
		Total £1100		
D Renewal	N/A	Stage 1 £86	N/A	N/A
		Stage 2 £45		
		Total £131		
E1 Standard Block licence	Stage 1 fee for each dwelling (£178)	Stage 1 fee for each dwelling (£200)		
	Stage 2 fee for first dwelling paid in full (£302) then subsequent dwellings stage two discounted by £60 (£242)	Stage 2 fee for each dwelling	N/A	N/A
	Total POA	Total POA		
E2 Accredited Standard Block licence	Stage 1 fee for each dwelling (£178)	Stage 1 fee for each dwelling (£200)		
	Stage 2 fee for first dwelling paid in full (£102) then subsequent dwellings stage two discounted by £60 (£42)	Stage 2 fee for first dwelling paid in full (£130) then subsequent dwellings stage two discounted by £66 (£264)	N/A	N/A
	Total POA	Total POA		
F Student Accommodation Block Licence	Stage 1 £178	Stage 1 £200		
	Stage 2 £102	Stage 2 £130	50.00	17.86
	Total £280	Total £330		
	FY 22/23	FY23/24		
Surcharge for provision of paper application - new Selective licence	0.00	240.00	240.00	NEW
Surcharge for provision of paper application - renewal Selective licence	0.00	200.00	200.00	NEW
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	Value of time spent based on hourly rates + costs		
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	Value of time spent based on hourly rates + costs		
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	Value of time spent based on hourly rates + costs		
Other charges incurred in the determining of whether to serve a notice/make an order	Value of time spent based on hourly rates + costs	Value of time spent based on hourly rates + costs		
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	375.00	400.00	25.00	6.67
Licence alterations application	345.00	375.00	30.00	8.70
Depositing of site rules fee	125.00	135.00	10.00	8.00
Transfer of licence application	375.00	400.00	25.00	6.67
Copy of licence	30.00	35.00	5.00	16.67
Existing operator annual licence				
Large (51+)				
Site inspections every 12 months (Cat A risk rating)	440.00	470.00	30.00	6.82
Site inspections every 18 months (Cat B risk rating)	295.00	320.00	25.00	8.47
Site inspections every 24 months (Cat C risk rating)	220.00	235.00	15.00	6.82
Site inspections every 36 months (Cat D risk rating)	145.00	155.00	10.00	6.90
Medium (11-50)				
Site inspections every 12 months (Cat A risk rating)	345.00	365.00	20.00	5.80
Site inspections every 18 months (Cat B risk rating)	230.00	250.00	20.00	8.70
Site inspections every 24 months (Cat C risk rating)	175.00	190.00	15.00	8.57
Site inspections every 36 months (Cat D risk rating)	115.00	125.00	10.00	8.70
Small (10 or less)				
Site inspections every 12 months (Cat A risk rating)	250.00	270.00	20.00	8.00
Site inspections every 18 months (Cat B risk rating)	170.00	185.00	15.00	8.82
Site inspections every 24 months (Cat C risk rating)	125.00	135.00	10.00	8.00
Site inspections every 36 months (Cat D risk rating)	85.00	90.00	5.00	5.88
Transferring/Replacing Licences & Certificates				

Other replacement licence	32.00	35.00	3.00	9.38
Taxi Licensing				
Vehicles				
Hackney Carriage	400.00	420.00	20.00	5.00
Hackney Carriage (Low Emission Vehicle)	300.00	315.00	15.00	5.00
Hackney Carriage (ULEV Early Adopter Discount)	0.00		0.00	0.00
Hackney Transfer of Ownership	100.00	105.00	5.00	5.00
Hackney Change of Vehicle	100.00	105.00	5.00	5.00
Hackney Plate Deposit	50.00	52.00	2.00	4.00
Hackney Temporary Vehicle	75.00	78.00	3.00	4.00
Private Hire	262.00	275.00	13.00	4.96
Private Hire (Low Emission Vehicle)	162.00	170.00	8.00	4.94
Private Hire (ULEV Early Adopter Discount)	0.00	0.00	0.00	0.00
Private Hire (Wheelchair Accessible Vehicle (WAV))	0.00	100.00	100.00	NEW
Private Hire Transfer	100.00	105.00	5.00	5.00
Private Hire Change of Vehicle	100.00	105.00	5.00	5.00
Private Hire Temporary Vehicle	75.00	78.00	3.00	4.00
Drivers				
Hackney Combined (1 yr licence)	115.00	120.00	5.00	4.35
Hackney Combined (3 yr licence)	345.00	360.00	15.00	4.35
Hackney Combined for Oxfordshire Licensed drivers with 1 full year on current licence (3 yr licence only)	230.00	240.00	10.00	4.35
Hackney Combined for Oxfordshire Licensed drivers with 2 full years on current licence (3 yr licence only)	115.00	120.00	5.00	4.35
Private Hire (1 yr licence)	101.00	106.00	5.00	4.95
Private Hire (3 yr licence)	303.00	318.00	15.00	4.95
Private Hire for Oxfordshire Licensed drivers with 1 full year on their current licence (3 yr OCC licence only)	202.00	212.00	10.00	4.95
Private Hire for Oxfordshire Licensed drivers with 2 full years on their current licence(3 yr OCC licence only)	101.00	106.00	5.00	4.95
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	78.00	3.00	4.00
Local Knowledge & Safeguarding Re-Test	75.00	78.00	3.00	4.00
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
Trust ID - DBS & RTW check	0.00	12.00	12.00	NEW
Trust ID - DBS check only	0.00	8.00	8.00	NEW
Licence badge/replacement badge	10.00	11.00	1.00	10.00
Internal PHV Licence Plate	15.00	16.00	1.00	6.67
Internal HC Licence Plate	15.00	16.00	1.00	6.67
Replacement external plate	25.00	26.00	1.00	4.00
Private Hire Vehicle Door Stickers (pair)	35.00	36.00	1.00	2.86
Exempt badge/replacement badge	25.00	26.00	1.00	4.00
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	6.00	1.00	20.00
Unpaid Cheque Charge	30.00	32.00	2.00	6.67
Amendments to Private Hire Operator Licence	100.00	105.00	5.00	5.00
Charge for Exemption Notice	50.00	52.00	2.00	4.00
Operator's Licence				
Vehicle 3 & under (1 YEAR LICENCE)	490.00	514.00	24.00	4.90
Vehicle 4 & over (1 YEAR LICENCE)	980.00	1028.00	48.00	4.90
Vehicle 3 & under (5 YEAR LICENCE)	2,450.00	2,570.00	120.00	4.90
Vehicle 4 & over (5 YEAR LICENCE)	4,900.00	5,140.00	240.00	4.90
Private hire plate exemption (operator of 1-2 vehicles)				
Private hire plate exemption (operator of 3-4 vehicles)	0.00	122.00	122.00	New
Private hire plate exemption (operator of 5-9 vehicles)	0.00	93.00	93.00	New
Private hire plate exemption (operator of 10 vehicles and over)	0.00	88.00	88.00	New
Motor Salvage Operators				
Scrap Metal Dealers (replaces Motor Salvage Operators)				
New Site Licence	1,220.00	1,280.00	60.00	4.92
Renewal Site Licence	1,220.00	1,280.00	60.00	4.92
Variation Site Licence	300.00	315.00	15.00	5.00
New Mobile Collector Licence	605.00	635.00	30.00	4.96
Renewal Mobile Collector Licence	605.00	635.00	30.00	4.96
Variation Mobile Collector Licence	300.00	315.00	15.00	5.00
Sex Establishments				
Sex establishment (Sex Shop or Sex Cinema)- New	2,508.00	2,630.00	122.00	4.86
Sex establishment (Sex Shop or Sex Cinema)- Renewal	2,508.00	2,630.00	122.00	4.86
Sex establishment (Sex Shop or Sex Cinema)- Variation/ transfer	1,175.00	1,230.00	55.00	4.68
Sexual entertainment venues new	5,880.00	6,170.00	290.00	4.93
Sexual entertainment venues renewal	5,880.00	6,170.00	290.00	4.93
Sexual entertainment variation/ transfer	1,175.00	1,230.00	55.00	4.68
* 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
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	115.00	10.00	9.52
Commercial Event Road Closures- Market and Street Fairs	255.00	280.00	25.00	9.80
Commercial Event Road Closures- Events (500 or more people)	305.00	335.00	30.00	9.84
Road Closure with no commercial element inc Street Parties	16.00	17.00	1.00	6.25
Miscellaneous Charges				
Copy of Premises/Person Entry in Licensing Register	22.00	25.00	3.00	13.64
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	25.00	3.00	13.64
Current list of licensing applications	11.00	12.00	1.00	9.09
Viewing of Films requiring Certification - Per 15 Minutes	8.00	10.00	2.00	25.00
Issue of Film Certification	8.00	10.00	2.00	25.00
Distribution of Free Printed Matter (DFPM) - Static 1 year	200.00	210.00	10.00	5.00
Distribution of Free Printed Matter (DFPM) - Non static 1 month	100.00	105.00	5.00	5.00
Distribution of Free Printed Matter (DFPM) - Non static 1 year	400.00	420.00	20.00	5.00
Distribution of Free Printed Matter (DFPM) - Replacement badge	25.00	26.00	1.00	4.00
Distribution of Free Printed Matter (DFPM) - Non static 1 Day	25.00	26.00	1.00	4.00
Distribution of Free Printed Matter (DFPM) - Non static 1 Day extra badge	5.00	6.00	1.00	20.00
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	300.00	50.00	20.00
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			0.00	0.00
	20.00	20.00		
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	100.00	25.00	33.33
Littering from a vehicle - penalty charge	75.00	150.00	75.00	100.00
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	200.00	50.00	33.33
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	250.00	50.00	25.00

Environmental Sustainability Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Contaminated Land Enquiries (not Land Charges)				
Location enquires - fixed price	86.00	89.00	3.00	3.49
Locational enquires- additional questions	26.25	29.00	2.75	10.48
Air Quality Enquiries				
Provision of data and written advice		Hourly rate agreed on commissioning		
Environmental Sustainability Enquiries				
Provision of advice (e.g. air quality, contaminated land, ecology, flood risk, energy management, renewable energy, etc)		Hourly rate agreed on commissioning		
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	89.00	8.00	9.88
Miscellaneous				
Air Quality Reports	28.35	30.00	1.65	5.82
Contaminated Land Strategy document	28.35	30.00	1.65	5.82

Community Services Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Leisure Centres				
<u>Standard rated & inclusive of VAT</u>				
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Spectator	2.20	2.40	0.20	9.09
Shower	1.60	1.80	0.20	12.50
Casual Swimming	5.50	5.70	0.20	3.64
Family Swim Ticket	13.50	14.90	1.40	10.37
Pool Inflatable Session	5.20	7.00	1.80	34.62
Cherwell Swim (Ferry)	1.50	1.70	0.20	13.33
Lane Swim	5.20	5.70	0.50	9.62
Sauna & Swim (LPLC)	8.60	5.70	(2.90)	(33.72)
Aqua Aerobics	7.40	8.10	0.70	9.46
Badminton, Raquetball (per person)	4.80	5.30	0.50	10.42
Short Tennis (per person)	2.70	3.00	0.30	11.11
Squash (per person)	4.80	5.30	0.50	10.42
After School Activity - Junior Gym	9.40	10.30	0.90	9.57
50+ Badminton (Leys)	3.20	3.50	0.30	9.37
Basketball (4 Crts Leys)	44.50	49.00	4.50	10.11
Basketball Hoop (1 Crt Leys)	22.20	17.20	(5.00)	(22.52)
Basketball Whole Hall (Ferry)	62.30	49.00	(13.30)	(21.35)
Football Off peak (Leys)	24.50	27.00	2.50	10.20
Hockey Off peak (Leys)	24.50	27.00	2.50	10.20
Netball Off peak (Leys)	24.50	27.00	2.50	10.20
Football (Leys)	44.50	49.00	4.50	10.11
Football (Ferry)	58.70	49.00	(9.70)	(16.52)
Volleyball (Ferry)	58.70	49.00	(9.70)	(16.52)
Netball Hall Hire (Leys)	44.50	49.00	4.50	10.11
3g Pitch (Leys)	67.30	74.10	6.80	10.10
3g Pitch (Off Peak Leys)	23.90	26.30	2.40	10.04
3g Pitch Whole (Peak Leys)	100.00	110.10	10.10	10.10
3g Pitch Whole (Off peak Leys)	36.40	40.10	3.70	10.16
Function Room Hire (Ice Rink)	5.00	5.50	0.50	10.00
Soft Play Session (Leys)	2.30	2.50	0.20	8.70
Table Tennis	4.00	4.30	0.30	7.50
U17 / 66+				
Spectator	2.20	2.40	0.20	9.09
Shower	1.60	1.80	0.20	12.50
Casual Swimming	3.50	3.60	0.10	2.86
Lane Swimming	3.50	3.60	0.10	2.86
Pool Inflatable Session	5.20	5.50	0.30	5.77
Sauna & Swim (LPLC)	5.30	3.60	(1.70)	(32.08)
Aqua Aerobics	4.70	5.20	0.50	10.64
Badminton, Raquetball (per person)	3.20	3.50	0.30	9.37
Short Tennis (per person)	2.70	3.00	0.30	11.11
Squash (per person)	3.20	3.50	0.30	9.37
Junior Gym (U17)	4.80	5.30	0.50	10.42
U17 Swim Free Session (OX1-OX4)	0.00	0.00	0.00	0.00
Bonus Concessionary*				
Spectator	2.20	2.40	0.20	9.09
Shower (Off peak)	2.10	1.80	(0.30)	(14.29)
Shower (Peak)	2.60	1.80	(0.80)	(30.77)
Junior Gym (Off peak)	2.10	2.10	0.00	0.00
Junior Gym (Peak)	2.60	2.60	0.00	0.00
Casual Swimming (Off peak)	2.10	2.10	0.00	0.00
Casual Swimming (Peak)	2.60	2.60	0.00	0.00
Lane Swimming	2.10	2.10	0.00	0.00
Lane Swimming	2.60	2.60	0.00	0.00
Pool Inflatable Session (Off peak)	3.50	2.10	(1.40)	(40.00)
Pool Inflatable Session (Peak)	3.50	2.60	(0.90)	(25.71)

Community Services Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Sauna & Swim @ LPLC (Off peak)	2.10	2.10	0.00	0.00
Sauna & Swim @ LPLC (Peak)	2.60	2.60	0.00	0.00
Aqua Aerobics (Off peak)	2.10	2.10	0.00	0.00
Aqua Aerobics (Peak)	2.60	2.60	0.00	0.00
Badminton, Racquetball (Off peak per person)	2.10	2.10	0.00	0.00
Badminton, Racquetball (Peak per person)	2.60	2.60	0.00	0.00
50+ Badminton (Off peak) Leys	2.10	2.10	0.00	0.00
50+ Badminton (Peak) Leys	2.60	2.60	0.00	0.00
Squash (Off peak per person)	2.10	2.10	0.00	0.00
Squash (Peak per person)	2.60	2.60	0.00	0.00
Short Tennis (Off Peak) Per person	2.10	2.10	0.00	0.00
Short Tennis (Peak) Per person	2.60	2.60	0.00	0.00
Soft Play Session (Off peak) Leys	2.10	2.10	0.00	0.00
Soft Play Session (Peak) Leys	2.60	2.60	0.00	0.00
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Gyms	9.40	10.30	0.90	9.57
Fitness Classes	8.00	8.80	0.80	10.00
Pilates	7.60	8.40	0.80	10.53
Yoga	7.60	8.40	0.80	10.53
Racket Hire	2.00	2.20	0.20	10.00
U17 / 66+				
Gyms	4.80	5.30	0.50	10.42
Fitness Classes	4.70	5.20	0.50	10.64
Table Tennis	3.00	3.30	0.30	10.00
Racket Hire	1.60	1.80	0.20	12.50
Bonus Concessionary*				
Gyms (Off peak)	2.10	2.10	0.00	0.00
Gyms (Peak)	2.60	2.60	0.00	0.00
Fitness Classes (Off peak)	2.10	2.10	0.00	0.00
Fitness Classes (Peak)	2.60	2.60	0.00	0.00
Table Tennis (Off peak per person)	2.10	2.10	0.00	0.00
Table Tennis (Peak per person)	2.60	2.60	0.00	0.00
Pilates (Off peak)	2.10	2.10	0.00	0.00
Pilates (Peak)	2.60	2.60	0.00	0.00
Yoga (Off peak)	2.10	2.10	0.00	0.00
Yoga (Peak)	2.60	2.60	0.00	0.00
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Skate general session	9.50	10.50	1.00	10.53
Skate Disco Session	9.10	11.50	2.40	26.37
15 min coached skate session	10.00	11.00	1.00	10.00
U17 / 66+				
Skate general session	7.40	8.10	0.70	9.46
Skate Disco Session	9.50	9.50	0.00	0.00
School Skate Rate	3.90	3.90	0.00	0.00
15 min coached skate session	10.00	11.00	1.00	10.00
Bonus Concessionary				
Skate general session (off peak)	2.10	2.10	0.00	0.00
Skate general session (Peak)	2.60	2.60	0.00	0.00
Skate Disco session (Off peak)	2.60	2.60	0.00	0.00
15 min coached skate session	10.00	11.00	1.00	10.00
SWIMMING LESSONS				
Adult				

Community Services Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Adult Private Swim Lessons (30min 1:1)	14.40	15.90	1.50	10.42
Adult Private Swim Lessons (60 min 1:1)	25.10	27.60	2.50	9.96
Adult Private Swim Lessons (60 min 1:2)	39.90	43.90	4.00	10.03
Choice, Active & Aqua				
Junior Swim Lessons (Per half hour)	6.80	8.00	1.20	17.65
Adult Swim Lessons (Per hour)	12.60	15.84	3.24	25.71
U17 / 66+				
Under 17 Private Swim Lessons (Per half hour 1:1)	24.10	26.50	2.40	9.96
Under 17 Private Swim Lessons (Per half hour 1:2)	24.10	26.50	2.40	9.96
Bonus Slice				
Junior Swim Lessons (Per half hour)	4.20	4.60	0.40	9.52
Adult Swim Lessons (Per hour)	8.50	9.40	0.90	10.59
Ice Equipment Hire				
Penguin/ Snowperson Skate Aid	4.20	4.60	0.40	9.52
Skate Hire	2.10	2.30	0.20	9.52
<u>Standard rated & inclusive of VAT</u>				
Direct Debit Membership				
Choice Card				
Adult (Legacy membership)	49.40	54.34	4.94	10.00
Adult Corporate -10% (Legacy membership)	48.40	53.24	4.84	10.00
Concession (Legacy membership)	33.80	37.18	3.38	10.00
Couple (Legacy membership)	91.60	100.80	9.20	10.04
Family (Legacy membership)	123.30	135.70	12.40	10.06
Family Corporate (Legacy membership)	106.90	117.60	10.70	10.01
Family Flex 1+3 (Legacy membership)	100.50	110.60	10.10	10.05
Family Flex 1+3 Corporate -10% (Legacy membership)	90.50	99.60	9.10	10.06
Choice Additional Child (Legacy membership)	22.30	24.60	2.30	10.31
Student Peak (Legacy membership)	38.90	42.80	3.90	10.03
Student Off Peak (Legacy membership)	32.50	35.80	3.30	10.15
Bonus Concessionary (Legacy membership)	21.30	23.50	2.20	10.33
Centre Only Adult (Legacy membership)	38.20	42.10	3.90	10.21
Active Family Corp - 10% (Legacy membership)	92.60	101.90	9.30	10.04
Premium Anytime - Single	50.00	55.00	5.00	10.00
Premium Anytime - Joint **	90.00	99.00	9.00	10.00
Anytime - Single	40.00	44.00	4.00	10.00
Anytime - Joint**	76.00	83.60	7.60	10.00
Extra class bolt-on cost	4.00	4.40	0.40	10.00
Daytime Adult - Single	28.00	31.00	3.00	10.71
Daytime - Joint** (Leys, Ferry)	53.20	no longer provided		
Daytime - Joint** (Barton)	53.00	no longer provided		
Gym and Swim Only - Single	30.00	33.00	3.00	10.00
Gym and Swim Only - Joint **	57.00	63.00	6.00	10.53
Swim Only				
Adult	38.20	42.00	3.80	9.95
66+	22.30	24.50	2.20	9.87
Under 17	21.50	23.70	2.20	10.23
Family	77.50	85.00	7.50	9.68
Adult Rink				
Skate Training	62.20	68.00	5.80	9.32
Choice plus skate training	90.00	99.00	9.00	10.00
Junior Rink				
Skate Training	47.00	51.70	4.70	10.00
Choice plus skate training	60.10	66.20	6.10	10.15
Annual Card				
Annual Legacy (Leys)	385.00	no longer provided		

Community Services Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Couple 12 months for 11	1008.90	no longer provided		
Family 12 months (2 adults + 2 children)	1359.90	no longer provided		
Family 12 months for 11 (1 adult + 3 children)	1104.70	no longer provided		
Concession 12 months for 11	372.20	no longer provided		
Student 9 months for 8 - Peak	311.00	no longer provided		
Student 9 months for 8 - Off Peak	260.50	no longer provided		
Gym & Swim Legacy	330.00	no longer provided		
Joint Gym & Swim Legacy	627.00	no longer provided		
Daytime Adult Legacy	308.00	no longer provided		
Daytime Joint Legacy (Barton)	583.00	no longer provided		
Daytime Joint Legacy (Ferry, Leys)	585.20	no longer provided		
Daytime Joint Legacy (Ice Rink)	1170.40	no longer provided		
Swim Only				
Adult 12 months for 11	420.40	no longer provided		
66+ 12 months for 11	246.50	no longer provided		
Under 17 12 months for 11	246.50	no longer provided		
Family 12 months for 11	820.50	no longer provided		
Hinksey Mid-Sea Family2+2	320.00	352.30	32.30	10.09
Hinksey Mid-Season Adult	150.00	165.10	15.10	10.07
Hinksey Mid-Season Conc	75.00	82.60	7.60	10.13
Adult (Hinksey)	217.30	231.20	13.90	6.40
66+ / under 17 (Hinksey)	112.20	117.80	5.60	4.99
Family (Hinksey)	420.30	462.40	42.10	10.02
Skate				
Adult Choice Plus 12 months for 11	966.60	no longer provided		
Junior Rink Plus Annual 12 months for 11	641.20	no longer provided		
Junior Rink Plus (Legacy)	587.40	no longer provided		
Other Cards				
Adult Centre only	38.20	no longer provided		
Choice				
Bolt on Adult	34.40	37.90	3.50	10.17
Bolt on Child	24.40	26.90	2.50	10.25
Student	12.60	no longer provided		
Bonus				
Adult	3.10	no longer provided		
Dependent	1.00	no longer provided		
Skate Training				
Adult	62.20	68.50	6.30	10.13
Child	47.60	52.40	4.80	10.08
Elite Skate Training DD Junior	95.00	no longer provided		
Adult Choice plus Skate Training	90.00	no longer provided		
Junior Rink plus Skate Training	60.10	no longer provided		
Staff				
Family	54.50	60.00	5.50	10.09
Individual wet & dry	38.20	42.00	3.80	9.95
Individual dry	27.30	30.00	2.70	9.89
Swim School Direct Debit				
Adult	60.60	66.00	5.40	8.91
Child	32.80	36.00	3.20	9.76
66+	43.60	25.00	(18.60)	(42.66)
Bonus	23.00	38.50	15.50	67.39
Reward (booking card)				
Offered as a free loyalty card by Fusion	0.00	0.00	0.00	0.00
Sport Pitches (per match unless other wise stated)				
Cricket				

Community Services Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Grass wicket - weekend & bank holidays (Cutteslowe & Horspath 1)	67.00	68.50	1.50	2.24
Grass wicket - weekdays (Cutteslowe)	52.50	54.00	1.50	2.86
Football				
Adults				
Full Size Pitch weekend & Bank holidays	47.50	48.50	1.00	2.11
Full Size Pitch weekend & Bank holidays 10 game booking - No VAT *	380.00	404.00	24.00	6.32
Full Size Pitch weekdays	36.50	37.50	1.00	2.74
Full Size Pitch weekdays 10 game - No VAT	292.00	312.00	20.00	6.85
Under 17's				
Full Size Pitch weekend & Bank holidays	24.50	25.00	0.50	2.04
Full Size Pitch weekend 10 game booking - No VAT	196.00	209.00	13.00	6.63
Full Size Pitch weekdays	18.80	19.00	0.20	1.06
Full Size Pitch weekdays 10 game - No VAT	150.40	159.00	8.60	5.72
Under 11's				
Mini football	16.00	16.50	0.50	3.13
Mini football 10 game - No VAT	128.00	137.00	9.00	7.03
Court Place Farm Stadium inc changing rooms	135.00	no longer provided		
Court Place Farm Stadium floodlights	45.30	no longer provided		
Floodlit 5 a side (East Oxford) per hour	45.30	46.50	1.20	2.65
Other Charges				
Baseball	56.80	58.00	1.20	2.11
Rugby	47.40	48.50	1.10	2.32
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				
	55.00	56.50	1.50	2.73
Standard rate (whole building) per hour	440.00	450.00	10.00	2.27
Standard rate (whole building) Day Rate for up to 10 hours	23.30	23.80	0.50	2.15
Changing Rooms Community rate (sports clubs, charities, community and resident associations)	12.00	12.30	0.30	2.50
Concessionary Rate (including U17's)	6.00	6.20	0.20	3.33
Under 11's	184.00	199.00	15.00	8.15
Adults 10 game booking - No VAT *	96.00	102.50	6.50	6.77
Concessionary Rate (including U17's) 10 game booking - No VAT *	48.00	52.00	4.00	8.33
Under 11's 10 game booking - No VAT *				
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	4.50	0.50	12.50
NEW* Tennis Court Hire Hinksey and Botley - Adult	0.00	7.00	7.00	0.00
NEW* Tennis Court Hire Hinksey and Botley - U17's concessionary rate	0.00	4.50	4.50	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
NEW* Tennis Court Hire Hinksey and Botley - Adult	0.00	5.00	5.00	0.00
NEW* Tennis Court Hire Hinksey and Botley - U17's concessionary rate	0.00	3.50	3.50	0.00
Floodlit Courts				
Tennis Court Hire Floodlit - Adult	8.00	8.00	0.00	0.00

Community Services Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Tennis Court Hire Floodlit - Concessions	5.00	5.00	0.00	0.00
Bowls Adult	3.10	no longer provided		
Bowls Conc.	1.60	no longer provided		
Bowls Bonus Slice	1.40	no longer provided		
Putting Adult	3.10	no longer provided		
Putting Conc.	1.60	no longer provided		
Putting Bonus	1.60	no longer provided		
Putting Family Rate	6.30	no longer provided		
Equipment Hire Bowls	1.50	no longer provided		
Equipment Hire Tennis	1.40	no longer provided		
Equipment Hire Putting	1.40	no longer provided		
Sales lost tennis ball	1.40	no longer provided		
Sales lost golf ball	1.40	no longer provided		
Crazy Golf (Cutteslowe)				
Family Ticket including golf club hire	16.50	16.50	0.00	0.00
Single Adult	6.70	6.70	0.00	0.00
Single Child	4.40	4.40	0.00	0.00
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	N/A	N/A		
Single Adult	N/A	N/A		
Single Child	N/A	N/A		
Club and ball hire	N/A	N/A		
Annual Club Charges				
Bowls				
Per Green (7 days a week) per season	2,930.00	no longer provided		
Tennis				
Hard Court per season	2,470.00	2,600.00	130.00	5.26
Grass Court per season	2,800.00	2,950.00	150.00	5.36
Hard Court (floodlit) per season	2,950.00	3,100.00	150.00	5.08
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	8.50	8.50	0.00	0.00
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	N/A	N/A		
East Oxford Games Hall - hire of 10 sessions in advance (per session)	N/A	N/A		
East Oxford Games Hall - Badminton court hire (new arrangement)	N/A	N/A		
Rose Hill Community Centre - Bill Buckingham Ballroom tier 1 (standard)	42.00	45.00	3.00	7.14
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)	22.00	23.50	1.50	6.82
Rose Hill Community Centre - Norman Brown 1 tier 2 (community)	16.80	16.80	0.00	0.00
Rose Hill Community Centre - Norman Brown 2 tier 1 (standard)	17.60	19.00	1.40	7.95
Rose Hill Community Centre - Norman Brown 2 tier 2 (community)	11.60	11.60	0.00	0.00
Rose Hill Community Centre - Norman Brown 1&2 tier 1 (standard)	39.60	42.50	2.90	7.32

Community Services Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Rose Hill Community Centre - Norman Brown 1&2 tier 2 (community)	28.40	28.40	0.00	0.00
Rose Hill Community Centre - Youth 1 (hall) tier 1(standard)	26.00	28.00	2.00	7.69
Rose Hill Community Centre - Youth 1 (hall) tier 2 (community)	19.00	19.50	0.50	2.63
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	11.20	0.80	7.69
Pavilion Hire (3hours- 2x changing rooms only)	18.80	20.00	1.20	6.38
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	16.00	1.00	6.67
Rose Hill Community Centre - Gym only - monthly DD junior/65+ concession	10.00	11.00	1.00	10.00
Rose Hill Community Centre - Gym and classes - Family - CASH MONTH	66.00	67.00	1.00	1.52
Rose Hill Community Centre - Gym and classes - Family - monthly DD	61.00	62.00	1.00	1.64
NEW: Rose Hill Community Centre - Gym only- Family - CASH MONTH concession	46.00	47.00	1.00	2.17
Rose Hill Community Centre - Gym only- Family - monthly DD concession	40.00	41.00	1.00	2.50
Rose Hill Community Centre - Gym - Adult casual	6.00	6.40	0.40	6.67
Rose Hill Community Centre - Gym Junior	3.70	3.70	0.00	0.00
NEW* Rose Hill Community Centre - Kitchen Hire first hours hire	0.00	18.00	18.00	NEW
NEW* Rose Hill Community Centre - Kitchen Hire additional hours	0.00	10.00	10.00	NEW
NEW* Rose Hill Community Centre - Community Van Hire	0.00	24.00	24.00	NEW
NEW* Rose Hill Community Centre - Community Van Hire (Standard)	0.00	40.00	40.00	NEW
Blackbird Leys Community Centre - Jack Argent Room tier 1 (standard)	17.40	18.00	0.60	3.45
Blackbird Leys Community Centre - Jack Argent tier 2 (community)	10.80	11.00	0.20	1.85
Blackbird Leys Community Centre - Meeting room tier 1 (standard)	11.40	12.00	0.60	5.26
Blackbird Leys Community Centre - Meeting room tier 2 (community)	6.40	7.00	0.60	9.37
Blackbird Leys Community Centre - Sports Hall tier 1 (standard)	20.80	21.00	0.20	0.96
Blackbird Leys Community Centre - Sports Hall tier 2 (community)	11.20	12.00	0.80	7.14
Blackbird Leys Community Centre - IT Suite (3hr Session)	12.00	13.00	1.00	8.33
Blackbird Leys Community Centre - Reception (Standard)	11.00	11.50	0.50	4.55
Blackbird Leys Community Centre - Reception (Community)	6.20	6.50	0.30	4.84
Blackbird Leys Community Centre - Glow Hall (Standard)	0.00	40.00	40.00	
Blackbird Leys Community Centre - Glow Hall (Community)	0.00	25.00	25.00	
Jubilee Hall - Hall, meeting room, kitchen (Standard)	21.60	24.00	2.40	11.11
Jubilee Hall - Hall, meeting room, kitchen - (Community)	17.60	18.00	0.40	2.27
East Oxford Community Centre - Upstairs Hall weekdays - tier 2 (community)	11.00	CLOSED		
East Oxford Community Centre - Upstairs Hall weekdays - tier 1 (standard)	12.40	CLOSED		
East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 2 (community)	13.20	CLOSED		
East Oxford Community Centre - Upstairs Hall Eve & Wkd - tier 1 (standard)	14.40	CLOSED		
East Oxford Community Centre - downstairs Hall weekdays - tier 2 (community)	11.00	CLOSED		
East Oxford Community Centre - downstairs Hall weekdays - tier 1 (standard)	12.40	CLOSED		
East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 2 (community)	13.20	CLOSED		
East Oxford Community Centre - downstairs Hall Eve & Wkd - tier 1 (standard)	14.40	CLOSED		
East Oxford Community Centre - Lounge weekdays - tier 2 (community)	10.00	CLOSED		
East Oxford Community Centre - Lounge weekdays - tier 1 (standard)	11.20	CLOSED		
East Oxford Community Centre - Lounge Eve & Wkd - tier 2 (community)	12.20	CLOSED		
East Oxford Community Centre - Lounge Eve & Wkd - tier 1 (standard)	13.40	CLOSED		
East Oxford Community Centre - Kitchen weekdays -	11.40	CLOSED		
East Oxford Community Centre - Kitchen weekdays - over 3 hours	28.00	CLOSED		
East Oxford Community Centre - Kitchen weekdays - over 5 hours	42.00	CLOSED		
East Oxford Community Centre - Kitchen Eve & Wkd -	13.80	CLOSED		
East Oxford Community Centre - Kitchen Eve & Wkd - over 3 hrs	33.60	CLOSED		
East Oxford Community Centre - Kitchen Eve & Wkd - over 5 hrs	52.00	CLOSED		
East Oxford Community Centre - Hall, Kitchen & Lounge (tier 2) evening events fri	95.00	CLOSED		
East Oxford Community Centre - Hall, Kitchen & Lounge (tier 2) evening events fri	120.00	CLOSED		
East Oxford Community Centre - Hall, Kitchen & Lounge (tier 1) evening events fri	150.00	CLOSED		

Community Services Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
East Oxford Community Centre - Hall, Kitchen & Lounge (tier 1) evening events fri	180.00	CLOSED		
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)	525.00	525.00	0.00	0.00
Medium (500-2499 people)	1,050.00	1,050.00	0.00	0.00
Large (2500-4999 people)	1,575.00	1,575.00	0.00	0.00
Extra-Large (5000-19999 people)	3,150.00	3,150.00	0.00	0.00
Extra Extra large (20000+ people) - Price on Application				
Commercial Events/Activities (per day)				
Small (0-499 people)	1,050.00	1,050.00	0.00	0.00
Medium (500-2499 people)	2,100.00	2,100.00	0.00	0.00
Large (2500-4999 people)	3,150.00	3,150.00	0.00	0.00
Extra-Large (5000-19999 people)	6,300.00	6,300.00	0.00	0.00
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)	260.00	260.00	0.00	0.00
Medium (500-2499 people)	525.00	525.00	0.00	0.00
Large (2500-4999 people)	1,575.00	1,575.00	0.00	0.00
Extra-Large (5000-19999 people)	2,100.00	2,100.00	0.00	0.00
Extra Extra large (20000+ people) - Price on Application				
Commercial Events/Activities (per day)				
Small (0-499 people)	1,050.00	1,050.00	0.00	0.00
Medium (500-2499 people)	1,575.00	1,575.00	0.00	0.00
Large (2500-4999 people)	2,100.00	2,100.00	0.00	0.00
Extra-Large (5000-19999 people)	4,200.00	4,200.00	0.00	0.00
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
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)	765.00	765.00	0.00	0.00
10 to 20 rides/units (per day)	1,020.00	1,020.00	0.00	0.00
5. Hire fees for School and Youth Group events in non-premium places and free, open access community activities taking place in the East end of Broad Street				
School and youth group bookings for non-public events (i.e. just for the group to participate in) in non-premium spaces (per day)	80.00	80.00	0.00	0.00
6. Fee for non-essential vehicles to remain on site during the event and/or after set up				
Car / Small vehicle - each	55.00	55.00	0.00	0.00
Van / Luton - each	105.00	105.00	0.00	0.00
7.5 ton Truck - each	160.00	160.00	0.00	0.00
Cherry Picker - each	160.00	160.00	0.00	0.00

Community Services Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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	0.00	0.00
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	0.00	0.00
Power				
Use of power/electricity £30-£100 per day depending on size of event	£30-£100	£30-£100	0.00	0.00
Officer site visits				
Site visit with specialist staff - e.g. Parks/Events officer	80.00	80.00	0.00	0.00
Late applications				
Late application/submission fee if timescales/deadlines not met	50-500	50-500		
South Park Application fee				
Non-refundable application fee to hold an event in South Park for over 499 people	105.00	105.00	0.00	0.00
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	45.00	0.00	0.00
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	30.00	0.00	0.00
Ramp ahead and Caution Ramp signage per sign per day (2 available of each)	10.00	10.00	0.00	0.00
Cable ramp per unit per day (25 units available)	5.00	5.00	0.00	0.00
Tensa barrier hire charge per day per unit (10 units available)	5.00	5.00	0.00	0.00
Chair hire per day per unit (2 units available)	5.00	5.00	0.00	0.00
Folding trestle table hire per day per unit (1 unit available)	5.00	5.00	0.00	0.00
Fire extinguisher	5.00	5.00	0.00	0.00
12. Commercial Filming/Photography/General Views/Promotional/Marketing				
Half Day (4 hours or less)				
Small (1-5 crew)	390.00	390.00	0.00	0.00
Medium (6-11 crew)	650.00	650.00	0.00	0.00
Large (12+ crew)	1,300.00	1,300.00	0.00	0.00
Full Day				
Small (1-5 crew)	780.00	780.00	0.00	0.00
Medium (6-11 crew)	1,300.00	1,300.00	0.00	0.00
Large (12+ crew)	2,600.00	2,600.00	0.00	0.00
13. Non-Commercial Filming/Photography/General Views/Education/Documentary				
Half Day (4 hours or less)				
Small (1-5 crew)	105.00	105.00	0.00	0.00
Medium (6-11 crew)	260.00	260.00	0.00	0.00
Large (12+ crew)	525.00	525.00	0.00	0.00
Full Day				
Small (1-5 crew)	210.00	210.00	0.00	0.00
Medium (6-11 crew)	520.00	520.00	0.00	0.00
Large (12+ crew)	1,050.00	1,050.00	0.00	0.00

Community Services Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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	80.00	80.00	0.00	0.00
Late applications				
For all filming applications subitted 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 £75 per hour	50.00	75.00	25.00	50.00
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				
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	300.00	40.00	15.38
Assembly Room	160.00	200.00	40.00	25.00
Old Library	160.00	200.00	40.00	25.00
Long Room	90.00	100.00	10.00	11.11
Meeting Rooms	75.00	50.00	(25.00)	(33.33)
Room Charges - Community/Charity Rates				
<i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i>				
Main Hall	130.00	150.00	20.00	15.38
Assembly Room	80.00	100.00	20.00	25.00
Old Library	80.00	100.00	20.00	25.00
Long Room	45.00	50.00	5.00	11.11
Meeting Rooms	37.50	25.00	(12.50)	(33.33)
Social Events Packages				
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	900.00	120.00	15.38
Assembly Room/Old Library	630.00	780.00	150.00	23.81
Court Room	510.00	590.00	80.00	15.69
St Aldate's Room	330.00	380.00	50.00	15.15
Wedding Packages				
<i>Price includes room hire, our chairs and tables and exclusive wedding hire (i.e. no other weddings to take place in other spaces). Evening Hire for reception only, with timings to suit client and TH Team. Security costs are on top of this.</i>				

Community Services Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Wedding Reception in Assembly Room or Old Library	NEW	2,500.00	0.00	0.00
Wedding Reception in Assembly Room and Old Library	NEW	3,000.00	0.00	0.00
Wedding Reception in Main Hall	NEW	4,000.00	0.00	0.00
Wedding Reception in Main Hall, Assembly Room and Old Library (Exclusive upstairs)	NEW	4,500.00	0.00	0.00
Wedding Ceremony followed by Wedding Reception using Old Library, Assembly Room and Main Hall	NEW	5,000.00	0.00	0.00
Corporate Event Packages				
Concert Package	NEW	3,000.00	0.00	0.00
<i>Packages below to include room, plasma screen, and water</i>				
Full day meeting	NEW	280.00	0.00	0.00
Half day meeting	NEW	140.00	0.00	0.00
<i>Packages below to include 12 hour hire, use of our chairs and tables</i>				
Exclusive use of First Floor	NEW	7,500.00	0.00	0.00
Exclusive use of First Floor (Day 2 of hire)	NEW	6,500.00	0.00	0.00
Exclusive use of First Floor (Day 3 of hire)	NEW	5,500.00	0.00	0.00
Exclusive use of First Floor (Day 4 of hire)	NEW	4,500.00	0.00	0.00
Additional hours to above packages (over 12 hours)	NEW	750.00	0.00	0.00
Discounts				
Social Event Off - Peak Monday/Tuesday only				
Concessionary Meetings				
Preparation, Clearance or Rehearsal				
6 hours or more consecutive at the standard price				
Agency Commission room hire fees (maximum)	15%	15%	15%	
Royalties - based on total box office sales,				
Classical Concerts	4.80%	4.80%	4.80%	
Pop Concerts	3%	3%	3%	
Variety Performances	2%	2%	2%	
All other events including music, films, video, DVD films or promotional events	9%	9%	9%	
Box Office				
Minimum fee of £25 or 10% of sales (whichever is greater)				
	13%	13%	13%	
Technical Facilities				
Data Projector	50.00	Included in package/room price	N/A	N/A
Main Hall Projector & Screen	150.00	Included in package/room price	N/A	N/A
Flipchart, pad & pens (inc. in DDR)	15.00	Included in package/room price	N/A	N/A
Lectern – table	0.00	0.00	0.00	0.00
Lectern – free standing	0.00	0.00	0.00	0.00
Long Room - AV Equipment	55.00	Included in package/room price	N/A	N/A
PA system (Main Hall)	100.00	Included in package/room price	N/A	N/A
Large Screen	55.00	Included in package/room price	N/A	N/A
Small pop up screen	27.50	Included in package/room price	N/A	N/A
Stage extension - Small	400.00	500	100.00	25.00
Stage extension - Large	400.00	500	100.00	25.00
Musical Equipment				
Organ – Events	110.00	110.00	0.00	0.00
Organ – rehearsal/practice (per hour)	13.50	13.50	0.00	0.00
Piano – events	75.00	100.00	25.00	33.33
Piano – rehearsal/practice (per hour)	13.50	13.50	0.00	0.00

Community Services Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
License Holders & Door Supervisors				
Door Supervisors (<i>per hr per Supervisor</i>)	At Cost	At Cost		
Internal Charges				
Small meeting room hire Mon-Fri	FOC	FOC	0.00	0.00
Cancellation less than 72 hrs before	50.00	50.00	0.00	0.00
Non attendance	100.00	100.00	0.00	0.00
Data Projector	50.00	50.00	0.00	0.00
Main Hall Projector & Screen	150.00	150.00	0.00	0.00
Flipchart, pad & pens	15.00	15.00	0.00	0.00
Laptop computer (internal use only)	55.00	Product No Longer Available		
Lectern – table	FOC	FOC	0.00	0.00
Lectern – free standing	FOC	FOC	0.00	0.00
Long Room - AV Equipment	55.00	Product No Longer Available		
PA system (Main Hall)	100.00	100.00	0.00	0.00
Large Screen	55.00	55.00	0.00	0.00
Small pop up screen	27.50	27.50	0.00	0.00
Stage extension - Small	400.00	500.00	100.00	25.00
Stage extension - Large	400.00	500.00	100.00	25.00
Catering Charges				
Kitchen Hire per head (minimum 100)	4.00	6.00	2.00	50.00
Servery Hire Only (per day)	65.00	80.00	15.00	23.08
Distribution of Free Printed Matter				
Non Static - Annual Consent	400.00	400.00	0.00	0.00
Non Static - Monthly consent	100.00	100.00	0.00	0.00
Static Annual Consent	200.00	200.00	0.00	0.00
Non-profit and community organisations	50.00	50.00	0.00	0.00
Replacement badge	25.00	25.00	0.00	0.00

Housing Revenue Account Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<u>Exempt from VAT</u>				
Other charges				
Sheltered Guest Room Hire per night	21.00	23.10	2.10	10.00
<u>Standard rated & exclusive of VAT</u>				
Other charges				
ASSA Key	30.00	33.00	3.00	10.00
Controlled Entry Key Fob	30.00	33.00	3.00	10.00
Residential Leasehold Solicitor Questionnaire Fee	290.00	319.00	29.00	10.00
Futher Requests beyond standard Leasehold Property Forms	110.00	121.00	11.00	10.00
<u>Exempt from VAT (before discounts)</u>				
Garage with in curtiledge	17.00	17.85	0.85	5.00
Replacement lost/damaged resident parking permit	20.00	22.00	2.00	10.00

Law & Governance Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Legal Services				
Copies of legal documents	Reasonable charges (minimum 25.00) to be set by Head of Law and Governance	Reasonable charges (minimum 25.00) to be set by Head of Law and Governance	0.00	0.00
All legal transactions subject to the exceptions/ qualifications set out below:-	£180 an hour	£190 an hour	10.00	5.56
Legal Hub Transaction: Standard hourly rate	£120 an hour excluding VAT	£125 an hour excluding VAT	5.00	4.00
Third party hourly rate: including for s106 agreements	£217 an hour excluding VAT	£225 an hour excluding VAT	8.00	3.72
Fixed fee	The rate agreed by the Head of Law and Governance for the particular transaction.	The rate agreed by the Head of Law and Governance for the particular transaction.	0.00	0.00
Other Public Body or Charitable Organisation Transactions				
Standard hourly rate	£120 an hour excluding VAT	£130 an hour excluding VAT	10.00	8.33
Fixed fee	The rate agreed by the Head of Law and Governance for the particular transaction.	The rate agreed by the Head of Law and Governance for the particular transaction.	0.00	0.00
Property Transactions				
Lease	£1,500 minimum charge	£1,550 minimum charge	50.00	3.33
Agreement for lease/building agreement	£800 minimum charge	£825 minimum charge	25.00	3.13
Licence to assign/underlet/change of use/alter -	820.00	850.00	30.00	3.66
Deed of variation/release	820.00	850.00	30.00	3.66
Deed of grant/easement	820.00	850.00	30.00	3.66
Rent deposit/AGA/guarantee	410.00	425.00	15.00	3.66
Right of way licence	410.00	425.00	15.00	3.66
Licence to occupy	410.00	425.00	15.00	3.66
Registration(commercial)	92.25	100.00	7.75	8.40
Registration (commercial unit in housing estate)	61.50	70.00	8.50	13.82
Registration (residential)	51.25	60.00	8.75	17.07
Registration (residential) 2 notices	76.88	85.00	8.12	10.56
Registration (residential) 3 notices	105.00	115.00	10.00	9.52
Sale	0.25% of property price with a minimum charge of £650	0.25% of property price with a minimum charge of £680	30.00	4.62
Acquisition	The rate agreed by the Head of Law and Governance for the particular transaction.	The rate agreed by the Head of Law and Governance for the particular transaction.	0.00	0.00
Committee and Members' Services				
Copies of the Constitution	26.00	30.00	4.00	15.38
Copies of agenda	Reasonable charges to be set by Head of Law and Governance	Reasonable charges to be set by Head of Law and Governance	0.00	0.00
Inspection of background papers	Reasonable charges to be set by Head of Law and Governance	Reasonable charges to be set by Head of Law and Governance	0.00	0.00
Research of non electronically archived minutes	Reasonable charges to be set by Head of Law and Governance	Reasonable charges to be set by Head of Law and Governance	0.00	0.00
Electoral Services				
Hire of ballot boxes	18.50	20.00	1.50	8.11
Hire of polling screens	18.50	20.00	1.50	8.11
Certificates of Registration (for current register)	0.00	0.00	0.00	0.00
Certificates of Registration (for historic registers at same address)	0.00	0.00	0.00	0.00
Certificates of Registration (for historic registers at different addresses)	0.00	0.00	0.00	0.00

Oxford Direct Services Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Garden Waste Charges				
Outside Scope for VAT				
Garden Waste Bags Pack 10	40.35	50.35	10.00	24.79
Garden Waste Bags Pack 20 / Bin	60.00	75.00	15.00	25.00
Concessionary rate for Garden Waste Bags/Bin	47.16	47.16	(0.00)	0.00
Bulky Waste Charges				
Outside Scope for VAT				
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		
NEW CHARGE Charge for replacement bins - Two wheeled Blue, green and brown bin	NEW	30.00	0.00	0.00
Car Parks Charges				
Standard rated & inclusive of VAT				
City Centre Car Parks				
Oxpens Car Park				
Monday to Sundays (08:00 - 20:00)				
0 - 1 Hours	3.50	3.90	0.40	11.43
1 to 2 Hours	4.50	5.00	0.50	11.11
2 to 3 Hours	5.50	6.10	0.60	10.91
3 to 4 Hours	7.50	8.30	0.80	10.67
4 to 5 Hours	9.50	10.50	1.00	10.53
5 to 6 Hours	11.50	12.70	1.20	10.43
6 to 12 Hours	18.50	20.40	1.90	10.27
12 - 24 Hours	25.50	28.10	2.60	10.20
All other times	4.00	4.40	0.40	10.00
Worcester Street Car Park				
Monday to Friday (08:00 - 20:00)				
0 - 1 Hours	4.50	5.00	0.50	11.11
1 to 2 Hours	6.50	7.20	0.70	10.77
2 to 3 Hours	9.50	10.50	1.00	10.53
3 to 4 Hours	12.00	13.20	1.20	10.00
4 to 6 Hours	18.50	20.40	1.90	10.27
6 to 8 Hours	28.50	31.40	2.90	10.18
8+ Hours	35.50	39.10	3.60	10.14
All other times	4.50	5.00	0.50	11.11
Saturday & Sunday (08:00 - 20:00)				
0 - 1 Hours	5.00	5.50	0.50	10.00
1 to 2 Hours	7.80	8.60	0.80	10.26
2 to 3 Hours	10.50	11.60	1.10	10.48
3 to 4 Hours	13.00	14.30	1.30	10.00
4 to 6 Hours	20.50	22.60	2.10	10.24
6 to 8 Hours	30.50	33.60	3.10	10.16
8+ Hours	35.50	39.10	3.60	10.14
All other times	5.00	5.50	0.50	10.00
Gloucester Green Car Park				
Monday to Friday (08:00 - 20:00)				
0 - 1 Hours	4.50	5.00	0.50	11.11
1 to 2 Hours	6.50	7.20	0.70	10.77
2 to 3 Hours	9.50	10.50	1.00	10.53
3 to 4 Hours	12.00	13.20	1.20	10.00
4 to 6 Hours	18.50	20.40	1.90	10.27
6 to 8 Hours	28.50	31.40	2.90	10.18
8+ Hours	35.50	39.10	3.60	10.14
All other times	4.50	5.00	0.50	11.11
Saturday & Sunday (08:00 - 20:00)				
0 - 1 Hours	5.00	5.50	0.50	10.00
1 to 2 Hours	7.80	8.60	0.80	10.26
2 to 3 Hours	10.50	11.60	1.10	10.48
3 to 4 Hours	13.00	14.30	1.30	10.00
4 to 6 Hours	20.50	22.60	2.10	10.24
6 to 8 Hours	30.50	33.60	3.10	10.16
8+ Hours	35.50	39.10	3.60	10.14
All other times	5.00	5.50	0.50	10.00
Other Off Street Car Parks				

St Clements Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	2.20	2.20	0.00	0.00
1 to 2 Hours	2.70	2.70	0.00	0.00
2 to 3 Hours	4.20	4.20	0.00	0.00
3 to 4 Hours	7.70	7.70	0.00	0.00
4 to 24 Hours	10.70	15.20	4.50	42.06
All other times	2.20	2.20	0.00	0.00
Headington Car Park				
Monday to Sunday (08:00 - 20:00)				
0 to 1 Hours	2.20	2.20	0.00	0.00
1 to 2 hours	2.70	2.70	0.00	0.00
2 to 3 Hours	3.70	3.70	0.00	0.00
3 to 4 Hours	6.20	6.20	0.00	0.00
4 to 24 Hours	15.20	15.20	0.00	0.00
All other times	2.20	2.20	0.00	0.00
Local resident/business permit - Day charge	6.70	6.70	0.00	0.00
Note: permits will be sold in blocks of 4 weeks minimum				
Union Street Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	2.20	2.20	0.00	0.00
1 to 2 Hours	2.70	2.70	0.00	0.00
2 to 3 Hours	3.70	3.70	0.00	0.00
3 to 4 Hours	6.20	6.20	0.00	0.00
4 to 24 Hours	15.20	15.20	0.00	0.00
All other times	2.20	2.20	0.00	0.00
Ferry Pool Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	2.20	2.20	0.00	0.00
1 to 2 Hours	2.70	2.70	0.00	0.00
2 to 3 Hours	3.70	3.70	0.00	0.00
3 to 4 Hours	6.20	6.20	0.00	0.00
4 to 24 Hours	15.20	15.20	0.00	0.00
All other times	2.20	2.20	0.00	0.00
Annual Permit (20:00-08:00)	120.00	120.00	0.00	0.00
St Leonards				
Monday to Sunday (08:00 - 20:00)				
0 to 1 Hours	2.20	2.20	0.00	0.00
1 to 2 hours	2.70	2.70	0.00	0.00
2 to 3 Hours	3.70	3.70	0.00	0.00
3 to 4 Hours	6.20	6.20	0.00	0.00
4 to 24 Hours	15.20	15.20	0.00	0.00
All other times	2.20	2.20	0.00	0.00
Local resident/business permit - Day charge	6.70	6.70	0.00	0.00
Note: permits will be sold in blocks of 4 weeks minimum				
Summertown Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	2.20	2.20	0.00	0.00
1 to 2 Hours	2.70	2.70	0.00	0.00
2 to 3 Hours	3.70	3.70	0.00	0.00
3 to 4 Hours	6.20	6.20	0.00	0.00
4 to 24 Hours	15.20	15.20	0.00	0.00
All other times	2.20	2.20	0.00	0.00
Chargeable Parking in Selected Park Areas				
Cotteslowe Park - Harbord Road				
Monday to Sunday				
0 - 1 hour	0.90	0.90	0.00	0.00
1 - 3 hours	2.10	2.10	0.00	0.00
3 - 24 hours	3.10	3.10	0.00	0.00
Annual Permit	50.00	50.00	0.00	0.00
Note: for Park visit use only				
Alexandra Courts - Woodstock Road				
Monday to Sunday				
0 - 1 hours	1.10	1.10	0.00	0.00
1 - 3 hours	2.10	2.10	0.00	0.00
3 - 5 hours	4.10	4.10	0.00	0.00
5 - 24 hours	15.10	15.10	0.00	0.00
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	0.90	0.90	0.00	0.00
1 - 3 hours	2.10	2.10	0.00	0.00
3 - 24 hours	3.10	3.10	0.00	0.00

Annual Permit	50.00	50.00	0.00	0.00
Note: for Park visit use only				
Port Meadow - Walton Well Road				
Monday to Sunday				
0 - 1 hours	0.90	0.90	0.00	0.00
1 - 3 hours	2.10	2.10	0.00	0.00
3 - 5 hours	4.10	4.10	0.00	0.00
5 - 24 hours	15.10	15.10	0.00	0.00
Annual Permit	50.00	50.00	0.00	0.00
Note: for Park visit use only				
Hinksey Park - Abingdon Road				
Monday to Sunday				
0 - 1 hours	0.90	0.90	0.00	0.00
1 - 3 hours	2.10	2.10	0.00	0.00
3 - 5 hours	4.10	4.10	0.00	0.00
5 - 24 hours	15.10	15.10	0.00	0.00
Annual Permit	50.00	50.00	0.00	0.00
Note: for Park visit use only				
Oatlands Rd				
Monday to Sunday				
0 - 1 hours	0.60	0.60	0.00	0.00
1 - 3 hours	1.50	1.50	0.00	0.00
3 - 5 hours	2.50	2.50	0.00	0.00
5 - 24 hours	10.40	10.40	0.00	0.00
Annual Permit	50.00	50.00	0.00	0.00
Note: for Park visit use only				
Godstowe Rd				
Monday to Sunday				
0 - 1 hours	NEW	0.60	0.00	0.00
1 - 3 hours	NEW	1.50	0.00	0.00
3 - 5 hours	NEW	2.50	0.00	0.00
5 - 24 hours	NEW	10.40	0.00	0.00
Annual Permit	NEW	50.00	0.00	0.00
Note: for Park visit use only				
Florence Park				
Monday to Sunday				
0 - 1 hours	NEW	0.60	0.00	0.00
1 - 3 hours	NEW	1.50	0.00	0.00
3 - 5 hours	NEW	2.50	0.00	0.00
5 - 24 hours	NEW	10.40	0.00	0.00
Annual Permit	NEW	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	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	5.10	5.10	0.00	0.00
Coach for 24 hours	10.10	10.10	0.00	0.00
Minibuses for up to 4 hours	5.10	5.10	0.00	0.00
Minibuses 4-24 Hours	12.60	12.60	0.00	0.00
Lorries for up to 4 hours	5.10	5.10	0.00	0.00
Lorries for 24 hours	10.10	10.10	0.00	0.00
Motorhomes for 24 hours	8.10	8.10	0.00	0.00
Parking Penalty Charges				
Outside Scope for VAT				
For Off-Street Parking, Gloucester Green Bus Station and loading area				
Failure to display a current, valid ticket	100.00	100.00	0.00	0.00
Overstaying the expiry time of the ticket purchased	100.00	100.00	0.00	0.00
Parking in an area which is closed or not available for use	100.00	100.00	0.00	0.00
Causing an obstruction or nuisance	100.00	100.00	0.00	0.00
Parking in a manner in which the whole or part of the vehicle is outside of a marked bay	100.00	100.00	0.00	0.00
Unauthorised class of vehicle	100.00	100.00	0.00	0.00
Parking in a parking bay reserved for a specific class of vehicle	100.00	100.00	0.00	0.00
Causing a vehicle to remain in a car park when it is closed	100.00	100.00	0.00	0.00

Bus overstay layover bay in excess of 30 minutes	100.00	100.00	0.00	0.00
Bus overstay layover bay in excess of 60 minutes	100.00	100.00	0.00	0.00
Return to car park to park within 3 hours of expiry of a ticket for that car park			0.00	0.00
Recovery of a removed vehicle from any offence position	100.00	100.00	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	1,040.00	10.00	0.97
Exclusive Right of Burial for 50 years in an adult grave (Non-Resident)	3,090.00	3,100.00	10.00	0.32
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	590.00	5.00	0.85
Exclusive Right of Burial for 50 years in a cremated remains plot (Resident)	430.00	440.00	10.00	2.33
Exclusive Right of Burial for 50 years in a cremated remains plot (Non-Resident)	1,290.00	1,320.00	30.00	2.33
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	500.00	5.00	1.01
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	90.00	5.00	5.88
Fee for Arrangement of Cremated Remains Interment	35.00	40.00	5.00	14.29
Fee for Attending Cremated Remains Interment	50.00	60.00	10.00	20.00
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	80.00	5.00	6.67
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	215.00	5.00	2.38
Interment of person at time of death was beyond 12th birthday in single depth grave (Resident)	720.00	725.00	5.00	0.69
Interment of person at time of death was beyond 12th birthday in single depth grave (Non-Resident)	2,160.00	2,175.00	15.00	0.69
Interment of person at time of death was beyond 12th birthday in double depth grave or to re-open grave (Resident)	620.00	630.00	10.00	1.61
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	1,890.00	30.00	1.61
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Resident)	250.00	260.00	10.00	4.00
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Non-Resident)	750.00	780.00	30.00	4.00
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	30.00	5.00	20.00
Interment of body parts	45.00	60.00	15.00	33.33
Timber shoring for backfilling	195.00	205.00	10.00	5.13
Timber for use as wooden top covering	95.00	110.00	15.00	15.79
Casket - not metal (Resident)	1,235.00	1,240.00	5.00	0.40
Casket - not metal (Non-Resident)	3,705.00	3,720.00	15.00	0.40
Exhumation of an Adult	5,000.00	6,000.00	1,000.00	20.00
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	250.00	10.00	4.17

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	210.00	5.00	2.44
A headstone, flat stone, tablet book, inscribed vase or other memorial on any plot up to and including 12 inches in height	145.00	150.00	5.00	3.45
A headstone or other memorial on a child's grave not exceeding 18 inches in height	55.00	60.00	5.00	9.09
Flat cover slab 6 feet x 3 feet approximately on an adult's grave	205.00	210.00	5.00	2.44
Flat cover slab 3 feet x 1.5 feet approximately on a child's grave	105.00	110.00	5.00	4.76
Any additional inscription after the first on any memorial	125.00	130.00	5.00	4.00
Memorial Plaques 10" x 5"	45.00	50.00	5.00	11.11
Miscellaneous:				
Chapel - Use of Cemetery Chapel and organ per 30 minute period	130.00	140.00	10.00	7.69
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	2.00	1.00	100.00
Photocopies of Registers (A3 per sheet)	1.00	2.00	1.00	100.00
Copy of Deed document	15.00	20.00	5.00	33.33
Provision of wooden frame surround on a grave	80.00	90.00	10.00	12.50
Dog Warden Services				
Collection fee	135.00	148.50	13.50	10.00
1st day kennelling admin fee	29.50	32.50	3.00	10.17
Cost of kennelling per day		22.00		
Return of impounded stray dog (additional cost per day after first week)	19.95	22.00	2.05	10.28
Return of impounded stray where owner in receipt of prescribed benefits	82.40	110.00	27.60	33.50
Stray Returned Direct to Owner (without going to kennels)	65.00	95.00	30.00	46.15
Stray Returned Direct to Owner (without going to kennels) where the owner in receipt of prescribed benefits	27.30	30.00	2.70	9.89
Veterinary costs during impound to be recharged to customer				
Rehoming cost after 14 days impound	180.00	198.00	18.00	10.00
Pest Control Services (Treatments in Domestic Premises)				
For people not in receipt of prescribed benefits:				
Rats - charge per treatment	90.13	90.13	0.00	0.00
Mice - charge per treatment	90.13	90.13	0.00	0.00
Wasps	79.83	97.00	17.17	21.51
Garden Ants (other than Pharaohs Ants)	111.24	123.00	11.76	10.57
Bedbugs - initial survey and up to 2 treatment visits (Up to standard 3 bedroom property)	391.40	605.00	213.60	54.57
Bedbugs - additional rooms	97.85	108.00	10.15	10.37
Bedbugs - additional treatment visits (Up to standard 3 bedroom property)	154.50	181.50	27.00	17.48
Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	111.24	287.00	175.76	158.00
Moths - additional rooms	47.90	55.00	7.10	14.82
Moths - additional treatment visits (Up to standard 3 bedroom property)	95.79	143.00	47.21	49.28
Coachroache Survey	43.26	48.00	4.74	10.96
Cockroaches - Initial treatment visit and 1 revisit	159.65	204.00	44.35	27.78
Cockroaches - additional revisits	95.79	130.00	34.21	35.71
Pharaoh ants Survey	43.26	48.00	4.74	10.96
Pharaoh ants - Initial treatment visit and 1 revisit	175.10	433.00	257.90	147.29
Pharaoh antss - additional revisits	95.79	106.00	10.21	10.66
Fleas - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	111.24	287.00	175.76	158.00
Fleas - additional rooms	47.90	55.00	7.10	14.82
Fleas - additional treatment visits (Up to standard 3 bedroom property)	95.79	143.00	47.21	49.28
Squirrels - call out and treatment charge for up to three visits	216.30	238.00	21.70	10.03
Other pests where there is a public health significance - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	212.18	233.00	20.82	9.81
Other pests where there is a public health significance - additional rooms	43.26	48.00	4.74	10.96
Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property)	95.79	143.00	47.21	49.28
Site survey & advice	43.26	48.00	4.74	10.96
Preperation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation	80.34	97.00	16.66	20.74
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	66.00	66.00	0.00
Mice - charge per treatment	0.00	66.00	66.00	0.00
Wasps	37.08	41.00	3.92	10.57
Garden Ants (other than Pharaohs Ants)	42.23	46.50	4.27	10.11
Bedbugs - initial survey and up to 1 treatment visit	222.48	245.00	22.52	10.12
Bedbugs - additional treatment visits	169.95	187.00	17.05	10.03

Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	47.38	52.00	4.62	9.75
Moths - additional treatment visits (Up to standard 3 bedroom property)	47.38	52.00	4.62	9.75
Pharaoh ants - Initial treatment visit and 3 revisit - NOTE added extra 2 revisits	84.46	93.00	8.54	10.11
Cockroaches - Initial survey, treatment visit and 1 revisit - NOTE Added additional survey visit	63.86	70.00	6.14	9.61
Fleas - initial survey and 1 treatment visit	47.38	52.00	4.62	9.75
Fleas - additional treatment visits (Up to standard 3 bedroom property)	47.38	52.00	4.62	9.75
Squirrels - call out and treatment charge for up to three visits	84.46	93.00	8.54	10.11
Other pests where there is a public health significance - initial survey and 1 treatment visit	47.75	53.00	5.25	10.99
Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property)	47.38	52.00	4.62	9.75
Site survey & advice	37.08	41.00	3.92	10.57
Preparation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation	74.16	82.00	7.84	10.57
Heat treatment for Bed Bugs, minimum charge dependant on area	309.00	339.90	30.90	10.00
Heat treatment for Bed Bugs, approximate cost. 4 bed	1,020.00	1,122.00	102.00	10.00
Heat treatment for Bed Bugs, approximate cost. 3 bed	960.00	1,056.00	96.00	10.00
Heat treatment for Bed Bugs, approximate cost. 2 bed	888.00	976.80	88.80	10.00
Heat treatment for Bed Bugs, approximate cost. 1 bed	792.00	871.00	79.00	9.97
Pest Control Services (Commercial Premises)				
Commercially sensitive				

Planning Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Items 1-24 are set nationally				
Planning				
Standard rated & exclusive of VAT				
Operations				
1. New Dwellings				
a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare	462.00	462.00	0.00	0.00
a) Outline (sites of 2.5 ha or more) - plus £138 per 0.1 hectare in excess of 2.5 hectare	11,432.00	11,432.00	0.00	0.00
b) Where the application is for permission in principle - charge per 0.1 hectare	402.00	402.00	0.00	0.00
c) Others (50 or less) - charge per dwelling	462.00	462.00	0.00	0.00
c) Others (51 or more) - plus £138 per dwelling in excess of 50	22,859.00	22,859.00	0.00	0.00
2. New buildings or extensions (except dwellings, agricultural buildings or plant):				
a) Outline (site area not exceed 2.5 ha) - charge per 0.1 hectare	462.00	462.00	0.00	0.00
a) Outline (sites of 2.5 ha or more) - plus £138 per 0.1 ha in excess of 2.5 hectare	11,432.00	11,432.00	0.00	0.00
b) Where the application is for permission in principle - charge per 0.1 hectare	402.00	402.00	0.00	0.00
b) Others:				
(i) where no floor area is created	234.00	234.00	0.00	0.00
(ii) where floor area created is below 40 sq.m.	234.00	234.00	0.00	0.00
(iii) where floor area is between 40 and 75 sq.m.	462.00	462.00	0.00	0.00
(iv) where floor area is between 75 and 3,750 sq.m. - charge per 75 sq. m	462.00	462.00	0.00	0.00
(v) where floor area exceeds 3,750 sq.m - plus £138 per 75 sq. m in excess of 3,750 sq m	22,859.00	22,859.00	0.00	0.00
3. Erection, alteration or replacement of plant or machinery				
(a) Site area not exceed 5 ha - charge per 0.1 hectare	462.00	462.00	0.00	0.00
(b) Site area exceeds 5 ha - plus £138 per 0.1 ha in excess of 5 hectare	22,859.00	22,859.00	0.00	0.00
4. Extensions or alterations to existing dwellings				
(a) one dwelling	206.00	206.00	0.00	0.00
(b) 2 or more dwellings	407.00	407.00	0.00	0.00
5. Curtilage, parking and vehicular access				
Operations within the curtilage of a dwelling house for domestic purposes (including gates, fences, etc)	206.00	206.00	0.00	0.00
6. Car park, road and access to serve single undertaking				
The construction of car parks, service roads and other means of access on land used for the purposes of a single undertaking, where the development is required for a purpose incidental to the existing use of the land.	234.00	234.00	0.00	0.00
Uses				
7. Change of use of a building: dwellings				
(a) from existing dwelling to two or more dwellings for 50 or fewer - charge per extra dwelling	462.00	462.00	0.00	0.00
(b) from existing dwelling to two or more dwellings over 50 dwellings - plus £138 per dwelling in excess of 50	22,859.00	22,859.00	0.00	0.00
(c) from other building to one or more dwellings for 50 or fewer - charge per extra dwelling	462.00	462.00	0.00	0.00
(d) from other building to one or more dwellings over 50 dwellings - plus £138 per dwelling in excess of 50	22,859.00	22,859.00	0.00	0.00
8. Use of disposal of refuse or waste materials and open mineral storage				
(a) Site area not exceed 15 ha - charge per 0.1 hectare	234.00	234.00	0.00	0.00
(b) Site area exceeds 15 ha - plus £138 per 0.1 ha in excess of 15 hectare	34,934.00	34,934.00	0.00	0.00
9. Material change of use other than above	462.00	462.00	0.00	0.00
Plant and machinery				
10. Wind Turbines				
a) Site area not exceeding 5 ha - charge per 0.1 hectare	462.00	462.00	0.00	0.00
b) Site area exceeds 5 ha - plus £138 per 0.1 ha in excess of 50 hectare	22,859.00	22,859.00	0.00	0.00
Advertisements				
11. Advertising relating to business and displayed on the premises	132.00	132.00	0.00	0.00
12. Advance directions signs	132.00	132.00	0.00	0.00
13. All other advertisements, e.g. banners	462.00	462.00	0.00	0.00
14. Any other operation not within any of above categories				
a) Where the site area does not exceed 15ha - charge per 0.1 hectare	234.00	234.00	0.00	0.00
b) Where site area exceeds 15ha - £138 per 0.1ha in excess of 15 hectare	34,934.00	34,934.00	0.00	0.00
c) In any other case - £234 for each 0.1ha of the site				
Compliance with Conditions				
15. Confirmation of compliance with condition attached to planning				

Planning Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
a) Householder application - charge per request	34.00	34.00	0.00	0.00
b) Any other type of application - charge per request	116.00	116.00	0.00	0.00
Any fee paid will be refundable if the LPA fails to give written confirmation within a period of 12 weeks				
Non-material amendments				
Application for a Non-material Amendment Following a Grant of Planning Permission (Fees for applications for non-material changes to planning permission: England Regulation 11E of The Town and Country Planning (Fees for Applications and Deemed applications) Regulations 1989) as amended)				
16. Non-Material Amendment				
(a) if the application is a householder application	34.00	34.00	0.00	0.00
(b) in any other case	234.00	234.00	0.00	0.00
Other Permission				
17. Variation of conditions:				
Application for removal or variation of a condition following grant of planning permission				
	234.00	234.00	0.00	0.00
Lawful Development Certificates				
18. Certificate of Existing Lawful Use				
a) Existing use or development	234.00	234.00	0.00	0.00
b) lawful not to comply with particular condition	234.00	234.00	0.00	0.00
19. Proposed use or development				
	Half the normal planning fee	Half the normal planning fee		
Change of Use to House in Multiple Occupation				
20. HMO Application				
a) C3 dwellinghouse to C4 HMO (6 or less people)	462.00	462.00	0.00	0.00
b) C3 dwellinghouse to Sui Generis HMO (more than 6 people)	462.00	462.00	0.00	0.00
c) C4 dwellinghouse to Sui Generis HMO	462.00	462.00	0.00	0.00
Article 4 Direction				
21. No Exemption – Article 4 Direction				
Works that require planning permission only by virtue of an Article 4 Direction.	Fees now payable as per a normal application.	Fees now payable as per a normal application.		
Removal of Permitted Development Rights by Condition				
22. No Exemption – PD Rights Removed				
Works that require planning permission only by virtue of removal of permitted development rights by condition.	Fees now payable as per normal application.	Fees now payable as per normal application.		
Concessions				
23. Applications made by:				
a) or on behalf of Parish and Community Councils	Half the normal fee	Half the normal fee		
b) Non-profit making clubs or organisations relating to playing fields, for their own use	462.00	462.00	0.00	0.00
Determination				
24. Whether the prior approval of the Council is required for				
Installation of a radio mast, antennae over 4m above roof of building, radio equipment housing over 2.5 cubic metres, development ancillary to equipment housing or public callbox.	462.00	462.00	0.00	0.00
Agricultural & Forestry buildings and operations, Non-domestic extensions and alterations, Demolition, and installation of renewable energy	96.00	96.00	0.00	0.00
Temporary Buildings and Structures	96.00	96.00	0.00	0.00
Proposed Change of Use to State Funded School or Registered Nursery	96.00	96.00	0.00	0.00
Proposed Change of Use of Agricultural Building to a State-Funded School or Registered Nursery	96.00	96.00	0.00	0.00
Proposed Change of Use of Agricultural Building to a flexible use within Shops, Financial and Professional Services, Restaurants and Cafes, Business, Storage or Distribution, Hotels, or Assembly or Leisure	96.00	96.00	0.00	0.00
Proposed Change of Use of building from Office (Use Class B1) to a use falling within Use Class C3 (Dwellinghouse)	96.00	96.00	0.00	0.00
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), where there are no Associated Building Operations	96.00	96.00	0.00	0.00
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), and Associated Building Operations	206.00	206.00	0.00	0.00
Proposed Change of Use of a building from Retail (Use Class A1 or A2) or a Mixed Retail and Residential Use, to a use falling within Use Class C3 (Dwellinghouse), where there are no Associated Building Operations	96.00	96.00	0.00	0.00
Proposed Change of Use of a building from Retail (Use Class A1 or A2) or a Mixed Retail and Residential Use, to a use falling within Use Class C3 (Dwellinghouse), and Associated Building Operations	206.00	206.00	0.00	0.00

Planning Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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	19.50	21.45	1.95	10.00
Subsequent notice	19.50	21.45	1.95	10.00
TPO's	25.75	28.33	2.58	10.00
Legal Agreements	25.75	28.33	2.58	10.00
Plans stamped Approved or Refused	8.00	8.80	0.80	10.00
Local Development Framework Policies Map	29.80	32.78	2.98	10.00
Oxford Local Plan 2036	81.00 (Oxford residents 53.00)	89.00 (Oxford residents 58.00)	8.00	10.00
West End Area Action Plan 2007-2016	35.75	39.33	3.58	10.00
Adopted Supplementary Planning Documents	9.10	10.01	0.91	10.00
Barton Area Action Plan	35.75	39.33	3.58	10.00
Northern Gateway Area Action Plan	35.75	39.33	3.58	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:				
A0 plan	6.35	6.99	0.64	10.00
A1 plan	6.35	6.99	0.64	10.00
A2 plan	6.35	6.99	0.64	10.00
A3 plan				
A4 plan				
Provision of above plans on the internet				
Other				
A4 Miscellaneous copies				
Subsequent copy				
Design Review				
Deign Review Panel Meeting (Ex VAT)				
Standard rated & exclusive of VAT				
Weekly schedule of applications				
By Post				
Commercial	212.30	233.53	21.23	10.00
	176.00	193.60	17.60	10.00
Local groups/residents	49.25	54.18	4.93	10.00
	41.25	45.38	4.13	10.00
Via email				
Commercial	53.90	59.29	5.39	10.00

Planning Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Local groups/residents	45.10	49.61	4.51	10.00
<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	900.90	990.99	90.09	10.00
Charge per written report	448.15	492.97	44.82	10.00
Medium scale proposals (6-25 units or 500-2000m2)				
Charge per hour	684.90	753.39	68.49	10.00
Charge per written report	339.60	373.56	33.96	10.00
Small scale proposals (up to 5 units or 499m2)				
Charge per hour	429.60	472.56	42.96	10.00
Charge per written report	212.50	233.75	21.25	10.00
Householder Developments				
Charge per hour	106.25	116.88	10.63	10.00
Charge per written report	53.00	58.30	5.30	10.00
Listed Buildings - Non Householder				
Charge per hour	417.00	458.70	41.70	10.00
Charge per written report	212.50	233.75	21.25	10.00
Listed Buildings - Householder				
Charge per hour	106.25	116.88	10.63	10.00
Charge per written report	53.00	58.30	5.30	10.00
<i>However, where a whole series of planning pre-application meetings is necessary, bespoke charges may be negotiated if appropriate and to offer an enhanced service provision.</i>				
Additional specialist advice (e.g. conservation, listed buildings, archaeology, trees, landscaping, housing, environmental protection, highways, etc) required by the developer at pre-application stage to be charged extra on hourly rate basis.	85.50	94.05	8.55	10.00
Specialist consultant advice (eg. conservation, archaeology, trees, etc) to be provided on an hourly rate basis.	85.50	94.05	8.55	10.00
<i>However, bespoke one-off charges may be negotiated for production of substantial specialist documents, studies, reports etc.</i>				
Requests for informal Permitted Development (PD) checks - To be introduced following availability of on-line expert advice system, including at planning reception. However submission of formal applications for Certificate of Lawful Use or Development is normally encouraged instead.	72.75	80.03	7.28	10.00
<u>Exempt from VAT</u>				
Written requests for planning history and planning constraints searches	72.75	80.03	7.28	10.00
Requests of hard copies of plans stamped approved or refused	8.10	8.91	0.81	10.00
Application checking service per application	72.75	80.03	7.28	10.00
H42 - Householder Prior Approval	105.60	116.16	10.56	10.00
Local Land Charges				
LLC1 form	49.50	54.45	4.95	10.00
LLC1 Additional Parcel	2.00	2.20	0.20	10.00
Additional Enquiries	37.50	41.25	3.75	10.00
<u>Standard rated & exclusive of VAT</u>				
Local Land Charges				
CON29R form	178.00	195.80	17.80	10.00
CON29R Additional Parcel	32.00	35.20	3.20	10.00
CON29O Optional Enquiries 4 to 21 (Additional parcel fees on application)	23.00	25.30	2.30	10.00
CON29O Optional Enquiry 22 only	56.00	61.60	5.60	10.00
Electronic				
Land Charges Register	9.30	10.23	0.93	10.00
Compiled official answers combination of Qu. 1.1k, 3.4, 3.6, 3.7 and 3.8	25.50	28.05	2.55	10.00
All other CON29R questions other than the above				
Official Answers for Component Data (CON29R)				
Qu 1.1 a-e	11.60	12.76	1.16	10.00
Qu 1.1 f-l	6.50	7.15	0.65	10.00

Planning Fees & Charges 2023/24

	2022/23 Charge	2023/24 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Qu 1.2	8.50	9.35	0.85	10.00
2.1-2.5	6.50	7.15	0.65	10.00
Qu 3.1	5.50	6.05	0.55	10.00
Qu 3.2	5.50	6.05	0.55	10.00
Qu 3.3				
Qu 3.4 a-f	9.50	10.45	0.95	10.00
Qu 3.5	5.50	6.05	0.55	10.00
Qu 3.6 a-l	16.00	17.60	1.60	10.00
Qu 3.7a-g	9.50	10.45	0.95	10.00
Qu 3.8	6.50	7.15	0.65	10.00
Qu 3.9a-n	32.00	35.20	3.20	10.00
Qu 3.10 a-h	6.50	7.15	0.65	10.00
Qu 3.11 a-b	6.50	7.15	0.65	10.00
Qu 3.12	5.50	6.05	0.55	10.00
Qu 3.13	5.50	6.05	0.55	10.00
Q3.14	6.50	7.15	0.65	10.00
Qu 3.15	6.50	7.15	0.65	10.00
<u>Street Naming and Numbering Charges</u>				
<u>Exempt from VAT</u>				
Numbering of new developments (including sub-division of existing properties)				
1 plot	53.00	58.30	5.30	10.00
2 plots	85.00	93.50	8.50	10.00
3 plots	116.00	127.60	11.60	10.00
4 - 20 plots	75.00 plus 22.00 per plot	82.50 plus 24.00 per plot	7.50	10.00
21- 50 plots	175.00 plus 20.00 per plot	192.50 plus 22.00 per plot	17.50	10.00
50+ plots	330.00 plus 15.00 per plot	363.00 plus 17.00 per plot	33.00	10.00
Site visits		50.00 minimum charge or 25.00 per hour where minimum charge exceeded		
		NEW		
Note: for unusual street layouts a site visit may be required				
	Existing	Proposed	Increase £	Increase %
New street name	120.00	132.00	12.00	10.00
New building name (eg for blocks of flats / offices)	53.00	58.30	5.30	10.00
Changes to new addresses caused by changes to development after issue of numbering scheme. Cost per plot	11.00	12.10	1.10	10.00
Reissue of address following demolition and reconstruction	32.00	35.20	3.20	10.00
Change of house name	48.00	52.80	4.80	10.00
Addition of house name to numbered property	48.00	52.80	4.80	10.00

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Appendix 8

BUDGET REPORT RISK IMPLICATIONS 2023/24 to 2026/27

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	
B3	Spending Review	Threat	Chnages in government funding going forward	We still await clarification on the financila impoact on local authorities and more specifically whether fairer funding will be delayed once again	Significnat reduction of income going forward	19-Nov-22	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 deveopment activity in OCHL or increased interest costs from borrowing. Rreduced income and efficiencies in ODS	Severe impact on Councils MTFP.	19-Nov-22	4	3	4	3	4	2	Monitor monthly
B5	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-22	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-22	4	3	4	3	4	2	Monitor monthly
B8	Treasury Investment returns	Threat	Economic activity has an adverse effect on investment returns	Investment retruns are derived from a number of sources. Interest returns from OCHL may be less if activity within the compoany starts to reduce as a result of increased borrowing rates. Investment interest returns from banks and other lenders will increase but returns from some of the councils multi asset funds and property funds are more susceptible to economic conditions such as movement in property prices and stocks and shares.	Reduced investment income	19-Nov-22	4	3	4	3	4	2	Interest rates are already on the increase and may adversley effect the council There is a higher level of risk associated with property investment funds and multi asset funds which is partially mitigated through the use of earmarked reserves.
B9	Efficiencies	Threat	Any further slippage in the delivery of savings and efficiencies, especially around trading or additional pressures on the 2022-23 budget that could impact on 2023-24 and beyond	Changes in circumstances make savings unattainable	Reduced efficiencies increased overspend on net budget	19-Nov-22	3	3	3	3	3	2	Monitor monthly, take corrective action if problem identified. Use contingencies within the budget to cover high and medium risks

Risk ID	Risk						Gross Risk		Current Risk		Residual Risk		Risk Mitigation
	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	I	P	I	P	I	P	
B10	Right to Buy sales vary from estimate	Threat	Variations in numbers of RTB's affects HRA planning	More houses sold	A decrease in the numbers of RTB's will lead to less capital receipts to fund the Capital Programme. Conversely an increase in the numbers of RTBs would lead to a revenue pressure from reduced rental income	19-Nov-22	3	3	3	3	3	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-22	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	19-Nov-22	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-22	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-22	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-22	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 2024-25 to 2026-2027 and 2023-24 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 2022 to January 2023.

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 2.99% for 2023/24 and 2024-25 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. In the Autumn Statement announcement on 17 th November 2022 the chancellor changed the Referendum Principles. Currently District authorities are able to increase council tax by up to 2% or £5 whichever is the higher. In his statement the chancellor increased the referendum limit for District Councils to 3% or £5 whichever is the higher. The Council is proposing an increase of 2.99% since the increase at that level is £9.76 per annum
What are the likely risks?	<ul style="list-style-type: none"> • Council Tax rises are likely to have the hardest impact on the most economically disadvantaged groups such as part time and low paid workers (although these are mitigated by the council tax support scheme, which is being maintained in full). • Increased arrears due Council tax increases
What public consultation has been planned/ taken place?	There will be further opportunities for comment on the level of council tax increase as part of the public consultation during the period December 2022 to January 2023. The Council is consulting

	on the Council Tax Support Scheme. The Council is one of a small number of 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 border="1" data-bbox="622 671 2033 1077"> <tr> <td>Race</td> <td>Disability</td> <td>Age</td> </tr> <tr> <td>Neutral</td> <td>Neutral</td> <td>Neutral</td> </tr> <tr> <td>Gender reassignment</td> <td>Religion or Belief</td> <td>Sexual Orientation</td> </tr> <tr> <td>Neutral</td> <td>Neutral</td> <td>Neutral</td> </tr> <tr> <td>Sex</td> <td>Pregnancy and Maternity</td> <td>Marriage & Civil Partnership</td> </tr> <tr> <td>Neutral</td> <td>Neutral</td> <td>Neutral</td> </tr> </table>	Race	Disability	Age	Neutral	Neutral	Neutral	Gender reassignment	Religion or Belief	Sexual Orientation	Neutral	Neutral	Neutral	Sex	Pregnancy and Maternity	Marriage & Civil Partnership	Neutral	Neutral	Neutral
Race	Disability	Age																	
Neutral	Neutral	Neutral																	
Gender reassignment	Religion or Belief	Sexual Orientation																	
Neutral	Neutral	Neutral																	
Sex	Pregnancy and Maternity	Marriage & Civil Partnership																	
Neutral	Neutral	Neutral																	
Budget Proposal	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 2022 is 10.1% and hence council house rents under this formula would be estimated to increase by 11.1% from 2022-23 levels. In August 2022 the Government launched a consultation to limit rent increases for social housing providers to 3%, 5% and 7% and on the 17 th November in the Autumn Budget the Chancellor confirmed the maximum																		

	level as 7%. With inflation running at 10.1% the Council would need to make reductions on service should the rent rise not be at least 7% which is recommended within this Budget paper.									
What are the likely risks?	The increase for 2023-24 at 7% represents an average of £7.51 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. As at the end of July there were a total of 3,559 HRA tenants (45.6%) claiming Housing Benefit or the Housing Cost element of Universal Credit, made up of 2,318 Housing Benefit claimants and 1,241 Universal Credit claimants. The amount claimed by each tenant will vary depending on their individual circumstances.									
Overall assessment of the equality risks	<table border="1"> <tr> <td>Race Neutral</td> <td>Disability Neutral</td> <td>Age Neutral</td> </tr> <tr> <td>Gender reassignment Neutral</td> <td>Religion or Belief Neutral</td> <td>Sexual Orientation Neutral</td> </tr> <tr> <td>Sex Neutral</td> <td>Pregnancy and Maternity Neutral</td> <td>Marriage & Civil Partnership Neutral</td> </tr> </table>	Race Neutral	Disability Neutral	Age Neutral	Gender reassignment Neutral	Religion or Belief Neutral	Sexual Orientation Neutral	Sex Neutral	Pregnancy and Maternity Neutral	Marriage & Civil Partnership Neutral
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 2028 .Within the Council budget, provision has been made for changes arising from Universal Credit which will impact on staffing.									
What are the likely risks?	Risk to the Council in terms of increased rent and council tax arrears arising from claimants moved onto Universal Credit. Risk in terms of increased homelessness.									

What public consultation has been planned/ taken place?	There is no further public consultation on the roll out of Universal Credit									
What mitigating actions will the Council implement to offset any negative impacts?	The Council has slipped savings in its MTFP in The Housing Benefit and Customer Services areas to future years to mitigate against increased workloads. In addition it has increased staffing in the Incomes Team to deal with increased arrears.									
Overall assessment of the equality risks	Strong governance and review will mitigate against any adverse impacts, although none have been flagged <table border="1" data-bbox="616 486 2027 885"> <tr> <td>Race Neutral</td> <td>Disability Neutral</td> <td>Age Neutral</td> </tr> <tr> <td>Gender reassignment Neutral</td> <td>Religion or Belief Neutral</td> <td>Sexual Orientation Neutral</td> </tr> <tr> <td>Sex Neutral</td> <td>Pregnancy and Maternity Neutral</td> <td>Marriage & Civil Partnership Neutral</td> </tr> </table>	Race Neutral	Disability Neutral	Age Neutral	Gender reassignment Neutral	Religion or Belief Neutral	Sexual Orientation Neutral	Sex Neutral	Pregnancy and Maternity Neutral	Marriage & Civil Partnership Neutral
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	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) Off street Car Parking – Car park charges will be increased by an average of 10% by 50p per hour for city centre car parks only b) Park and Ride – Nil increase c) Garden waste bins - £60 increased to £75 (25% increase) with no increase in the concessionary rate of £47.16 d) Replacement bins – NEW CHARGE – for the replacement of two wheeled blue, green and brown bins - £30 per bin 									

	<p>e) Bulky Waste collection: There is no increase proposed on the current charge of £20 per item and £30 for larger items, e.g. refrigerators, washing machines etc. with 50% for concessions.</p> <p>f) Land charges- 10% increase</p> <p>Leisure activities:</p> <p>g) Tennis court hire – Nil</p> <p>h) Cricket pitch hire - £1.50 - 2.24%</p> <p>i) Adult Skating - £1.00 – 10.53%</p> <p>j) Adult Casual swimming increase of £0.20 (3.6%)</p> <p>Other</p> <p>k) Cemeteries- exclusive rights of burial - £10 (0.97%)</p> <p>l) Pest Control – domestic- increases – £NIL to £17.17 (21%)</p> <p>m) Taxi Licenses - £5 - £20 – (4.35% - 5%)</p> <p>n) General licencing – NIL</p> <p>o) City Centre and Late Night Street Trading consent - £120- (1.47%)</p> <p>p) Building control – £5 – 0.5%</p> <p>q) Garages excluding VAT– £0.85 – 5%</p>
What are the likely risks?	That customers will be unable to afford to purchase council services
What public consultation has been planned/ taken place?	Budget consultation annually (December 2022/ January 2023).
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 – 37% 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 monitoring will take place with these groups once identified.</p> <table border="1" data-bbox="624 584 2031 984"> <tr> <td data-bbox="624 584 1120 775"> <p>Race</p> <p>Neutral</p> </td> <td data-bbox="1120 584 1568 775"> <p>Disability</p> <p>Neutral</p> </td> <td data-bbox="1568 584 2031 775"> <p>Age</p> <p>Neutral</p> </td> </tr> <tr> <td data-bbox="624 775 1120 882"> <p>Gender reassignment</p> <p>Neutral</p> </td> <td data-bbox="1120 775 1568 882"> <p>Religion or Belief</p> <p>Neutral</p> </td> <td data-bbox="1568 775 2031 882"> <p>Sexual Orientation</p> <p>Neutral</p> </td> </tr> <tr> <td data-bbox="624 882 1120 984"> <p>Sex</p> <p>Neutral</p> </td> <td data-bbox="1120 882 1568 984"> <p>Pregnancy and Maternity</p> <p>Neutral</p> </td> <td data-bbox="1568 882 2031 984"> <p>Marriage & Civil Partnership</p> <p>Neutral</p> </td> </tr> </table>	<p>Race</p> <p>Neutral</p>	<p>Disability</p> <p>Neutral</p>	<p>Age</p> <p>Neutral</p>	<p>Gender reassignment</p> <p>Neutral</p>	<p>Religion or Belief</p> <p>Neutral</p>	<p>Sexual Orientation</p> <p>Neutral</p>	<p>Sex</p> <p>Neutral</p>	<p>Pregnancy and Maternity</p> <p>Neutral</p>	<p>Marriage & Civil Partnership</p> <p>Neutral</p>
<p>Race</p> <p>Neutral</p>	<p>Disability</p> <p>Neutral</p>	<p>Age</p> <p>Neutral</p>								
<p>Gender reassignment</p> <p>Neutral</p>	<p>Religion or Belief</p> <p>Neutral</p>	<p>Sexual Orientation</p> <p>Neutral</p>								
<p>Sex</p> <p>Neutral</p>	<p>Pregnancy and Maternity</p> <p>Neutral</p>	<p>Marriage & Civil Partnership</p> <p>Neutral</p>								

Oxford City Council

Budget Consultation 2023-24

<https://consultation.oxford.gov.uk/financial-services/budget-consultation-2023-24>

This report was created on Monday 23 January 2023 at 09:09

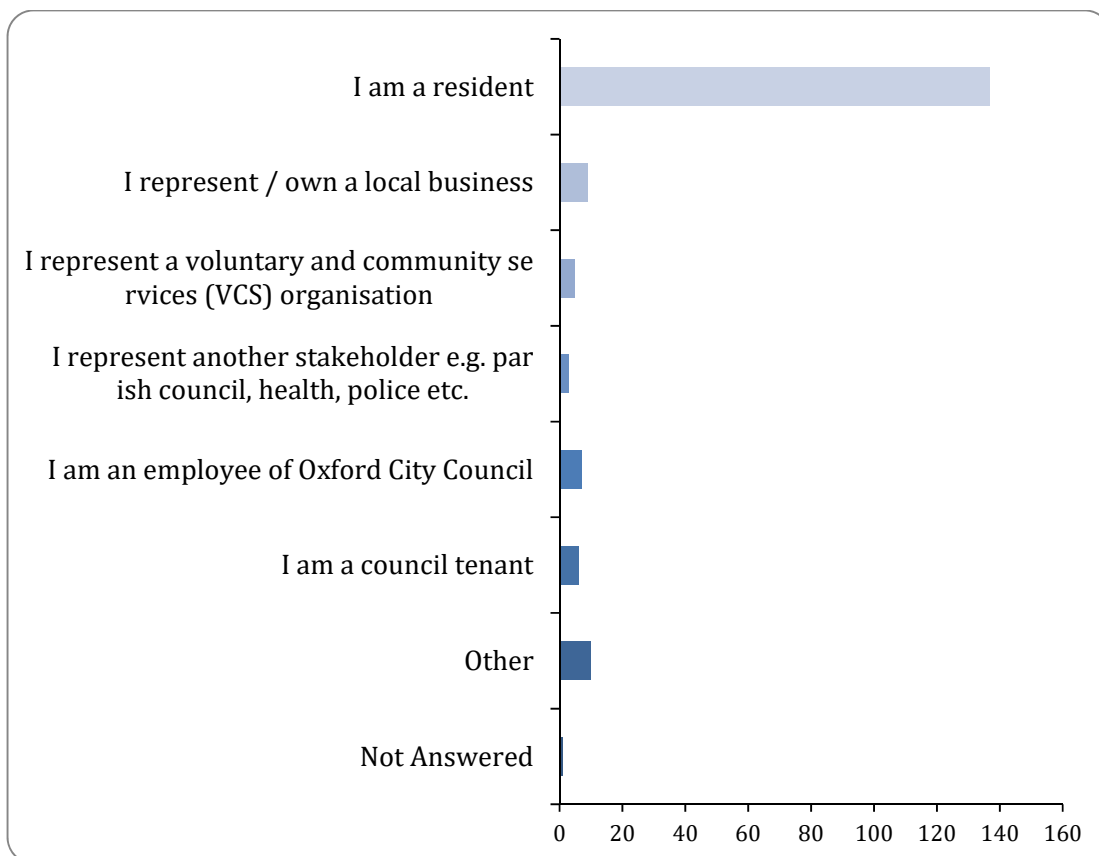
The activity had not yet closed when this report was generated. As such, this report may not accurately reflect the final distribution of responses, and should be treated as interim only.

Responses to this survey: **155**

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

Role

There were 154 responses to this part of the question.



Option	Total	Percent
--------	-------	---------

I am a resident	137	88.39%
I represent / own a local business	9	5.81%
I represent a voluntary and community services (VCS) organisation	5	3.23%
I represent another stakeholder e.g. parish council, health, police etc.	3	1.94%
I am an employee of Oxford City Council	7	4.52%
I am a council tenant	6	3.87%
Other	10	6.45%
Not Answered	1	0.65%

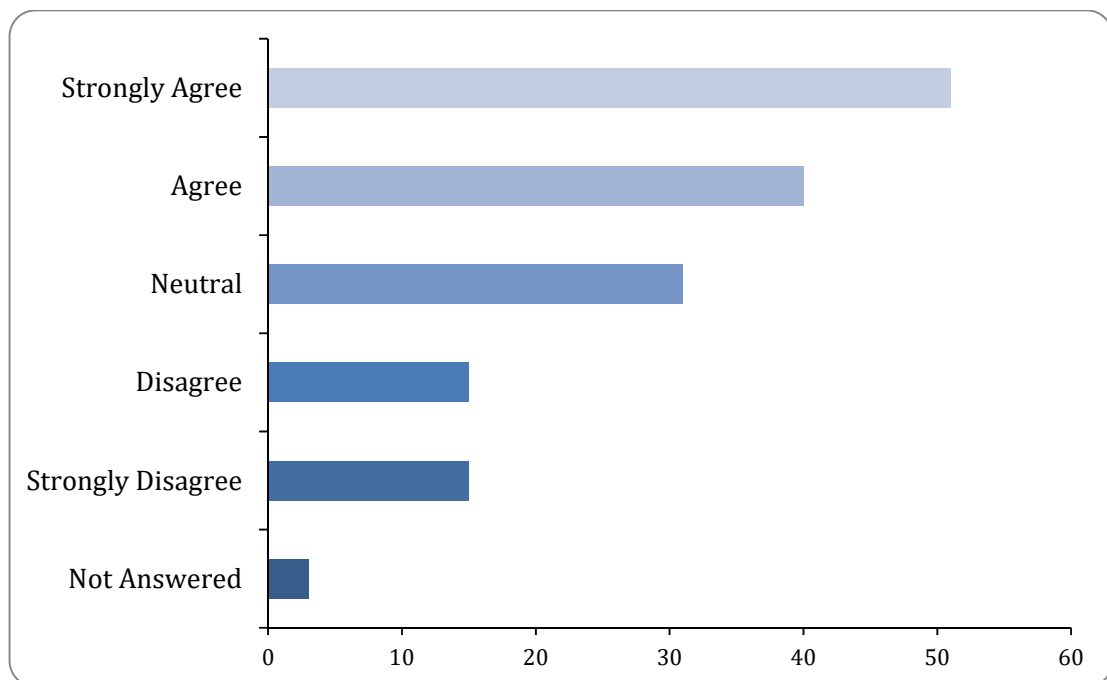
If Other, please provide details

There were 10 responses to this part of the question.

2: To what extent do you agree or disagree with these approaches?

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

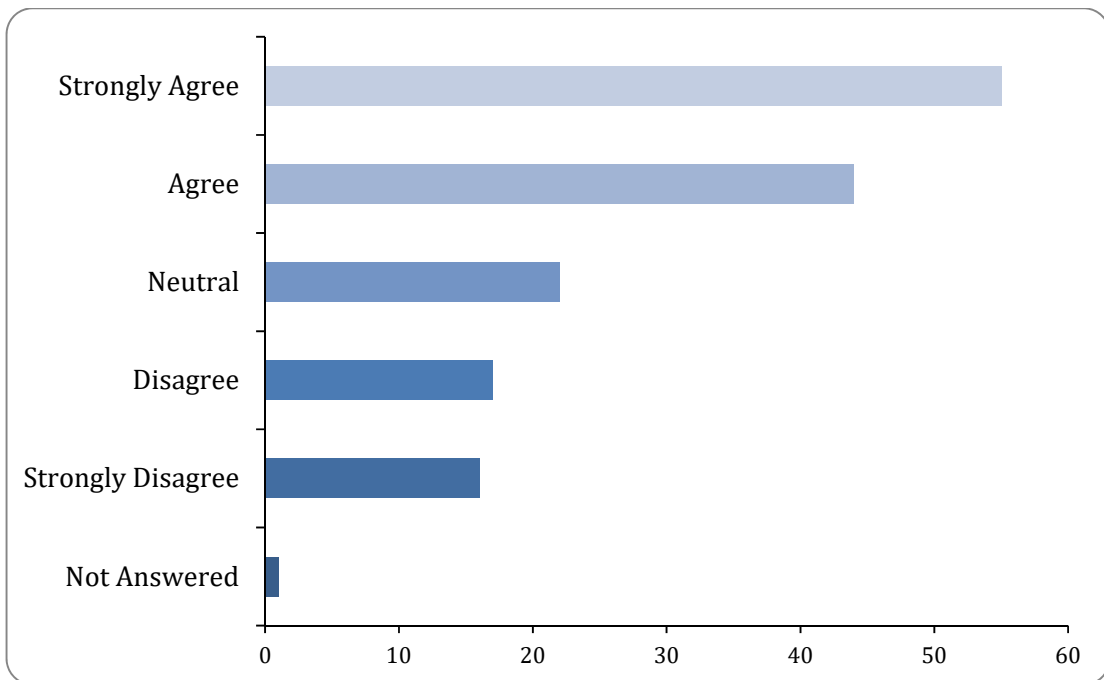
There were 152 responses to this part of the question.



Option	Total	Percent
Strongly Agree	51	32.90%
Agree	40	25.81%
Neutral	31	20.00%
Disagree	15	9.68%
Strongly Disagree	15	9.68%
Not Answered	3	1.94%

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

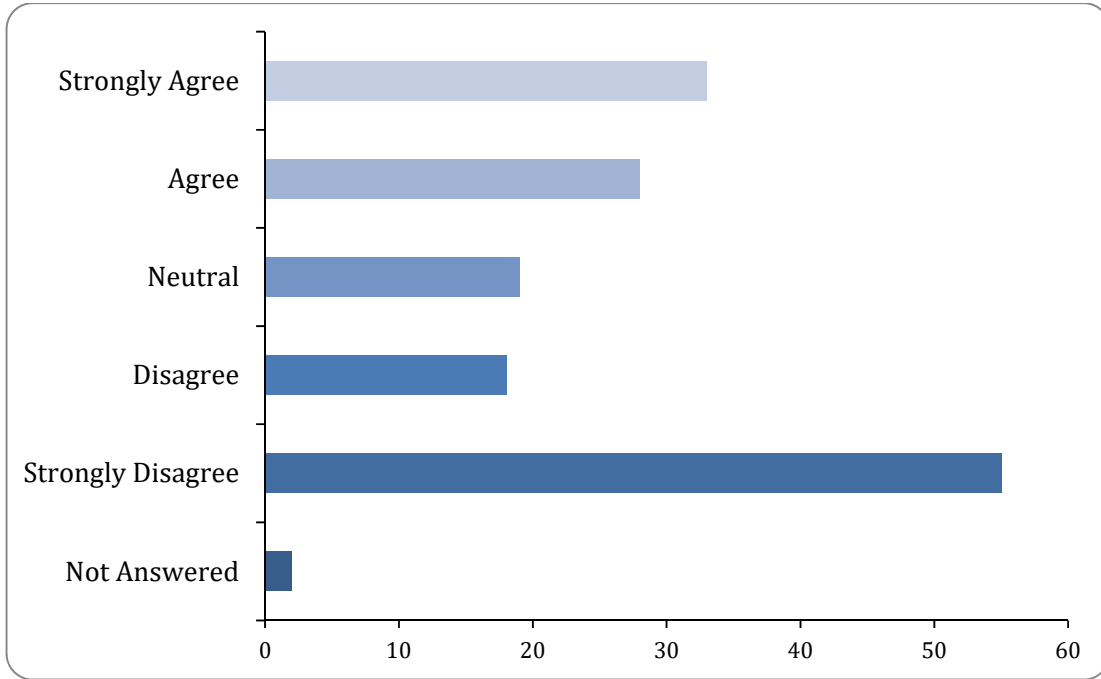
There were 154 responses to this part of the question.



Option	Total	Percent
Strongly Agree	55	35.48%
Agree	44	28.39%
Neutral	22	14.19%
Disagree	17	10.97%
Strongly Disagree	16	10.32%
Not Answered	1	0.65%

Approaches - Increase council tax by the maximum level permitted (2.99% per year) to safeguard services

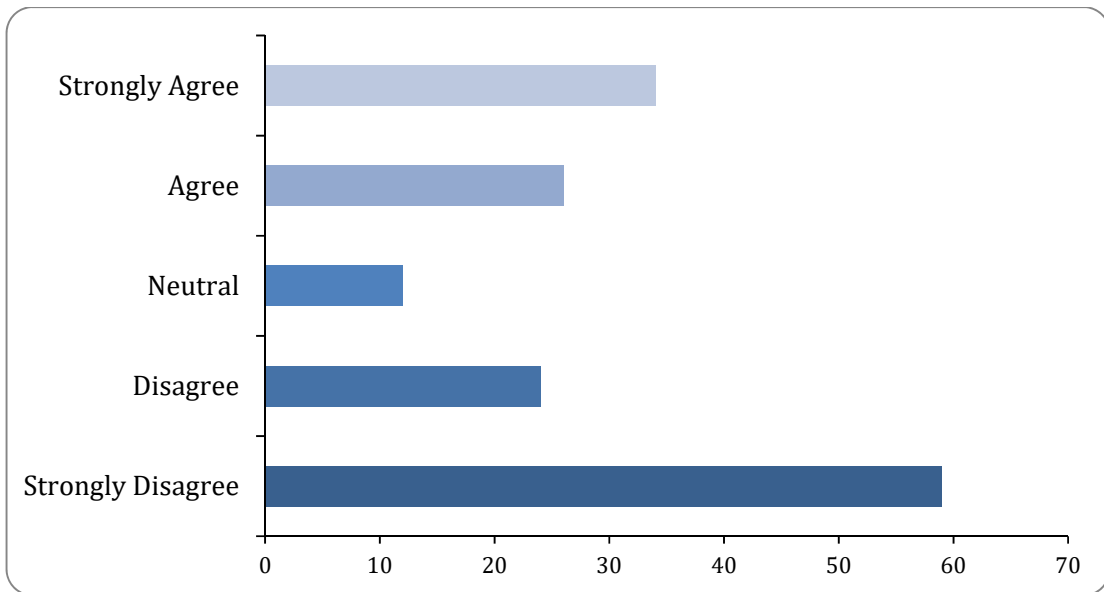
There were 153 responses to this part of the question.



Option	Total	Percent
Strongly Agree	33	21.29%
Agree	28	18.06%
Neutral	19	12.26%
Disagree	18	11.61%
Strongly Disagree	55	35.48%
Not Answered	2	1.29%

Approaches - Increasing annual garden waste charges by £15, and car park charges in the city centre by around 10%

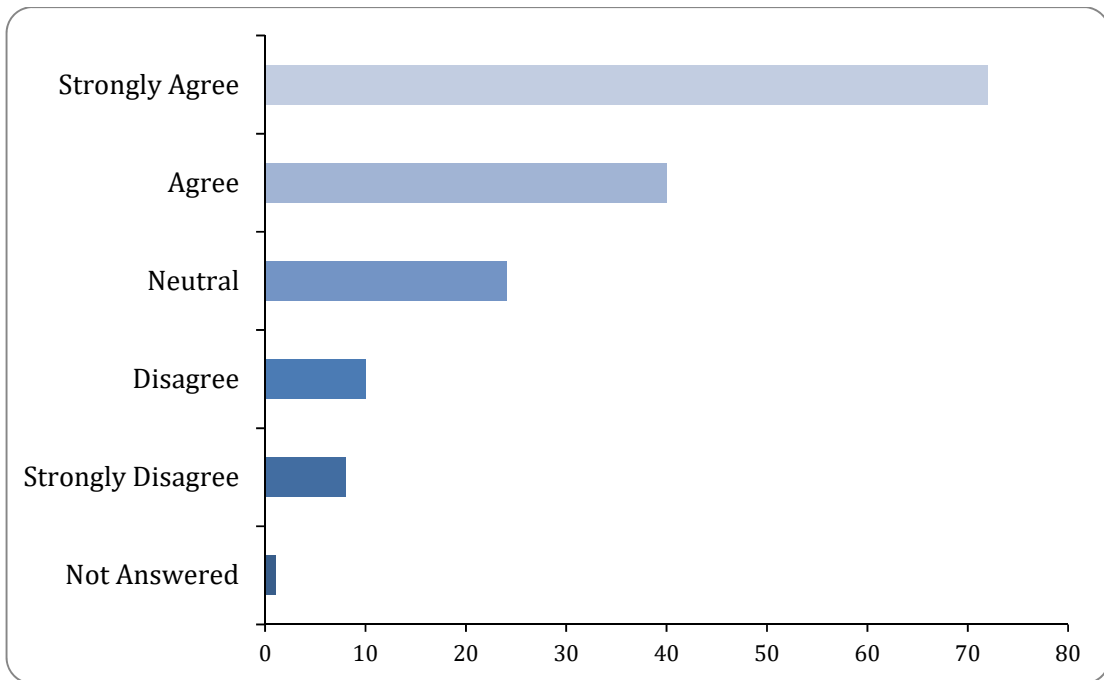
There were 155 responses to this part of the question.



Option	Total	Percent
Strongly Agree	34	21.94%
Agree	26	16.77%
Neutral	12	7.74%
Disagree	24	15.48%
Strongly Disagree	59	38.06%
Not Answered	0	0.00%

Approaches - Maintain reduction of park and ride charges

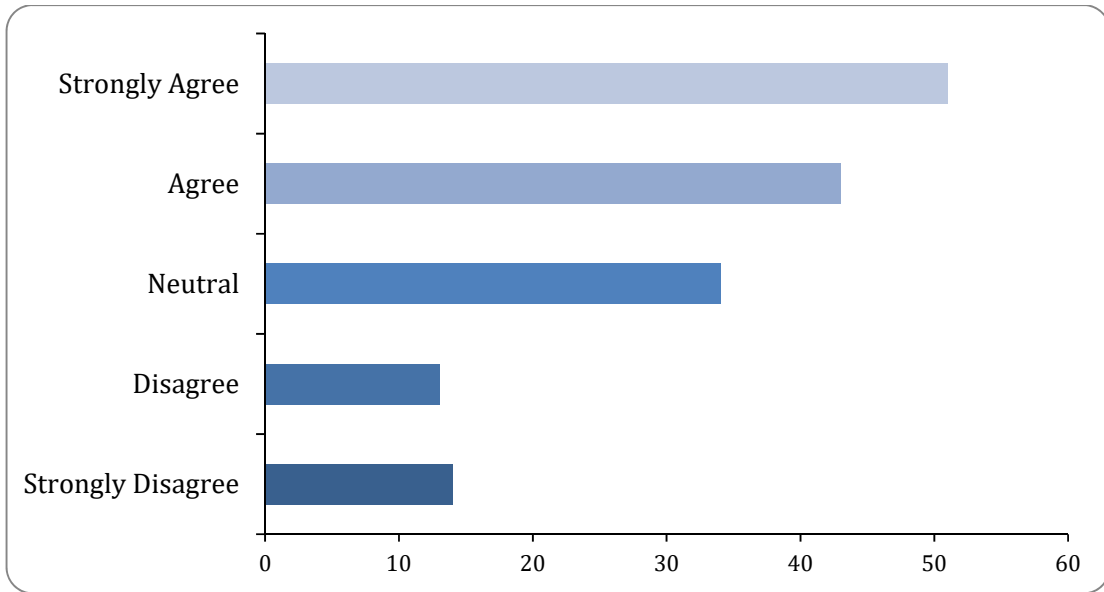
There were 154 responses to this part of the question.



Option	Total	Percent
Strongly Agree	72	46.45%
Agree	40	25.81%
Neutral	24	15.48%
Disagree	10	6.45%
Strongly Disagree	8	5.16%
Not Answered	1	0.65%

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

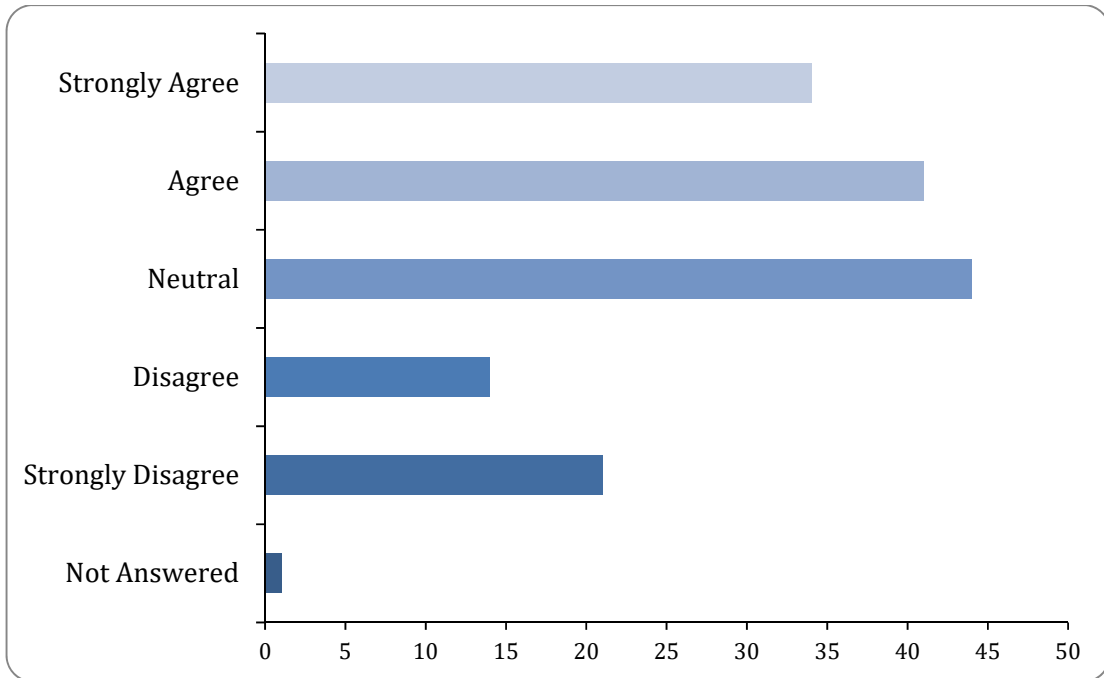
There were 155 responses to this part of the question.



Option	Total	Percent
Strongly Agree	51	32.90%
Agree	43	27.74%
Neutral	34	21.94%
Disagree	13	8.39%
Strongly Disagree	14	9.03%
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

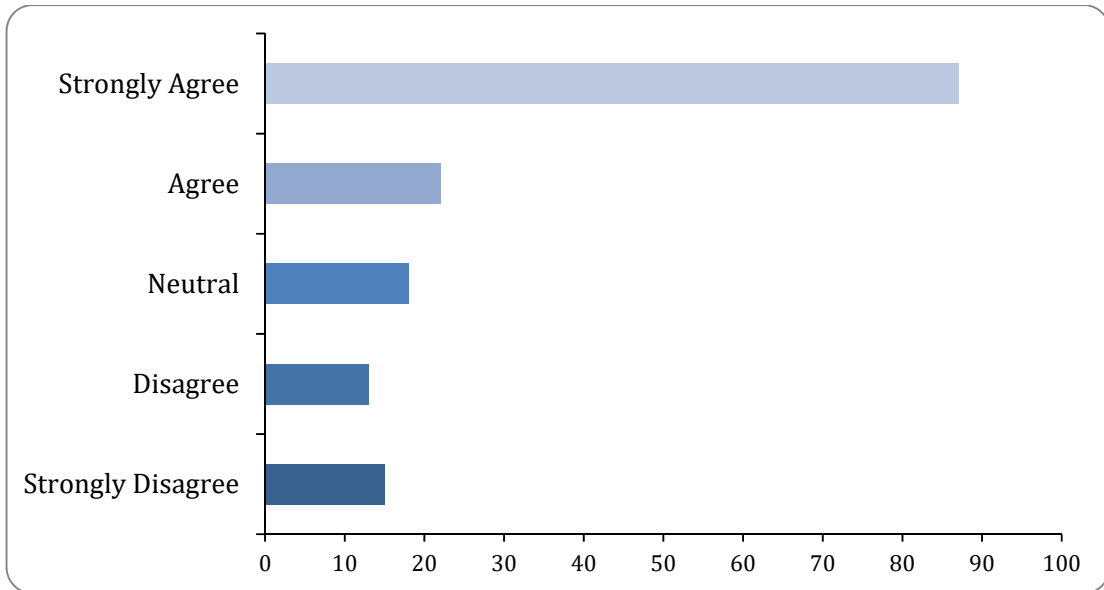
There were 154 responses to this part of the question.



Option	Total	Percent
Strongly Agree	34	21.94%
Agree	41	26.45%
Neutral	44	28.39%
Disagree	14	9.03%
Strongly Disagree	21	13.55%
Not Answered	1	0.65%

Approaches - Charging a 100% council tax premium on second homes and properties that have been empty for more than 1 year (currently its 2 years) from 1-4-2024, assuming the legislation enabling us to do so is introduced

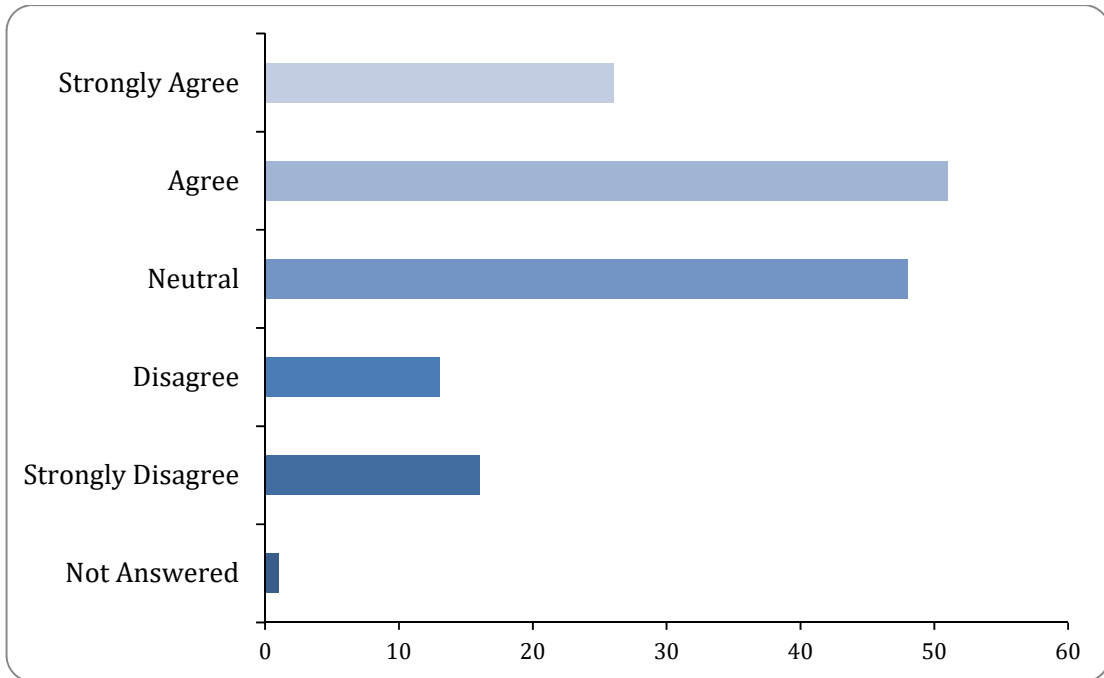
There were 155 responses to this part of the question.



Option	Total	Percent
Strongly Agree	87	56.13%
Agree	22	14.19%
Neutral	18	11.61%
Disagree	13	8.39%
Strongly Disagree	15	9.68%
Not Answered	0	0.00%

Approaches - Use balances and reserves as a one off support for services to mitigate the impact of Covid

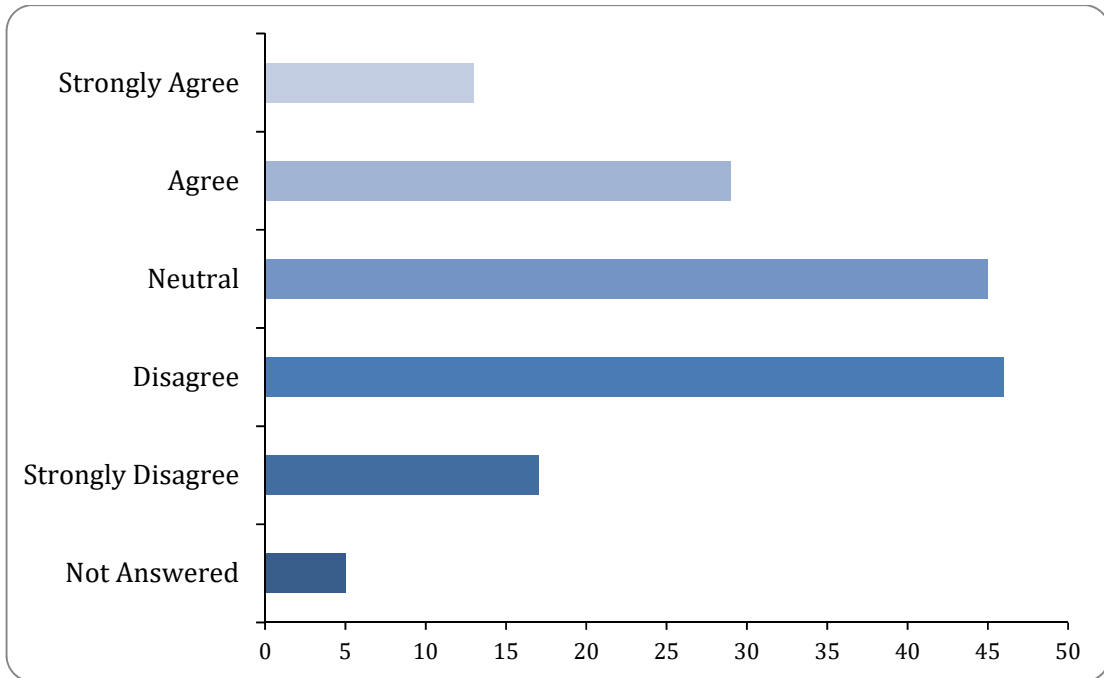
There were 154 responses to this part of the question.



Option	Total	Percent
Strongly Agree	26	16.77%
Agree	51	32.90%
Neutral	48	30.97%
Disagree	13	8.39%
Strongly Disagree	16	10.32%
Not Answered	1	0.65%

approaches 2 - Maintain all services but offer less

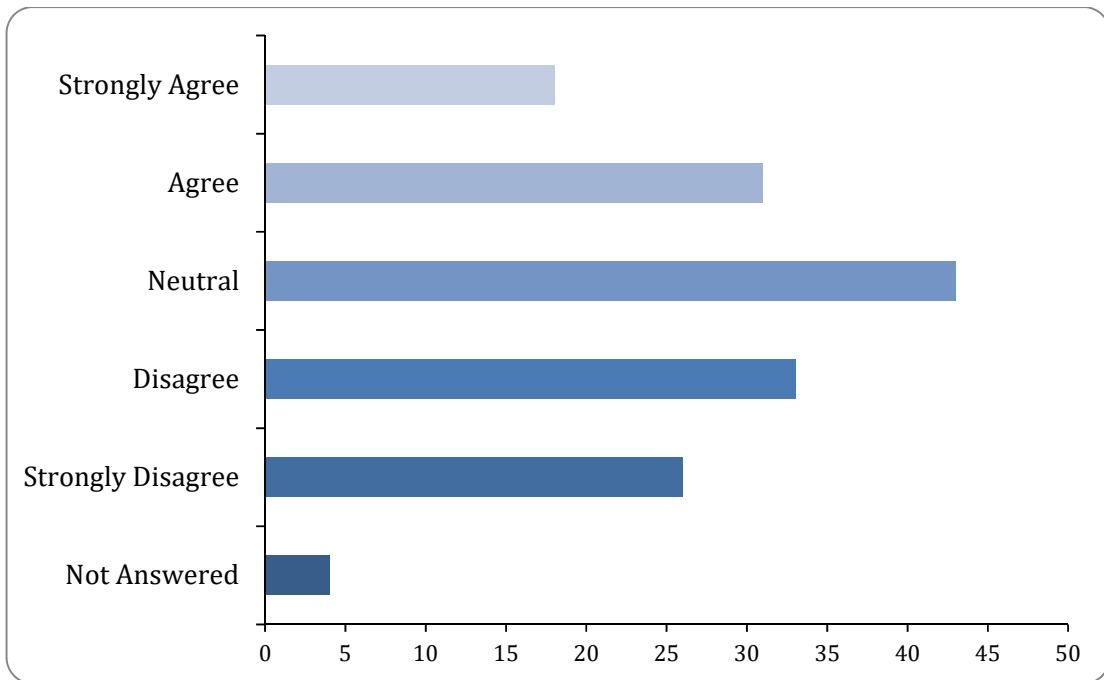
There were 150 responses to this part of the question.



Option	Total	Percent
Strongly Agree	13	8.39%
Agree	29	18.71%
Neutral	45	29.03%
Disagree	46	29.68%
Strongly Disagree	17	10.97%
Not Answered	5	3.23%

approaches 2 - Stop delivery of less important services

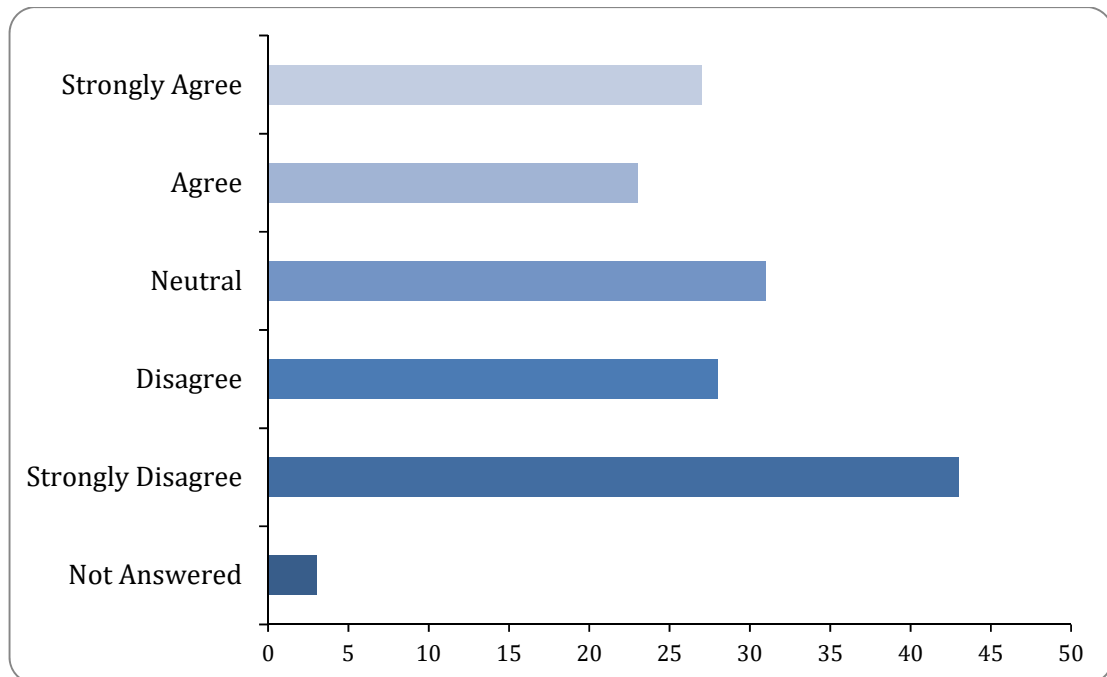
There were 151 responses to this part of the question.



Option	Total	Percent
Strongly Agree	18	11.61%
Agree	31	20.00%
Neutral	43	27.74%
Disagree	33	21.29%
Strongly Disagree	26	16.77%
Not Answered	4	2.58%

approaches 2 - Freeze Council Tax this year and make cuts in frontline services

There were 152 responses to this part of the question.



Option	Total	Percent
Strongly Agree	27	17.42%
Agree	23	14.84%
Neutral	31	20.00%
Disagree	28	18.06%
Strongly Disagree	43	27.74%
Not Answered	3	1.94%

Please enter any additional comments

There were 67 responses to this part of the question.

3: 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?

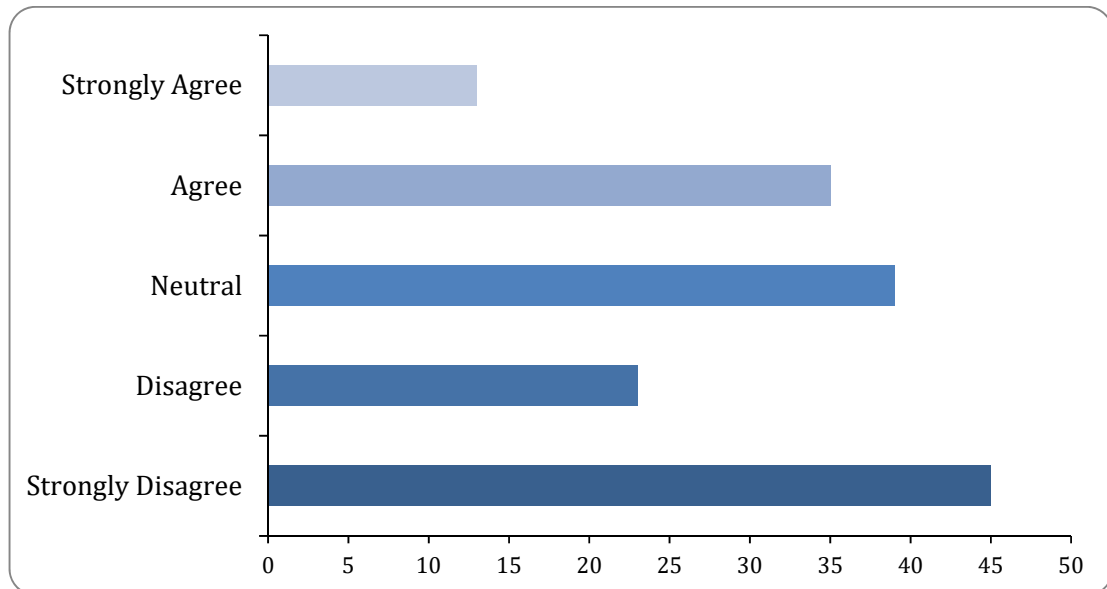
Other Proposals

There were 76 responses to this part of the question.

4: To what extent do you agree or disagree with the way that we are going to use NCIL?

Use of NCIL

There were 155 responses to this part of the question.

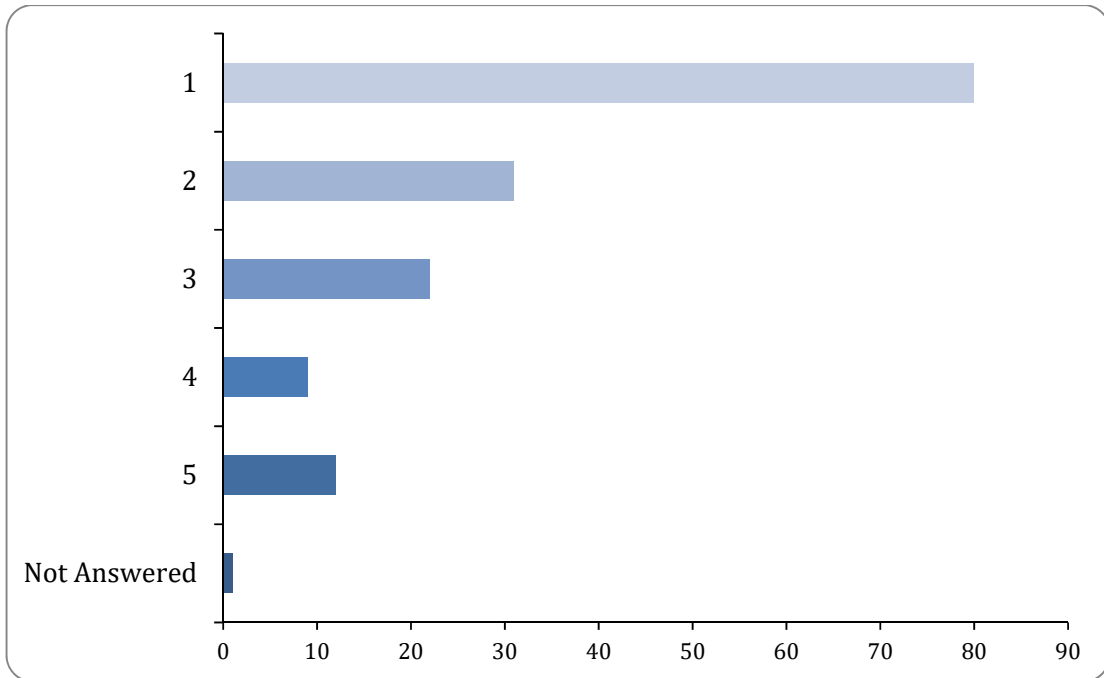


Option	Total	Percent
Strongly Agree	13	8.39%
Agree	35	22.58%
Neutral	39	25.16%
Disagree	23	14.84%
Strongly Disagree	45	29.03%
Not Answered	0	0.00%

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

Ranking of Priorities - Provision of affordable housing

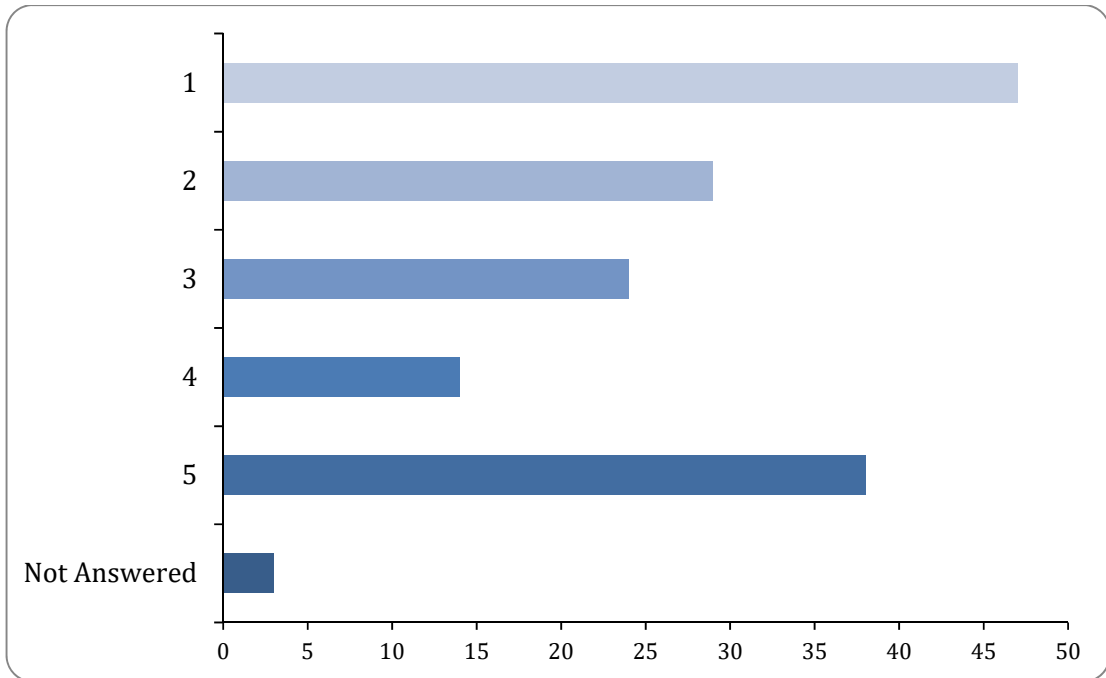
There were 154 responses to this part of the question.



Option	Total	Percent
1	80	51.61%
2	31	20.00%
3	22	14.19%
4	9	5.81%
5	12	7.74%
Not Answered	1	0.65%

Ranking of Priorities - Tackling Climate Change

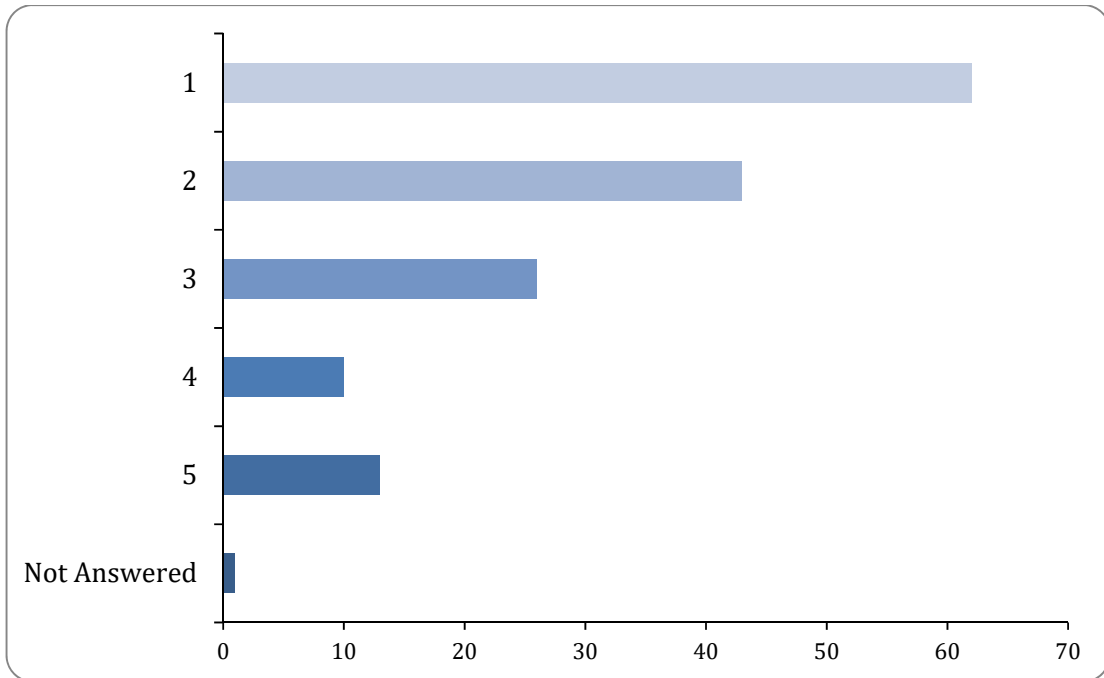
There were 152 responses to this part of the question.



Option	Total	Percent
1	47	30.32%
2	29	18.71%
3	24	15.48%
4	14	9.03%
5	38	24.52%
Not Answered	3	1.94%

Ranking of Priorities - Preventing homelessness

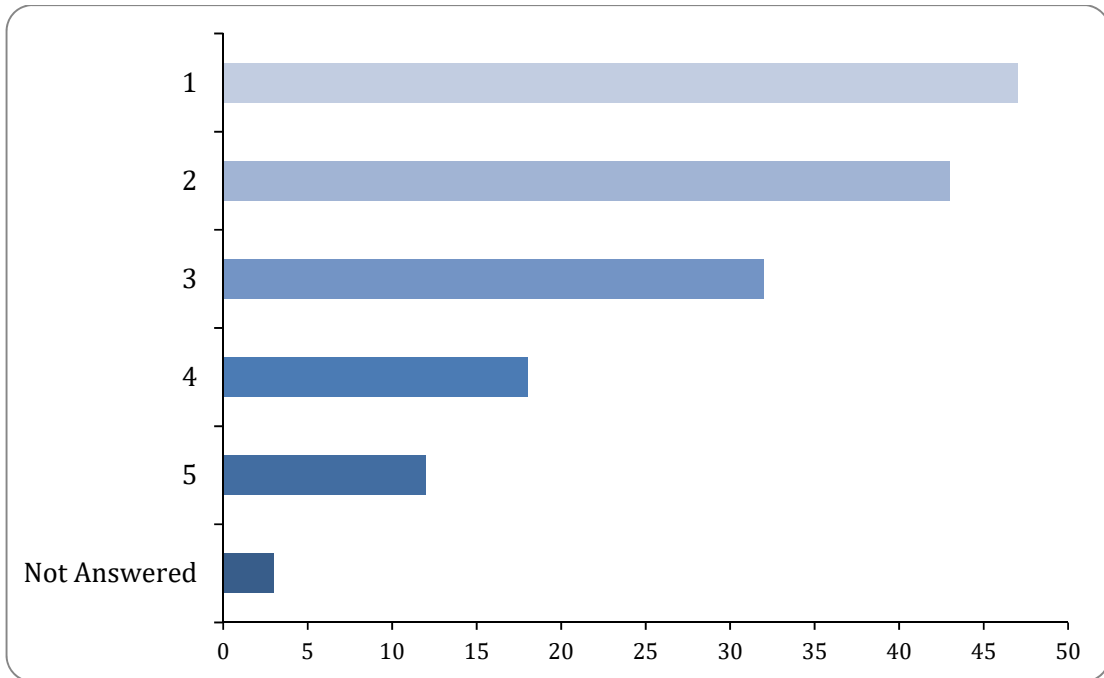
There were 154 responses to this part of the question.



Option	Total	Percent
1	62	40.00%
2	43	27.74%
3	26	16.77%
4	10	6.45%
5	13	8.39%
Not Answered	1	0.65%

Ranking of Priorities - Providing and supporting community centres

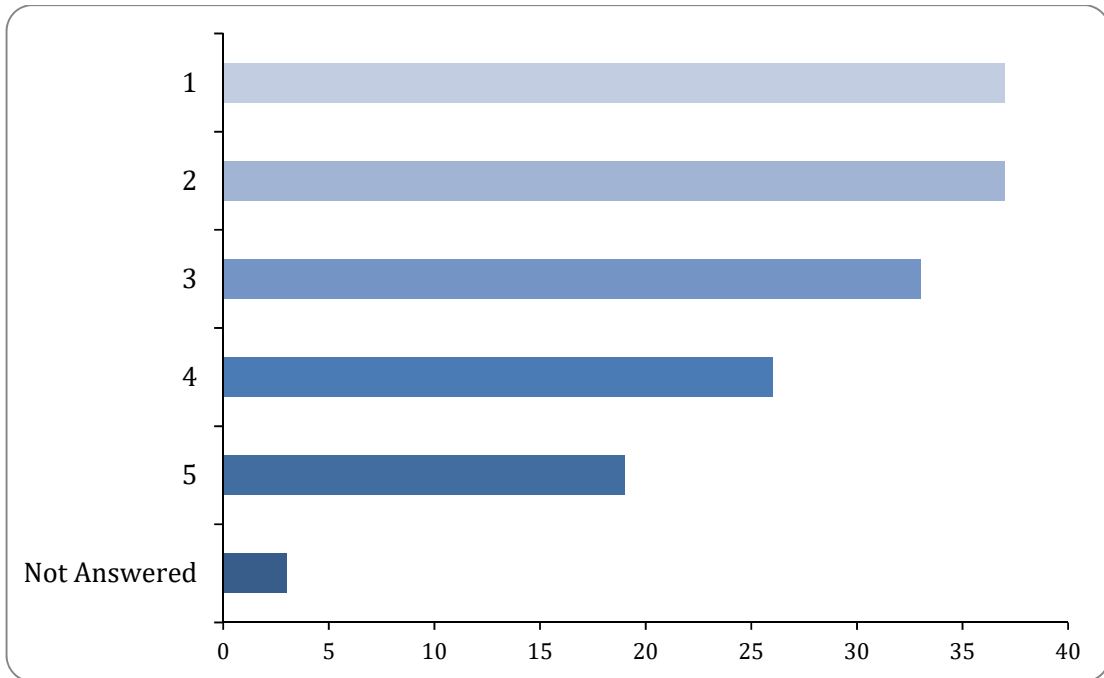
There were 152 responses to this part of the question.



Option	Total	Percent
1	47	30.32%
2	43	27.74%
3	32	20.65%
4	18	11.61%
5	12	7.74%
Not Answered	3	1.94%

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

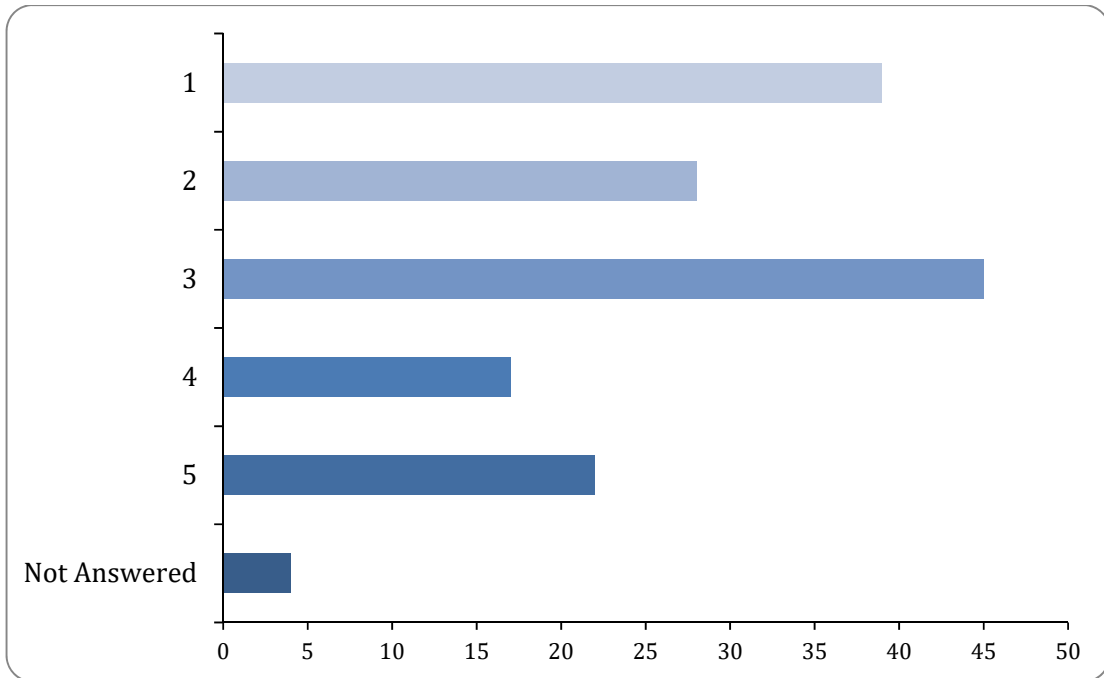
There were 152 responses to this part of the question.



Option	Total	Percent
1	37	23.87%
2	37	23.87%
3	33	21.29%
4	26	16.77%
5	19	12.26%
Not Answered	3	1.94%

Ranking of Priorities - Enhancing our city centre

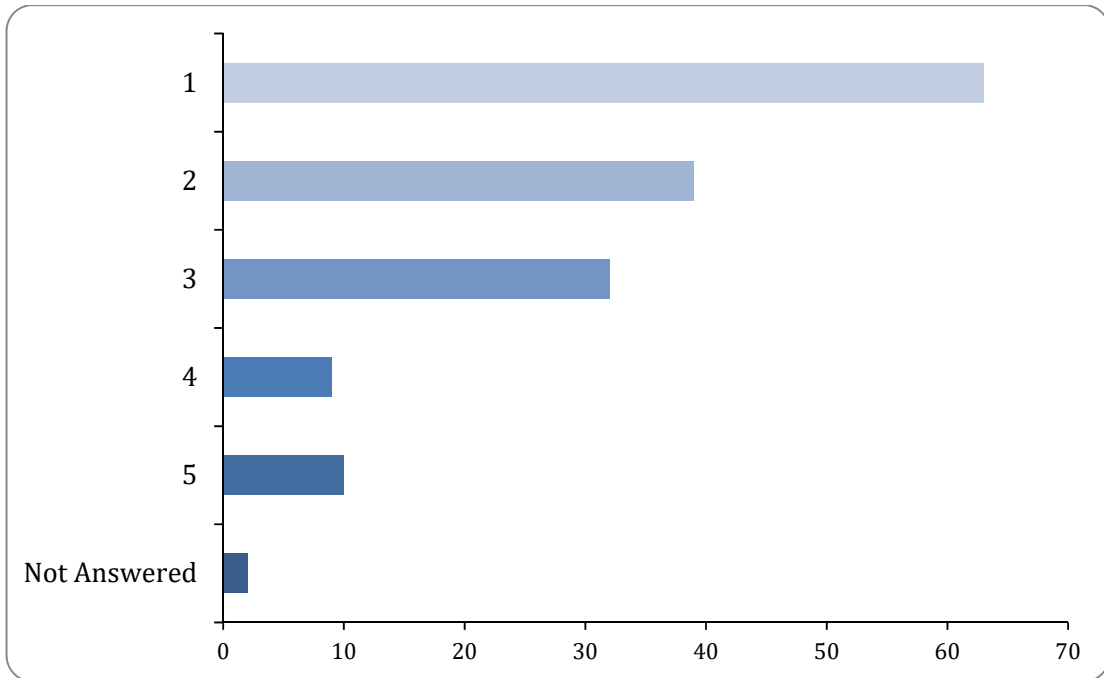
There were 151 responses to this part of the question.



Option	Total	Percent
1	39	25.16%
2	28	18.06%
3	45	29.03%
4	17	10.97%
5	22	14.19%
Not Answered	4	2.58%

Ranking of Priorities - Keeping our city centre clean and tidy

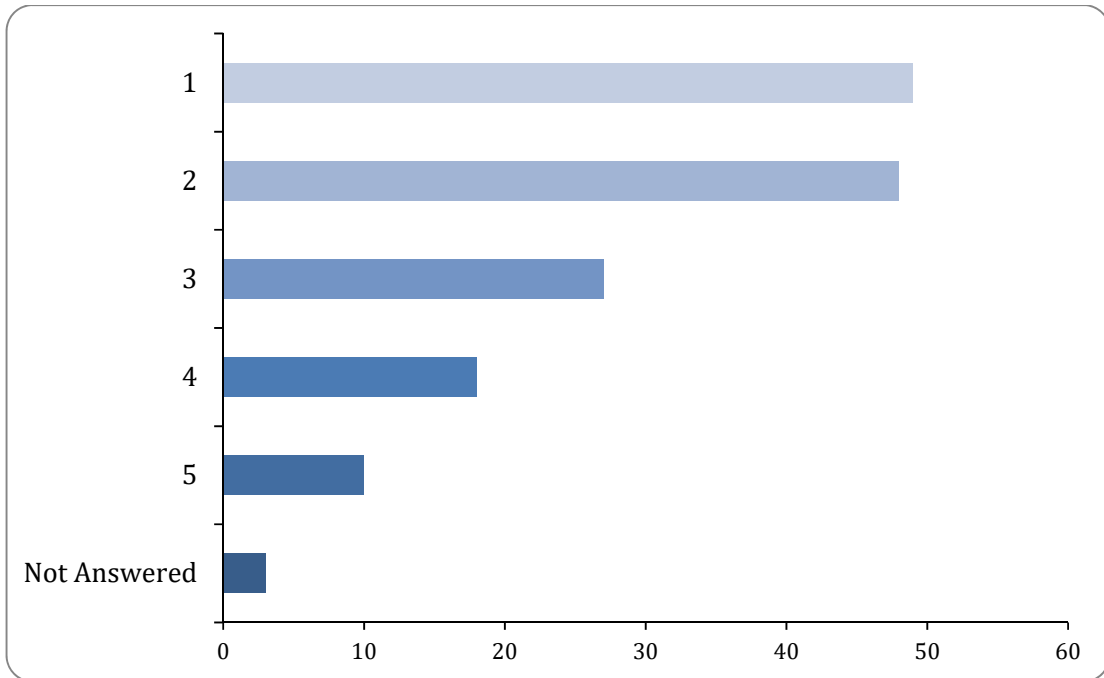
There were 153 responses to this part of the question.



Option	Total	Percent
1	63	40.65%
2	39	25.16%
3	32	20.65%
4	9	5.81%
5	10	6.45%
Not Answered	2	1.29%

Ranking of Priorities - Maintaining and improving recycling

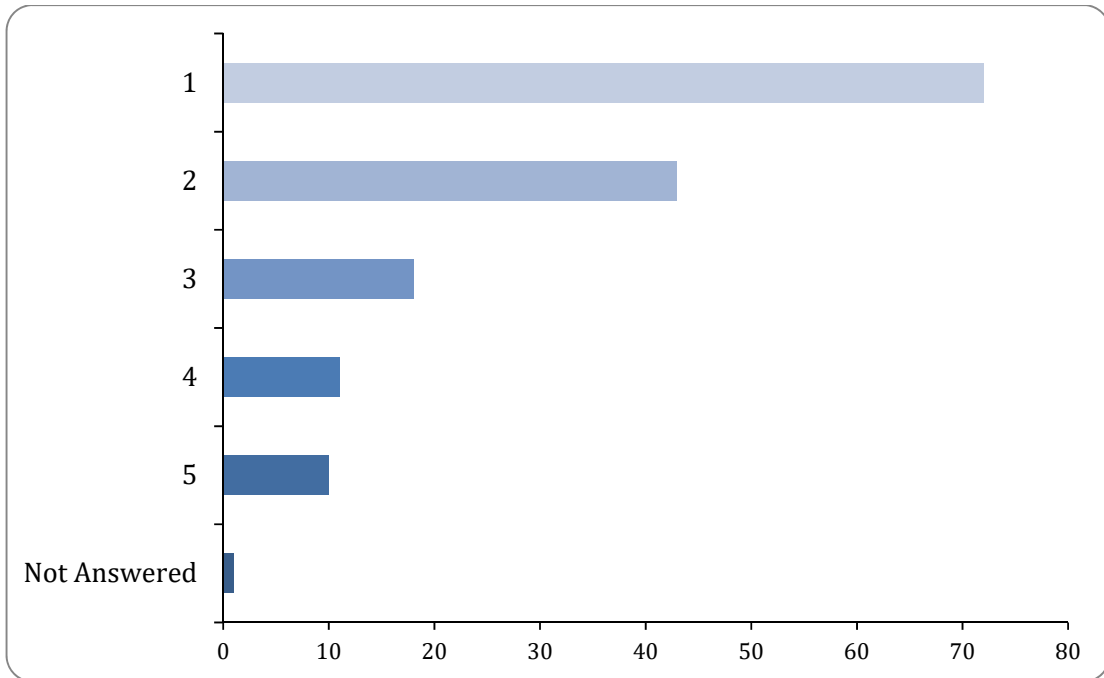
There were 152 responses to this part of the question.



Option	Total	Percent
1	49	31.61%
2	48	30.97%
3	27	17.42%
4	18	11.61%
5	10	6.45%
Not Answered	3	1.94%

Ranking of Priorities - Maintaining parks and open spaces

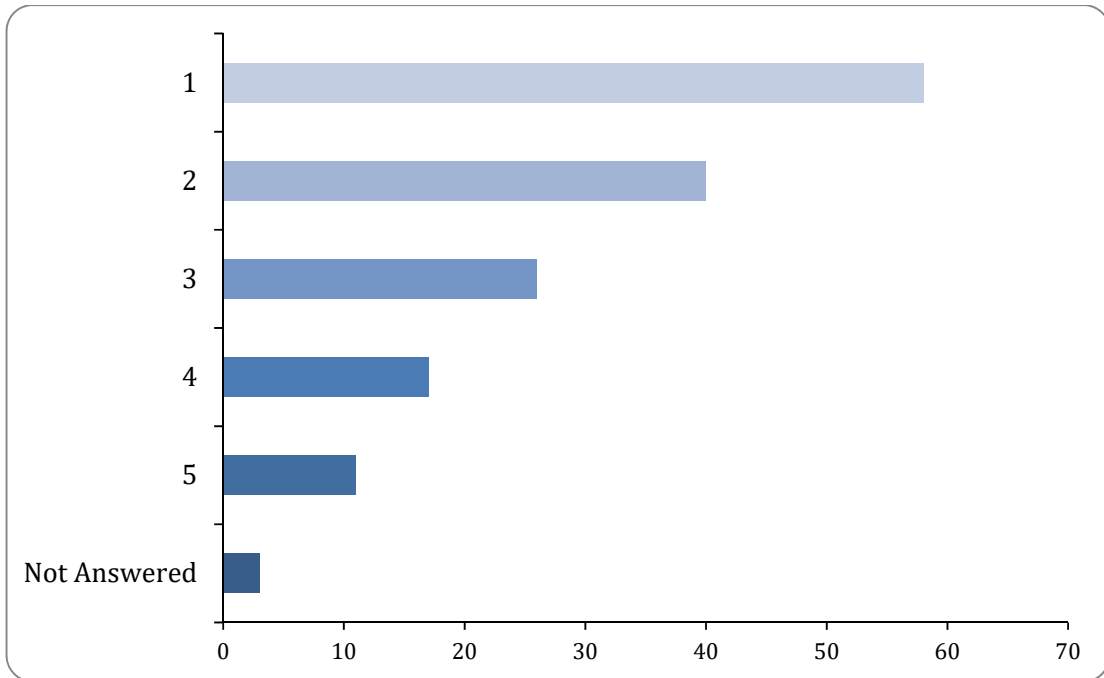
There were 154 responses to this part of the question.



Option	Total	Percent
1	72	46.45%
2	43	27.74%
3	18	11.61%
4	11	7.10%
5	10	6.45%
Not Answered	1	0.65%

Ranking of Priorities - Providing leisure centres and keeping them affordable

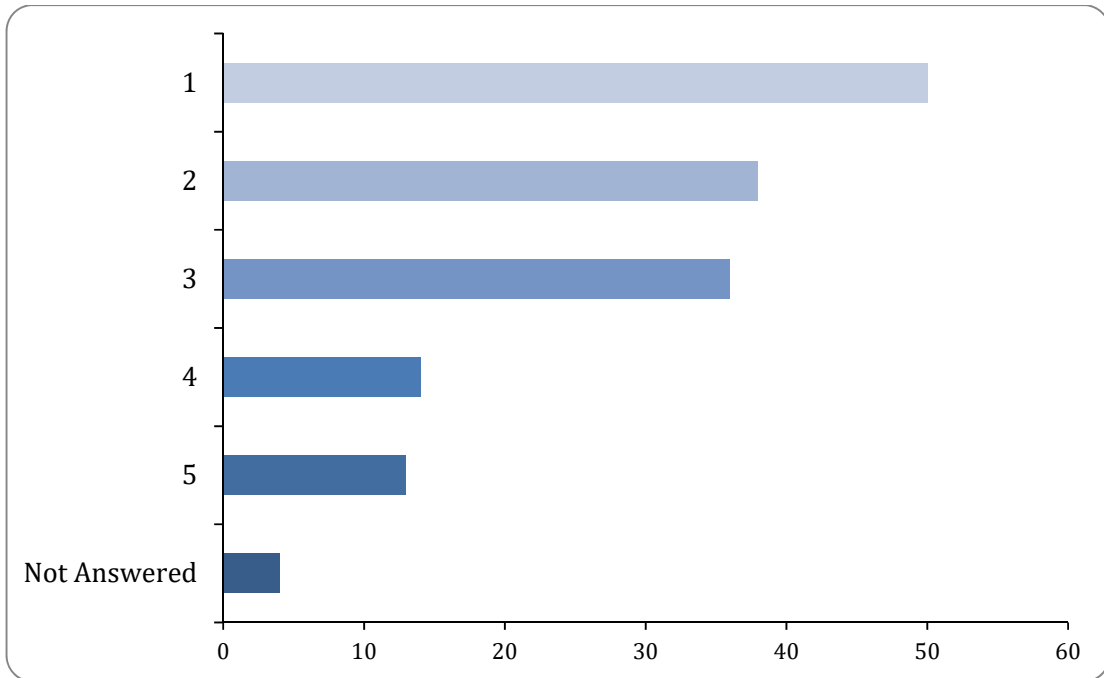
There were 152 responses to this part of the question.



Option	Total	Percent
1	58	37.42%
2	40	25.81%
3	26	16.77%
4	17	10.97%
5	11	7.10%
Not Answered	3	1.94%

Ranking of Priorities - Providing services for young people

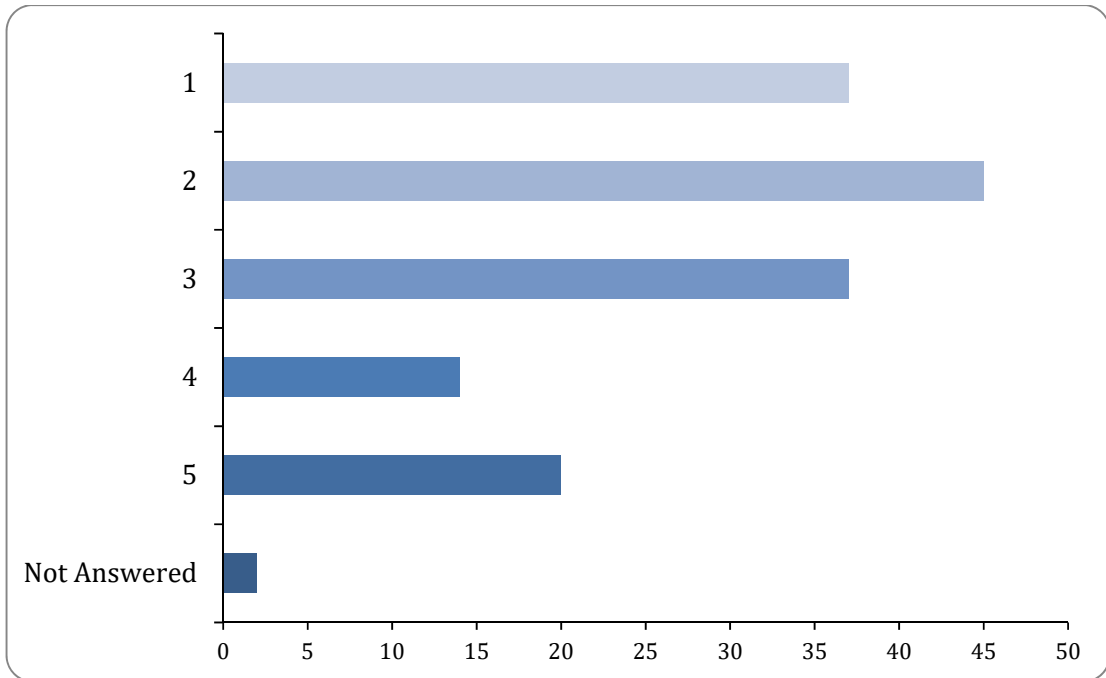
There were 151 responses to this part of the question.



Option	Total	Percent
1	50	32.26%
2	38	24.52%
3	36	23.23%
4	14	9.03%
5	13	8.39%
Not Answered	4	2.58%

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

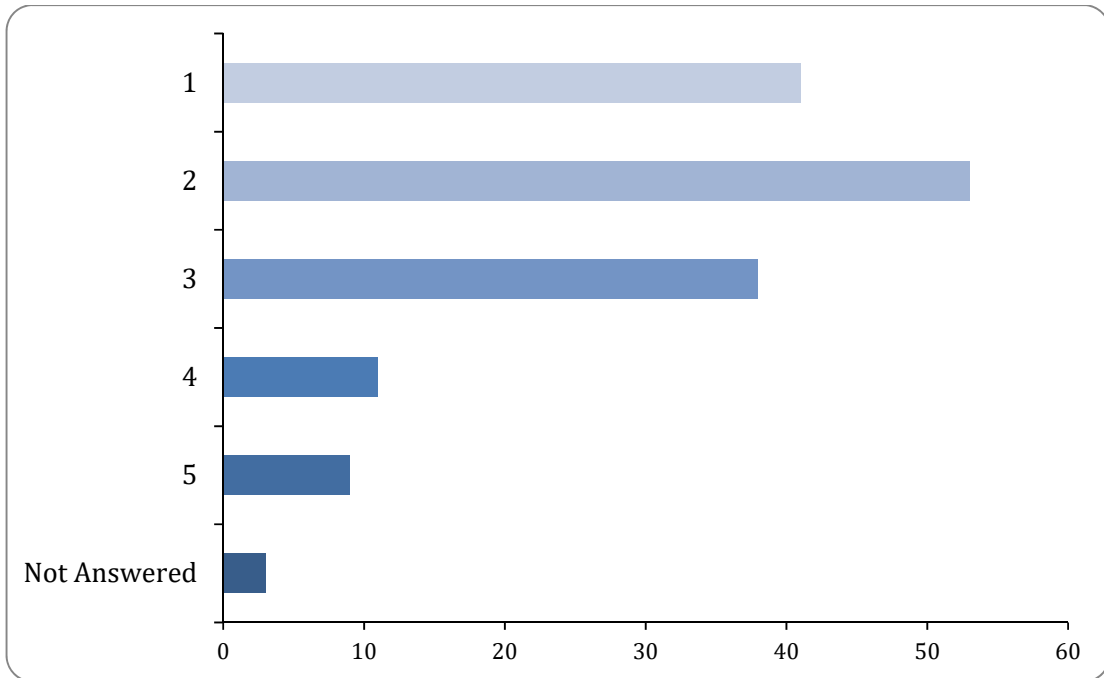
There were 153 responses to this part of the question.



Option	Total	Percent
1	37	23.87%
2	45	29.03%
3	37	23.87%
4	14	9.03%
5	20	12.90%
Not Answered	2	1.29%

Ranking of Priorities - Supporting community safety

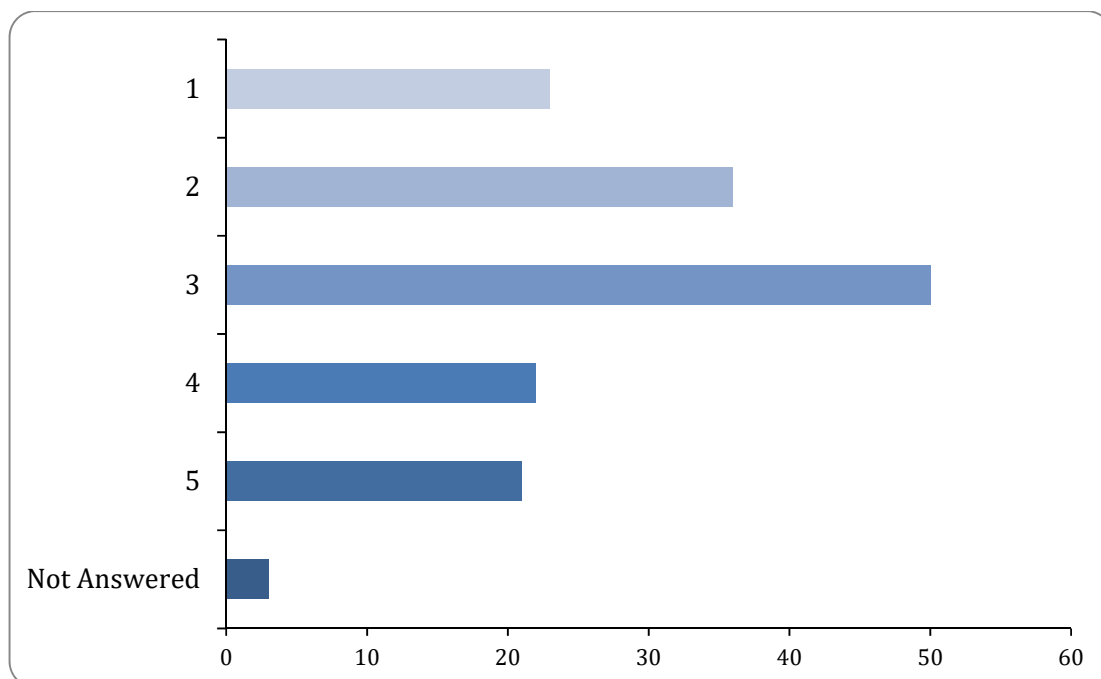
There were 152 responses to this part of the question.



Option	Total	Percent
1	41	26.45%
2	53	34.19%
3	38	24.52%
4	11	7.10%
5	9	5.81%
Not Answered	3	1.94%

Ranking of Priorities - Providing grants to voluntary and community groups

There were 152 responses to this part of the question.



Option	Total	Percent
1	23	14.84%
2	36	23.23%
3	50	32.26%
4	22	14.19%
5	21	13.55%
Not Answered	3	1.94%

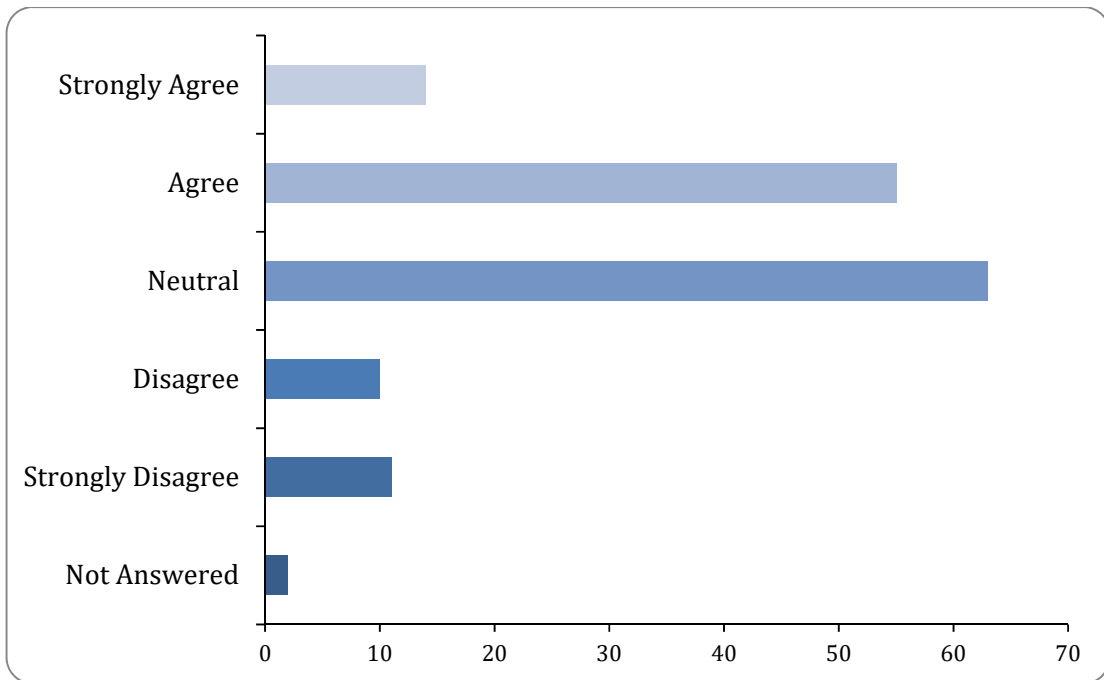
Please enter any additional comments here

There were 55 responses to this part of the question.

6: The Council's capital investment programme over the next four years totals £654 million. Some of the more significant schemes are detailed below. To what extent you agree or disagree with these schemes?

Significant Schemes - Redevelopment of existing properties within portfolio (Cave Street;) £8.4 million for regeneration and to deliver a return to support frontline services

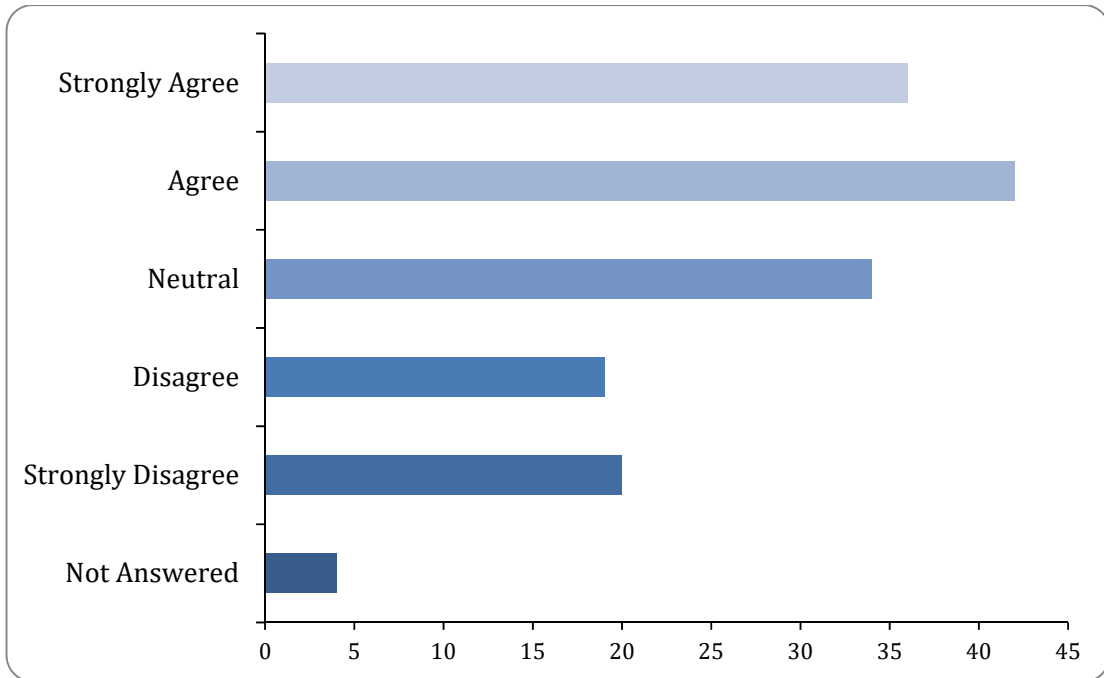
There were 153 responses to this part of the question.



Option	Total	Percent
Strongly Agree	14	9.03%
Agree	55	35.48%
Neutral	63	40.65%
Disagree	10	6.45%
Strongly Disagree	11	7.10%
Not Answered	2	1.29%

Significant Schemes - Covered market masterplan £4.5 million for regeneration

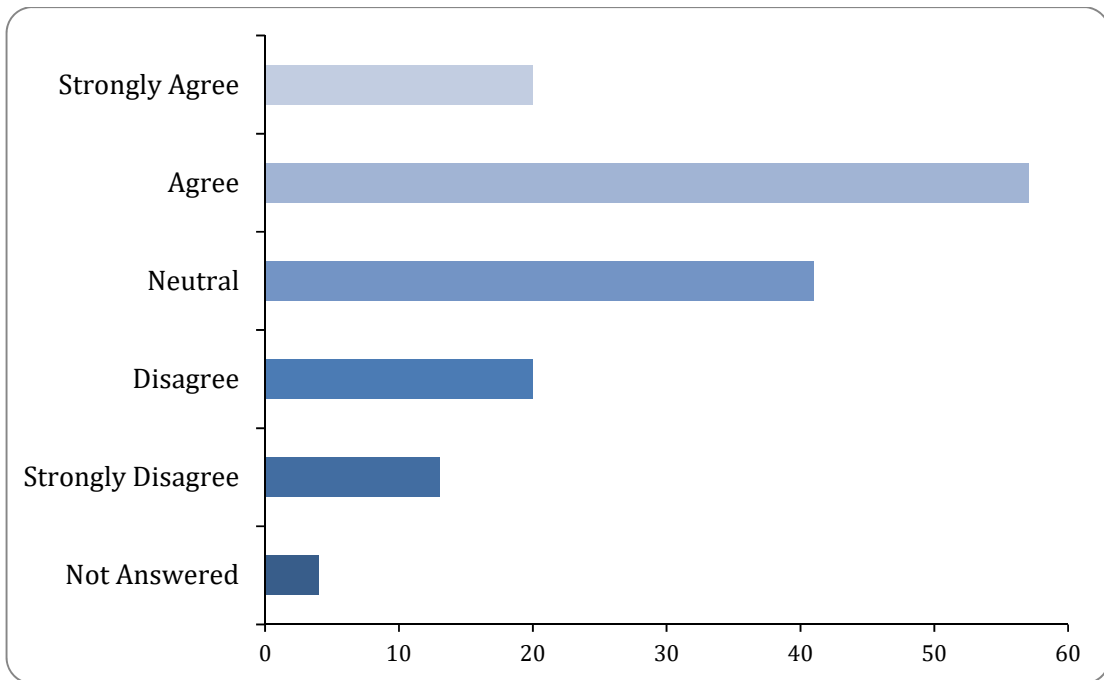
There were 151 responses to this part of the question.



Option	Total	Percent
Strongly Agree	36	23.23%
Agree	42	27.10%
Neutral	34	21.94%
Disagree	19	12.26%
Strongly Disagree	20	12.90%
Not Answered	4	2.58%

Significant Schemes - Refurbishment and new build Community Centres at East Oxford £7.2 million

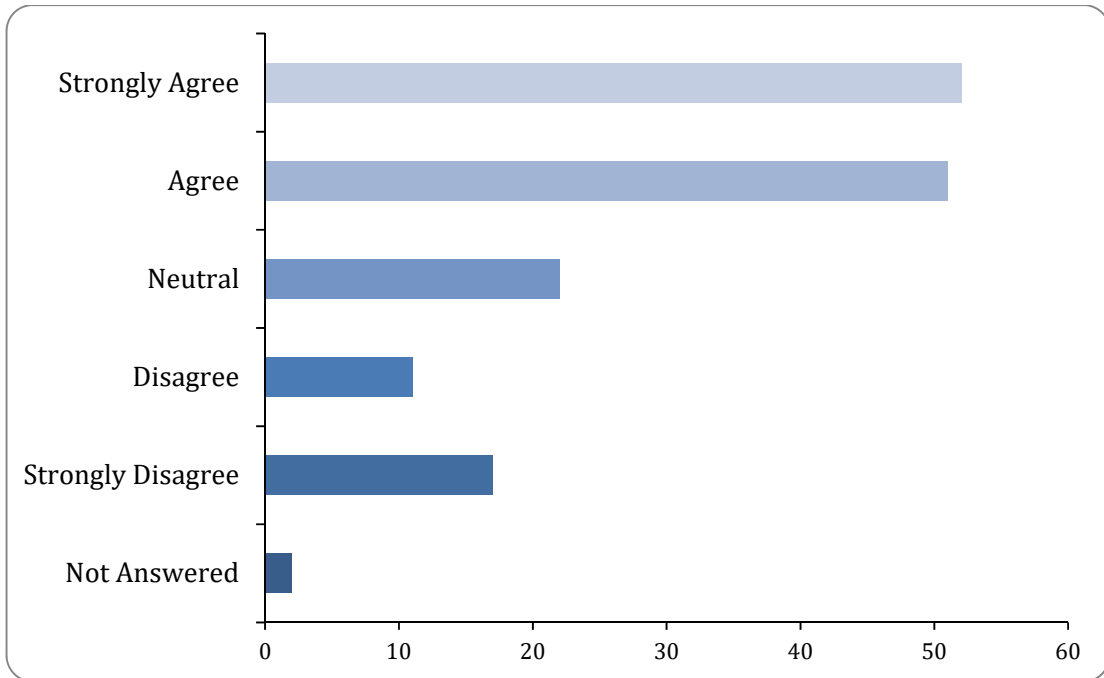
There were 151 responses to this part of the question.



Option	Total	Percent
Strongly Agree	20	12.90%
Agree	57	36.77%
Neutral	41	26.45%
Disagree	20	12.90%
Strongly Disagree	13	8.39%
Not Answered	4	2.58%

Significant Schemes - New social housing- £340 million – which will deliver a return in the future

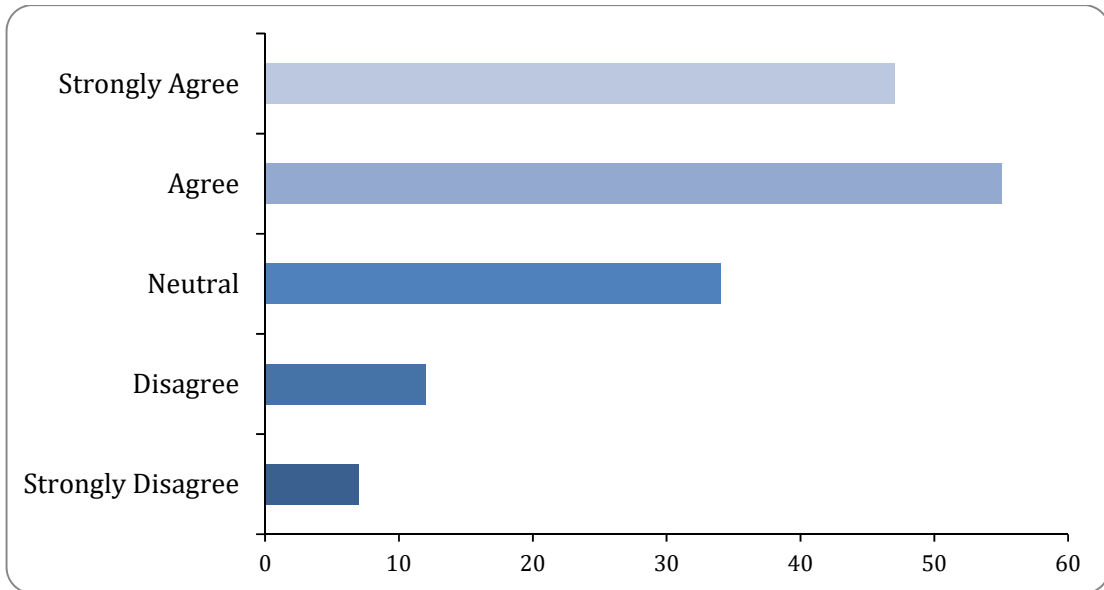
There were 153 responses to this part of the question.



Option	Total	Percent
Strongly Agree	52	33.55%
Agree	51	32.90%
Neutral	22	14.19%
Disagree	11	7.10%
Strongly Disagree	17	10.97%
Not Answered	2	1.29%

Significant Schemes - Council dwelling kitchen/bathrooms, heating, roofing, fire doors and electrical replacement, funded out of tenants' rents £30 million

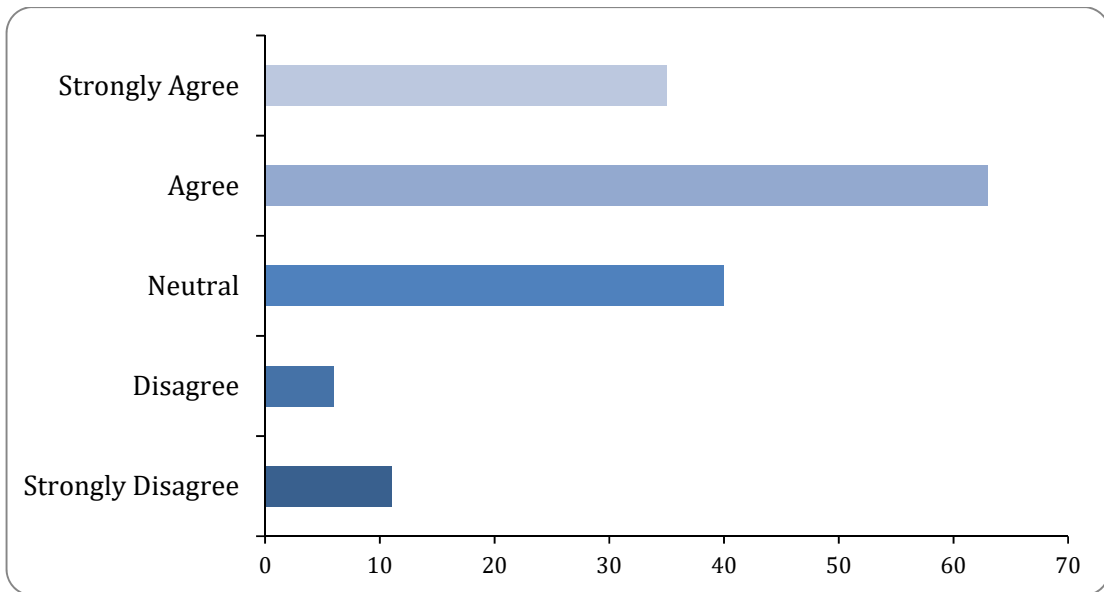
There were 155 responses to this part of the question.



Option	Total	Percent
Strongly Agree	47	30.32%
Agree	55	35.48%
Neutral	34	21.94%
Disagree	12	7.74%
Strongly Disagree	7	4.52%
Not Answered	0	0.00%

Significant Schemes - Environmental improvements to estates, funded out of tenants' rents £10.8 million

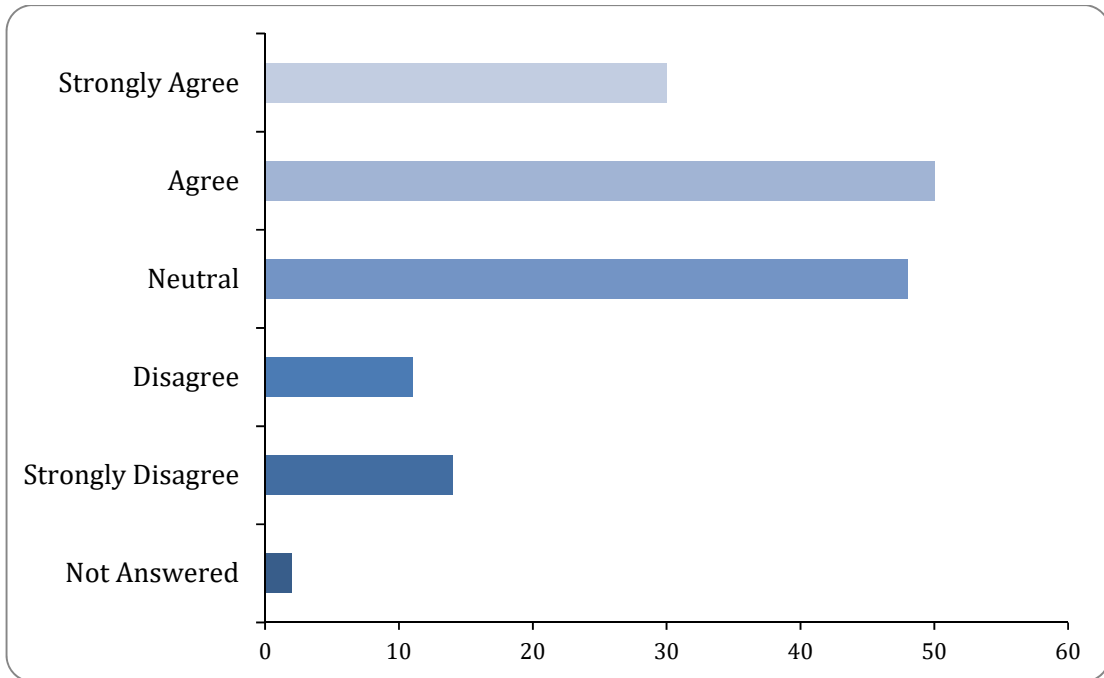
There were 155 responses to this part of the question.



Option	Total	Percent
Strongly Agree	35	22.58%
Agree	63	40.65%
Neutral	40	25.81%
Disagree	6	3.87%
Strongly Disagree	11	7.10%
Not Answered	0	0.00%

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

There were 153 responses to this part of the question.



Option	Total	Percent
Strongly Agree	30	19.35%
Agree	50	32.26%
Neutral	48	30.97%
Disagree	11	7.10%
Strongly Disagree	14	9.03%
Not Answered	2	1.29%

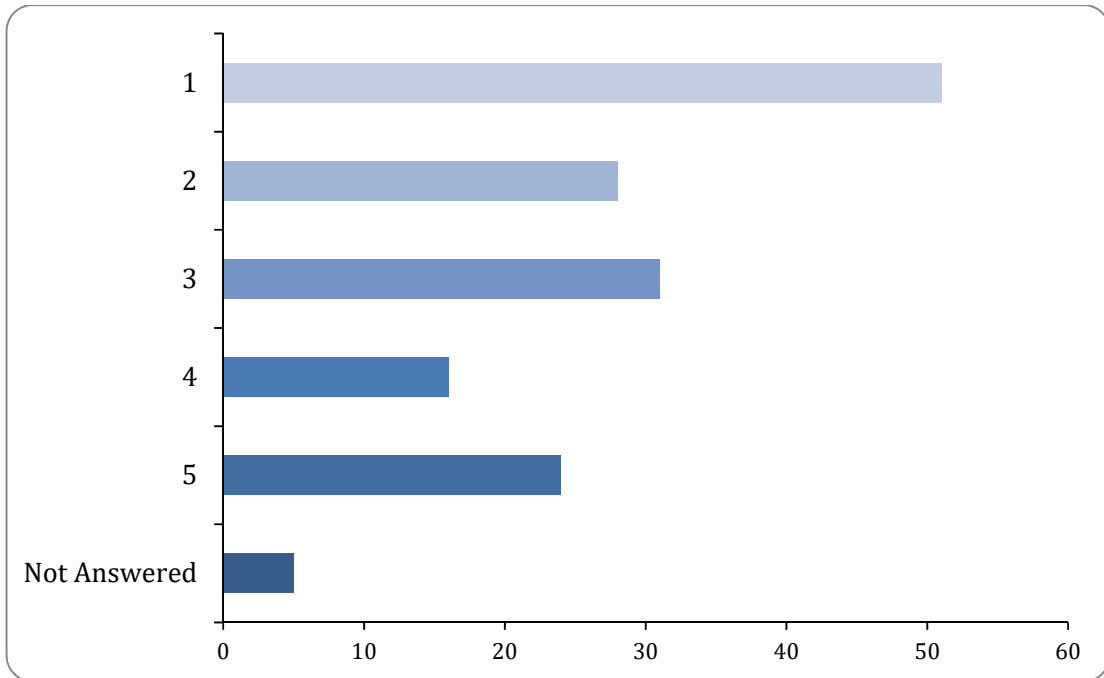
Please enter any additional comments here

There were 27 responses to this part of the question.

7: 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

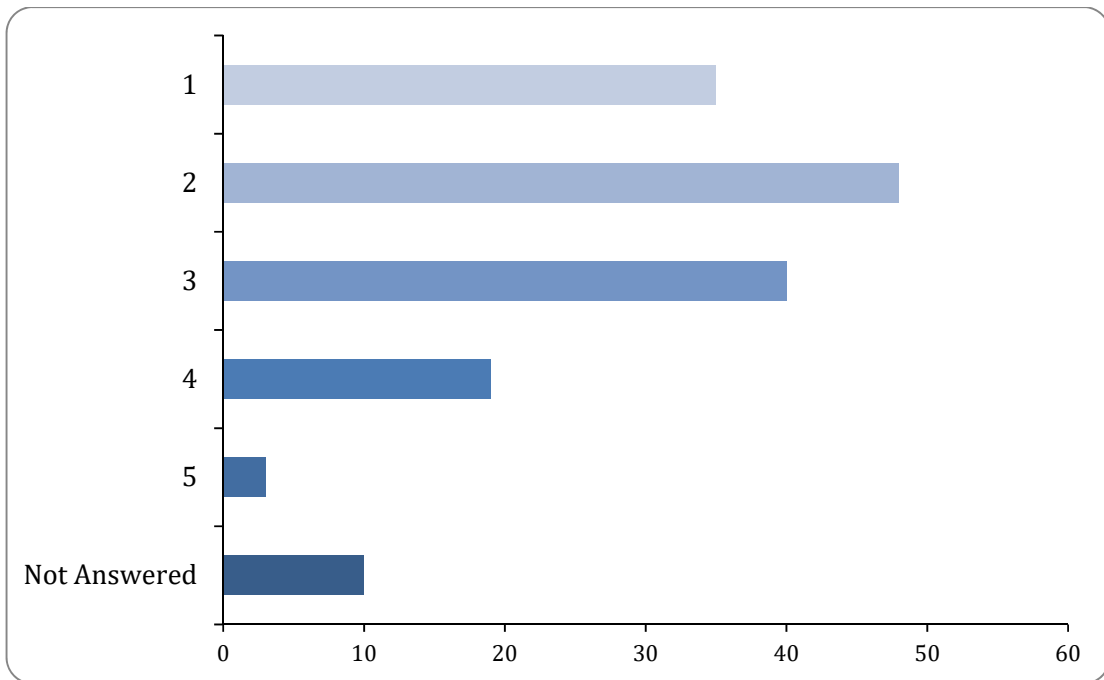
There were 150 responses to this part of the question.



Option	Total	Percent
1	51	32.90%
2	28	18.06%
3	31	20.00%
4	16	10.32%
5	24	15.48%
Not Answered	5	3.23%

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

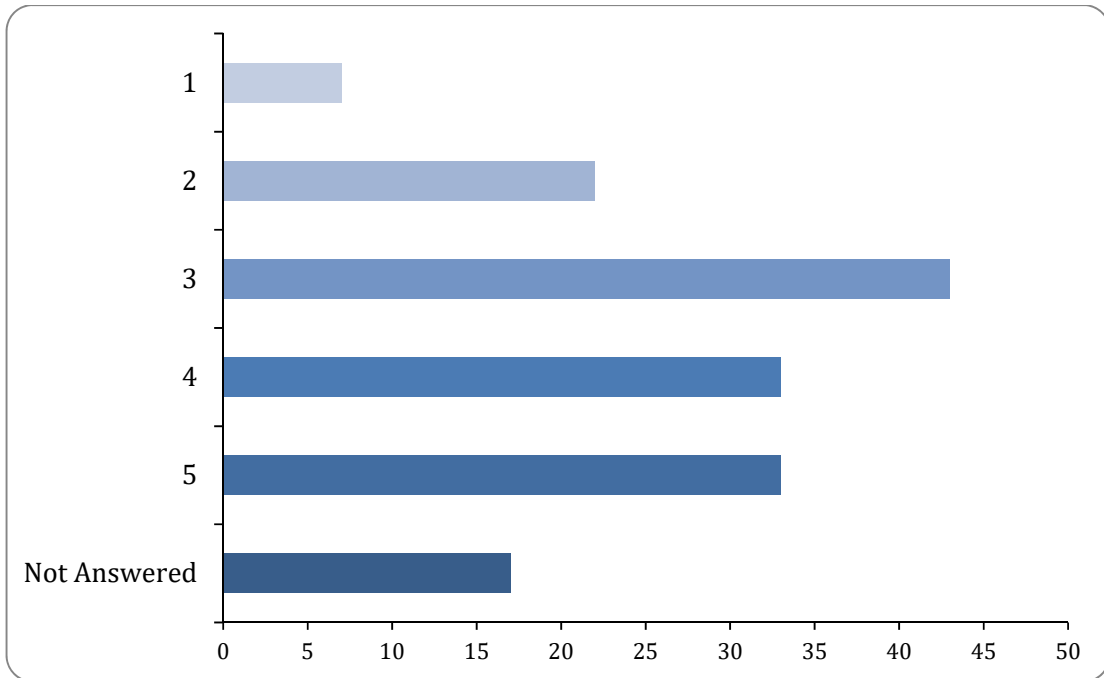
There were 145 responses to this part of the question.



Option	Total	Percent
1	35	22.58%
2	48	30.97%
3	40	25.81%
4	19	12.26%
5	3	1.94%
Not Answered	10	6.45%

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

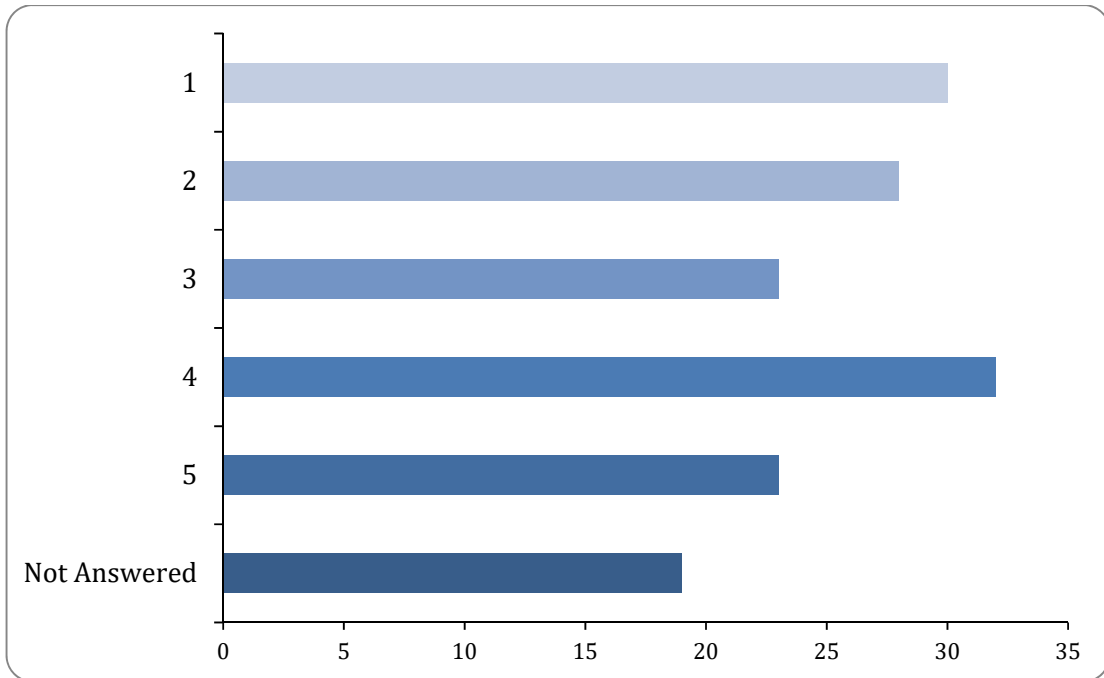
There were 138 responses to this part of the question.



Option	Total	Percent
1	7	4.52%
2	22	14.19%
3	43	27.74%
4	33	21.29%
5	33	21.29%
Not Answered	17	10.97%

Priorities for Council Housing - Improving energy efficiency of existing council homes and progressing to zero carbon

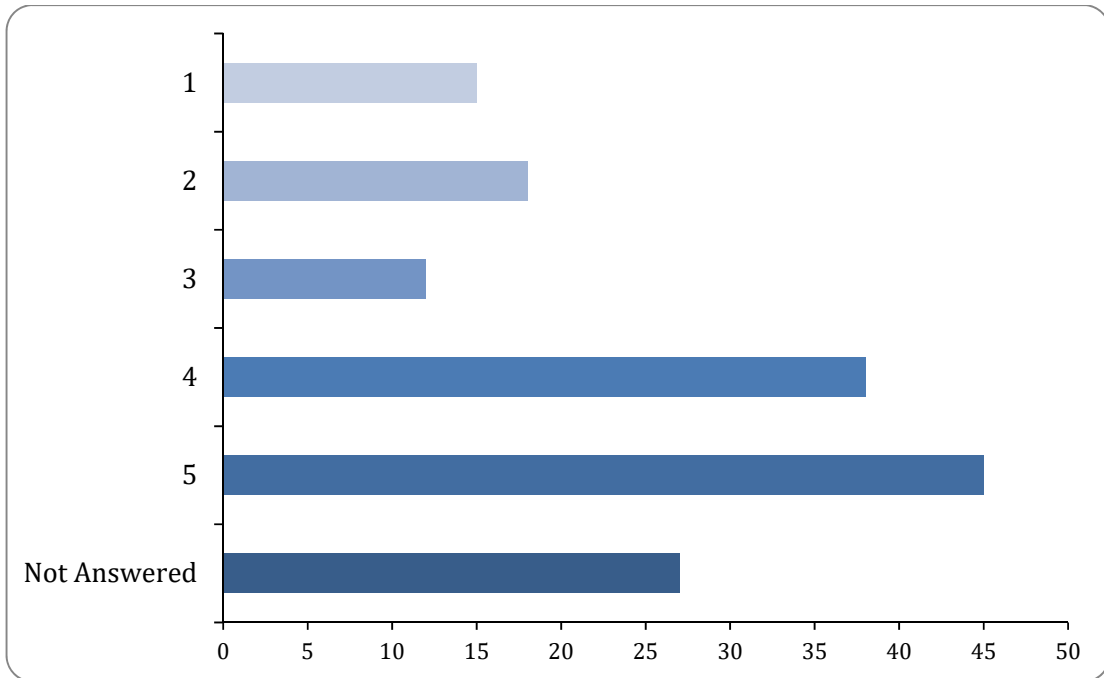
There were 136 responses to this part of the question.



Option	Total	Percent
1	30	19.35%
2	28	18.06%
3	23	14.84%
4	32	20.65%
5	23	14.84%
Not Answered	19	12.26%

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

There were 128 responses to this part of the question.



Option	Total	Percent
1	15	9.68%
2	18	11.61%
3	12	7.74%
4	38	24.52%
5	45	29.03%
Not Answered	27	17.42%

Please enter any additional comments here

There were 23 responses to this part of the question.

8: Are there any other comments that you would like to make on Oxford City Council's draft Medium Term Financial Strategy 2024-27 and Consultation Budget 2023 -24?

Other Comments

There were 61 responses to this part of the question.

9: What is your postcode?

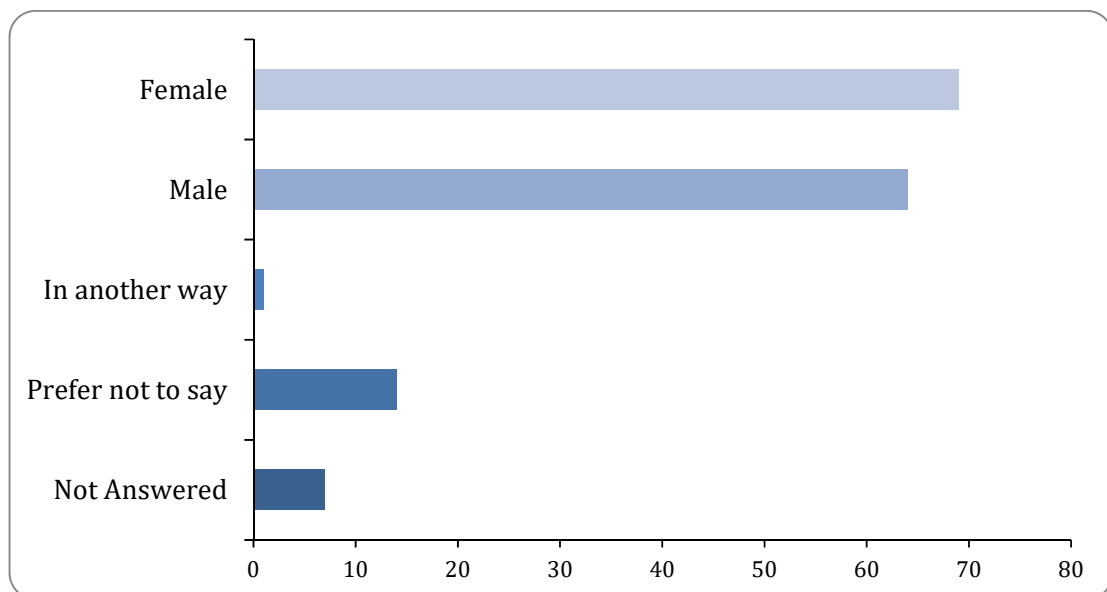
postcode

There were 137 responses to this part of the question.

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

Gender

There were 148 responses to this part of the question.

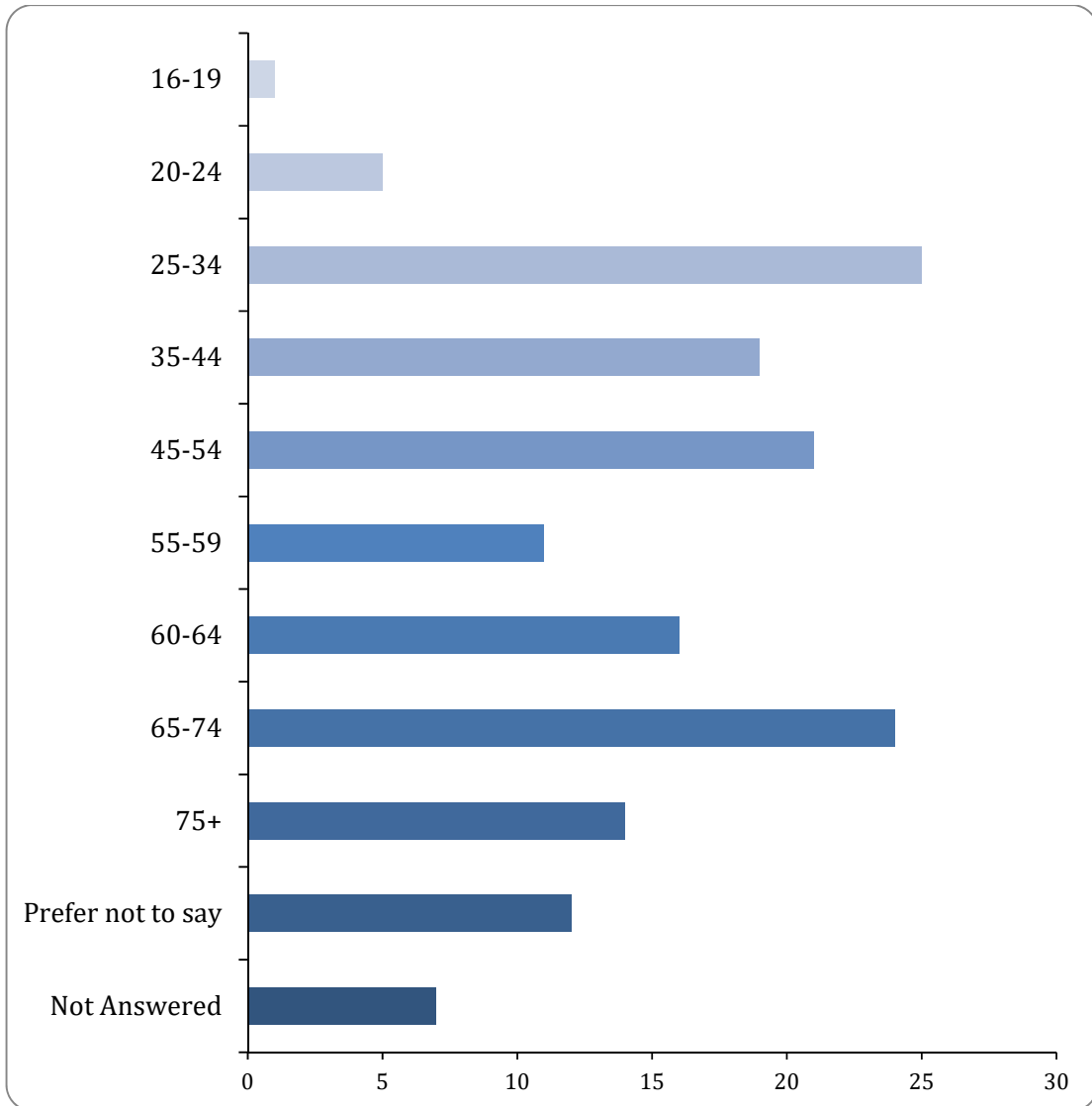


Option	Total	Percent
Female	69	44.52%
Male	64	41.29%
In another way	1	0.65%
Prefer not to say	14	9.03%
Not Answered	7	4.52%

11: Which age bracket do you fall into?

Age

There were 148 responses to this part of the question.

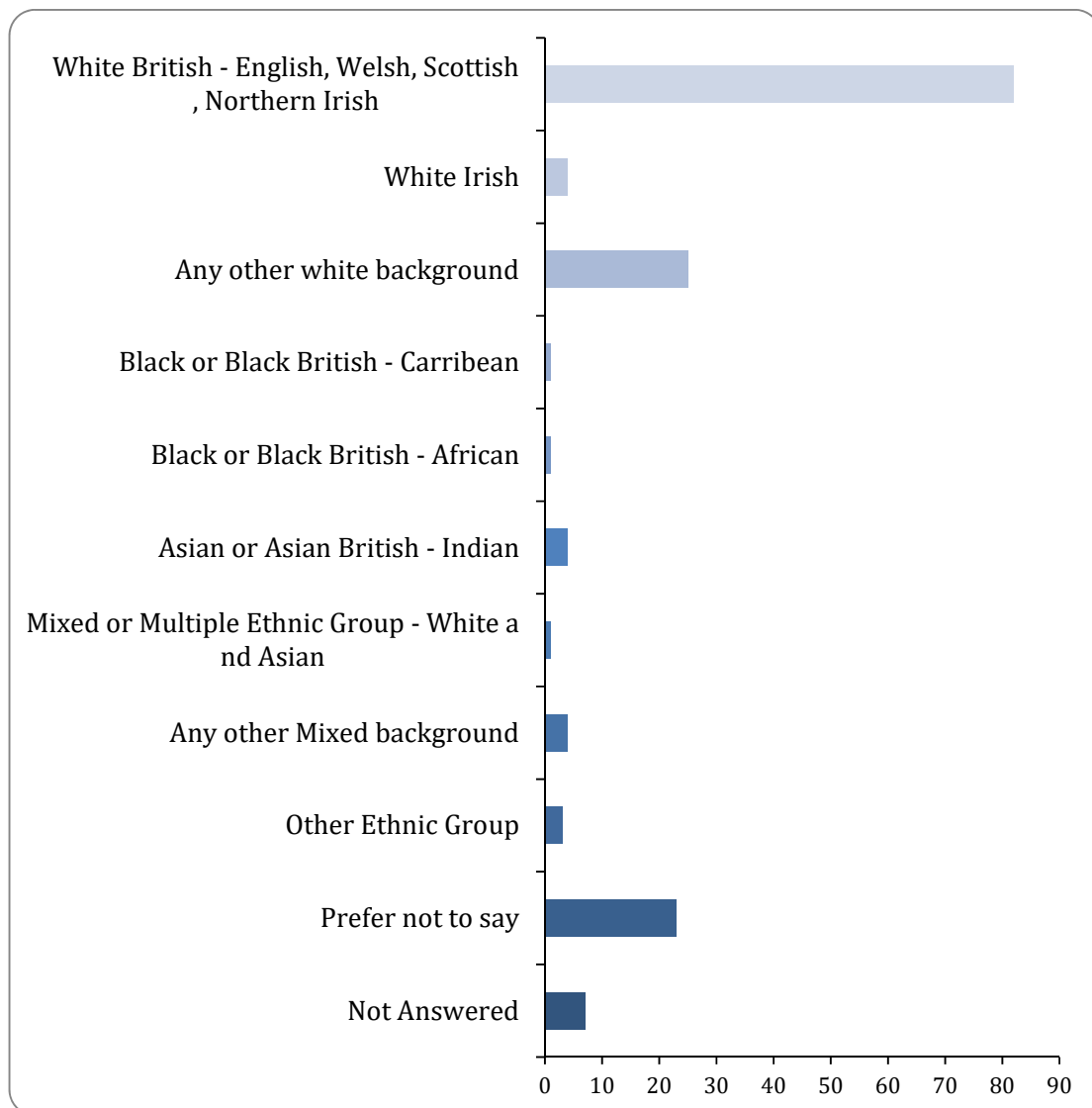


Option	Total	Percent
16-19	1	0.65%
20-24	5	3.23%
25-34	25	16.13%
35-44	19	12.26%
45-54	21	13.55%
55-59	11	7.10%
60-64	16	10.32%
65-74	24	15.48%
75+	14	9.03%
Prefer not to say	12	7.74%
Not Answered	7	4.52%

12: Which of the following best describes your ethnic group?

Ethnicity

There were 148 responses to this part of the question.



Option	Total	Percent
White British - English, Welsh, Scottish, Northern Irish	82	52.90%
White Irish	4	2.58%

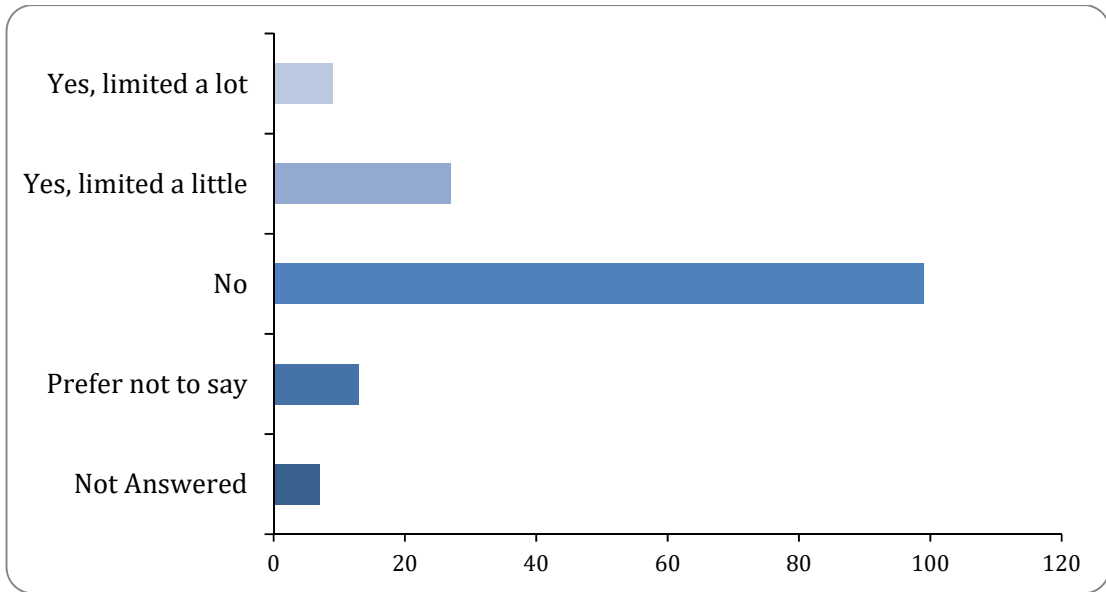
White Gypsy or Irish Traveller	0	0.00%
Any other white background	25	16.13%
Black or Black British - Carribean	1	0.65%
Black or Black British - African	1	0.65%
Any other black background	0	0.00%
Asian or Asian British - Indian	4	2.58%
Asian or Asian British - Pakistani	0	0.00%
Asian or Asian British - Bangladeshi	0	0.00%
Any other Asian background	0	0.00%
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	0.65%
Any other Mixed background	4	2.58%
Arab	0	0.00%
Chinese	0	0.00%
Other Ethnic Group	3	1.94%
Prefer not to say	23	14.84%
Not Answered	7	4.52%

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

Disability

There were 148 responses to this part of the question.

Oxford City Council



Option	Total	Percent
Yes, limited a lot	9	5.81%
Yes, limited a little	27	17.42%
No	99	63.87%
Prefer not to say	13	8.39%
Not Answered	7	4.52%

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To: Council
Date: 16 February 2023
Report of: Head of Financial Services
Title of Report: Council Tax 2023/24

Summary and recommendations											
Purpose of report:	To set out the necessary calculations to enable Council to set the 2023/24 Council Tax for Oxford City.										
Key decision:	No										
Cabinet Member with responsibility:	Councillor Ed Turner, Deputy Leader (Statutory), and Cabinet Member for Finance and Asset Management										
Corporate Priority:	All										
Policy Framework:	Budget										
Recommendations: That Council resolves to approve for the financial year 2023/24 recommendations 1 to 5 and to note points 6 to 8 below:											
1.	The City Council's precept and Council Tax requirement of £15,682,423 including Parish precepts and £15,415,353 excluding Parish precepts.										
2.	The average Band D Council Tax figure (excluding Parish Precepts) of £336.30, a 2.99% increase on the 2022/23 figure of £326.54. Including Parish Precepts the figure is £342.13, a 2.88% increase (see paragraphs 2 to 8).										
3.	A contribution of £10,000 to Old Marston Parish Council in recognition of the additional expenditure that the Parish incurs as a consequence of maintaining the cemetery (see paragraphs 11 and 12).										
4.	The amount of £666,093 to be treated as Special Expenses (see paragraph 16).										
5.	The Band D Council Taxes for the various areas of the City (excluding the Police and County Council's precepts) as follows:										
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 50%;">Littlemore</td> <td style="text-align: right;">£367.52</td> </tr> <tr> <td>Old Marston</td> <td style="text-align: right;">£369.96</td> </tr> <tr> <td>Risinghurst and Sandhills</td> <td style="text-align: right;">£359.59</td> </tr> <tr> <td>Blackbird Leys</td> <td style="text-align: right;">£341.16</td> </tr> <tr> <td>Unparished Area</td> <td style="text-align: right;">£339.20</td> </tr> </tbody> </table>	Littlemore	£367.52	Old Marston	£369.96	Risinghurst and Sandhills	£359.59	Blackbird Leys	£341.16	Unparished Area	£339.20
Littlemore	£367.52										
Old Marston	£369.96										
Risinghurst and Sandhills	£359.59										
Blackbird Leys	£341.16										
Unparished Area	£339.20										

These figures include Parish Precepts and special expensing amounts as appropriate; in addition to the City Wide Council Tax of £321.77.

The Council is also asked to note:

6. Oxfordshire County Council's precept and Band D Council Tax as set out in paragraph 19 below
7. The Police and Crime Commissioner for the Thames Valley's precept and Band D Council Tax as set out in paragraph 20 below, and
8. The overall average Band D equivalent Council Tax of £2,332.44 including Parish Precepts (subject to confirmation of the Band D figures for the County Council and Police and Crime Commissioner).

Appendices

Appendix 1	Statutory Calculations Required for Setting of the Council Tax
Appendix 2	Council Tax Charges per Band 2023/24
Appendix 3	Council Tax Setting Risk Register 2023/24

Introduction and background

1. The Localism Act, 2011 requires local authorities to calculate the amount of income to be collected from Council Tax based on the Band D charge multiplied by the Council's Tax Base. The City Council's calculation of this figure, the Council Tax Requirement, including the Parish Precepts is £15,682,423. The Council Tax Requirement for the Council's own purposes is £15,415,353. The detailed calculation is shown in Appendix 1.

Calculation of basic amount of Council Tax

2. The tax bases for the various parts of the City were approved by the Audit and Governance Committee on 18 January 2023 and totalled 45,838.1. This allows 2% for non-collection.
3. On 19 December 2022 the Secretary of State for Levelling Up, Housing and Communities published the Provisional Local Government Finance Settlement. This confirmed that the council tax referendum limit would increase to 3%. The Finance Settlement also confirmed that districts will be allowed to apply the higher of the referendum limit or £5.
4. Social Care authorities are allowed an additional 2% adult social care precept on top of the referendum limit.
5. Police and crime commissioners have a referendum limit of more than £15 on a Band D property.

6. The Basic Amount of Tax is calculated in accordance with Section 31B of the Local Government Finance Act 1992. Details are shown in Appendix 1 and summarised in Table 1 below.

Table 1 : Basic Amount of Band D Council Tax 2023/24	
Requirement from Council Tax	£15,415,353
<i>(including Parishes)</i>	£15,682,423
Tax Base	45,838.1
Basic Amount of Council Tax Band D	£336.30
<i>(including Parishes)</i>	£342.13

7. The Basic Amount of Council Tax (excluding Parish precepts) represents a 2.99% increase on the 2022/23 figure of £326.54 and an annual increase of £9.76 or approximately 19p per week.
8. The Basic Amount of Council Tax is calculated by dividing the Council Tax Requirement by the Tax Base. This amount of tax is calculated purely to comply with statutory requirements.

Calculation of actual amounts of Council Tax

9. The calculation of the City Wide Tax is set out in Table 2 below. The City Wide Tax is the base amount of Council Tax payable by all dwellings throughout the authority's area, with parish precepts and special expenses being added to this to form the full charge.

Table 2 : City Wide Band D Council Tax 2023/24	
Council Tax Requirement <i>(including Parishes)</i>	£15,682,423
<i>Less Parish Precepts</i>	<i>(-) £267,070</i>
<i>Less Special Expenses</i> <i>(see paragraph 16)</i>	<i>(-) £666,093</i>
City Wide Requirement	£14,749,260
Tax Base	45,838.1
City Wide Council Tax Band D	£321.77

10. The Parishes have issued the City Council with their precepts. These, and the associated special expensing requirement for other areas of the City, are as shown in Table 3 below.

Table 3 : Band D Parish Precepts & Special Expenses 2023/24						
	Parish Precept (net of funding)	Unparished Area Special Expenses net of Cemeteries	Special Expense for Cemeteries	Total	Tax Base Numbers	Average Band D
Littlemore	£91,724.00	n/a	£321.80	£92,045.80	2,012.0	£45.75
Old Marston	£62,182.28	n/a	n/a	£62,182.28	1,290.4	£48.19
Risinghurst and Sandhills	£58,775.00	n/a	£249.60	£59,024.60	1,560.6	£37.82
Blackbird Leys	£54,389.00	n/a	£452.34	£54,841.34	2,828.2	£19.39
Unparished Area	n/a	£658,967.79	£6,101.26	£665,069.05	38,146.9	£17.43
TOTAL	£267,070.28	£658,967.79	£7,125.00	£933,163.07	45,838.1	

Old Marston Parish

11. The May 2002 Guidance Note issued by Central Government (Dept. of Transport, Local Government and the Regions) on Financial Arrangements with Parish and Town Councils outlined principles that should be followed in financial arrangements between District and Parish Councils. These include:
 - Fairness in the provision of services (and access to them) by the principal authority between different parts of their area
 - Democratic control and accountability – to let local councils support additional services with additional expenditure
12. Old Marston Parish Council subsequently made a successful case to the Council for a contribution to the Parish in recognition of the additional expenditure that the Parish incurs in relation to maintaining the cemetery within the Parish. The use of the cemetery is not restricted to residents of that Parish; hence a contribution has been made to increase the parish precept in recognition of this fact since 2008/09. For 2023/24 the Old Marston Parish Precept has been calculated as £62,182.28 and a recommendation is made to Council to increase this by £10,000 to £72,182.28.

Unparished areas of the city

13. Only part of the city area is parished. In the Unparished Area the City Council itself undertakes the parish functions. Section 35 (2) of the Local Government Finance Act 1992, states that ‘special expenses’ should be calculated when there are “any expenses incurred by a billing authority in performing in a part of its area a function performed elsewhere in its area bya parish”.
14. Within the city area the services shown in the table below are currently provided by at least one Parish Council. To avoid double charging for the cost of providing these services, a special expense - equivalent to the cost of providing these services elsewhere in the City - is levied on those areas not providing them.

15. Table 4 below sets out the Special Expenses Account:

Table 4 : Special Expense Estimates included in calculations		
	2023/24	2022/23
Community Recreation	£468,415	£310,956
Parks Management	£6,962	£7,110
Grounds	£73,500	£92,121
Allotments	£41,841	£39,849
Ditches and Streams	£63,000	£63,000
Cemeteries	£7,125	£20,000
Street Furniture	£5,250	£105,000
Total	£666,093	£638,036

16. The calculation of Special Expenses is based on an assessment of the types of work undertaken in parishes as a whole. The services are provided in at least one if not all the Parishes. However, in the case of cemeteries, there is only one cemetery in the parished areas, located in Old Marston. As outlined in paragraph 12, Old Marston have put forward a successful case to the Council that the cemetery is available for use by people living outside of the Parish - particularly in respect of interment of ashes. The Council has previously accepted this case and approved a contribution to the Old Marston Precept. The total expenditure on the three remaining cemeteries has been charged across all areas except for the Old Marston Parish.
17. Further details of the calculations, as required by the Act are shown at Appendix 1.
18. Taxes by area and by Band are shown at Appendix 2.

Oxfordshire County Council

19. The County Council's likely precept figure for 2023/24 is £79,484,640.54 giving a Band D Council Tax of £1,734.03 a 4.99% increase on the 2022/23 figure of £1,651.61. The figures are due to be finalised on 14 February 2023. That percentage increase includes an overall Adult Social Care precept of 2%. The Provisional Local Government Finance settlement for 2023/24, announced on 19 December 2022, allowed Authorities with Adult Social Care (ASC) responsibilities to raise an ASC precept of 2%. The ASC precept was in addition to the normal referendum limit of 3%.

Police and Crime Commissioner for Thames Valley

20. The precept figure for 2023/24 is £11,747,388.27 giving a Band D Council Tax of £256.28 a 6.22% increase on the 2022/23 figure of £241.28. The Home Secretary announced on 19 December 2022 that he proposed to empower Police and Crime Commissioners to increase their Band D precept by up to £15 in 2023/24 without the need to call for a local referendum. The precept figure was confirmed by the Police and Crime Panel at its meeting on 27 January 2023.

Financial implications

21. These are all included within the main body of the report.

Legal issues

22. The Local Government Finance Acts, 1988 and 1992, as amended by The Localism Act 2011 prescribe the calculations in this report. The Billing Authority is required under section 30 of the Local Government Finance Act 1992 to set the Council Tax before the 11 March in the preceding financial year.

Level of risk and implications

23. Due to the increases explained in the paragraphs above Oxford residents will face an overall rise in their Council Tax liability for 2023/24 of an average of 4.81%. The average Band D Council Tax paid in Oxford in 2022/23 was £2,225.43. This will increase by £107.01 to £2,332.44 in 2023/24.

24. A risk assessment has been undertaken and a risk register is attached at Appendix 3. This includes a risk relating to the potential reputational impact on the City Council as Billing Authority for the area and a risk relating to the increased challenge of maintaining the collection rate.

Equalities impact

25. It is difficult to estimate the dimensions of equality risks around Council Tax increases. The Council has put in place proportionate mitigating actions such as the Council Tax Reduction Scheme and the work of the Housing Team to protect the most vulnerable and economically challenged households across the City.

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Appendix 1

Statutory Calculations Required for Setting of the Council Tax

1. On 18 January 2023 the Audit and Governance Committee approved:
 - a) the Council Tax Base 2023/24 for the whole Council area as 45,838.1 (Item T in the formula in Section 31B(3) of the Local Government Finance Act 1992, as amended) and,
 - b) for dwellings in those parts of its area to which a Parish precept, or Special Expenses relates as:

Littlemore Parish	2,012.0
Old Marston Parish	1,290.4
Risinghurst & Sandhills Parish	1,560.6
Blackbird Leys Parish	2,982.2
Unparished Area of the City	38,146.9

2. The Council Tax requirement for the Council's own purposes for 2023/24 (excluding Parish precepts) is £15,415,353.
3. The following amounts have been calculated for the year 2023/24 in accordance with Sections 31 to 36 of the Act:
 - a) £170,692,789 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
 - b) £155,010,366 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
 - c) £15,682,423 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax Requirement for the year (item R in the formula in Section 31A(4) of the Act). This figure includes the Parish Precepts.
 - d) £342.13 being the amount at 3(c) above (Item R), all divided by item T (1(a) above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
 - e) £933,163 being the aggregate amount of all special items (Parish precepts and Unparished area special expenses) referred to in Section 34(1) of the Act.
 - f) £321.77 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1a above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish Precept/Special Expenses relates.

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Appendix 2

Council Tax Charges per Band 2023/24

Littlemore	A	B	C	D	E	F	G	H
Parish Special Expenses	£30.50	£35.58	£40.67	£45.75	£55.92	£66.08	£76.25	£91.50
City Wide Tax	£214.51	£250.27	£286.02	£321.77	£393.27	£464.78	£536.28	£643.54
City Total	£245.01	£285.85	£326.69	£367.52	£449.19	£530.86	£612.53	£735.04
PCC for Thames Valley	£170.85	£199.33	£227.80	£256.28	£313.23	£370.18	£427.13	£512.56
Oxfordshire County	£1,156.02	£1,348.69	£1,541.36	£1,734.03	£2,119.37	£2,504.71	£2,890.05	£3,468.06
Total	£1,571.88	£1,833.87	£2,095.85	£2,357.83	£2,881.79	£3,405.75	£3,929.71	£4,715.66

Old Marston	A	B	C	D	E	F	G	H
Parish Special Expenses	£32.13	£37.48	£42.84	£48.19	£58.90	£69.61	£80.32	£96.38
City Wide Tax	£214.51	£250.27	£286.02	£321.77	£393.27	£464.78	£536.28	£643.54
City Total	£246.64	£287.75	£328.86	£369.96	£452.17	£534.39	£616.60	£739.92
PCC for Thames Valley	£170.85	£199.33	£227.80	£256.28	£313.23	£370.18	£427.13	£512.56
Oxfordshire County	£1,156.02	£1,348.69	£1,541.36	£1,734.03	£2,119.37	£2,504.71	£2,890.05	£3,468.06
Total	£1,573.51	£1,835.77	£2,098.02	£2,360.27	£2,884.77	£3,409.28	£3,933.78	£4,720.54

Risinghurst and Sandhills	A	B	C	D	E	F	G	H
Parish Special Expenses	£25.21	£29.42	£33.62	£37.82	£46.22	£54.63	£63.03	£75.64
City Wide Tax	£214.51	£250.27	£286.02	£321.77	£393.27	£464.78	£536.28	£643.54
City Total	£239.72	£279.69	£319.64	£359.59	£439.49	£519.41	£599.31	£719.18
PCC for Thames Valley	£170.85	£199.33	£227.80	£256.28	£313.23	£370.18	£427.13	£512.56
Oxfordshire County	£1,156.02	£1,348.69	£1,541.36	£1,734.03	£2,119.37	£2,504.71	£2,890.05	£3,468.06
Total	£1,566.59	£1,827.71	£2,088.80	£2,349.90	£2,872.09	£3,394.30	£3,916.49	£4,699.80

Blackbird Leys	A	B	C	D	E	F	G	H
Parish Special Expenses	£12.93	£15.08	£17.24	£19.39	£23.70	£28.01	£32.32	£38.78
City Wide Tax	£214.51	£250.27	£286.02	£321.77	£393.27	£464.78	£536.28	£643.54
City Total	£227.44	£265.35	£303.26	£341.16	£416.97	£492.79	£568.60	£682.32
PCC for Thames Valley	£170.85	£199.33	£227.80	£256.28	£313.23	£370.18	£427.13	£512.56
Oxfordshire County	£1,156.02	£1,348.69	£1,541.36	£1,734.03	£2,119.37	£2,504.71	£2,890.05	£3,468.06
Total	£1,554.31	£1,813.37	£2,072.42	£2,331.47	£2,849.57	£3,367.68	£3,885.78	£4,662.94

Unparished Area	A	B	C	D	E	F	G	H
Special Expenses	£11.62	£13.56	£15.49	£17.43	£21.30	£25.18	£29.05	£34.86
City Wide Tax	£214.51	£250.27	£286.02	£321.77	£393.27	£464.78	£536.28	£643.54
City Total	£226.13	£263.83	£301.51	£339.20	£414.57	£489.96	£565.33	£678.40
PCC for Thames Valley	£170.85	£199.33	£227.80	£256.28	£313.23	£370.18	£427.13	£512.56
Oxfordshire County	£1,156.02	£1,348.69	£1,541.36	£1,734.03	£2,119.37	£2,504.71	£2,890.05	£3,468.06
Total	£1,553.00	£1,811.85	£2,070.67	£2,329.51	£2,847.17	£3,364.85	£3,882.51	£4,659.02

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Appendix 3 - Risk Register

Setting of the Council Tax 2023/24

As at: 16 February 2023

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

Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain

Ref	Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Target		Comments	Controls				
								I	P	I	P	I	P		Control description	Due date	Status	Progress	Action Owner
Council Tax Setting																			
1	Incorrect property numbers	A different level of Council Tax debit to the estimate could be raised.	O / T	An increase in the number of new properties or a reduction in the number of current properties than estimated in the remainder of 2022/23 and in 2023/24.	Unexpected surpluses or deficits in the Collection Fund. If there is a surplus, there will be an increased level of cash flow for the Council, resulting in increased investment opportunities. If there is a deficit, the City Council may have to take out borrowing to cover cash flow fluctuations.	25/01/2023		4	3	3	2	3	2		Assumptions used in the number of new builds are conservative. The estimate is reduced by 50% to allow for possible delays in these new properties being built and occupied in 2023/24.	Ongoing	Ongoing	100%	Ryan Taylor
2	Changes to exemptions, discounts and Council Tax Reduction Scheme	A different level of collectable Council Tax to the estimate.	O / T	An increase or reduction in the number of exemptions, discounts and tax payers eligible for Council Tax Reduction Scheme applied than estimated in 2023/24.	Unexpected surpluses or deficits in the Collection Fund. If there is a surplus, there will be an increased level of cash flow for the Council, resulting in increased investment opportunities. If there is a deficit, the City Council may have to take out borrowing to cover cash flow fluctuations.	25/01/2023		4	3	3	2	3	2		Council Tax Officers in Financial Services continually review existing exemption, discounts and Council Tax Reduction Scheme claimant cases to ensure these should still be granted. Assumptions are based on prior years/historical trends and take account of external impacts.	Ongoing	Ongoing	100%	Ryan Taylor
3	Incorrect Council Tax Collection Rate	An incorrect collection rate could result in a shortfall or surplus of cash received by the City Council and future Collection Fund surpluses or deficits.	O / T	Council Tax collection rate being higher or lower than anticipated. This could be impacted by the current Cost of Living Crisis that could make it more difficult to collect the higher rate of Council Tax.	Unexpected surpluses or deficits in the Collection Fund. If there is a surplus, there will be an increased level of cash flow for the Council, resulting in increased investment opportunities. If there is a deficit, the City Council may have to take out borrowing to cover cash flow fluctuations.	25/01/2023		4	3	3	2	3	2		The Council eventually collects over 98% of the collectable debit for each period. Council Tax officers in Financial Services carry out regular reminder runs in cases of non-payment followed by Magistrates Court proceedings (if necessary).	Ongoing	Ongoing	100%	Ryan Taylor
4	A change in the number homes marked as long term empty	If the number of homes marked as long term empty is incorrect, the overall collectable Council Tax would be affected.	T	If the number long term empty homes is reduced, the overall tax base would also reduce.	Unexpected surpluses or deficits in the Collection Fund. If there is a surplus, there will be an increased level of cash flow for the Council, resulting in increased investment opportunities. If there is a deficit, the City Council may have to take out borrowing to cover cash flow fluctuations.	25/01/2023		4	3	3	2	3	2		Long term empty properties are reviewed on an ongoing basis to ensure the correct number of properties is being reported.	Ongoing	Ongoing	100%	Ryan Taylor

Current Risk Score

This is the risk score at the time that the risk is reviewed. When the risk is first identified it will be the same as the gross risk score. The current risk score is tracked to ensure that progress is being made to manage the risk

Residual Risk Score

This is the risk score after mitigating actions have taken place. The residual risk score shows how effective your action plans are at managing the risk.

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To: Cabinet
Date: 8 February 2023
Report of: Head of Financial Services
Title of Report: Treasury Management Strategy 2023/24

Summary and recommendations	
Purpose of report:	To present the Council's Treasury Management Strategy for 2023/24 together with the Prudential Indicators for 2023/24 to 2026/27
Key decision:	Yes
Cabinet Member:	Councillor Ed Turner, Deputy Leader (Statutory) and Cabinet Member for Finance and Asset Management
Corporate Priority:	All
Policy Framework:	Council Strategy 2020 - 24
Recommendations: That Cabinet resolves to:	
Recommend that Council approves:	
<ol style="list-style-type: none"> 1. The Treasury Management Strategy 2023/24 as set out in paragraphs 29 to 78 of this report and the Prudential Indicators for 2023/24 – 2026/27 as set out in Appendix 2; 2. The Borrowing Strategy 2023/23 at paragraphs 52 to 54 of this report; 3. The Minimum Revenue Provision (MRP) Statement at paragraphs 55 to 57 which sets out the Council's policy on charging borrowing to the revenue account; 4. The Investment Strategy for 2023/24 and the investment criteria as set out in paragraphs 58 to 77 of this report and in Appendix 1; and 5. The Treasury Management Scheme of Delegation at Appendix 4 	

Appendices	
Appendix 1	Credit and Counterparty Risk Management
Appendix 2	Prudential Indicators 2023/24 – 2026/27
Appendix 3	Environmental, Social and Governance (ESG) Policy
Appendix 4	Scheme of Delegation
Appendix 5	Risk Register

Summary

1. The Council's Treasury Management Strategy has been written in accordance with the CIPFA Prudential Code, the CIPFA Treasury Management Code of Practice (the Codes) and the Department of Levelling Up, Housing and Communities' (DLUHC) Guidance on Local Government Investments.
2. The report presents the Council's prudential indicators for 2023/24 – 2026/2027. 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 2022 was £107.7 million. The actual daily value fluctuated between £79.5 million and £135.0 million. For the previous calendar year, average balances were £101.2 million and daily values ranged from £77.6 million to £128.8 million.
4. All external debt as at 31 March 2022 (£198.5m) relates to the Housing Revenue Account (HRA) self-financing debt originally 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 2023/24 to 2026/27, including the loans to the Council's Housing Company (£89.0 million), the level of prudential borrowing will increase to over £813.3 million in 2026/27 from the projected £374.8 million at the end of 2022/23. Borrowing from internal resources will be maximised on the General Fund, however much of the borrowing will need to be from external resources with anticipated external borrowing increasing from £198.5 million to £698.5 million in 2026/27. The Housing Revenue Account Capital Programme is largely funded from council house rents over time but includes £376.4 million borrowing from 2022/23 to 2025/26. Since the Council operates a two pool system for borrowing, any prudential borrowing on the HRA will be funded by external borrowing to the same value.
6. The CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice were revised in late 2021 and these versions have been fully adopted from 2023/24 onwards in line with the required adoption timescale. The key changes are outlined in the section below.
7. All Prudential Indicators continue to be covered together in the Treasury Strategy. This will allow the indicators to be seen as a whole and in the context of Treasury Management activity to which they are closely related. There are, however, some cross-overs to areas covered in more detail by the Capital Strategy. There have been changes to the indicators in line with the requirements of the codes.
8. The Department for Levelling Up, Housing and Communities (DLUHC) is due to undertake an additional consultation on the detail of proposed changes to regulations around Minimum Revenue Provision. 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 which, following discussions with DLUHC are expected to have limited impact on the Council. 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.

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

Key Changes from Previous Years

10. CIPFA published the revised Codes on 20th December 2021 and has stated that revisions need to be included in the reporting framework from the 2023/24 financial year. The Council, therefore, has to have regard to these Codes of Practice when it prepares the Treasury Management Strategy Statement and Annual Investment Strategy, and also related reports during the financial year, which are taken to Full Council for approval.
11. The revised Treasury Management Code has widened the definition of investments and requires all investments and investment income to be attributed to one of the following three purposes: -

Treasury management – Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

Service delivery – Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose". These are covered by considerations in the Capital Strategy but are also included in the prudential indicators in this report.

Commercial return – Investments held primarily for financial return (which is measured as 50% or more) with limited treasury management or direct service provision purpose. Risks on such investments should be proportionate to an authority's financial capacity – i.e., that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return. The Council is not planning to undertake this type of activity.

12. The Prudential Indicators have been revised in line with the Codes of Practice. This includes separate indicators relating to “commercial investment” and “service investment”. This change has occurred due to some Councils (which have been featured in the press) incurring substantial expenditure buying investment properties to support their revenue budgets. Changes include: -
 - Adopting a new liability benchmark treasury indicator to support the financing risk management of the capital financing requirement; this is to be shown in chart form for a minimum of ten years, with material differences between the liability benchmark and actual loans to be explained;
 - A prudential indicator for the net income from commercial and service investments as a proportion of the net revenue stream;
 - Long-term treasury investments, (including pooled funds), are to be classed as commercial investments unless justified by a cash flow business case;
 - Pooled funds are to be included in the indicator for principal sums maturing in years beyond the initial budget year;
13. Inclusion of Management Practices around managing risks and other governance arrangements associated with non-treasury investments, (similar to the current Treasury Management Practices) – this is included within the Capital Strategy.
14. Production of a knowledge and skills register for officers and members involved in the treasury management function to be proportionate to the size and complexity of the treasury management conducted by each authority. This will be considered over the 2023/24 financial year and any training needed will be identified.
15. Environmental, social and governance (ESG) issues to be considered within an authority’s treasury management policies and practices (TMP1) where applicable.
16. A scheme of delegation which formally defines where various reports and information are considered and / or approved (this is shown at Appendix 4).

Interest and Economic Outlook

17. 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 provided the following forecasts on 19th December 2022. This includes forecasts for Public Works Loans Board (PWLB) interest rates which represent gilt yields plus 80 bps (0.8%).

Link Group Interest Rate View		19.12.22											
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
BANK RATE	3.50	4.25	4.50	4.50	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.50	2.50
3 month ave earnings	3.60	4.30	4.50	4.50	4.50	4.00	3.80	3.30	3.00	3.00	2.80	2.50	2.50
6 month ave earnings	4.20	4.50	4.60	4.50	4.20	4.10	3.90	3.40	3.10	3.00	2.90	2.60	2.60
12 month ave earnings	4.70	4.70	4.70	4.50	4.30	4.20	4.00	3.50	3.20	3.10	3.00	2.70	2.70
5 yr PWLB	4.20	4.20	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.20	3.10
10 yr PWLB	4.30	4.40	4.40	4.30	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.30
25 yr PWLB	4.60	4.60	4.60	4.50	4.40	4.20	4.10	4.00	3.90	3.70	3.60	3.50	3.50
50 yr PWLB	4.30	4.30	4.30	4.20	4.10	3.90	3.80	3.70	3.60	3.50	3.30	3.20	3.20

Link Group Interest Rate View		08.11.22											
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
BANK RATE	3.50	4.25	4.50	4.50	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.50	2.50
3 month ave earnings	3.60	4.30	4.50	4.50	4.50	4.00	3.80	3.30	3.00	3.00	2.80	2.50	2.50
6 month ave earnings	4.20	4.50	4.60	4.50	4.20	4.10	3.90	3.40	3.10	3.00	2.90	2.60	2.60
12 month ave earnings	4.70	4.70	4.70	4.50	4.30	4.20	4.00	3.50	3.20	3.10	3.00	2.70	2.70
5 yr PWLB	4.30	4.30	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.20	3.10
10 yr PWLB	4.50	4.50	4.40	4.30	4.20	4.00	3.90	3.70	3.60	3.50	3.40	3.30	3.20
25 yr PWLB	4.70	4.70	4.60	4.50	4.40	4.30	4.10	4.00	3.90	3.70	3.60	3.50	3.50
50 yr PWLB	4.30	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.40	3.30	3.20	3.20

Bank Rate

18. The interest rate forecast reflects a view that the Monetary Policy Committee (MPC) of the Bank of England will wish to put in what measures that it can to demonstrate it's trying to control inflation by delivering a succession of rate increases. This has happened but the Government's policy of emphasising fiscal control will probably mean Bank Rate will not need to increase to further than 4.5%. It is anticipated that the Bank of England will loosen monetary policy when inflationary pressures reduce, However if they cut too soon, inflationary pressures may well build up further; but if they cut too late then any downturn or recession may be prolonged.
19. The Consumer Prices Index (CPI) measure of inflation looks to have peaked at 11.1% in Q4 2022 (currently 10.7%). Despite the cost-of-living pressures, the Bank will want to see evidence that wages are not spiralling upwards in what is evidently a very tight labour market. However increased interest rates will tend to put additional pressure on costs.
20. The plan to sell £10bn of gilts back into the market each quarter (Quantitative Tightening) has started and will focus on the short, medium and longer period.
21. In the future, interest rate forecasts will be influenced by economic data releases, clarifications from the MPC over its monetary policies, clarifications from the Government over its fiscal policies, and macro-economic factors including the on-going conflict between Russia and Ukraine and the heightened tensions between China, Taiwan and the United States.
22. Consumers are still estimated to be sitting on over £160bn of excess savings left over from the pandemic however, most of those are held by more affluent people whereas lower income families already spend nearly all their income on essentials such as food, energy and rent / mortgage payments.

Gilt Yields/PWLB rates

23. The yield curve movements have become less volatile and the Public Works Loans Board (PWLB) Certainty Rates from 5 to 50 years are, generally, in the range of 4.10% to 4.80%. The forecasts assume that the markets have already built in nearly all the effects on gilt yields of the likely increases in Bank Rate and the elevated inflation outlook.
24. The overall balance of risks to economic growth in the UK is to the downside. Indeed, the Bank of England projected two years of negative growth in their November Quarterly Monetary Policy Report.
25. Downside Risks to current forecasts are:
- Labour and supply shortages prove more enduring and disruptive and depress economic activity.
 - The Bank of England acts too quickly, or too far, over the next year to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than anticipated.
 - UK / EU trade arrangements – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
 - Geopolitical risks, for example in Ukraine/Russia, China/Taiwan/US, Iran, North Korea and Middle Eastern countries, which could lead to increasing safe-haven flows.
26. Upside risks to current forecasts are:
- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly and for a longer period within the UK economy, which then necessitates the Bank Rate staying higher for longer than currently projected or even necessitates a further series of increases in Bank Rate.
 - The Government acts too quickly to cut taxes and/or increases expenditure in light of the cost-of-living pressures.
 - The pound weakens because of a lack of confidence in the UK Government's fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.
 - Longer term US treasury yields rise strongly and pull gilt yields up higher than currently forecast.
 - Projected gilt issues are too much for the markets to accommodate leading to higher yields.

Investment and borrowing Rates

27. The Link long-term (beyond 10 years) forecast for Bank Rate is 2.5%. As all PWLB certainty rates are now above this level, borrowing strategies will need to be reviewed in that context. Better value can generally be obtained at the shorter end of the curve and short-dated fixed Local authority to Local Authority money should also be considered. Temporary borrowing rates are likely to remain near Bank Rate and may also prove attractive whilst the market waits for inflation, and therefore gilt yields, to drop back later in 2023.

28. Link's suggested budgeted earnings rates for investments up to about three months' duration in each financial year are as follows: -

Average earnings in each year	
2022/23 (remainder)	4.00%
2023/24	4.40%
2024/25	3.30%
2025/26	2.50%
2026/27	2.50%
Years 6 to 10	2.80%
Years 10+	2.80%

This shows the expected trajectory in interest rates. This profile has been built in to the Council's medium term financial plan.

Treasury Management Strategy Statement

Background

29. 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.
30. 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.
31. 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.

32. 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.

33. 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.”

34. Revised reporting has been required for the 2019/20 reporting cycle onwards due to revisions of the then Ministry for Housing, Communities and Local Government (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

35. 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. This service will be put out to tender over the coming months. 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.

36. 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.

Training

37. The CIPFA Treasury Management Code requires the responsible officer to ensure that officers and members with responsibility for treasury management receive adequate training in treasury management. This focus of this is on members responsible for scrutiny.

38. The code also says that authorities should carry out the following to monitor and review knowledge and skills:

- Record attendance at training and ensure action is taken where poor attendance is identified.
 - Prepare tailored learning plans for treasury management officers and board/council members.
 - Require treasury management officers and board/council members to undertake self-assessment against the required competencies.
 - Have regular communication with officers and board/council members, encouraging them to highlight training needs on an ongoing basis.”
39. The training needs of treasury management officers are periodically reviewed. A formal record of the training received by officers central to the Treasury function will be maintained by the Treasury Manager. Similarly, a formal record of the treasury management / capital finance training received by members will also be maintained.
40. Officers will identify a training plan to be delivered over 2023/24, probably using the independent expertise of the Council’s Treasury Advisors, Link.

Bank Account Management

41. Bank accounts for the Council and wholly owned companies are with the same banker. Accounts have a grouping arrangement in place which means that overall there are limits of a net overdraft of £100k and aggregate overdraft balances cannot exceed £5 million.
42. The daily treasury function aims to keep net overnight balances as close to zero as possible to maximise the level of funds invested and balances between accounts are managed by making temporary cash transfers between the entities.
43. Interest is paid / charged based on the true balance (i.e. excluding any temporary cash transfers). Overdrawn balances are charged at a rate based on PWLB 1 year borrowing rates plus a supplement to account for arms-length transfer pricing; interest is paid at the average interest earned on investments (excluding the pooled funds).

Borrowing and Debt

44. 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. The arrangements also facilitate ‘invest to save’ schemes where they are affordable, prudent and sustainable.
45. In the Prudential Code guidance, CIPFA has defined the Council’s investments in Property Funds and Multi Asset Funds as “Commercial Investments”. It then goes on to say “Authorities with existing commercial investments (including property) are not required by this Code to sell these investments. Such authorities may carry out prudent active management and rebalancing of their portfolios. However, authorities that have an expected need to borrow should

review options for exiting their financial investments for commercial purposes and summarise the review in their annual treasury management or investment strategies.” Accordingly the Council’s Chief Financial Officer has considered these investments and does not believe that divesting from them is prudent or appropriate given the current economic climate and also does not consider that divestment is in the best interest of the Council or its Medium Term Financial Plan at this time.

46. 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.
47. The Council’s draft Capital Programme for 2023/24 to 2026/27, which appears elsewhere on the Agenda; includes the £481.6 million expenditure which is currently planned to be financed by borrowing of which £317.2 million relates to the Housing Revenue Account.
48. The Council Chief Financial Officer (the Section 151 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; and
 - The impact of borrowing in advance on cash balances and the consequent increase in counterparty risk.
49. 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.
50. 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 currently expected that this will be refinanced.

51. 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 2023/24

52. The Council had £60.4 million internal borrowing as at 1st April 2022. 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.

53. 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 than other sources of borrowing again. 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

54. 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 2023/24

55. 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.

56. 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.
57. It is recommended that these MRP methodologies continue to be adopted for 2023/24, noting that these are likely to change for 2024/25 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 is looking to make changes to 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 2023/24

58. This Treasury Management Strategy and the Annual Investment Strategy deals solely with treasury management investments; the categories of service delivery and commercial investments are addressed as part of the Capital Strategy report and appendix and also appear within the prudential indicators set out in appendix 2 to this report.

Management of Risk

59. The Department for Levelling Up, Housing and Communities (DLUHC) 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.

60. The Council's investment policy has regard to the following: -

- DLUHC's (then MHCLG) Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 ("the Code")
- CIPFA Prudential Code for Capital Finance 2021
- Prudential Code for Capital Finance Guidance Notes 2021

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

61. The guidance from DLUHC 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.

62. 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, MHCLG 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 higher than the original balance sheet value, although it is worth noting this may not always be the case.

Investment Levels and Interest Rates

63. The average value of the Council’s investments during the calendar year to 31st December 2022 was £107.7 million. The actual daily value fluctuated between £79.5 million and £135.0 million. For the previous calendar year, average balances were £101.2 million and daily values ranged from £77.6 million to £128.8 million.
64. At 31st March 2022 the Bank of England (BOE) base rate was 0.75% and there have been steady increases throughout 2022 leaving the current base rate at 3.5%. The base rate is forecast to peak at 4.5% in mid 2023. The Council aims to achieve 0.2% above base rate on its investments over the course of a year.

Investment Durations

65. 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

66. 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).

67. 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.

68. 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.

69. 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.

70. In addition to the recommendations from Link Group, the S151 Officer and the Council's 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.

71. 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.

72. 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

73. 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.
74. 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.
75. 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 £35.9 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.
76. 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

77. 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 an Environmental, Social and Governance (ESG) Policy attached at Appendix 3. This will be refined over time as more consistent metrics are developed but it is an important step in raising the consideration of ESG matters, informing investment decisions and offering appropriate challenge where there is room for improvement.

Prudential Indicators

78. 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 2022/23 – 2026/27, and will be monitored and reported on an annual basis.

Other implications

79. Environmental Impact –the inclusion of the Ethical Investment Policy, ensures that, through the Council’s treasury management investments, the Council will not knowingly, directly invest in businesses that undertake harmful environmental activities. In addition, environmental measures are covered in our Environmental, Social and Governance policy in Appendix 3.

Financial implications

80. 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 2023/24 to 2026/27 are as follows:

	2023/24	2024/25	2025/26	2026/27
	£000's	£000's	£000's	£000's
Interest Payable	11,148	15,949	18,445	21,731
Interest from companies on borrowing	-4,002	-5,325	-6,545	-8,058
Transfer from HRA	-10,745	-14,142	-15,814	-18,501
Treasury management investment interest	-1,793	-1,674	-1,622	-1,611
Net investment interest	-5,392	-5,192	-5,536	-6,439

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

Legal issues

82. 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.
- 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 Section 3 of the Local Government Act 2003.

- Agreeing the Annual Investment Strategy, this sets out the Council's criteria for choosing investment counterparties and limiting exposure to the risk of loss.

83. 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.

84. The Council's Constitution requires the Treasury Management Strategy to be reported to the Cabinet on an annual basis outlining the expected treasury activity for the forthcoming four years and for it to be approved by a Council meeting.

Level of risk

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

86. 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 UK's exit from the EU and changes in markets, especially retail. The regular returns from multi-asset funds are from income returns which are reliant on the earnings of the underlying assets. 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. Returns from the funds are around 4% of the original investment value.

Equalities impact

87. 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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Background Papers: None

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

The Department of Communities and Local Government (CLG) issued Investment Guidance in 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 information 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.

Environmental, Social and Governance (ESG) Considerations

These are included within Appendix 3 and shall be considered alongside and forms part of the restrictions included in this Treasury Management Strategy.

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

NOTE

Prudential Indicator figures for 2021/22 are based on figures which are still subject to audit.

Definitions

Service Investments

The Prudential Code requires Councils to provide prudential indicators in respect of service investments separate from treasury investments but does not provide a specific definition of what a service investment includes. There is a danger that these could be taken to include all of the activities of the Council. It is important therefore that service investments, for the purposes of the prudential indicators, are strictly defined. For these indicators, service investment the definition used is as follows:

A transaction which is directly involved in or results in the delivery of a service, results in a balance sheet asset and which arises from the use of a loan or provision of funding and that is repayable at some point in the future.

Commercial Investments

In the Prudential Code guidance, CIPFA considers that “an investment that is not a service investment and is of a long-term nature (e.g. equities, commercial properties, long-term bonds, or pooled funds of these investments) is likely to be a ‘commercial investment’ if made by an authority that is a net borrower, because an authority that has a cash need to borrow is unlikely to have surplus cash for long enough to justify such long-term investments.” Therefore, for the purposes of the treasury management strategy and the prudential indicators, the Council’s investments in Property and Multi-Asset Funds are considered to be “Commercial Investments”. It should be noted that holding these investments does not adversely affect the Council being able to borrow from the Public Works Loans Board (PWLB).

Net revenue stream

According to the Prudential Code, estimates for net revenue stream for current and future years should be the local authority’s estimates of the amounts to be met from government grants and local taxpayers, using the equivalent figures from the local authority’s original/revised budget where available. Estimates and actuals should therefore exclude capital grants, contributions and donated assets. Since there are many general grants which are one-off in nature, for the purposes of these indicators only grants which are ongoing over the medium term will be included in these figures.

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 2023/24 to 2026/27 based on the Council's draft Capital Programme are summarised below, along with the figures for the previous year and forecast for the current year, 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 Investments
 - Service Investments
 - Other General Fund
 - HRA
4. A table showing the overall position and also separate tables for each of the General Fund and Housing Revenue Account are included,
5. 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.
6. 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 – Overall

Overall	2021/22 Actuals £000's	2022/23 Forecast £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's
Commercial investments	0.0	0.0	0.0	0.0	0.0	0.0
Service Investments	8,804.4	18,829.9	46,554.8	14,569.7	34,147.1	12,256.9
Other General Fund	25,060.7	35,786.5	70,465.9	40,440.5	47,109.0	12,669.0
HRA	44,153.6	54,870.8	117,567.5	129,040.7	44,059.0	196,649.2
Total expenditure	78,018.7	109,487.2	234,588.2	184,050.9	125,315.1	221,575.1
Financed by:						
Developer Contributions	645.0	3,264.9	14,029.4	4,104.6	185.0	0.0
Capital Grants	22,293.0	19,355.8	34,276.8	11,991.6	7,858.0	1,291.0
Capital Receipts	11,619.1	20,966.0	27,092.7	25,812.5	43,085.9	11,257.9
Revenue	28,797.6	3,249.4	2,923.2	9,561.2	5,708.3	12,641.0
Major Repairs Reserve	8,200.7	9,499.2	10,392.6	10,414.2	9,829.0	18,830.2
Sub Total	71,555.4	56,335.3	88,714.7	61,884.1	66,666.2	44,020.1
Prudential Borrowing	6,463.3	53,151.9	145,873.5	122,166.8	58,648.9	177,555.0
Total funding	78,018.7	109,487.2	234,588.2	184,050.9	125,315.1	221,575.1

Table 2:- Capital Expenditure and Financing – General Fund

General Fund	2021/22 Actuals £000's	2022/23 Forecast £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's
Commercial investments	0.0	0.0	0.0	0.0	0.0	0.0
Service Investments	8,804.4	18,829.9	46,554.8	14,569.7	34,147.1	12,256.9
Other General Fund	25,060.7	35,786.5	70,465.9	40,440.5	47,109.0	12,669.0
Total expenditure	33,865.1	54,616.4	117,020.7	55,010.2	81,256.1	24,925.9
Financed by:						
Developer Contributions	645.0	3,264.9	14,029.4	4,104.6	185.0	0.0
Capital Grants	18,643.0	10,383.8	22,233.8	5,118.6	1,200.0	1,200.0
Capital Receipts	8,970.3	16,732.0	15,095.8	14,281.0	18,446.0	10,471.9
Revenue	0.0	1,422.8	2,923.2	1,581.2	2,776.2	455.0
Sub Total	28,258.3	31,803.5	54,282.2	25,085.4	22,607.2	12,126.9
Prudential Borrowing	5,606.8	22,812.9	62,738.5	29,924.8	58,648.9	12,799.0
Total funding	33,865.1	54,616.4	117,020.7	55,010.2	81,256.1	24,925.9

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Table 3:- Capital Expenditure and Financing – Housing Revenue Account

Housing Revenue Account	2021/22 Actuals £000's	2022/23 Forecast £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's
HRA	44,153.6	54,870.8	117,567.5	129,040.7	44,059.0	196,649.2
Total expenditure	44,153.6	54,870.8	117,567.5	129,040.7	44,059.0	196,649.2
Financed by:						
Capital Grants	3,650.0	8,972.0	12,043.0	6,873.0	6,658.0	91.0
Capital Receipts	2,648.8	4,234.0	11,996.8	11,531.5	24,639.9	786.0
Revenue	28,797.6	1,826.6	0.0	7,980.0	2,932.1	12,186.0
Major Repairs Reserve	8,200.7	9,499.2	10,392.6	10,414.2	9,829.0	18,830.2
Sub Total	43,297.1	24,531.8	34,432.4	36,798.7	44,059.0	31,893.2
Prudential Borrowing	856.5	30,339.0	83,135.0	92,242.0	0.0	164,756.0
Total funding	44,153.6	54,870.8	117,567.4	129,040.7	44,059.0	196,649.2

7. The following tables show how much of the overall capital funding need relates to “commercial investments” such as expenditure on purchasing investment properties and how much relates to “service investment” such as loans to companies to fulfil service needs.

Table 4:- Commercial and Service Investments funding need

Commercial investments	2021/22 Actuals	2022/23 Forecast	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 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%
Service investments	2021/22 Actuals	2022/23 Forecast	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
Capital Expenditure (£000's)	8,804.4	18,829.9	46,554.8	14,569.7	34,147.1	12,256.9
Percentage of total financing need	11.3%	17.2%	19.8%	7.9%	27.2%	5.5%

B. Affordability

8. This indicator represents the estimate of the ratio of interest income to the net revenue stream for the General Fund split by General Investments, Commercial Investments and Service Investments. The indicator is interpreted such that the larger the percentage figure becomes, the more reliant the General Fund is on the interest income.

Table 5:- General Fund ratio of interest income to the net revenue stream

General Fund General Investments	2021/22 Actuals £000's	2022/23 Forecast £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's
General Investments	-315.62	-1,556.08	-876.38	-760.26	-711.58	-703.91
Revenue stream	-27,443.00	-22,382.43	-24,792.97	-24,093.98	-22,618.15	-23,157.06
Ratio	1.2%	7.0%	3.5%	3.2%	3.1%	3.0%
General Fund Commercial investments	2021/22 Actuals £000's	2022/23 Forecast £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's
Commercial investments	-722.48	-732.00	-732.00	-732.00	-732.00	-732.00
Revenue stream	-27,443.00	-22,382.43	-24,792.97	-24,093.98	-22,618.15	-23,157.06
Ratio	2.6%	3.3%	3.0%	3.0%	3.2%	3.2%
General Fund Service investments	2021/22 Actuals £000's	2022/23 Forecast £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's
Service investments	-2,863.61	-2,810.91	-4,187.06	-5,506.16	-6,723.62	-8,232.58
Revenue stream	-27,443.00	-22,382.43	-24,792.97	-24,093.98	-22,618.15	-23,157.06
Ratio	10.4%	12.6%	16.9%	22.9%	29.7%	35.6%

9. This indicator represents the estimate of the ratio of HRA net interest expenditure to the net revenue stream 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. Note that this includes both investment income and borrowing costs.

Table 6:- HRA Ratio of Financing Costs to Net Revenue Stream

Housing Revenue Account	2021/22 Actuals £000's	2022/23 Forecast £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's
Item 8 Borrowing interest	7,638.09	8,328.02	10,745.38	14,142.32	15,814.20	18,501.39
Item 8 Investment income	-119.73	-496.00	-578.66	-496.00	-454.66	-440.89
Net financing cost	7,518.36	7,832.02	10,166.72	13,646.32	15,359.54	18,060.50
Revenue stream	-45,913.00	-47,794.49	-51,572.38	-56,746.89	-59,185.83	-63,097.94
Ratio	-16.4%	-16.4%	-19.7%	-24.0%	-26.0%	-28.6%

10. It should be noted that the net cost of borrowing within the HRA increases over the MTFP period from 16.4% of the HRA revenue stream at the end of 2021/22 to an estimated 28.8% at the end of 2026/27. A 40 year HRA business plan is maintained for the HRA which shows that this level of borrowing is affordable. This is closely monitored on an ongoing basis to ensure that the level of HRA debt does not become unaffordable.

11. In addition to the HRA long term business plan being used to ensure long term viability of the HRA, the Council is introducing an interest cover ratio into HRA planning. The business plan and the associated capital plans have been built in order that the target interest cover ratio of 1.25 can be met by 2024/25 and will then be met on an ongoing basis.

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

12. 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.

13. 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.

14. The table also shows the amount of the CFR which is needed to finance the "commercial investments" and "service investments".

Table 7:- Estimates of capital financing requirement (underlying need to borrow for a capital purpose)

	2021/22 Actuals £000's	2022/23 Forecast £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's
Commercial investments	0	0	0	0	0	0
Service Investments	46,236	55,002	85,363	91,023	91,953	100,882
Other General Fund	24,347	33,704	54,632	71,500	97,375	98,250
General Fund	70,583	88,706	139,995	162,523	189,328	199,132
HRA	224,725	256,555	339,690	431,932	431,932	596,688
Total CFR	295,308	345,261	479,685	594,455	621,260	795,820
Movement in CFR	5,811	49,953	134,424	114,770	26,805	174,560
Movement in the CFR represented by:						
Net Financing need for the year	5,607	53,152	145,874	122,167	58,649	177,555
Other Adjustments	856	0	0	0	0	0
Repayment of debt	-615	-3,161	-11,285	-6,436	-30,568	-569
Less MRP	-37	-38	-165	-961	-1,276	-2,426
Movement in CFR	5,811	49,953	134,424	114,770	26,805	174,560

D. Core Funds and Expected Investment Balances

15. 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 8:- Core Funds and Expected Investment Balances

Estimated Year End Resources	2021/22 Actuals £000's	2022/23 Forecast £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's
Fund Balances & Reserves	74,275	74,275	74,275	74,275	74,275	74,275
Capital Receipts & Grants	57,106	40,106	40,106	40,106	40,106	40,106
Provisions	7,536	7,536	7,536	7,536	7,536	7,536
Other	-13,841	-13,841	-13,841	-13,841	-13,841	-13,841
Total Core Funds	125,076	108,076	108,076	108,076	108,076	108,076
Working Capital *	46,977	46,977	46,977	46,977	46,977	46,977
(Under) / Over Borrowing **	-60,780	-114,903	-115,327	-114,097	-113,902	-112,706
Expected Investments ***	111,273	40,150	39,726	40,956	41,151	42,347

* 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

16. The Council's forward projections for borrowing are summarised below. This analysis shows the capital financing requirement rather than the underlying need to borrow which includes the credit side of the costs of assets leased by the Council. This credit may need to be included in future if the changes in accounting under IFRS 16 increases the leases figure significantly. The table shows the anticipated external debt against the underlying capital borrowing need, the CFR.

Table 9:- External Debt against Underlying Borrowing Requirement

	2021/22 Actuals £000's	2022/23 Forecast £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's
Debt at 1st April	234,528	234,528	230,358	364,358	480,358	507,358
Expected Change in Debt	0	-4,170	134,000	116,000	27,000	175,756
Expected Debt at 31 March	234,528	230,358	364,358	480,358	507,358	683,114
CFR	295,308	345,261	479,685	594,455	621,260	795,820
Under / (Over) Borrowing	60,780	114,903	115,327	114,097	113,902	112,706

986 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 10:- Limits to borrowing activity

	2021/22 Actuals £000's	2022/23 Forecast £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's
Authorised limit	363,894	532,111	815,820	815,820	815,820	815,820
Operational boundary	302,865	365,261	499,685	614,455	641,260	815,820

18. 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. This is split between the General Fund and HRA for the maturity structure.

Table 11:- Maturity Structure of Borrowing – General Fund

General Fund	Estimate Upper %	Estimate Lower %
< 12 months	100%	0
12 months up to 2 years	100%	0
2 up to 5 years	100%	0
5 up to 10 years	100%	0
10 up to 20 years	100%	0
20 up to 30 years	100%	0
30 up to 40 years	100%	0
40 years +	100%	0

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Table 12:- Maturity Structure of Borrowing – HRA

HRA	Estimate Upper %	Estimate Lower %
< 12 months	20%	0
12 months up to 2 years	40%	0
2 up to 5 years	40%	0
5 up to 10 years	40%	0
10 up to 20 years	80%	0
20 up to 30 years	80%	0
30 up to 40 years	80%	0
40 years +	80%	0

Table 13:- Upper limit on fixed and variable interest rate borrowing and investments

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

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

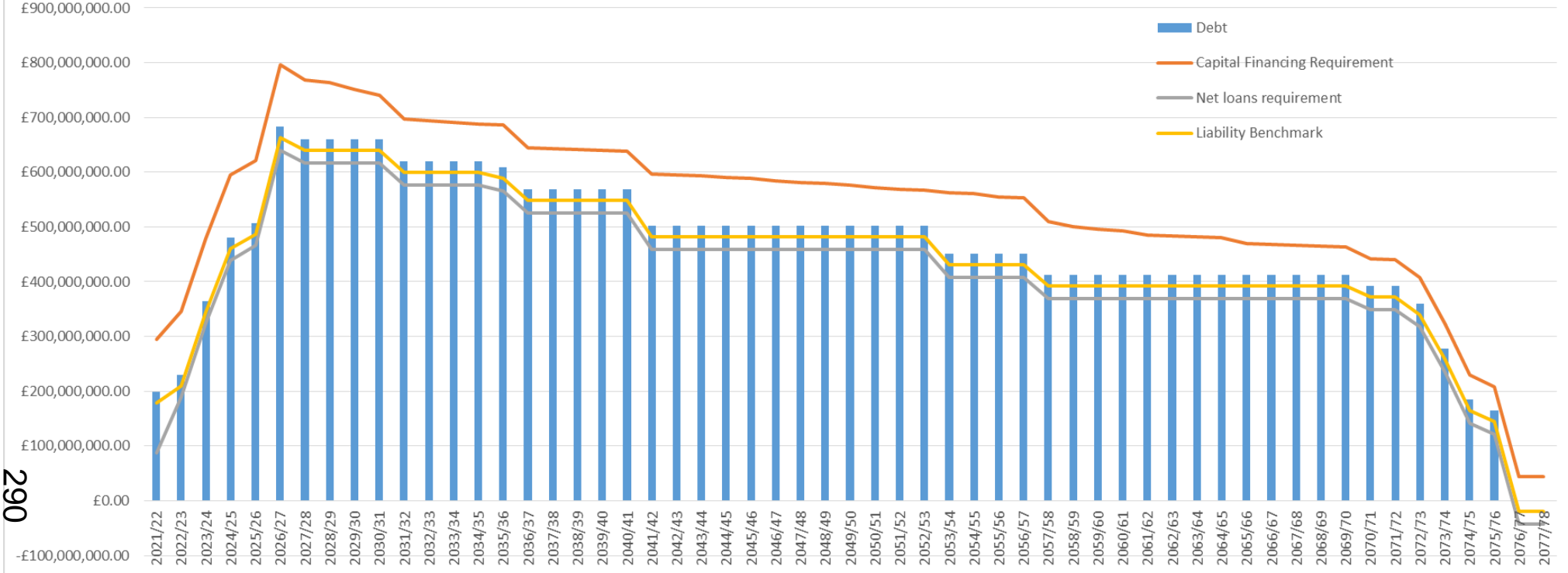
Table 14:- Upper limit for principal sums invested for periods longer than 365 days

	2021/22 Actuals	2022/23 Forecast	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 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%

Liability Benchmark

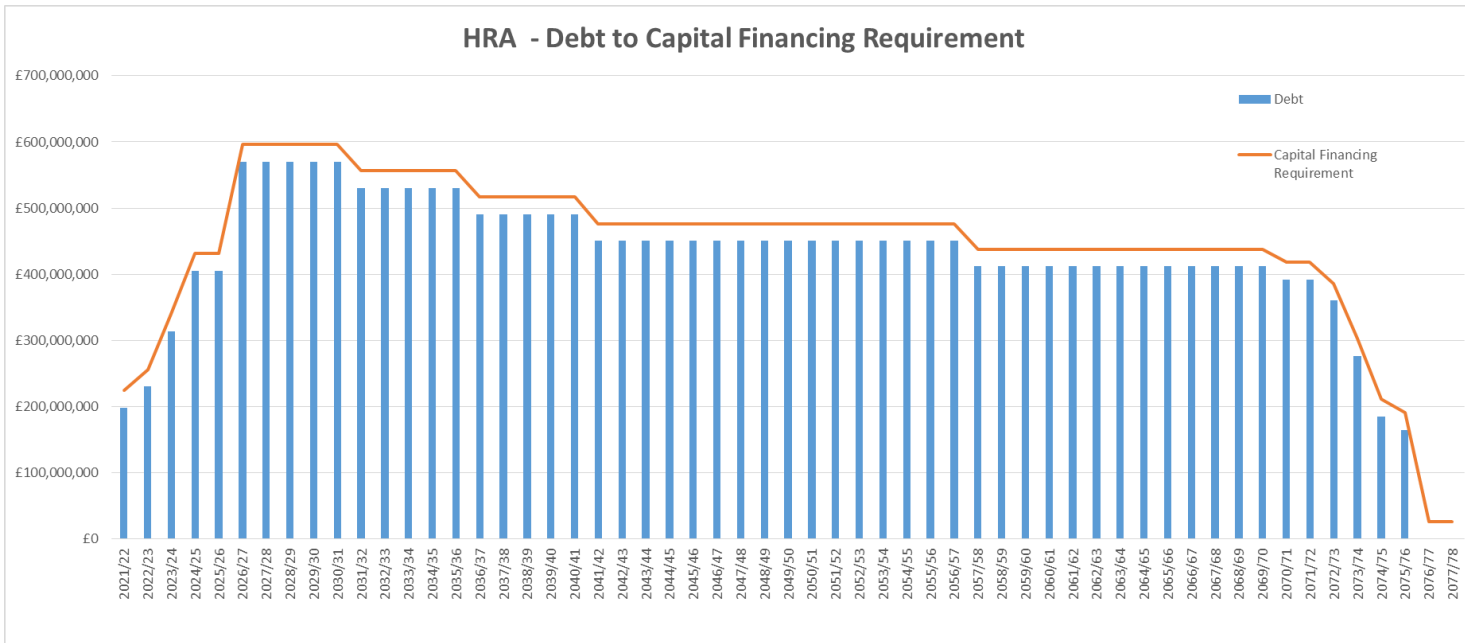
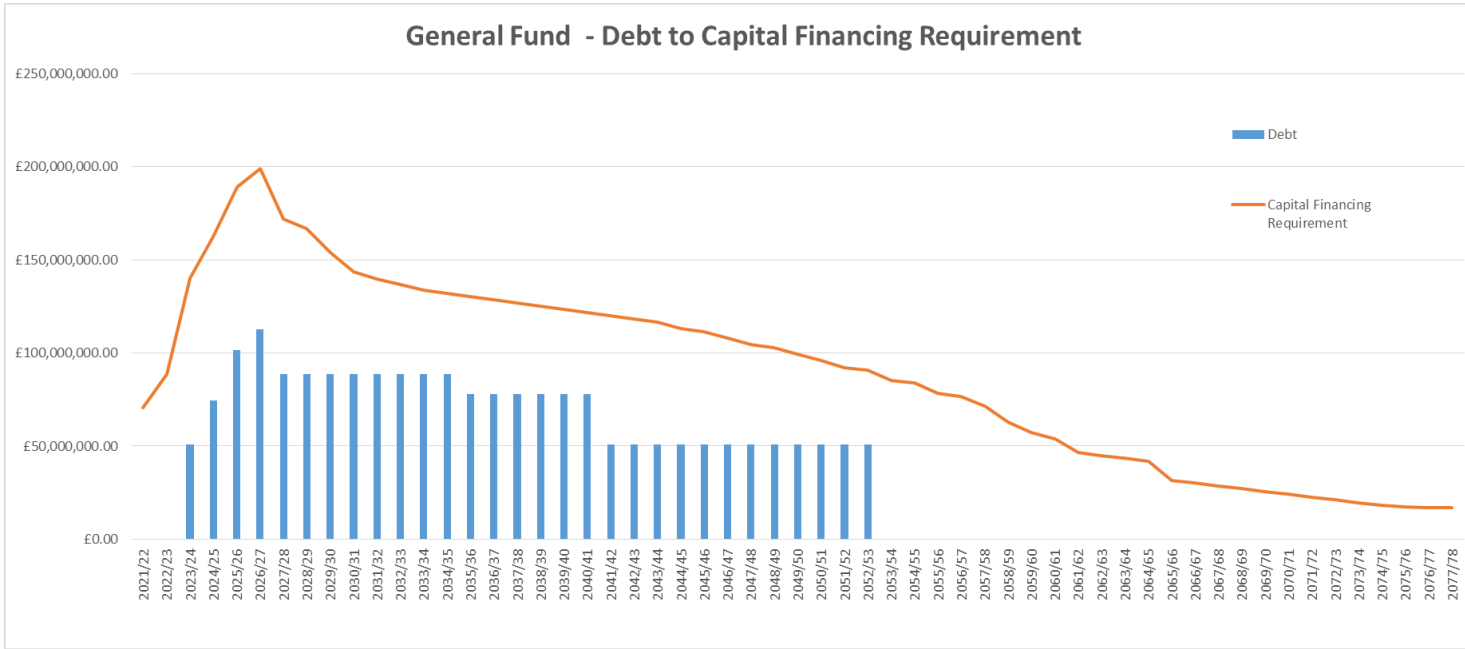
20. The Council is required to provide a comparison of the existing loan portfolio against the committed borrowing needs. This is to provide evidence that it has a strong grasp of both its existing debt maturity profile and how the Minimum Revenue Provision, long term projections of the Capital Financing Requirement and other cash flows affect the future debt requirement. The analysis also includes an assessment of the potential maturity profile of borrowing being planned in the Medium Term Financial Strategy.
21. These graphs assume that the HRA will make a Voluntary Revenue Provision to lower the CFR in line with the redemption of debt.
22. The presentation of the Liability Benchmark is in the form of a chart covering the following four areas:
 - Existing loan debt – current borrowing portfolio (split by loan type as a stacked bar chart if appropriate; the Council has borrowed and is intending to borrow from the Public Works Loans Board and so this aspect is unnecessary at this stage);
 - Loans CFR – this excludes any part of the CFR relating to other long-term liabilities;
 - Net loans requirement – loan debt less treasury management investments at the financial year end and projected into the future based on approved prudential borrowing, planned MRP and any other major cash flow forecast;
 - Liability Benchmark – net loans requirement plus short-term liquidity allowance.

Liability Benchmark



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23. The following graphs show the levels of debt compared to the Capital Financing Requirement split between the General Fund and the HRA.



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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, in addition to their role in the Council's wider corporate objectives. 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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Treasury Management “Scheme of Delegation”

Full Council

- Annual Treasury Management Report and Strategy
- Performance Indicator setting

Cabinet

- Quarterly monitoring (within monitoring report)
- Mid Year Treasury Management Report
- Annual Treasury Management Report and Strategy for recommendation to Full Council

Audit and Governance Committee

- Overall treasury management practices (TMPs)

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Appendix 5

Risk Register

Treasury Management

As at: 10 January 2023

Ref	Title	Risk description	Risk Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Target		Comments	Controls				
								I	P	I	P	I	P		Control description	Due date	Status	Progress	Action Owner
Treasury Management																			
1	Loss of capital investment due to a counterparty collapsing	The Council loses its principal investment or an investment becomes impaired.	T	Counterparty collapses or hits a financial crisis rendering it unable to repay investments.	The Council may lose money or repayment of funds could be significantly delayed which could have an adverse impact on operational funding levels	05/08/16	Bill Lewis	5	3	5	3	5	3		Reducing risk by limiting the use of high risk counterparties. Imposing a maximum investment value on approved counterparties in order to spread and reduce risk. Controls and procedures are in place to ensure investment and durations limits with approved counterparties are not exceeded. Counterparties are also monitored and reviewed on a weekly basis at least, or more regularly if considered necessary to do so.	Ongoing	Ongoing	100%	Bill Lewis
2	Pooled fund investments lose value	The value of the Council's units held in pooled fund investments decreases.	T	Uncertainty in the commercial property market and investment markets following Brexit, Covid and slowdown in general economic activity.	Capital depreciation will decrease the overall value of the investment.	05/08/16	Bill Lewis	4	3	3	3	3	2		The Council receives monthly valuations from the fund managers detailing the indicative redemption value of the individual units. These are reported to the Head of Finance on a monthly basis. The Council has the option to sell its units if there is a concern that the fund value is likely to decrease for a prolonged period.	Ongoing	Ongoing	100%	Bill Lewis
3	Changes in interest rates	Interest rates continue to change affecting investment and borrowing rates.	T	Changing national and global economic conditions resulting in interest rates being higher or lower than anticipated	The Council may not achieve its target level of interest income; the Council may lock in to fixed term investments with the interest rate subsequently rising; or the Council may take out borrowing at higher rates than subsequently achievable.	15/10/22	Bill Lewis	3	4	3	4	3	4		The Council continually monitors base rates and projection of rates from its treasury advisors and general economic data and plans investments accordingly. The same approach is taken for planning borrowing by monitoring forecasts against the different rates of interest offered for different periods and loans are then planned accordingly.	Ongoing	Ongoing	100%	Bill Lewis
4	Fraudulent activity	Potential fraud by staff	T	Fraudulent activity	Loss of money for the Council Disciplinary action for the staff involved	05/08/16	Bill Lewis	3	3	2	1	2	1		Segregation of staff duties, reviewing and monitoring of internal controls to ensure the correct protocol is being followed. Ensuring all insurance policies and the fidelity guarantee are fully up to date.	Ongoing	Ongoing	100%	Bill Lewis
5	Money laundering	Money laundering by external parties	T	External parties pay a transaction by cash and subsequently request a refund	Fine and/or imprisonment	05/08/16	Bill Lewis	4	2	4	1	4	1		Ensuring the money laundering policy is reviewed and up to date. Checking refunds back to source. Raising awareness of this issue	Ongoing	Ongoing	100%	Bill Lewis
6	Network failure/Barclays.net being inaccessible	The Council is unable to carry out its daily treasury functions due to a network failure	T	Barclays.net is unavailable or the Council's network has failed	Daily Treasury functions will not be carried out	05/08/16	Bill Lewis	2	3	1	2	1	2		Investigate the cause of the network failure and review the business continuity plan to minimise the effects of a network issue.	Ongoing	Ongoing	100%	Bill Lewis
7	Revenue Budgets	Revenue budgets are unable to meet borrowing costs of capital schemes	T	Revenue budgets come under pressure from restricted government funding or non delivery of programmed savings	The Council may not be able to execute some desired projects.	05/08/16	Bill Lewis	3	3	2	2	2	2		Revenue budgets monitored on monthly basis and future year forecasts undertaken. Reserve some capital receipts to cover borrowing costs in the short term. Monthly financial reports and forecasts.	Ongoing	Ongoing	100%	Bill Lewis

8	Lack of suitable counterparties	The Council does not have enough "space" with approved counterparties to place investments/deposit surplus cash balances.	T	Rising cash balances and a restricted counterparty list	Use of counterparties not paying best value rates.	05/08/16	Bill Lewis	3	4	3	3	3	3		The Council continually monitors its approved counterparty listing in conjunction with cash balances. Any potential new investment opportunities are discussed at Treasury Management performance meetings. The Council utilises money market and enhanced cash funds to deposit surplus cash balances in the event of no space with other counterparties and also to ensure there is always cash instantly available in order to meet payment obligations when they fall due. However, there are also limits on the amounts deposited to such funds. The Council has a facility to deposit cash with the Debt Management Office should all other investment options be exhausted.	Ongoing	Ongoing	100%	Bill Lewis
9	Environmental Social and Governance	Inability to place investments	T	Environmental Social and Governance factors not being compatible with the Security Liquidity and Yield principles; limiting counterparties	Inability to find satisfactory counterparties to take all of the investments	10/01/23	Bill Lewis	3	4	3	3	3	3		Environmental Social and Governance factors are being used as an overlay in order to not restrict counterparties. These will be used as a means to select counterparty where there is more than one available.	Ongoing	Ongoing	100%	Bill Lewis
10	Staff Resource	Staff capacity issue	T	Additional CIPFA requirements on treasury management increases pressure on staff; training, additional reporting, etc	Reports not produced to comply fully with the code	10/01/23	Bill Lewis	3	4	3	3	3	3		Reporting will be undertaken at a reasonable level to include reporting on indicators that can be measured during the year.	Ongoing	Ongoing	100%	Bill Lewis

Current Risk Score

This is the risk score at the time that the risk is reviewed. When the risk is first identified it will be the same as the gross risk score. The current risk score is tracked to ensure that progress is being made to manage the risk and reduce the Council's exposure.

Residual Risk Score

This is the risk score after mitigating actions have taken place. The residual risk score shows how effective your action plans are at managing the risk.

To: Cabinet
Date: 8 February 2023
Report of: Head of Financial Services
Title of Report: Capital Strategy 2023/24 – 2026/27

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:	Council Strategy 2020 - 24
Recommendation: That Cabinet resolves to:	
1. Recommend to Council the approval of the Capital Strategy attached at Appendix A.	

Appendices	
Appendix A	Capital Strategy 2023/24 – 2026/27

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 2021 Prudential Code includes 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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Service area or department	Financial Services
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Background Papers:
1. The Treasury Management Strategy

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CAPITAL STRATEGY

2023/24 – 2026/27

January 2023

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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. 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.
- 1.4 The latest Prudential Code has added a few requirements to the production of the Treasury and Capital Strategies. These include:
 - a) Updates to the prudential indicators required (included in the Treasury Strategy);
 - b) Management Practices relating to non-Treasury capital expenditure. These are referenced through this capital strategy;
 - c) Separate consideration of treasury investments, commercial investments and service investments (the latter two being encompassed by the Council's capital expenditure).

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 and all required prudential indicators.

3. Capital Expenditure and Investment

3.1 Capital Expenditure, for the purpose of this strategy, 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 four 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.

A fifth priority is proposed with a draft title of "Fit for the Future" but this has not as yet been adopted.

- 4.5 The Council's draft Business Plan for 2023/24 also includes a priority to ensure that the Council is fit for the future through being a well-run and efficient Council.
- 4.6 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
- 4.7 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. Commercial Investments and Service Investments

- 5.1 Pooled investment Funds (property funds and multi-asset funds) are classified as Commercial Investments in the Prudential Code. Whether this definition is appropriate is debateable, however in order to comply with the Prudential Code these are separated out in the Prudential Indicators included in the Treasury Management Strategy. The Council is not intending to take out any Commercial Investments. The Council has not and does not intend to borrow to invest primarily for financial return.
- 5.2 The Capital Programme includes all major projects of a capital nature. These projects relate to the delivery of Council services or responsibilities either directly or through another party. The Prudential Code refers to these as Service Investments. Consequently, this Capital Strategy outlines the processes and controls in relation to "Service Investments".

- 5.3 “Service Investments” that involve loans to other parties to enable service delivery are shown separately in the Prudential Indicators included in the Treasury Management Strategy.
- 5.4 The main requirements of the Prudential Code relating to service and commercial investments are: -
- a) The risks associated with service and commercial investments should be proportionate to financial capacity;
 - b) An authority must not borrow to invest for the primary purpose of commercial return;
 - c) It is not prudent for local authorities to make any investment or spending decision that will increase the Capital Financing Requirement (CFR) i.e. the underlying need to borrow to finance capital expenditure, and so may lead to new borrowing, unless directly and primarily related to the functions of the authority and any commercial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose;
 - d) An annual review should be conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt;

6. External Drivers

- 6.1 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.

7. Setting the Capital Budget (Capital Management Practice 5)

7.1 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.

7.2 Assessing Capital Expenditure / Investment Need

- 7.2.1 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
- 7.2.2 For capital expenditure in relation to loans to Council companies to provide services in line with the Council's strategic priorities and also other loans to support service initiatives, these are assessed on the ability to repay the initial loans and as a secondary consideration 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.

7.3 Environmental Considerations in Capital Decision Making

- 7.3.1 There are many benefits to including sustainability or environmental criteria in the decision-making process when it comes to allocating capital resources.
- 7.3.2 "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.
- 7.3.3 One of the Council's key priorities is for a reduction of 10% carbon emissions on installed measures 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. The Council has a target of becoming a net zero Council by 2030 and also has a target of becoming a net zero carbon city by 2040 or earlier.
- 7.3.4 The Council's internal business cases procedure for all major capital projects (>£500k) considers and costs for zero carbon (shadow cost) to allow it to make informed investment decisions and to go beyond policy

and building regulations where possible, and where budget is available. This applies to all new projects that come forward. It is important to recognise that projects being built today have been in planning for several years and therefore some that will be built now predate this commitment. In some cases the additional costs of construction for zero carbon, especially at present given the inflationary pressures, may make the scheme uneconomic for the council to progress with despite local need. This is accentuated for projects that do not generate income. This is especially relevant given the significant financial pressures faced by the council in the coming years. Where zero-carbon is not possible the working assumption is that we will future proof all new builds to ensure they are capable of becoming net zero (regulated energy) in the future as technologies improve.

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

7.4 Key Questions

- 7.4.1 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

- 7.4.2 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).

- 7.4.3 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.

- 7.4.4 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

- 7.4.5 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

7.4.7 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.

7.4.8 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.

7.4.9 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

7.4.10 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

7.5 Assessing the Impact of Capital Investment on Overall Finances

7.5.1 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.

- 7.5.2 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.
- 7.5.3 Projects can be considered during the year outside the normal budget process. These will take account of the prudential indicators set by the Council to ensure that there will be no breach of the indicators set by Council at the beginning of the year.

7.6 Prioritising Investment

- 7.6.1 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.
- 7.6.2 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 assessed to ensure that there are no adverse financial impacts on the Council and that the property is being purchased to fulfil a policy objective of the council including for regeneration, optimisation of use, or for positive impacts to the Oxford economy. This may include purchase of property outside the City boundary where there is an impact on the City through its inclusion in the City's area of economic impact.

7.7 How Schemes Get Included in the Capital Programme – Large Projects

- 7.7.1 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.
- 7.7.2 All capital schemes and major projects are assessed and filtered by the Project Management Office and the Development Review Group prior to being passed through to the Development Board and then through to Corporate Management Team.
- 7.7.3 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 Council with the original budgeted programme being set at the February meeting.

- 7.7.4 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.
- 7.7.5 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.
- 7.7.6 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. Where the Council is involved in developing community assets, the projects incorporate community engagement. There is also consultation through the planning process.

7.8 How Schemes Get Included in the Capital Programme – smaller scale and ICT projects

- 7.8.1 For non-ICT projects, the full business case is passed to the Project Management Office and change projects are overseen by the Organisational Change Board which assesses and prioritises projects to determine whether the 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.
- 7.8.2 ICT change requests for ICT schemes are considered by the Organisational Change Board.
- 7.8.3 Most projects will follow the route of capital requests going into the prioritisation process for draft capital budget inclusion, however a number of the schemes appearing before the Organisational Change Board will inevitably have a more urgent requirement and have an in-year capital requirement. This is intended to be the exception.
- 7.8.4 Organisational Change Board operates a benefits tracker which considers high level impacts. More detailed benefits tracking is being considered.

8. Performance Monitoring (Capital Management Practices 2 and 6)

Council in-house Capital Schemes.

- 8.1 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.

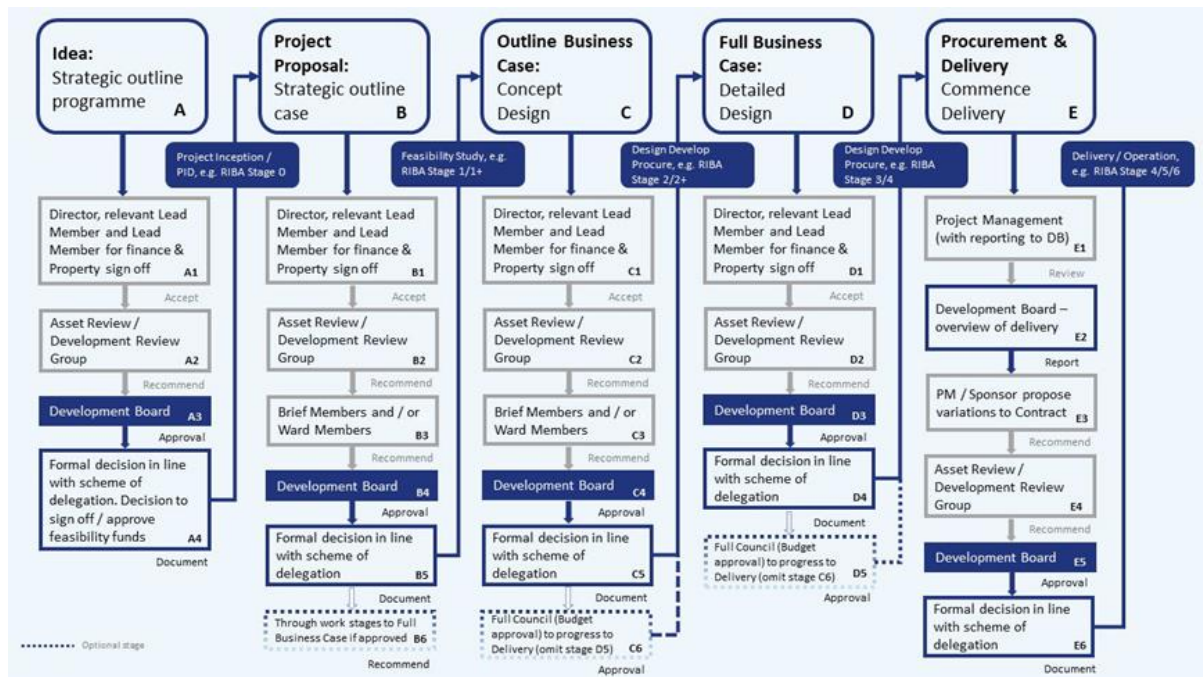
- 8.2 All responsible officers and project managers can obtain monthly financial reports via the Council's Financial Management System, Agresso, advising them of current spend against the profiled budget with variances shown. Officers are responsible for providing an outturn forecast for the project and reasons for any variance.
- 8.3 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.
- 8.4 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

- 8.5 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.
- 8.6 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.
- 8.7 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.

9. Outline of the Capital Project Review Process (Capital Management Practices 5 and 6)

- 9.1 Projects and Capital funding bids will pass through a series of stages unless they are specifically exempted from this process (see 9.3). 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.
- 9.2 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.
- 9.3 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.
- 9.4 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.
- The process to commencement of a project is outlined in the diagram below:



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

9.5 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.

9.6 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 11.

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

10. Capital Funding

10.1 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.

10.2 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

10.3 Capital Receipts

10.3.1 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 2022 the Council had £8.4 million of usable capital receipts available to fund future capital spend of which £5.5 million is ringfenced to schemes that increase the supply of affordable housing and £2.9 million is available for any General Fund capital financing.

10.3.2 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 12.

10.3.3 The Council has entered into an agreement with the Department for Levelling Up, Housing and Communities (DLUHC) 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 2022 the Council had £5.5 million of these receipts.

10.4 Prudential Borrowing

10.4.1 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.

10.4.2 There is approximately £453 million of Prudential Borrowing anticipated from 2023/24 up to and including 2026/27. This is to fund the costs of social housing provision, repairs to Council properties, funding loans to Council companies plus some operational capital schemes.

10.4.3 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.

10.4.4 Prudential borrowing to fund capital projects brings the project into the scope of Minimum Revenue Provision (MRP) and will, 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 (with only a few exceptions). The basis for this MRP charge is set out within the Council's Treasury Management Strategy. This cost, where it is to be incurred, will be included in the financial appraisal as part of any project's business case.

10.4.5 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.

10.4.6 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 which comes 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.

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

10.5.1 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.

10.5.2 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.

10.5.3 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.

10.6 Revenue Contributions

10.6.1 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.

10.7 External funding

10.7.1 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.

10.8 Housing Revenue Account Specific Funding

10.8.1 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. Due to the high level of inflation the overall increase for 2023/24 has been limited to 7% by the

Government. This in turn limits the amount of funding available to finance capital expenditure

10.8.2 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.

10.8.3 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.

10.8.4 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)

11. Financial Assessment of Business Cases (Capital Management Practice 5)

11.1 General

11.1.1 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.

11.1.2 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.**

11.1.3 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.

11.2 Financial Analysis

11.2.1 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

11.2.2 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.

11.2.3 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.

11.2.4 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.

11.2.5 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.

11.2.6 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.

11.2.7 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.

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

11.2.9 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.)

11.3 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 16.

11.4 Sensitivity Analysis

11.4.1 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.

11.4.2 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

11.5 Business Case Financial Assessment

11.5.1 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.

11.5.2 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.

11.5.3 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.

11.5.4 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).

11.6 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.

11.7 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

12. Existing Property Investments

- 12.1 First it would be helpful to consider the definition of commercial investments from the Prudential Code. 'Commercial' in this context refers to the purpose of the investment, not its nature. Investments for commercial purposes are undertaken as a commercial business activity seeking profit. Treasury management investments will be made on fully commercial terms, but they result from the organisation's cash flows or treasury risk management activity; service investments may not always have fully commercial terms, and may involve some element of subsidy in order to support service objectives and in any case, the primary purpose of the loan is to enable the delivery of policy objectives as the key motivator. What distinguishes commercial investments from treasury management investments is the purpose of, and need for, the investment. The Prudential Code defines commercial investments as "taken or held primarily for financial return [and] not linked to treasury management activity". "Primarily for financial return" means that the main reason for entering into the investment – or holding it – is to earn money. "Primarily" means "for the most part; mainly", so that if the investment objectives were weighted, the weighting to financial return would have to be over 50% for it to be the primary purpose.
- 12.2 The intention behind the focus on commercial property is to ensure that Councils who have been purchasing commercial property for rent and, in many cases, have been borrowing to finance that purchase, have proper controls, skills and management systems in place.
- 12.3 The Council holds a number of properties which are classified for accounting purposes as investment properties. The definition of investment properties is:
- property (land or a building or part of a building or both) held (by the owner or by the lessee under a finance lease) to earn rentals or for capital appreciation or both.
- i.e. the property is held for capital or revenue gain rather than for service reasons.
- 12.4 However, although much of the property is classified as investment property, this is really only true in the shorter term. Over the longer term, the properties allow the Council to control the purpose and strategic direction of the city centre and, where necessary, to use influence on the local economy and to undertake regeneration from time to time. This can be seen in recent and ongoing activity of the council in the city centre.
- 12.5 In respect of Oxford City, the property rented out is largely historic in nature and certainly has not been purchased during the period where purchase of commercial properties in local government has come under the spotlight.

- 12.6 The Council has a substantial portfolio of properties that fall into the category under consideration here. The gross book value of these properties as at 31st March 2022 was £114.2 million. Estimated rent due to be received in 2023/24 was £10.2 million.
- 12.7 It is recognised that lease and covenant strength is a key factor in relation to the maintenance of property rental income levels and therefore potential tenants and lease agreements are assessed for:
- Tenancy Strength – the ability of the tenant to pay rent on time and in full.
 - Lease length – the unexpired term of the lease and any break clauses in the lease
 - The risk associated with a tenant vacating and the potential to attract good quality replacements tenants at acceptable rental levels
 - Repairing and other terms within the lease agreement
- 12.8 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 followed on by the general economic pressures as a result of energy and inflation. A tracker has been implemented which considers current arrears positions and records a summary of the latest position and contacts with tenants. The level of failures and voids is running much lower than had been anticipated early in the pandemic perhaps only 10-15% of where it was anticipated to be, noting that the initial impact was a significant rise in arrears impacting over a third of the rent roll.
- 12.9 Wherever voids have been experienced, there has been sufficient demand to re let these in the main albeit that rents are perhaps down around 30% on their pre-pandemic peaks. Conditions are expected to remain difficult over the next year or so but overall it is felt that void risk in the portfolio is perhaps two to three times its pre-pandemic level with the trend remaining flat before starting to reduce towards end of 2023.

13. Skills, Training and Qualifications (Capital Management Practice 10)

- 13.1 This is a new section that outlines skills, training and qualifications of those involved in capital projects (non-treasury investments). Capital expenditure is undertaken relating to most of the areas of the Council from time to time. This section therefore covers this issue at a high level.
- 13.2 Staff throughout departments have skills and qualifications relating to their service. These will therefore be transferable to delivering the service-based aspects of a capital scheme. These skills do not directly translate into project management skills. There is therefore a joined-up approach to delivering a capital scheme with technical service-based skills being provided by the relevant service areas, financial analysis

being provided by accountancy staff as needed and project management, where necessary, being assigned to staff with skills in that area.

- 13.3 It has been identified that one of the areas that needs strengthening is the preparation of business cases to ensure that this is being done in a consistent way and that there is a corporate standard. As such training is currently being considered using the Better Business Cases training model which is a recognised and certificated course and which incorporates the methodology applied in the Treasury Green book.
- 13.4 In respect of the Council's rental properties throughout the City, managing these requires a special skill-set. Staff within the Council's property team have experience dealing with commercial property both from within the public sector and also the private sector.
- 13.5 It is considered that the knowledge and skills available to the authority and confirmation that these are commensurate with the authority's risk appetite and activities.

14. Loans to Companies

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

14.2 Barton Oxford LLP

- 14.2.1 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.
- 14.2.2 Planning permission has been secured for 885 homes (354 affordable) alongside a primary school, food store, community hub and park.
- 14.2.3 The authority has contracted to purchase the 354 affordable dwellings which it will transfer to its Housing Company or to its Housing Revenue Account.
- 14.2.4 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.

14.3 Oxford City Housing Ltd (OCHL) trading as OX Place

- 14.3.1 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.

14.3.2 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.

14.4 Oxpens West End Development Company Limited (OxWED)

14.4.1 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.

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

14.4.3 The company has now been converted into a Limited Liability Partnership (LLP) with the partners being the Council and Nuffield College Developments 1 Ltd.

14.5 Oxford Direct Services

14.5.1 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

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

14.5.3 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.

14.6 Loans to the Companies

14.6.1 Over the four year life of the Council's Medium Term Financial Strategy to 2026/27 it is assumed that the Council will give additional loans to the Council's Housing Company to the value of around £89.0million. During this period some existing loans will be repaid with the maximum year end outstanding housing company loans being expected to be £87.5 million. Whereas these are not treasury investments, there is however a positive impact on the Council's net investment income due

to a mark-up being charged on the loans of 3.2% on all loans awarded after 1st April 2021. This markup is charged in order for the loan terms to be compliant with subsidy control measures which seek to ensure that loans are given at a market rate so that public subsidy does not provide competitive advantage to the borrower. The markup is assessed as the rate that needs to be added to the Public Works Loans Board rate in order to approximate a market rate which would take account of credit rating and collateral.

14.6.2 As at the end of December 2021 the Council had loans outstanding to OxWED (now a Limited Liability Partnership) of £16.83 million with accrued interest to 31st March 2022 estimated at £0.30 million and ongoing interest of £1.08 million upwards per annum.

14.6.2 As at 1st April 2022 the following loans that the Council had given to the companies were outstanding:

- £14.97 million to OCHIL for the purchase of properties from the Housing Revenue Account and at Barton Park
- £27.54 million to OCHDL for the purchase of land and development costs
- £16.10 million to OxWED for the purchase of land and working capital

14.6.3 Further loans have been granted during 2022/23:

- £2.83 million to OCHIL for the purchase of Barton properties
- £0.40 million to OXWED for working capital
- £0.33 million to OXWED for capital expenditure

14.6.4 There are plans for further capital loans to the Housing Company to the value of £34 million for OCHIL, and £55 million for OCHDL up to and including 2026/27. There are also additional loans of £4.35 million to OXWED LLP which are being anticipated within the Council's capital plans.

14.6.5 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.

14.6.6 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.

14.6.7 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

14.6.8 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.

14.7 **Other Considerations**

14.7.1 Where the Council provides loans to another organisation to enable service delivery, there are protections that are included in legal agreements / arrangements and other considerations to consider.

These are:

- a) Provision of collateral – ensuring that it can be legally enforced – or other means of ensuring that the Council’s funds are protected
- b) Interest rate to be charged to ensure that the charge is at a commercial rate or otherwise does not adversely affect the market (this links to subsidy control)
- c) Risk of the loan, both in respect of additional liabilities that may fall on the Council and also potential loss of investment
- d) Legal agreements that cover responsibilities of the Council and the other party under the arrangement
- e) Ensuring that the arrangement does not breach subsidy control rules and that any public subsidy that is in place is properly documented and recorded

15. **Transformation Funding Strategy**

15.1 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. A new Secretary of State direction was issued in August 2022 allowing capitalisation of transformation costs up to an including the financial year 2024/25.

- 15.2 Oxford Direct Services Limited has undertaken 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 increase in the dividend would therefore need to be assessed under these regulations in respect of the success of the transformation. The project consisted of a number of elements including the replacement of assets, restructuring the workforce and improving the ICT systems used by the Company.
- 15.3 The costs of the ODS transformation related to technology, project management, consultancy and voluntary redundancy were revenue in nature. The revenue costs relating to the were funded by the Council using a £1.25 million grant which the Council capitalised using these directions which was formally approved by the Council to fund this after considering the projected returns from the capitalised revenue aspects of the project. The capital grant was approved to be paid to ODS on the condition that it is repayable if the increased efficiencies and the increased dividend to the Council are not achieved.
- 15.4 Local authorities cannot borrow to finance the revenue costs of service reform and transformation. 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.
- 15.5 The progress and delivery of the capitalised revenue cost element must be reported on an annual basis within the Capital Strategy or another document or report which is considered by the Full Council. 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. ODS remains confident that the expected efficiencies can still be achieved, although in later years than originally anticipated.

16. Risk Management (Capital Strategy Management Practice 1)

- 16.1 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. Risks relating to capital schemes should be proportionate to the Council's capacity – i.e. that plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services;
- 16.2 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.

- 16.3 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.
- 16.4 To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.
- 16.5 It is important to identify the appetite for risk by each scheme and for the capital programme as a whole.
- 16.6 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.
- 16.7 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.
- 16.8 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.

17. Other Considerations

Capital Schemes must comply with legislation, such as the Equality Act 2010, the General Data Protection Regulations (GDPR), building regulations etc.

Capital Scheme and Major Projects Process (Capital Management Practice 5)

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 Project Initiation Document (PID) template to the Project Management Office (PMO) by email

A proposal will outline the scheme in enough detail to enable the Development Review Group (DRG) 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 DRG
- It may be approved by DRG 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 Development Review Group. 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 DRG, 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 Development Review Group. 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

An Outline Business Case that is supported and approved by the relevant Head of Service should be completed using the template which is available on the PMO intranet pages. Supporting feasibility reports and documentation should also be submitted along with the Business Case.

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

A Full Business Case that is supported and approved by the relevant Head of Service should be completed using the template which is available on the PMO intranet pages. Supporting feasibility reports and documentation should also be submitted along with the Business Case.

Review and recommendations

The PMO will review any submitted Business Case through DRG. There are four recommendations that DRG 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.

In some cases projects may proceed straight to Cabinet / Full Council for in-year budget approval following approval of their business case. Projects will only by-pass the pipeline stage in this way where there is a clear rationale to proceed, such as meeting external funding requirements.

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 Smartsheets to:

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

Update requests are issued by email on 8th 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.

There is an ongoing project to consolidate the Smartsheets. This will convert the separate data sets (Development, Organisational Change, Communities Change, and Housing Supply boards) into a single Smartsheet.

Project reporting

Information gathered from Smartsheet project updates is used to produce monthly reports on progress. Progress reports include progress commentary, a summary of key risks and issues, financial forecasting against budget, and an overview of the project programme highlighting progress against the next agreed milestone. Reports are shared with Directors and Heads of Service via the Development Board Teams channel.

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.

To: Council

Date: 16 February 2023

Report of: Head of Law and Governance

Title of Report: Report of the Independent Remuneration Panel and Draft Councillors' Allowances Scheme 2023-27

Summary and recommendations	
Purpose of report:	To present the recommendations of the Council's Independent Remuneration Panel (IRP) and a Draft Councillors' Allowances Scheme 2023-27
Key decision:	No
Lead Member:	Councillor Susan Brown, Leader of the Council
Corporate Priority:	N/A
Legislation:	Local Authorities (Members' Allowances) (England) Regulations 2003
Recommendation(s): That Council resolves to:	
<ol style="list-style-type: none"> 1. Thank the Independent Remuneration Panel for its work. 2. Agree to include in the Councillors' Allowances Scheme 2023-27 the following provisions from the Councillors' Allowances Scheme 2019-23, as recommended by the Independent Remuneration Panel: <ol style="list-style-type: none"> a) The following Special Responsibility Allowances (SRAs): <ol style="list-style-type: none"> i. Leader - 3 x basic allowance ii. Deputy Leader – 1 x basic allowance iii. Non-statutory Deputy Leader - 1 x basic allowance iv. Lord Mayor – 1 x Basic Allowance v. Deputy Lord Mayor – 0.25 x basic allowance vi. Sheriff - 0.25 x Basic Allowance vii. Cabinet Members with particular responsibilities – 1.5 x basic allowance viii. Chair of Scrutiny Committee – 1x basic allowance ix. Chair of Audit & Governance Committee – 0.25 x basic allowance x. Chair of a Planning Committee – 0.5 x basic allowance xi. Leader of an opposition group – 1 x basic allowance with the additional clarification set out in paragraph 11 xii. Chair of Scrutiny Standing Panel – 0.25 x basic allowance (Maximum of 2 Standing Panel SRAs available. Panel must meet at least 5 times to qualify. If more Standing Panels are set up then 0.5 x basic allowance to be divided between the Panel 	

Chairs)

- b) The rule that councillors will receive a maximum of two special responsibility allowances (excluding civic office holders);
 - c) The rule that where a member of the Council is also a member of another council, that councillor may not receive allowances from more than one council in respect of the same duties;
 - d) The rule that a 15% reduction to a special responsibility allowance will be applied for councillors who attend less than two thirds of the scheduled meetings required within a special responsibility
 - e) The ability for councillors to elect to forgo any part of their entitlement to an allowance;
 - f) The rule that where allowances have been paid in advance for a period during which a councillor is no longer a councillor, those allowances should be repaid;
 - g) Allowances for maternity or adoption leave, with the extension to entitlement set out at paragraph 14;
 - h) Allowances for travel to be paid for travel outside the City of Oxford boundary with the prior agreement of the Head of Law and Governance, with the additional reference to promoting green and public transport set out at paragraph 16;
 - i) Reasonable adjustments for councillors with a temporary or permanent disability;
 - j) The rule that all claims for repayment must be made on the forms provided and should be accompanied by receipts/invoices as appropriate before payment can be authorised;
3. **Agree** to increase the basic allowance to £5,471 for 2023/24, in line with the IRP proposal to increase the basic allowance by 4.5% in 2023/24.
 4. **Agree** to the indexation of the basic allowance to the local pay settlement for local government employees from 2024/25 onwards.
 5. **Agree** that the special responsibility allowance for 'Cabinet Member without particular responsibilities' be removed.
 6. **Agree** to include in the Scheme provision for allowances for co-opted members and Independent Persons at the rate of £75 for up to 4 hours and £150 for more than 4 hours but less than 24 hours in respect of any Committee, Sub-Committee or Panel meeting attendance of which they are a member.
 7. **Agree** to increase the maximum amount that any Member can claim for child and other dependants' care in any one financial year to £1,306 for 2023/24.
 8. **Agree** to increase the maximum amount that any Member can claim for child and other dependants' care in any one financial year in line with the rate of increase in the Oxford Living Wage.
 9. **Agree** to include the provision that 'Members' personal circumstances, including health, will be taken into account by the Head of Law & Governance in consultation with the Committee & Member Services Manager before any allowance reduction is applied' in respect of allowance reductions.

10. **Agree** that councillors will forgo part of their future allowance payments in the following circumstances:
- (a) A 15% reduction to the basic allowance will be applied for:
 - i. Members who fail to attend more than four meetings of Full Council in any municipal year except when a serious medical condition is the reason for absence;
 - ii. Members who fail to attend the induction training for newly elected councillors. A newly elected Councillor is any Councillor who was not holding City Council office before the election in question.
 - (b) A 10% reduction to the basic allowance will be applied for:
 - i. Members who fail to attend compulsory planning and development control training (held every two years).
 - ii. Members who fail to attend compulsory code of conduct training (held annually).
 - iii. Members who are appointed to a Licensing Committee who fail to attend the compulsory licensing training (held annually).
11. **Adopt** the Draft Councillors' Allowances Scheme 2023-27 attached at Appendix B.

Appendices	
Appendix A	Report of Oxford City Council's Independent Remuneration Panel, January 2023
Appendix B	Draft Councillors' Allowances Scheme 2023-27

Introduction

1. The Council's Councillors' Allowances Scheme for 2019-23 was adopted by Council on 28 January 2019 with effect from 01 April 2019. The Scheme expires on 31 March 2023.
2. This report outlines the recommendations of the Oxford City Council Independent Remuneration Panel (IRP) in respect of a replacement councillors' allowances scheme and proposes a Draft Councillors' Allowances Scheme 2023-27.

Legislative framework

3. The Local Authorities (Members' Allowances) (England) Regulations 2003 ("the Regulations") require the Council to agree a new Scheme before the expiry of the current Scheme, having regard to the recommendations of an IRP. The Regulations require that such a scheme shall provide for:
 - The payment of a basic allowance of the same amount to all councillors (limited to the duration of a councillors' term of office);

- Councillors electing to forgo their entitlement to any part of their allowances;
 - A time limit during which any claims for travel, carers' and co-optees' allowances must be made;
 - Councillors not receiving allowances from more than one authority in respect of the same duties;
 - The publication of records of the allowances paid, at the end of each year.
4. The Regulations also state that a scheme may provide for:
- The payment of special responsibility allowances (SRAs) to members with special responsibilities (including to at least one councillor who is not a member of the controlling group);
 - The payment of a dependants' carers' allowance;
 - The payment of travelling and subsistence allowance;
 - The payment of co-optees' allowance;
 - Annual adjustment of allowances by reference to an index (for a maximum period of four years);
 - An authority requiring the repayment of allowances paid in advance where a member ceases to be entitled to those allowances

Independent Remuneration Panel (IRP)

5. The Council's IRP comprises representatives from the voluntary, public and business sectors appointed by the Head of Law and Governance (in accordance with the delegation from Council). The members of the IRP are:
- Professor Alistair Fitt, Vice-Chancellor, Oxford Brookes University
 - Laura Price, Chief Executive, Oxfordshire Community and Voluntary Action
 - Lyn Davies, Director of Corporate Services and Company Secretary, OxLEP
6. The IRP met on 09 January 2023 to carry out an independent review of councillors' allowances and make recommendations about a new Oxford City Council Councillors' Allowances Scheme. Recommendation 1 of this report asks Council to thank the IRP for its work.

IRP report and recommendations

7. The report of the IRP is attached as Appendix A and a summary of the evidence considered is provided in paragraphs 16 and 17 of that report. This included written representations made by ten councillors and one political group.
8. The IRP was particularly focused on ensuring that the role of elected representative can be open to people from a wide range of backgrounds and that potential barriers to participation, including financial barriers, should as far as possible be removed or mitigated. The IRP recognised that these considerations must be balanced against the overall affordability of councillors' allowances, which should represent value for money for local residents and reflect the fact that the role of councillor is at least partly a voluntary public service. The IRP

concluded that, when taking into account the current economic climate, the existing level of councillors' basic allowance did not strike an appropriate balance between providing value for money for residents and enabling inclusive representation. As such the IRP recommended that the basic allowance be increased to more closely align with the rates of basic allowances in neighbouring and comparator local authorities (see paragraphs 19-24 of Appendix A).

9. The IRP concluded that the provisions in the Councillors' Allowances Scheme 2019-23 remain largely appropriate and should be retained on the current basis in the new scheme, with a small number of clarifications and changes explained below.
10. The IRP recommends that the local pay deal for Council employees is retained as the index for the annual uplifting of allowances from 2024/25 onwards, following the initial recommended uplift to the basic allowance in 2023/24. As the Regulations stipulate that schemes can rely on an index for the annual uplifting of allowances for no more than four years, it is proposed that the new councillors' allowances scheme will span from 01 April 2023 to 31 March 2027. The IRP was of the view that indexing councillors' allowances to the local pay deal for Council employees struck an appropriate balance between ensuring councillor allowances account for factors such as inflation and the rising cost of living and preventing disproportionate increases that were at odds with staff pay increases. In addition, the IRP agreed that indexing to the local pay deal for Council employees enabled easier planning in terms of Council finances, when compared to other indexes such as the Consumer Price Index (CPI), which was unpredictable and therefore difficult to plan for. It is not yet known what uplifts Council employees will receive in from 01 April 2024 onwards as this will be subject to a future pay negotiation.
11. The IRP recommends that, on the whole, special responsibility allowances (SRAs) are retained for the same roles as in 2019-23, with a small number of clarifications and changes. The IRP was of the view that, due to the fact that it was not currently in use, the provision for the 'Cabinet Members without particular responsibilities' should be removed. In addition, the IRP recommends that the wording associated with the 'Leader of an opposition group' SRA be amended slightly to state that the allocation will be 'divided equally among opposition groups'. This was in response to representations received regarding the possibility of groups having co-leaders; and would not change the overall split of the allocation (as a multiple of the basic allowance) to opposition groups – it would simply allow opposition groups to split their allocation between co-leaders, which the current Scheme does not provide for. The IRP further determined that the levels of SRAs should continue to be set as multiples of the basic allowance.
12. The IRP was of the view that the provision of allowances for co-opted members and Independent Persons would help ensure that these roles were open to people from a wide range of backgrounds. It agreed that any allowance would need to be set taking into account factors such as meeting attendance and involvement in Council business related to the role of co-optee or Independent Person. The IRP suggested that the setting of such an allowance should be a

decision for the Council. For comparison, the co-optee allowances of the other district councils within Oxfordshire are set out below:

Council	Provision
South Oxfordshire District Council	No allowance, but entitled to claim travel, subsistence and other expenses.
Vale of White Horse District Council	No allowance, but entitled to claim travel, subsistence and other expenses.
West Oxfordshire District Council (2021-22 Scheme)	£75 for up to 4 hours and £150 for more than 4 hours but less than 24 hours in respect of attendance at any meeting of the Committee or Sub-Committee of which they are a co-opted member, or at a conference or training event, where attendance is on behalf of, or authorised by, the Council. Also entitled to claim travel, subsistence and other expenses.

13. Officers recommend that, given the proposed alignment of Oxford City Council's basic allowance for councillors with that of West Oxfordshire District Council, it would be appropriate to consider setting an allowance for co-opted members and Independent Persons of £75 for up to four hours and £150 for more than four hours but less than 24 hours in respect of any Committee, Sub-Committee or Panel of which they are a member.
14. The IRP considers that current provisions for maternity and adoption leave were comprehensive, though not explicitly required by the Regulations, but that the entitlement should be extended to include paternity and parental leave to ensure inclusivity. The IRP considers that current provisions relating to reasonable adjustments should be retained.
15. The IRP supports the retention of allowances for child and other dependants' care, but recommends that the maximum amount which can be claimed by a Member in any given financial year be increased to £1,306 for 2023/24. This reflects the rate of increase in the Oxford Living Wage, which Members are required to pay carers in order to claim those allowances back. The IRP further recommends that the maximum amount that can be claimed by a Member in any given financial year be increased in line with the rate of increase in the Oxford Living Wage.
16. The IRP recommends that current provision in respect of travel allowances should be retained, with a minor amendment that the Council should reference its own policies on modes of transport in respect of travel allowances to encourage green and public transport usage.
17. In respect of allowance reductions, in light of representations the IRP recommends that the existing provisions should be retained, with the addition of a point to clarify that 'Members' personal circumstances, including health, will be taken into account by the Head of Law & Governance in consultation with the

Committee & Member Services Manager before any allowance reduction is applied'. The Regulations stipulate that the amount of basic allowance shall be the same for every Member, but the Regulations are also clear that councillors can elect to forgo their entitlement to any part of their allowances. To maintain the current practice relating to allowance reductions, recommendation 10 invites the Council to renew its collective resolution that the basic allowance will be reduced in certain circumstances.

18. Recommendation 2 of this report details all of the existing provisions that the IRP recommends the Council retains in its Councillors' Allowances Scheme 2023-27.

Draft Councillors' Allowances Scheme 2019-23

19. The Draft Councillors' Allowances Scheme 2023-27, incorporating the recommendations and points of clarification set out above, is attached as Appendix B. The changes from the previous scheme are highlighted. Recommendation 11 asks Council to adopt the Draft Councillors' Allowances Scheme 2023-27, subject to any amendments agreed by Council.

Legal implications

20. The legal implications, including the need for Council to adopt a new councillors' allowances scheme before 31 March 2023 and the parameters of the Regulations governing councillors' allowances are set out in paragraphs 3 and 4.

Financial Implications

21. Provision has been made within the Council's Draft Medium Term Financial Plan for councillors' allowances to be uplifted in accordance with local pay awards. In agreeing to the IRP recommendation as referred to in recommendation 3 of this report, the Council's base budget would increase by 2% of the current Members' allowances of £400k i.e. £8,000 per annum. This would need to be found from reserves and contingencies.

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Background Papers: None

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**REPORT BY
THE OXFORD CITY COUNCIL
INDEPENDENT REMUNERATION
PANEL**

**An Independent Review of Members'
Allowances**

January 2023

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Oxford City Council

Report of the Independent Remuneration Panel

Executive Summary

1. Oxford City Council's Independent Remuneration Panel was asked to prepare this report to recommend a new Members' Allowances Scheme to the Council. The new scheme is to be adopted when the current scheme expires on 31 March 2023 and will run from 01 April 2023 until 31 March 2027.
2. In preparing this report, the Independent Remuneration Panel ("the Panel") has considered all aspects of Oxford City Council's scheme of allowances ("the Scheme"), including the structure of the Scheme, the level of allowances paid and the circumstances in which allowances may be claimed.
3. The Panel considered a range of information prior to formulating its recommendations. This included the written responses of councillors who had put forward their views, the economic climate within which the Council operates and the desire to encourage a wide range of citizens to participate in local democracy; along with information provided by the Council on the Council's governance arrangements. The Panel considered a range of qualitative and quantitative evidence, as well as benchmarking data.
4. The Panel considered its recommendations within the context of The Local Authorities (Members' Allowances) (England) Regulations 2003.
5. In taking into account the views of councillors who submitted written representations, the current economic climate and the fact that the cost of living in Oxford is higher compared to other parts of the country, the Panel recommended that the baseline allowance in the context of cost per resident should be increased, while recognising councillors' allowances are not designed to act as a salary.
6. The Panel's view is that the Scheme must be set at a level to encourage access by all; be fair and transparent; and be affordable. The Panel would like to draw particular attention to the following aspects of its recommendations:
 - To increase the basic allowance to align more closely with neighbouring and comparator councils.
 - To continue indexing the basic allowance to the local pay settlement for local government employees.
 - The extension of the maternity and adoption leave entitlement to include paternity and parental leave.
 - The removal of allowance provision for the role of 'Cabinet Member without particular responsibilities'.

- The inclusion of an allowance for co-optees and Independent Persons.
- To increase the total claim amount per Member per financial year for allowances for child and other dependants' care.

Introduction

7. This report presents the recommendations of the Independent Remuneration Panel to the Council for consideration and approval.
8. The Council is required to make a scheme of allowances for its councillors in accordance with the Local Authorities (Members' Allowances) (England) Regulations 2003. The process for making and reviewing such a scheme is regulated so that the public can have confidence in the independence, openness and accountability of the process involved. The process requires that the Council must establish an Independent Remuneration Panel and before making or amending its scheme of allowances the Council must have regard to the views of the Panel.

The Panel

9. The Panel met on 09 January 2023 to carry out a review of the Oxford City Council Members' Allowances Scheme. The Panel comprised representatives appointed by the Head of Law and Governance (in accordance with the delegated authority from Council on 03 October 2022) from the voluntary, public and business sectors. The members of the IRP were:-
 - Professor Alistair Fitt, Vice-Chancellor, Oxford Brookes University
 - Laura Price, Chief Executive, Oxfordshire Community and Voluntary Action
 - Lyn Davies, Director of Corporate Services and Company Secretary, OxLEP
10. Also present, to support the Panel, were Emma Griffiths (Team Leader Lawyer, Corporate and Information Governance), Alice Courtney (Committee & Member Services Manager (Interim Acting)) and Emma Lund (Committee & Member Services Officer) each of whom work within the Council's Law & Governance Service.

Terms of reference

11. The Panel was appointed to review and make recommendations to Oxford City Council on its Members' Allowances Scheme. Given it is well-established, the current Scheme was used as a starting point for the replacement Scheme and the Panel considered any amendments that it wished to recommend based on the evidence and written representations it examined.
12. The Local Government Act 2000 provides for the payment of allowances to councillors and the Local Authorities (Members' Allowances) (England) Regulations 2003 require that before any scheme of Members' allowances is agreed Oxford City Council is required to take into account the recommendations of an Independent Remuneration Panel on the levels and types of allowances to be paid under that scheme.
13. An Independent Remuneration Panel must produce a report making recommendations regarding:
 - a) the responsibilities or duties in respect of which special responsibility, travelling or subsistence and co-optees' allowances should be available;
 - b) the amount of such allowance and the amount of basic allowance;
 - c) whether dependants' carers' allowance should be payable to members of an authority, and as to the amount of such an allowance;
 - d) whether payment of allowances may be backdated following an amendment; and
 - e) whether adjustments to the level of allowances may be determined according to an index, and if so which and how long that index should apply, subject to a maximum of four years before it is reviewed.
14. The Council's current Scheme was approved in January 2019, commenced on 01 April 2019 and expires on 31 March 2023. The Panel was appointed to review the current Scheme and consider what, if any, adjustments were required and to recommend an allowances scheme for the financial year 2023/24 to 2026/27.
15. In its deliberations, the Panel had regard to the following set of broad principles within which the review of allowances was undertaken:
 - In line with the statutory guidance, the Panel took into account the principle that an element of the role of councillor must be voluntary, but that should not mean that councillors should suffer significant financial loss as a result of undertaking the role;
 - Allowances should not be designed to enrich councillors, but neither should the level of allowances prohibit individuals from considering standing for election;
 - In light of the financial climate within which the Council operates, the overall budget for allowances should not increase to such a level as would significantly impact Council finances in a disproportionately negative way.

Evidence Considered and Representations Received

16. Representations on the current Scheme were sought from all Members. Written responses were received from a number of councillors.
17. In addition to those representations, the following documentation was considered as evidence:
 - Overview of the roles and responsibilities of City Councillors
 - A paper on the role of a councillor
 - An overview of the Council's committee structure
 - Details of Cabinet portfolio responsibilities
 - Oxford City Council's Members' Allowances Scheme 2019-2023
 - Independent Remuneration Panel Reports to Council (January 2019, February 2018 and December 2014)
 - End of year allowances notice for 2021/22
 - Neighbouring councils' Members' Allowances Schemes: Oxfordshire County Council, Cherwell District Council, South Oxfordshire District Council, Vale of White Horse District Council and West Oxfordshire District Council
 - Comparator councils' Members' Allowances Schemes: Cambridge City Council, Exeter City Council and Norwich City Council
 - Local Government Association National Census of Local Authority Councillors 2022
 - South East Employers' Members' Allowances Survey 2022
 - A discussion paper which set out key points for Panel consideration

Our Review of the Members' Allowances Scheme and proposed amendments

18. The Panel examined all of the allowances and expenses within the Council's current Members' Allowances Scheme and considered whether any changes were required. In making recommendations, particular consideration was given to the need to encourage diverse councillor representation and recognition of rising inflation nationally and the higher cost of living in Oxford compared to other parts of the country, whilst also recognising that Members' allowances were not designed to act as a salary. Written representations from Members were also taken into account when formulating recommendations.

Basic Allowance and Indexation

19. The Panel considered the current Members' Allowances Scheme which was introduced in 2019. The Scheme provides for an annual basic allowance of £5,245. The Panel wishes to ensure that the basic allowance is set in a way to encourage citizens from a variety of backgrounds, which are as broad and diverse as possible, to consider standing for election. The role of a councillor is time consuming and inevitably, for some, will clash with work and personal

responsibilities. Councillors are expected to perform a 'professional role' on the Council and it is unrealistic to assume that councillors are able to perform their role without being fairly recompensed for their time. However, this needs to be balanced with the fact that councillor allowances are not designed to act as a salary; by virtue of their role, councillors perform a public service and as such that role is, at least in part, a voluntary one.

20. Consideration was further given to the Council's budget and the fact that the Council had finite resources – alongside the impact on services and service delivery that any significant increase to Members' allowances may have. During previous reviews of Members' allowances, it was noted that Members had been clear that they would not support a significant increase in allowances as they did not want negative public perception centred on allegations of greed and misuse of public funds.
21. However, when taking into account factors such as rising national inflation, the higher cost of living in Oxford compared to other parts of the country and the level of basic allowance at comparator councils, the Panel considered that the current level of basic allowance did not strike an appropriate balance between providing value for money for residents and enabling inclusive representation. This view was evident in Members' written representations and the Panel was concerned that the current level of basic allowance presented a possible barrier to individuals standing for election, with particular reference being made to those of working age and those on lower incomes.
22. Consideration was given to whether the basic allowance should be based on hours typically dedicated to Council business, with a percentage public service discount applied (e.g. to the rate of the Oxford Living Wage). The LGA Councillors' Census 2022 outlines that, of those who responded, on average councillors nationally spend 22.4 hours per week on council business. Only 37.5% (18 out of 48) of Oxford City Councillors responded to the 2022 LGA Census, therefore it is difficult to draw firm conclusions – but of those who responded, on average they spend 17.1 hours per week on council business; slightly less than nationally. The Panel determined that it did not have enough data to calculate a rough average of hours dedicated to Council business per week and also noted there was no system in place for councillors to formally record their hours. The implementation of such a system would likely be costly and resource intensive in terms of how such a system was moderated. The Panel therefore proposed that it would not be practical for the level of basic allowance to be based on hours dedicated to Council business.
23. The Panel reflected on the allowances paid at neighbouring councils and noted that Oxford City Council councillors received the second lowest annual basic allowance after West Oxfordshire District Council, which paid the highest cost per resident but was a smaller authority with a smaller population. It was agreed that any comparison with the level of allowance paid by Oxfordshire County Council was unhelpful as it was a higher tier of local government with different responsibilities and services, covering a

much larger geographical area with single-member wards. When considering comparator councils' allowances, Oxford City Councillors received the lowest annual basic allowance and the second lowest in terms of cost per resident, after Canterbury City Council.

24. The Panel agreed that the level of Oxford City Council's basic allowance was an obvious outlier in terms of the allowance being low. It determined that, given it was considered a similar type of city to Oxford, Cambridge City Council was a reasonable comparator from which to benchmark a recommended future level of basic allowance. If Oxford City Council's annual basic allowance were matched to Cambridge City Council's (£5,554), then the Council's cost per resident would be increased to £1.64. However, the Panel agreed that the cost per resident of the new Scheme should not increase beyond that of neighbouring councils, as local Oxfordshire context remained an important factor. The recommendation was therefore that Oxford City Council's basic allowance should be increased to match West Oxfordshire District Council's cost per resident of £1.62, which would bring Oxford City Council's allowances in line with the top of the Oxfordshire councils family in terms of cost per resident. This would result in an annual basic allowance of £5,471, representing an approximate 4.5% uplift in the basic allowance. The Panel was of the view that this level of increase struck an appropriate balance between the need to increase the level of basic allowance so it was not a barrier to diverse representation while also not putting excessive strain on Council finances.

Recommendation 1: That the Council's basic allowance be increased to £5,471, representing a cost per resident of £1.62.

25. The Local Authorities (Members' Allowances) (England) Regulations 2003 permit councils to determine whether adjustments to allowances should be made by reference to an index and, if so, to decide upon the index and the length of its application (up to a maximum of four years).
26. The Panel considered the current Members' Allowances Scheme which was introduced in 2019. The Scheme provides for a basic allowance of £5,245 and for councillors' basic allowances to be indexed to increase annually at the same rate as the percentage cost of living uplift in the local pay settlement for local government employees for that year.
27. In determining whether the local pay settlement for local employees remained the best index for annual adjustments to allowances, the Panel noted the current high level of inflation and that indexing allowances to the Consumer Price Index (CPI) would have an adverse impact on Council finances, including because inflation was unpredictable. It also agreed that it would not be appropriate to index allowances to inflationary rises as staff pay was not linked as such.
28. As a result, the Panel concluded that the local pay settlement remained the best index for annual adjustments to allowances as it was easier to plan for in terms of Council finances (compared to CPI which fluctuated) and it was

the subject of local negotiations. The Panel recommended that the basic allowance should be increased in line with Recommendation 1 above only for 2023/24 and then increase annually in line with the local pay settlement indexation for subsequent years.

Recommendation 2: That the Council's basic allowance be indexed to the local pay settlement for local government employees from 2024/25 onwards following the initial recommended uplift to the basic allowance in 2023/24.

Special Responsibility Allowances (SRAs)

29. The Panel understands that SRAs are paid to councillors with special responsibilities and that, in the current Scheme, they are calculated as multiples of the basic allowance. Members are currently able to receive up to two SRAs in addition to their basic allowance. The Panel noted that written submissions regarding SRAs were varied, with suggestions that they were about right versus suggestions that they do not reflect the time that Cabinet Members have to devote to their roles.
30. In formulating recommendations about the level of SRAs within the new Scheme, the Panel sought to examine the nature of and responsibility associated with the roles undertaken by Members. This approach was based on the principles that underpin every review of allowances; the need to consider the time commitment and the level of responsibility required of each role.
31. The Panel considered that it had not received sufficient evidence to suggest that the level of responsibility, time commitment and specialist skills or knowledge required for roles which currently qualified for receipt of a SRA had significantly changed since the current Scheme had come into effect. Therefore, in the absence of evidence to the contrary, it determined that no wholesale revision to SRAs was appropriate.
32. It was noted that two separate representations had been submitted regarding removing a Deputy Leader allowance, leaving just one. The Panel acknowledged that the provision of a second (non-statutory) Deputy Leader allowance was recommended by the previous Panel in November 2017 and subsequently agreed by Council, following an increase in workload of the Leader as a result of more extensive and complex partnership working involved in the local, regional and national role of Oxford. The Panel considered that the scale and complexity of partnership working that Oxford City Council was involved with had not reduced since the second (non-statutory) Deputy Leader SRA was introduced and as such there was no clear rationale for removing it.
33. The Panel questioned the scenario in which an SRA for 'Cabinet Member without particular responsibilities' would be eligible. It was noted that, while there was provision for such a SRA, it was not currently in use. The Panel was of the view that, given the Leader had made a full allocation of Cabinet

Members, as allowed by law, the SRA could not currently be utilised and thus the Panel could not see a compelling reason for the provision for this SRA to remain. It considered that this role may no longer be required in the current context and as such, the Panel recommended that this SRA be removed.

Recommendation 3: That the Council removes provision for the 'Cabinet Member without particular responsibilities'.

34. A written representation had been received relating to establishing provision for the 'Leader of an opposition group' allowance to be split between co-leaders. In deliberating this issue, the Panel agreed that there was nothing in the current Scheme prohibiting an Opposition Group Leader sharing their allowance with a co-leader once it had been paid and the Panel was content that Opposition Group Leaders were empowered to do so if they wished. However, for the avoidance of doubt, the Panel suggested that the wording in the current Scheme could be amended to state that the SRA for the 'Leader of an opposition group' will be divided equally among opposition groups. This would enable provision for the SRA allocation for one opposition group to be paid directly to two co-leaders if required.

Recommendation 4: That the Council alters the wording associated with the 'Leader of an opposition group' SRA to state that the allocation will be 'divided equally among opposition groups'.

35. In considering the current two SRA limit within the existing Scheme, the Panel did not receive any written representations suggesting this should be revised. It is acknowledged that undertaking a role that qualifies for a SRA requires a time commitment and a level of responsibility in recognition of which Members should be paid an allowance. In the absence of any representations, the Panel does not consider the current two SRA limit should be amended.

Co-opted Members

36. The Panel considered whether provision for allowances for co-optees and/or Independent Persons should be included in the replacement Scheme. The Panel determined that co-optees were often co-opted to fill a vital skills gap and were vital in broadening the diversity and facilitating wider representation of committees. As such, the Panel proposed that there should be provision for the payment of allowances to co-optees and Independent Persons as this would help encourage diversity and inclusivity of those individuals putting themselves forward for co-option.
37. The Panel agreed that expectations around meeting attendance and involvement in Council business related to the role of co-optees and Independent Persons would need to be considered and allowances only paid where those thresholds were met.

Recommendation 5: That the Council sets and pays an allowance to co-optees and Independent Persons for attendance at meetings and involvement in Council business by virtue of their co-optee or Independent Person role.

Subsistence and Travel Allowances

38. No written representations from Members were submitted in relation to travel and subsistence allowances. The Panel determined that the provisions set out in the current Scheme are sufficient therefore it has not made any recommendations in respect of this provision.
39. The Panel considered whether the allowances for travel within the new Scheme should incentivise the use of low emission vehicles and did not think this was appropriate, as low emission vehicles did not specifically refer to green or public transport. It was proposed that the Council should reference its own policies on modes of transport in respect of travel allowances and encourage public and green transport methods in accordance with its own environmental ambitions.

Recommendation 6: That the Council references its own policies on modes of transport in respect of travel allowances to encourage green and public transport usage, but should not change the provision in the Scheme in respect of travel allowances.

Maternity or Adoption Leave

40. In November 2017, the previous Panel recommended and the Council agreed that where a councillor in receipt on a SRA wishes to take a leave of absence from their special responsibilities due to maternity or adoption leave they will continue to receive half of the SRA to which they are entitled for a period of up to six months provided they had been in receipt of the SRA for at least three months prior to taking maternity or adoption leave.
41. The Panel was asked to consider whether the current maternity and adoption leave provisions should be retained in the new Scheme, whether any amendments were required to the existing provision, or whether the Council should be recommended to adopt the LGA's model parental leave policy and, if so, whether any adjustments were required to reflect the local context.
42. It was noted that no case had been made for change through the written representations received and the Panel agreed that the current provisions were comprehensive. In discussions the Panel proposed that, to ensure inclusivity, the entitlement of the current provision should be extended to include paternity and parental leave.

Recommendation 7: That the Council extends the entitlement of the existing maternity and adoption leave provision to include paternity and parental leave.

Child and Other Dependant Carers' Allowances

43. The Panel recognised that payment for care of various sorts was essential to allow Members to perform their duties and that current arrangements should be retained. However, it considered whether the maximum claim limit of £1,000 per year for Members to recoup costs incurred in making arrangements for the care of children and other dependants should be increased to reflect the increased cost of living and the fact that the £1,000 limit had not increased with inflation since it was introduced.
44. In considering potential increases to the £1,000 claim cap, the Panel noted that if the baseline in April 2015 when the cap took effect was £1,000, a suggested uplift to align with the increase in the Oxford Living Wage rate since April 2015 would seem reasonable. The Panel agreed that it would be good practice to increase the cap to take account of rising costs.
45. In April 2015, the Oxford Living Wage was £8.69 and from April 2023 it will be £11.35. This amounts to a 30.6% increase. If the same percentage increase is applied to the £1,000 cap, the resultant figure is £1,306. The Panel proposes that this amount continues to rise in line with the rate of increase in the Oxford Living Wage.

Recommendation 8: That the Council increases the maximum amount that any Member can claim for carers' allowance in any one financial year to £1,306 for 2023/24.

Recommendation 9: That the Council increases the maximum amount that any Member can claim for carers' allowance in any one financial year in line with the rate of increase in the Oxford Living Wage.

Reasonable Adjustments

46. The Panel did not receive any written representations suggesting amendments to the current provisions for reasonable adjustments and as such the Panel agreed that the current provisions should be retained.

Allowance Reductions

47. The Panel considered that the current provisions regarding allowance reductions offer an effective mechanism to ensure that Members attend meetings and compulsory training. It is noted that in practice such reductions are only enforceable by voluntary agreement of Council, but it is suggested that this provision be retained.
48. In considering whether consideration should be given to Members' personal circumstances before any reduction to allowances is applied, the Panel proposed that wording be included within the new Scheme to provide that this should be the case.

Recommendation 10: That the Council includes the following provision with the section on allowance reductions – ‘Members’ personal circumstances, including health, will be taken into account by the Head of Law & Governance in consultation with the Committee & Member Services Manager before any allowance reduction is applied.’

Conclusions

49. The Panel considered whether the current economic climate should inform their recommendations. The Panel took the view that this was an important factor which the public would quite rightly expect to form part of its considerations, particularly in the current economic context. It was acknowledged that the rate of inflation is extremely high and cost of living pressures are mounting, in addition to the added expense of living in a city such as Oxford. However this had to be balanced against other factors, including the finite resources of the Council and the need to prioritise services for residents. A large degree of consideration was also given to the need to adopt a Scheme which encouraged diversity and inclusion of representation of individuals from a wide variety of backgrounds in order to strengthen local democracy.
50. The Panel has made a series of recommendations, notably on the basic allowance and indexation, with more minor recommendations relating to SRAs, co-optee allowances, parental leave and allowance reductions.
51. In coming to these recommendations the Panel carefully considered all of the submissions and representations submitted and the additional evidence that was available. In accordance with the terms of reference, the Panel has looked at each element of the Council’s existing Members’ Allowances Scheme and the levels of allowance paid at neighbouring and comparator councils. The Panel believes that this review of the existing Scheme and the recommendations made build on the existing, well-established Scheme and will give the Council a sound and comprehensive Scheme for the next four years from 01 April 2023 until 31 March 2027.

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26. Councillors' allowances

- 26.1 Basic allowance
- 26.2 Allowance reductions
- 26.3 Special responsibility allowances
- 26.4 Co-optees and Independent Persons allowance
- 26.5 Choosing not to be paid a basic or special responsibility allowance
- 26.6 Repayment of allowances
- 26.7 Maternity, Paternity, Adoption or Parental Leave
- 26.8 Allowances for child and other dependants' care
- 26.9 Allowances for travel
- 26.10 Reasonable adjustments
- 26.11 How to claim allowances
- 26.12 Indexing of allowances in the scheme

26.1 Basic allowance

Each councillor gets a basic allowance of £5,471 p.a.

26.2 Allowance reductions

Council has collectively agreed that councillors will forgo part of their future allowance payments in the following circumstances:

- (a) A 15% reduction will be applied for councillors who attend less than two thirds of the scheduled meetings required within a Special Responsibility (26.3).
- (b) A 15% reduction will be applied for:
 - (i) Members who fail to attend more than four meetings of Council in the municipal year except when a serious medical condition is the reason for absence;
 - (ii) Members who fail to attend an induction for newly elected councillors. A newly elected councillor is any councillor who was not holding City Council office at the time of the election in question.
- (c) A 10% reduction from future allowances will be applied for:
 - (i) Members who fail to attend compulsory planning and development control training (held every two years).
 - (ii) Members who fail to attend compulsory code of conduct training (held annually).
 - (iii) Members who are appointed to a Licensing Committee who fail to attend compulsory licensing training (held annually).

Attendance at meetings for the purposes of 26.2(a) and (b)(i) will be based on the public attendance records for Council, Cabinet and committee meetings (as

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appropriate) at the end of the municipal year and any reductions will be applied for the duration of the subsequent municipal year for those councillors continuing to hold the relevant office or special responsibility. Shareholder meetings will be excluded from the requirements of 26.2(a).

Attendance at training for the purposes of 26.2(b)(ii) and (c) will be based on the attendance records held by the Head of Law and Governance. Any reductions will be applied from the date of the last training or induction session offered in a municipal year for the remainder of the municipal year.

Members' personal circumstances, including health, will be taken into account by the Head of Law & Governance in consultation with the Committee & Member Services Manager before any allowance reduction is applied.

26.3 Special responsibility allowances

Some Councillors get special responsibility allowances:

Special Responsibility	Allowance	Cash amount
Leader	3 x basic allowance	£16,413
Deputy leader	1 x basic allowance	£5,471
Non-Statutory Deputy Leader	1 x basic allowance	£5,471
Lord Mayor	1 x basic allowance	£5,471
Deputy Lord Mayor	0.25 x basic allowance	£1,368
Sheriff	0.25 x basic allowance	£1,368
Cabinet member with particular responsibilities given by the Leader (including Leader and Deputy Leader if they hold particular responsibilities)	1.5 x basic allowance	£8,207
Chair of Scrutiny Committee	1 x basic allowance	£5,471
Chair of Audit and Governance Committee	0.25 x basic allowance	£1,368
Chair of a Planning Committee	0.5 x basic allowance	£2,736
Leader of an opposition group	1 x basic allowance	£5,471 Divided equally among opposition groups
Scrutiny Standing Panel Chair	0.25 x basic allowance	£1,368 Maximum of 2 Standing Panel SRAs available. Panel must meet at least 5 times to qualify. If more Standing Panels are set up then 0.5 x basic allowance (£1,368) to be divided between the Panel

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Special Responsibility	Allowance	Cash amount
		Chairs

No one can have more than two special responsibility allowances. Special responsibility allowances for the Civic Office Holders are not included in this rule. If a councillor has more than two special responsibilities, they will get the allowances for the two special responsibilities that pay the most.

Where a councillor is also a member of another Council, that councillor may not receive allowances from more than one Council, in respect of the same duties.

26.4 Co-optees and Independent Persons allowance

Co-opted members and Independent Persons may claim an allowance of £75 for up to 4 hours and £150 for more than 4 hours but less than 24 hours in respect of any Committee, Sub-Committee or Panel meeting attendance of which they are a member.

26.5 Choosing not to be paid a basic or special responsibility allowance

A councillor may elect to forego any part of their entitlement to an allowance under this scheme by providing written notice to the Monitoring Officer.

26.6 Repayment of allowances

Where allowances have been paid in advance for a period during which a councillor no longer holds a role to which an SRA applies or is no longer a councillor, those allowances will be repaid.

26.7 Maternity, Paternity, Adoption or Parental Leave

Any councillor wishing to take a period of maternity, paternity, adoption or parental leave will continue to receive the basic allowance. For a period of non-attendance at qualifying meetings to extend beyond six months full council would first need to grant a special dispensation under Section 85 of the Local Government Act 1972.

Where a qualifying councillor in receipt of a special responsibility allowance wishes to take a leave of absence from the duties for which they receive the special responsibility allowance due to maternity, paternity, adoption or parental leave it will be at the discretion of the councillor affected to determine whether they wish to temporarily step down from their role. If so, they can receive maternity, paternity, adoption or parental leave payments equivalent to half of the special responsibility allowance(s) to which they are entitled for a period of up to six months. Only Councillors who have been in receipt of a special responsibility for at least three months before the date their leave of absence commences will qualify for maternity, paternity, adoption or parental leave payments in respect of that special responsibility. These payments are not contingent on the councillor being re-appointed to their previous role(s) at the end of their period of absence.

An application should be made to the Monitoring Officer for maternity, paternity, adoption or parental leave payments during a period of absence from a special responsibility and the affected member will have to relinquish all relevant duties

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and responsibilities to their replacement member for the full duration of the cover period. They may however continue to pass on knowledge to their replacement member on an informal basis and this contribution is recognised by the payment of reduced allowances during a period of maternity, paternity, adoption or parental leave for up to six months. Any member choosing to step down from the Cabinet to take a period of absence will no longer be a member of the Cabinet until such time as they are re-appointed to the Cabinet. Membership of the Cabinet is limited to ten councillors.

26.8 Allowances for child and other dependants' care

Councillors can claim for the actual costs incurred by them in making arrangements for the care of children or other dependants to attend:

- Council
- The Cabinet
- Any Council committee or sub-committee
- Any outside bodies the Council has appointed them to
- Conferences and seminars agreed by the Head of Law and Governance
- Meetings with directors or officers agreed by the Head of Law and Governance
- Any other events agreed by the Head of Law and Governance

Councillors can claim the actual cost of this care as long as the carer has been paid at least the Oxford Living Wage and invoices/receipts are provided. Where the carer is employed at a level below the Oxford Living Wage the councillor can still claim if they provide evidence of making top up payments to the provider up to the level of the Oxford Living Wage.

The maximum that any member can claim for carers' allowances in any financial year is £1,306. This figure will increase annually in line with the rate of increase in the Oxford Living Wage. In special circumstances this level may be increased by the Head of Law and Governance after consultation with the Committee and Member Services Manager.

26.9 Allowances for travel

No travel allowance will be paid for journeys inside the City of Oxford boundary other than those agreed in advance by the Monitoring Officer as a reasonable adjustment for a councillor with a permanent or temporary disability (26.10) or as an exemption for a councillor with a low income. Travel allowances will only be available for the following events, agreed in advance, which take place outside of the city boundary:

- Conferences and seminars agreed by the Head of Law and Governance
- Meetings with directors or officers agreed by the Head of Law and Governance
- Any other events agreed by the Head of Law and Governance.

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Any claims relating to events taking place outside the Oxford city boundary should be agreed in advance and be in line with the staff rates for travel allowances. Best use should be made at all times of travel concessions arranged by the Committee and Member Services Team.

Councillors are encouraged to make the right choices about travelling on business, including consideration of whether a journey is really necessary. Walking and cycling are encouraged where possible, as these are the most carbon and cost efficient methods of travel; followed by public transport.

Reimbursement for travel outside the UK will not be allowed with the exception of pre-arranged events for the Lord Mayor which will be limited to two trips per year for the Lord Mayor, or representative, and consort.

Any additional requests from the civic office holders will be dealt with by the Head of Law and Governance. Any agreement would then be subject to the availability of a budget to pay for the travel.

A councillor may apply to the Head of Law and Governance for a maximum of £1,000 per year (1 April to 31 March) to allow for additional expenses if they are unemployed or on a low income and affordability is a barrier to them performing their role as a councillor. This could include travel expenses for council business within the city of Oxford boundary. In assessing claims the Head of Law and Governance will review the councillor's Register of Interests and may request further documentation such as proof of ongoing entitlement to working age benefits (other than Child Benefit). Councillors' entitlement to these allowances would be reviewed annually and councillors would be expected to inform the Head of Law and Governance if they stopped receiving a qualifying benefit.

26.10 Reasonable adjustments

A councillor may apply to the Monitoring Officer for a maximum of £1,000 per year (1 April to 31 March) to allow reasonable adjustments to be made to meet their needs should they have a temporary or permanent disability.

The Monitoring Officer has the discretion to increase the amount available to each qualifying councillor appropriate to their requirements if necessary.

26.11 How to claim allowances

Councillors do not have to submit claims for the basic and special responsibility allowances. These are paid automatically, in 12 instalments in line with the corporate payment schedule set by the Council's payroll team.

Councillors need to submit claims for care and travel on the forms provided. These should be accompanied by receipts/invoices and must be sent to the Committee and Members' Services Manager. Claims for care, and travel will only be paid if they are made within two months of the meeting (unless the Head of Law and Governance agrees there is a good reason for the delay). Councillors are paid in line with the corporate payment schedule set by the Council's payroll team.

26.12 Indexing of allowances in the scheme

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Councillor’s basic allowances will increase annually from 01 April 2024 onwards at the same rate as the percentage cost of living uplift in the local pay settlement for local government employees for that year.