

Agenda

Cabinet

This meeting will be held on:

Date: **Wednesday 7 February 2024**

Time: **6.00 pm**

Place: **Long Room - Oxford Town Hall**

For further information please contact:

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

☎ 01865 252367

✉ DemocraticServices@oxford.gov.uk

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

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

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

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

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

Cabinet Members

Councillor Susan Brown	Leader, Inclusive Economy and Partnerships
Councillor Ed Turner	Deputy Leader (Statutory) - Finance and Asset Management
Councillor Nigel Chapman	Cabinet Member for Citizen Focused Services and Council Companies
Councillor Jemima Hunt	Cabinet Member for Culture and Events
Councillor Mark Lygo	Cabinet Member for Safer and Inclusive Communities
Councillor Chewe Munkonge	Cabinet Member for Leisure and Parks
Councillor Anna Railton	Cabinet Member for Zero Carbon Oxford and Climate Justice
Councillor Linda Smith	Cabinet Member for Housing
Councillor Louise Upton	Cabinet Member for Planning and Healthier Communities

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

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

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

Agenda

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

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

	Pages
1 Apologies for Absence	
2 Declarations of Interest	
3 Addresses and Questions by Members of the Public	
4 Councillor Addresses on any item for decision on the Cabinet agenda	
5 Councillor Addresses on Neighbourhood Issues	
6 Items raised by Cabinet Members	
7 Scrutiny Reports	
<p>The Scrutiny Committee will meet on 6 February 2024. The following reports are expected, together with any other recommendations from that meeting:</p> <ul style="list-style-type: none">• Capital Strategy 2024/25 to 2027/28• Treasury Management Strategy 2024/25• Report of the Budget Review Group 2024/25	
8 Medium Term Financial Strategy 2025/26 to 2026/27 and 2024/25 Budget	11 - 176
<p>Lead Member: Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner)</p> <p>The Head of Financial Services has submitted a report to present the outcome of the budget consultation and agree the Council's Medium Term Financial Strategy for 2025-26 to 2027-28 and 2024-25 Budget for recommendation to Council.</p> <p>Cabinet is recommended to consider the outcome of the public consultation, agree the amendments to the consultation budget and</p>	

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recommend that Council resolves to:

1. **Note** the approval by Cabinet on 24 January and subsequently agreed by the Council on 29 January of an increase of 7.7% (£9.27 per week) in social dwelling rents from 1 April 2024 giving a revised weekly average social rent of £129.72 as set out in Appendix 5 based on a HRA budget as set out in Appendix 4, together with the comments in paragraphs 35-40;
2. **Approve** the 2024-25 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 £27.752 million for 2024/25 and an increase in the Band D Council Tax of 2.99% or £10.06 per annum representing a Band D Council Tax of £346.36 per annum; and
 - b) the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6;
3. **Agree** the fees and charges shown in Appendix 7;
4. **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 16-18 of the report; and
5. **Note** the changes to council tax charges in respect of second homes and properties empty for more than one year as referred to in paragraphs 19-22 from 1st April 2025 and 1st April 2024 respectively.

9 **Capital Strategy 2024/25 to 2027/28**

177 - 222

Lead Member: Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner)

The Head of Financial Services has submitted a report to present the Capital Strategy 2024/25 to 2027/28 for approval.

Cabinet is recommended to:

1. **Recommend to Council** the approval of the Capital Strategy 2024/25 – 2027/28 attached at Appendix A.

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10 Treasury Management Strategy 2024/25

223 - 266

Lead Member: Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner)

The Head of Financial Services has submitted a report to present the Council's Treasury Management Strategy for 2024/25 together with the Prudential Indicators for 2024/25 to 2027/28.

Cabinet is recommended to:

Recommend that Council approves:

1. The Treasury Management Strategy 2024/25 as set out in paragraphs 12 to 60 of the report and the Prudential Indicators for 2024/25 – 2027/28 as set out in Appendix 2;
2. The Borrowing Strategy 2024/25 at paragraphs 34 to 36 of the report;
3. The Minimum Revenue Provision (MRP) Statement at Appendix 3 which sets out the Council's policy on charging borrowing to the revenue account;
4. The Investment Strategy for 2024/25 and the investment criteria as set out in paragraphs 38 to 56 of the report and in Appendix 1; and
5. The Treasury Management Scheme of Delegation at Appendix 4.

11 Minutes

267 - 292

Recommendation: That Cabinet resolves to **approve** the minutes of the meeting held on 24 January 2024 as a true and accurate record.

12 Dates of Future Meetings

Meetings are scheduled for the following dates:

13 March 2024

17 April 2024

12 June 2024

10 July 2024

14 August 2024

11 September 2024

All meetings start at 6.00pm.

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

Matters Exempt from Publication

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

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

Part Two – matters exempt from publication

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Information for those attending

Recording and reporting on meetings held in public

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

The Council asks those recording the meeting:

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

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

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

Councillors declaring interests

General duty

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

What is a disclosable pecuniary interest?

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

Declaring an interest

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

Members' Code of Conduct and public perception

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

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.

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

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

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

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

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

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

Councillors speaking at meetings

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

Councillors speaking on Neighbourhood issues (10 minutes in total)

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

Items raised by Cabinet members

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

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To: Cabinet: Date: 7 February 2024
To: Council Date: 21 February 2024

Report of: Head of Financial Services

Title of Report: Medium Term Financial Strategy 2025-26 to 2027-28 and 2024-25 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 2025-26 to 2027-28 and 2024-25 Budget for recommendation to Council
Key decision:	Yes
Cabinet Member:	Councillor Ed Turner, Deputy Leader (Statutory) - 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:	
1.	Note the approval by Cabinet on 24 January and subsequently agreed by the Council on 29 January of an increase of 7.7% (£9.27 per week) in social dwelling rents from 1 April 2024 giving a revised weekly average social rent of £129.72 as set out in Appendix 5 based on a HRA budget as set out in Appendix 4, together with the comments in paragraphs 35-40;
2.	Approve the 2024-25 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: <ul style="list-style-type: none"> a) the Council's General Fund Budget Requirement of £27.752 million for 2024/25 and an increase in the Band D Council Tax of 2.99% or £10.06 per annum representing a Band D Council Tax of £346.36 per annum; and b) the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6;
3.	Agree the fees and charges shown in Appendix 7;
4.	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 16-18 of the report; and

5. **Note** the changes to council tax charges in respect of second homes and properties empty for more than one year as referred to in paragraphs 19-22 from 1st April 2025 and 1st April 2024 respectively.

Appendices

Appendix 1	Summary of General Fund Budget by Service 2024-25 to 2027-28
Appendix 2	General Fund Revenue Budget by Service 2024-25 to 2027-28
Appendix 3	Detailed General Fund Service Budgets Bids and Savings Proposals 2024-25 to 2027-28
Appendix 4	Housing Revenue Account Budget 2024-25 to 2027-28
Appendix 5	Housing Revenue Account rent by property type
Appendix 6	General Fund and HRA Capital Programme 2024-25 to 2027-28
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

This has been an exceptionally difficult budget to set. Given the huge pressures on local government – including numerous pressures stemming from inflation affecting our companies, our capital programme and our revenue spend – and also the rise in homelessness, we had called for more relief from government. Instead we got a settlement which was almost exactly in line with our predictions. It was followed by the news that government was not allowing us to proceed with charging additional council tax for second homes. This is a one-off windfall for second home owners in Oxford and will mean less money for services they use – it is exceptionally unwelcome.

Set against this, we have had two bits of welcome news locally. First, our two trade unions have agreed a new two-year pay deal. This gives us additional planning stability as well as providing welcome recognition for our workforce. We are glad of this development and believe it testifies to the excellent relationship our council has with its trade unions, and the hugely positive contribution that they make. Secondly, we have concluded a new leisure contract which, over the next five years, will make a slightly larger contribution to local services.

At the time of writing this note, government had announced some additional support for local authorities. It is likely to be less than 0.3% of our gross budget, as a one-off. While any additional funding is welcome, the bold claims that accompanied it demonstrate just how little understanding central government has of the financial situation we, and all other local authorities, face. It was noteworthy this money was delivered with a missive to make further reports on spend to central government, and

insulting comments about councils' work to make themselves as an employer more representative of the communities we serve. For the record, we value diversity in our workforce, we strive to be an employer of choice locally and we want better to reflect all of Oxford's communities.

On account of the lack of proper funding for our council, there remain some difficult decisions we have to confirm in this budget, such as the increase in garden waste charges. We are using the modest amounts of additional money we have to reduce the anticipated saving in the Community Services area of the council – we said that making reductions here was a last resort, and that remains the case – as well as agreeing a small number of items of one-off spend to benefit communities in the city.

We will continue to work hard to deliver high-quality services to people in Oxford, to move towards a zero-carbon Oxford, to build more genuinely affordable housing, and to serve our communities well. As councillors we will work hand in hand with the excellent staff at our council and its companies. We will press hard for fairer funding of councils in the future, while focusing on doing the best we can with the inadequate resources we have right now.

Introduction

1. This report reflects the outcome of the consultation on the draft budget that was agreed by the Cabinet on 13th December 2023 (the Consultation Budget") as well as incorporating changes which have arisen since the consultation budget was published.
2. The consultation on the Draft Budget began on 14th December 2023 and ended on 31 January 2024. 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 are summarised below:

Local Government Finance Settlement 2024-25

5. Following the Autumn Statement the Government published a policy statement on 5th December 2023 outlining its proposals for the 2024-25 Local Government Finance Settlement. Subsequently, on 18th December 2023 the Government launched its formal consultation on the provisional finance settlement for 2024-25. The consultation closed on 15th January and the final Local Government Finance Settlement for 2024-25 will be published in early 2024, although as yet no date has been set.
6. Overall there was limited change from the assumptions made in the Consultation Budget although there were some variations in individual grants such as the services grant, funding guarantee grant and the New Homes Bonus. More detail is given in paragraph 11 below.

7. This is the 6th consecutive 1 year settlement with no forward horizon, no new resources or new initiatives with some grants based on outdated formula. The New Homes bonus limps on for one more year and there is no mention of funding reform or business rates reset, making forward planning and forecasting for local authorities difficult.
8. 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 district councils will be allowed to apply the higher of the referendum limit or £5.
 - b. **Business Rates Retention** –
 - **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 by way of Section 31 grant for the second year running.
 - c. **New Homes Bonus (NHB)**- The NHB scheme has been extended for one further year 2024-25. There are no legacy payments in respect of previous years nor will the 2024-25 allocation have legacy payments attached. The threshold of tax base increase below which no NHB will be paid has been maintained at 0.4%. The Council’s allocation is £352k.
 - d. **2024/25 Services Grant** – This grant continues to be reduced although it is uncertain why. The Council will receive a one off grant of £40k i.e. £203k less than in 2023-24.
 - e. **Revenue support grant** – The revenue support grant will increase in line with the Consumer Prices Index and the Council’s allocation is £211k.
 - f. **Funding guarantee grant** – in the provisional finance settlement announced in December 2024 the councils were provided with a funding guarantee grant at a level which ensured that core spending power was increased by a minimum of 3% before additional council tax income. On 24th January the Government announced additional funding for local authorities This package includes :
 - £500 million for social care authorities, aimed at children’s social care and distributed through the social care grant;
 - A £15 million increase to the rural services delivery grant;
 - An increase in the minimum funding increase guarantee threshold from 3% to 4%;
 - £3 million in support for local authorities experiencing significant difficulties due to internal drainage board levies, to be delivered outside the of the settlement; and

It is estimated that this will increase the Funding Guarantee Grant additional amount over that included in the Provisional Finance Settlement of £243k to £1.165 million.

In addition to the funding increases the written statement from the Government also announced that all local authorities will have to produce productivity plans setting out setting out how they will ‘improve service

performance and reduce wasteful expenditure to ensure every area is making best use of taxpayers' money'.

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

9. Core Spending Power is a measurement of 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 and
 - d. Specific Grants.
10. The Government stated that that Core Spending Power for local authorities in 2023-24 increased by 6.5% across England over that of 2022-23. It is important to note that this includes the amount that the Government allows local authorities to increase council tax by under its referendum principles. Additionally this will also take into account the ability for social case authorities to increase council tax by the additional 2% precept.
11. Core Spending Power for Oxford City Council has increased by 5.9% over 2022-23 as shown in the following table (following the announcement on 23rd January 2024):

Table 1: Finance Settlement 2024-25

FINANCE SETTLEMENT 2024-25									
Core Spending Power									
	National Level (England)				Oxford City Council				
	2023-24 £m	2024-25 £m	Change £m	Change %	2023-24 £m	2024-25 £m	Change £m	Change %	
Settlement funding assessment (business rates plus RSG)	15,671	16,562	891	5.7	6,692	7,060	0,368	5.5	
Business rates baseline funding			0	0.0	6,494	6,849	0,355	5.5	
Revenue Support Grant			0	0.0	0,198	0,211	0,013	6.6	
Assumed council tax	33,984	36,062	2,078	6.1	15,415	15,925	0,510	3.3	
Grants	10,540	11,472	932	8.8	2,232	2,793	0,561	25.1	
Compensation for business rates multiplier freeze	2,205	2,581	376	17.1	1,106	1,236	0,130	11.8	
Lower tier services grant	0	0	0	0.0	0,000	0,000	0,000	0.0	
New Homes Bonus	291	291	0	0.0	0,663	0,352	-0,311	-46.9	
Services Grant	483	76	-407	-84.3	0,253	0,040	-0,213	-84.2	
Funding Guarantee grant	133	196	63	47.4	0,210	1,165	0,955	454.8	
Other Tier 1 authority grants	7,428	8,328	900	12.1	0,000	0,000	0,000	0	
Core spending power	60,195	64,096	3,901	6.5	24,339	25,778	1,439	5.9	

Inflation/ Interest Rates

12. The Consumer Prices Index (CPI) in November was 4.2% down from the 4.7% in the year to the end of October 2023. Current forecasts would indicate that rates will continue to fall back in 2023, closer to the Government's forecast level of 2% although this is unlikely to be reached until December 2025.
13. On the 13th December 2023 the Bank of England maintained base rates at 5.25%. Latest forecasts predict base rates to remain at this level until quarter 3 of 2024 before falling back slowly to 4.25% by 2026. In the longer term there would be a financial impact on the Council's wholly owned 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.

Retained Business Rates

14. The actual amount available to the Council by way 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
15. Almost certainly the Baseline Funding Level (the amount assumed by the Government that the local authority needs to run its services) will not be the amount the authority eventually receives in Retained Business Rates. The confirmation of the level of compensation for freezing of the Business Rates Multiplier and also the delay to the receipt of fairer funding for another year has increased the estimated income from business rates compared to what was included in 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:

	2024/25 £000's	2025/26 Est £000's	2026/27 Est £000's	2027/28 Est £000's
Consultation Budget	11,903	10,282	10,673	11,076
After Finance Settlement	11,175	10,006	10,397	10,799
(Decrease)/ Increase	728	(276)	(276)	(277)
Tariff	32,436	33,085	33,746	34,421
Safety net threshold (92.5% baseline)	6,007	6,190	6,313	6,440

Business Rates Distribution Group

16. The Chief Finance Officers in Oxfordshire have agreed the formation of the West Oxfordshire Business Rates Pool for 2024-25 (2the Pool) to be formed by Oxfordshire County Council and West Oxfordshire and Cherwell District Councils as in previous years.
17. Membership of the pool has been set to maximise its income for the good of Oxfordshire. It has also agreed that councils which 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 Pool in exchange for taking on some of the risk of Pool losses not covered by the safety net.

18. It is recommended that the decision to join the Business Rates Distribution Group and enter into a Business Rates Distribution Rates Distribution Agreement is delegated to the Section 151 Officer in consultation with the Cabinet Member for Finance and Asset Management once business rates estimates for 2024-25 are known for all districts within Oxfordshire.

Council Tax

19. The estimate of the tax base for 2023-24 presented to the Audit and Governance Committee on 17 January 2024 estimates a tax base of 47,178 Band D equivalent properties, an increase of 0.86% on last years figure. The figure used in the Consultation Budget was estimated at the time at 47,242.

20. Members may recall that a number of local authorities including the Council made resolutions as part of their budget setting last year, February 2023, to implement two changes to council tax which they had been notified that the Government were planning to implement through changes in the Levelling Up and Regeneration Bill which was progressing through Parliament at the time. The changes were in respect of:

- Introducing a new discretionary council tax premium on second homes of up to 100%;
- Applying 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 currently work to.

21. The initiatives together would have increased council tax income by an estimated £256k per annum. The Levelling Up and Regeneration Act (LURA) was passed in October 2023. Information recently received from DLUHC officers advises that it is not legal for local authorities to implement the second homes premium without first making a determination one year before the premium is applied of their intention to implement and since the act was not passed until October 2023 this cannot commence be until 1-4-2025.

22. Additionally the Council was also advised that the LURA amended the existing homes premium by changing the definition of long term empty dwelling to reduce the minimum period for which a property must be empty in order to fall within the definition from two years to one. The change in definition will be in place from 1 April 2024. The one-year period can start before the Act came into force. Unfortunately the Council agreed its tax base at Audit and Governance without this change believing it was not able to do so, therefore although the Council will now implement it from 1-4-2024 under accounting regulations the income (approx. £70k) cannot be accounted for by the Council until 2025-26.

Other Key Assumptions

23. 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** – In accordance with the Consultation Budget unless specified below.

- **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
- **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 2023 unions balloted members and overwhelmingly agreed to accept a two year deal
 - 6.5% increase from 1-4-2024
 - 3% increase from 1-4-2025

This agreement was in line with budget projections and therefore there is no overall change in the figures presented in the Consultation Budget; however, the additional stability this gives the City Council is welcome.

Changes since the Consultation Budget

24. A number of other proposed changes to the Consultation Budget that was agreed by the Cabinet on 13th December 2023 are set out below:

- **Transportation** – A saving of £75k was incorrectly presented in the Appendix 3 presented to Cabinet in December 2023. The saving of £75k is still achievable in year one but is against a temporary post that is not in the base budget funded by Neighbourhood Community Infrastructure Levy
- **Pathfinder** – In October 2023 the Council bid for Government funding in the sum of £125k for 2 years from the Net Zero Living: Pathfinder Places Phase 2 programme. The Council has recently been advised that its bid has been unsuccessful resulting in the removal of £250k of resources over a 2 year period
- **ICT increased monitoring £200k** – A need to increase our monitoring and access to ICT systems in the authority.
- **Leisure Services** – At its meeting on 24th January Cabinet approved the letting of a 10 year contract with provision for a further 5 years for the management of Leisure Services to Serco Ltd. Under the contract Serco will pay an average annual management fee over a 10 year period to the council equivalent to £1.118million. Profiling of this income will mean a smaller payment in early years as the company mobilises but larger payments in future years but still compares favourably to the assumption of £500k per annum included within the Consultation Budget. It is worth noting that some of the difference is absorbed by additional maintenance spend and strengthening of the City Council's clienting function in respect of leisure services.
- **Services Grant and Funding Guarantee Grant** – as discussed above
- **Contingencies** – Other movements to balance off movements in pay and inflation

Fees and Charges

25. Fees and charges are as presented within the Consultation Budget and shown in Appendix 7 to the report with the exception of the combined ticket for park and ride. The previous recommendation was to increase the combined parking and bus ticket by 50p for both 'car plus 1 adult and car plus 2 adults' to £4.50 and £5.50 respectively with the bus operator and the Council sharing in this increase by 35p and 15p accordingly. *This was felt needed by City, County and bus operators to ensure the combined ticket approach remains sustainable given the significant reduction the current £4 and £5 fares represent compared to 2019 prices despite the significant inflation we have experienced since then*
26. However, since the original proposal was made the National Bus Fare Scheme that ensures no single journey would cost more than £2 has been extended. As part of that scheme Government covers the income lost between the capped fares and what the bus operators would have charged without the scheme. Increasing the bus element of the combined ticket at Park and Rides would represent 'double reimbursement' for the bus operators. It was therefore felt inappropriate to continue with that increase for the bus element whilst this was in place. This does not apply to the parking element for the councils. Given the overall budget position, the council remains reliant on the additional income assumed from increasing the car parking element of the combined ticket. Therefore, two options were considered.
- a. Only increase the car parking element of the combined ticket in 2024/25 meaning the revised charges would be car plus 1 adult £4.15 and car plus 2 adults £5.15; or
 - b. Hold the combined ticket prices at £4 and £5 for the consumer but reimburse the councils the income that has been assumed from increasing the car parking elements of the combined tickets by 15p using other grant available to the county council.
27. The second option is the preferred approach as it means that there is not a price increase for the consumer but the increased income needed is maintained. This has been confirmed with the county council officers.
28. At Cabinet on 25th January 2024, members agreed to increase garage rents by an additional 0.7% i.e from 7% included in the Consultation Budget to 7.7%. The additional income is approximately £7k per annum which has been included in the budget.
29. Cabinet agreed to increase garage rents by 7.7%, in line with the increase in council house rents, rather than the 7% that was initially proposed. This will provide £7k additional income per annum.

Summary of Changes to Medium Term Financial Strategy (MTFS)

30. The Council's General Fund MTFS is shown in Appendices 1-3 to this report together with assumptions around the fees and charges set out in Appendix 7. A summary of the movement in the Medium Term Financial Strategy from the Consultation Budget agreed in December 2023, taking account of the changes highlighted above is shown below:

Table 3 Summary of changes to Consultation Budget

	2024-25 £000'S	2025-26 £000'S	2026-27 £000'S	2027-28 £000'S	2028-29 £000'S
Consultation Budget Net Budget Requirement	28,536	26,998	27,886	28,801	29,742
Changes since the consultation budget					
Error on transportation saving	75				
Pathfinder failed bid	125	125			
Increased cost of ICT monitoring	200				
Leisure services	368	210	(630)	(712)	(976)
Contingencies	(135)	130	207	160	160
Services grant	203				
Funding guarantee	(702)	(500)	(500)	(500)	(500)
Increase in funding guarantee grant 24-1-2024	(243)				
New bids/changes- App 3					
Increase in garage rent income by increasing rents by 7.7% instead of 7%	(7)	(7)	(7)	(7)	(7)
Additional funding to address emerging pressures in community centre portfolio	30				
Deletion of street cleansing savings	32				
Paving works in Magdalen woods	25				
One off funding for community led improvements to Minchery Farm Allotments	10				
Frideswide Square Flower Beds	10	2	2	2	2
Council tax premium for homes that have been longer for 1 year rather than 2 years from 1-4-2024	(70)				
Reversal of savings		150	150	150	150
Net Budget Requirement	28,457	27,108	27,108	27,894	28,571
Financed By :					
Council Tax- Consultation Budget	(16,014)	(16,496)	(16,992)	(17,504)	(18,308)
Retained Business Rates - Consultation Budget	(11,175)	(10,006)	(10,397)	(10,799)	(10,877)
New Homes Bonus	(352)	0	0	0	0
Revenue Support Grant	(211)				
Total	(27,752)	(26,502)	(27,389)	(28,303)	(29,185)
Additional transfer from (to) reseves	705	606	(281)	(409)	(614)

31. Over the 5-year period the draw on reserves remains at around £6.9 million in line with the Consultation Budget over the same period due to the changes highlighted in the table above. The additional funding guarantee grant arising from the settlement, the one off additional income from empty properties and additional income in respect of leisure services is proposed to be spent on :

- Reversing a proposed reduction to Streetscene services in year 1 (£32k).
- Provide one-off funding for a path through Magdalen Woods (£25k, will be matched by local CIL).
- Provide funding (£8k one-off plus £1.5k for maintenance) for flower beds in Frideswide Square, to provide a more welcoming entrance to the city to support its visitor economy, especially in the light of the extensive works going on in the area.
- Provide one-off funding of £10k to Parks for community-led improvements to Minchery Farm allotments.
- Deploy the remainder of the additional funding to increase the Community Services budget, which would reduce the saving sought by £150k per year from year 2 onwards (and provide a one-off £30k addition to next year's budget to handle emerging service pressures).

Budget Consultation

32. The consultation concentrated on the Council's proposed budget a number of key areas which are shown below. There were 247 responses received. Members of the Cabinet will be updated at the meeting with any further responses that are received up until the date the consultation closes on 31st January. Appendix 10 to this report provides the detail of the responses with a summary shown below for each of the main areas:

- **Approach to Budget Setting**

- i. There was reasonable support for most aspects of the Council's budget setting strategy with the use of its wholly owned companies to generate external trading income featuring highly, 33%- 36% of consultee responses either agreeing or strongly agreeing.
- ii. 77% of respondents agreed with the strategy to use the Council's wholly owned housing development company to develop social and market dwellings and deliver financial returns back to the Council.
- iii. There was very strong support for charging an additional 100% premium council tax on second homes after 1 year – 84% of respondents either agreeing or strongly agreeing. 58% agreed with removing the 1 month discount for unfurnished empty homes.
- iv. There was more support for increasing council tax by the maximum permissible rate of 2.99%, 52% in support compared to respondents that did not support 33%.
- v. 39% agreed or strongly agreed to the council changing the eligibility from 100% to 85% of council tax for those on council tax support while 34% were neutral and 23% were against.
- vi. 45% of respondents agreed to increasing garden waste charges and car park charges by around 5%.
- vii. 48% of respondents agreed with the proposal to use balances and reserves as one off support.

- **Alternative approaches to budget setting**

- i. 28% of respondents agreed to maintaining all services but offering less which 38% of respondents disagreed with.
- ii. Only 19% of respondents agreed with freezing council tax and cutting services with 66% disagreeing with that proposal.

- **Service Priorities**

- i. 62% of respondents disagreed with reducing street cleaning but 56% agreed with the proposal to reduce the frequency of grass cutting in parks.
- ii. Highest support (72% ranked as 1 or 2) in favour of proposal to provide affordable homes, maintaining parks and open spaces, and tackling homelessness (67%).
- iii. There was least support for encouraging customers to self-serve (28% scoring 1 or 2) (28%) city centre enhancements (28%) providing grants to voluntary and community groups (29%) and tackling climate change.

- **Capital Investment**
 - i. Strong support was demonstrated for investment in social housing (75% strongly agreeing or agreeing) for investment in council house improvements and council estates (65%) and efficiency measures in council housing (64%).
- **Council Housing**
 - i. Highest support (55%) was given by respondents to maintaining the quality of existing homes and (55%) for building new social housing with least support given to improving the look and feel of council estates (47%) and targeted estate regeneration such as Blackbird Leys and Barton (55%) although it should be noted that only 12 respondents were council tenants.
- **Use of neighbourhood CIL**
 - i. 45% of respondents either agreed or strongly agreed with how the Council makes use of neighbourhood CIL, with 20% disagreeing or strongly disagreeing, 34% neutral and the balance not answering the question.

General Comments

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

- Reduce council staff pay and find cost effective staff for services
- If car parking fees are increased the income could make quicker road repairs on residential estates
- Cut the number of manager and spend more on housing and children play areas
- Expand no mow policy
- Keep play areas well cut for ball games
- Keep a check on those not paying rent and council tenants providing false information
- Keep wages at an acceptable level
- Buy more cars for parking enforcement
- Reduce frequency of food waste collections during cold months
- Scale back the LTN project and invest money into maintaining green area
- Eliminate grassed areas by converting them into wildflower meadows
- Talk to parishes more about funding
- Maintain council tax exemptions for most vulnerable
- Introduce tourist tax

Risk Implications

34. The main risks to the balanced position of the General Fund Consultation Budget (Appendix 8) are that:

- a) Savings from efficiencies and transformation may not be achieved
- b) Council income streams may continue to be affected by the Covid pandemic beyond the provisions already made in the MTFS
- c) Failure or uncertainty of major partners to deliver for instance in Leisure is possible
- d) The Councils wholly owned companies may not perform as well as expected leading to reduced income to the Council
- e) Business Rates income may be lower than forecast
- f) Variations in interest rates or non-performance of property funds or multi asset vehicles may affect returns to council
- g) Slippage in the capital programme could adversely affect revenue savings and additional income in the MTFS
- h) Cuts by partner organisations such as the Oxfordshire County Council could adversely affect service provision.

Section B Housing Revenue Account Budget

Issues arising since the publication of the consultation budget

35. The Council published its Consultation Budget on 13th December 2023 including the Housing Revenue Account (HRA) Budget. On 24th January 2024 the Cabinet approved the rent increase for 2024-25 in line with the proposed Consultation Budget for the Housing Revenue Account as detailed in Appendices 4 and 5 to this report.

36. On 24 January 2024 Cabinet agreed to :

- Recommend to council to approve an increase of 7.7% for 2024/25 (subject to any subsequent cap on increases imposed by central government) in social dwelling rents from 1st April 2024 giving an average weekly increase of £9.27 per week, and a revised weekly average social rent of £129.72 as set out in the Financial Implications section of this report.
- Recommend to council to approve an increase to rents for shared ownership dwellings as outlined in paragraph 16 of the Financial Implications.
- Recommend to council to approve an increase to service charges by 7.7% (CPI + 1%) to enable the HRA to recover the associated cost of supply.
- Recommend to council to approve an increase to the charge for a garage of 7.7%, equating to an increase of £1.37 per week for a standard garage with a revised charge of £19.22 per week, and an increase of £1.55 per week for a premium garage with a revised charge of £21.71 per week.
- Recommend to council to approve the option to exercise the Rent Flexibility option in respect of re-lets to new tenants.

37. There are no changes to the Consultation Budget for the Housing Revenue Account as published for Cabinet on 13th December 2023.

38. The Summary HRA Budget is summarised below:

Table 4: Housing Revenue Account

	2024/25 £000's	2025/26 £000's	2026/27 £000's	2027/28 £000's
Income	(57,180)	(59,289)	(61,666)	(63,816)
Expenditure	51,336	53,533	55,761	55,948
Net Operating Expenditure/(income)	(5,844)	(5,755)	(5,905)	(7,868)
Investment income	(42)	(27)	(30)	(30)
Revenue Contributions	12,367	4,901	5,857	7,936
(Surplus)/Deficit for the Year	6,482	(882)	(78)	39
(Surplus)/Deficit b/fwd	(10,089)	(3,607)	(4,489)	(4,567)
(Surplus)/Deficit c/fwd	(3,607)	(4,489)	(4,567)	(4,528)

Key Assumptions

39. Key assumptions included in the HRA Budget include :

- **New Dwellings** - The HRA will continue to purchase the affordable housing from OCHL's 10 year development programme 1,051 properties within a gross overall budget envelope for all years of £452m before grant and shared ownership sales.
- **Debt** - An increase in the level of HRA debt for the new build acquisitions by £350 million to cover all capital commitments.
- **Interest rates** - As at 31-3-2024 the bulk of the loans outstanding with the HRA relate to the self-financing debt taken out in 2012. Interest rates on these loans are fixed at varying rates with an average of 3.5%. Further loans taken out to finance the Councils Business Plan are estimated at £485 million with borrowing rates estimated at 4.1% reducing to 3.5% by 2026/27.
- **Working Balance** - HRA working balance not to fall below £3.5 million
- **Disposals** - 20 dwellings per year is assumed from 2024-25 onwards.
- **Inflation** - All the assumptions for inflation are the same as for the Council's General Fund Budget.

Risk Implications

40. The main risks to the balanced position of the HRA Budget 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 rent arrears due to benefit changes arising from the aftermath of the COVID 19 pandemic

- Construction delays may be experienced by the Councils wholly owned Housing Company and any subsequent effect on capital spend on new housing and net rental streams
- Variations in estimates causing cash flow problems

Section C Capital Programme

41. The Council's Draft Capital Programme for consultation amounted to over £750 million of spend over the four year period 2024/25 to 2027/28, details of which are shown in Appendix 6 and summarised below:

Table 5: Summary Capital Programme

	2024-25	2025-26	2026-27	2027-28	2028-29
	£	£	£	£	£
OPTIMISM BIAS 40%					
General Fund					
Programme	77,463,794	70,018,578	73,833,075	45,436,981	10,401,040
Slippage at 40%	30,985,518	28,007,431	29,533,230	18,174,792	4,160,416
Revised programme	46,478,277	42,011,147	44,299,845	27,262,189	6,240,624
HRA - Optimism bias					
Programme	158,254,860	110,645,311	88,845,477	125,180,406	161,886,379
Slippage at 40%	63,301,944	44,258,124	35,538,191	50,072,162	64,754,552
HRA Revised programme	94,952,916	66,387,187	53,307,286	75,108,244	97,131,827
Total revised programme excluding 40%	141,431,193	108,398,333	97,607,131	102,370,432	103,372,451

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

- Interest rate rises which would increase financing costs
- Right to buy disposals as detailed in the assumptions are not as forecast which could cause a shortfall in funding of schemes
- Delays in construction of new homes by OCHL
- Slippage in Capital Programme and consequential impact on delivery of Council's priorities
- Robustness of estimates

Housing Company

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

	2024/25	2025/26	2026/27	2027/28
	£000's	£000's	£000's	£000's
Loans outstanding at year end to Company	53,494	76,418	114,207	125,169
Revenue Returns to Council				
Gross Interest	2,716	3,894	5,541	7,429
Dividends	3,000	4,889	1,500	1,500
Total	5,716	8,783	7,041	8,929

44. In December 2023 OCHL delivered the first dividend of £2 million to the Council.

Oxford West End Development (OXWED)

45. The Council has a 50/50 partnership with Nuffield College via a limited liability partnership (LLP) to undertake the development of the land at Oxpens for residential and commercial purposes.

46. 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 31-12-2023 of £13.3 million loan and accrued interest of approximately £6.3 million.

47. In March 2021 OXWED's shareholders resolved to proceed with the preparation of a master plan and the submission of a planning application. Oxwed has now submitted this application, which is awaiting determination.

48. The overall development scheme 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 and in the first instance will pay off the outstanding loans and accrued interest of both Nuffield College and the Council. Any surplus will then need to achieve sufficient to replace the current investment at 6.5% which could be in the form of reducing future borrowing for financing the capital programme.

Oxford Direct Services Limited (ODSL)

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

Table 7: Oxford Direct Services Revenue – 2021-22 to 2026-27

		Updated ODS Business Plan -Dec 2023					Assumed
		2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
		£000's	£000's	£000's	£000's	£000's	£000's
Profit after tax							
	ODS	1,211	1,727	1,900	1,900	1,900	1,900
	ODSTL	619	501	808	1,022	1,770	3,242
	Total surplus	1,830	2,228	2,708	2,922	3,670	5,142

50. In January 2024 the Council was paid an amount of £4 million by ODSL in dividend. This reflects the dividend amounts that were anticipated by the Council although not received during the COVID pandemic years and over the period of the problems experienced from the implementation of the Housing Management System up to 31-3-2023.

Financial Implications

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

Legal Implications

52. The Council is required to set a balanced and robust budget taking account of working balances and any other available reserves before the commencement of the financial year to which it relates. Consultation has to be undertaken with the general public for a period of 6 weeks in accordance with CIPFA guidance and the Council must take into account feedback from the budget consultation process when setting its budget.
53. 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.
54. 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 the meeting of the Council in February 2024 when the Budget is approved.
55. 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

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

Equalities Impact Assessment

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

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Background Papers:
None

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OXFORD CITY COUNCIL GENERAL FUND REVENUE BUDGET 2024/25 FOR CONSULTATION AND FUTURE YEAR CONTROL TOTALS								
	Recommended Budget 2024/25		Proposed Budget 2025/26		Proposed Budget 2026/27		Proposed Budget 2027/28	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
COMMUNITIES & PEOPLE	13,650	44%	12,165	44%	10,963	46%	10,880	50%
Business Improvement	777	3%	451	2%	251	1%	251	1%
Transformation Projects	153	%	153	1%	153	1%	153	1%
Business Support	5	%	5	%	5	%	5	%
ICT	83	%	28	%	28	%	28	%
Customer Services	26	%	(117)	(%)	(317)	(1%)	(317)	(1%)
Human Resources & Organisational Development	510	2%	382	1%	382	2%	382	2%
Community Services	6,627	22%	5,713	21%	4,726	20%	4,643	21%
Leisure Management	2,853	9%	2,497	9%	1,598	7%	1,515	7%
Sports Development	193	1%	193	1%	193	1%	193	1%
Parks Development	586	2%	543	2%	543	2%	543	2%
Community Centres	1,279	4%	1,194	4%	1,106	5%	1,106	5%
Youth Ambition	205	1%	175	1%	175	1%	175	1%
Town Hall & Facilities	(308)	(1%)	(308)	(1%)	(308)	(1%)	(308)	(1%)
Culture	419	1%	219	1%	219	1%	219	1%
Localities Team	1,401	5%	1,201	4%	1,201	5%	1,201	5%
Community Safety	886	3%	886	3%	886	4%	886	4%
Community Safety	886	3%	886	3%	886	4%	886	4%
Housing Services	5,360	17%	5,115	19%	5,100	21%	5,100	23%
Strategy & Service Development	983	3%	939	3%	939	4%	939	4%
Garages	87	%	87	%	87	%	87	%
Homelessness Prevention	494	2%	509	2%	494	2%	494	2%
Rapid Re-Housing	1,955	6%	1,919	7%	1,919	8%	1,919	9%
Rough Sleeping & Singless Homelessness	1,841	6%	1,661	6%	1,661	7%	1,661	8%
DEVELOPMENT	(5,318)	(17%)	(6,678)	(24%)	(8,043)	(34%)	(9,264)	(42%)
Corporate Property	(8,528)	(28%)	(9,786)	(36%)	(11,181)	(47%)	(12,377)	(57%)
Property Services	975	3%	1,020	4%	980	4%	980	4%
Asset Management	(9,680)	(32%)	(10,983)	(40%)	(12,338)	(52%)	(13,534)	(62%)
Transactions & Special Projects	177	1%	177	1%	177	1%	177	1%
Regeneration & Economy	844	3%	844	3%	899	4%	899	4%
Economic Development	454	1%	454	2%	509	2%	509	2%
Development Team & PMO	322	1%	322	1%	322	1%	322	1%
Housing Supply	68	%	68	%	68	%	68	%
Planning	2,366	8%	2,264	8%	2,239	9%	2,214	10%
Development	(90)	(%)	(90)	(%)	(90)	(%)	(90)	(%)
Support Services	252	1%	252	1%	227	1%	202	1%
Information Services	14	%	14	%	14	%	14	%
Spatial Development	1,512	5%	1,440	5%	1,440	6%	1,440	7%
Regulatory Services	678	2%	648	2%	648	3%	648	3%
CORPORATE STRATEGY	1,354	4%	1,216	4%	1,201	5%	1,121	5%
Policy & Communications	273	1%	202	1%	194	1%	194	1%
Corporate Strategy	170	1%	170	1%	170	1%	170	1%
Communications	78	%	7	%	(1)	(%)	(1)	(%)
Policy & Partnerships	25	%	25	%	25	%	25	%
Environmental Sustainability	1,081	4%	1,014	4%	1,007	4%	927	4%
Environmental Quality	315	1%	175	1%	175	1%	175	1%
Energy & Natural Resources	432	1%	432	2%	432	2%	432	2%
Smart, Sustainable Cities	334	1%	407	1%	400	2%	320	1%
ODS	15,586	51%	15,620	57%	14,638	61%	14,065	64%
ODS Client	15,586	51%	15,620	57%	14,638	61%	14,065	64%
Parking Management	(1,553)	(5%)	(1,161)	(4%)	(1,090)	(5%)	(1,090)	(5%)
Domestic Waste	6,218	20%	6,218	23%	6,218	26%	6,218	28%
Street Cleansing	6,201	20%	6,169	23%	6,169	26%	6,169	28%
Parks & Open Spaces	3,836	12%	3,836	14%	3,836	16%	3,836	18%
Pest Control	263	1%	263	1%	263	1%	263	1%
Engineering	100	%	(0)	(%)	(0)	(%)	(0)	(%)
Motor Transport	555	2%	555	2%	387	2%	387	2%
Overheads & Profit Share	(35)	(%)	(261)	(1%)	(1,146)	(5%)	(1,719)	(8%)
CORPORATE SERVICES	5,427	18%	5,050	18%	5,051	21%	5,055	23%
Financial Services	4,307	14%	3,961	14%	3,961	17%	3,961	18%
Accountancy	303	1%	203	1%	203	1%	203	1%
Corporate Finance	213	1%	283	1%	283	1%	283	1%

OXFORD CITY COUNCIL GENERAL FUND REVENUE BUDGET 2024/25 FOR CONSULTATION AND FUTURE YEAR CONTROL TOTALS

	Recommended Budget 2024/25		Proposed Budget 2025/26		Proposed Budget 2026/27		Proposed Budget 2027/28	
	£000's	% of Total	£000's	% of Total	£000's	% of Total	£000's	% of Total
Investigations	396	1%	346	1%	346	1%	346	2%
Procurement & Payments	28	%	(7)	(%)	(7)	(%)	(7)	(%)
Revenues & Benefits	3,362	11%	3,131	11%	3,131	13%	3,131	14%
Incomes	4	%	4	%	4	%	4	%
Chief Executive	44	%	44	%	44	%	44	%
CEO & Directors	(16)	(%)	(16)	(%)	(16)	(%)	(16)	(%)
Executive Assistants	60	%	60	%	60	%	60	%
Law & Governance	1,076	4%	1,045	4%	1,046	4%	1,050	5%
Committees & Members Services	11	%	(19)	(%)	(15)	(%)	(11)	(%)
Election Services	495	2%	495	2%	495	2%	495	2%
Legal Services	570	2%	569	2%	566	2%	566	3%
Total Budget at Portfolio Level	30,699	100%	27,373	100%	23,810	100%	21,857	100%
Below the line								
Corporate Accounts	(9,136)	(33%)	(8,886)	(34%)	(2,270)	(8%)	(3,186)	(11%)
Contingencies	7,557	27%	8,818	33%	9,920	36%	11,580	41%
Total Expenditure Budget	29,120	105%	27,305	103%	31,460	115%	30,251	107%
General Fund Working Balances								
Transfer to / (from) General Fund Working Balances								
Transfers to/(from) reserves	(1,367)	(5%)	(804)	(3%)	(4,072)	(15%)	(1,948)	(7%)
Net Budget Requirement	27,753	100%	26,502	100%	27,389	100%	28,304	100%
Financed by								
External Funding	(211)	(1%)	0	%	0	%	0	%
Business Rates retention	(11,176)	(40%)	(10,005)	(38%)	(10,396)	(38%)	(10,798)	(38%)
New Homes Bonus	(352)	(1%)	0	%	0	%	0	%
Council tax	(16,291)	(59%)	(16,774)	(63%)	(17,270)	(63%)	(17,783)	(63%)
Less Parish Precept	277	1%	277	1%	277	1%	277	1%
Collection Fund Surplus								
Business Rates Collection Fund (Surplus) / Deficit								
Over / (Under) Allocated budget	0		(0)		(0)		(0)	

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2024/25

	Approved Budget 2023/24	In year Permanent Virements	Current Budget 2023/24	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	New Investments / Bids	Transformation & New Efficiencies	Service Reductions	Total App3	Recommended 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	£000's	£000's
COMMUNITIES & PEOPLE	13,368	586	13,954	250	65	461	(50)	(371)	87	(8)	(698)	(40)	(554)	13,650
Business Improvement	1,251	242	1,493	250	65	29	0	(642)	(64)	30	(344)	(40)	(966)	777
Transformation Projects	387	2	389	250		(50)		(436)						153
Business Support	1	4	5											5
ICT	369	68	437		65	60		(97)	(42)		(340)			83
Customer Services	(111)	125	14			19			(5)		(2)			26
Human Resources & Organisation	605	43	648					(109)	(17)	30	(2)	(40)		510
Community Services	6,314	125	6,439	0	0	184	0	0	158	(38)	(116)	0	188	6,627
Leisure Management	2,568	12	2,580			54			168	51				2,853
Sports Development	186	7	193											193
Parks Development	628	8	636							(50)				586
Community Centres	1,178	21	1,199			30			50					1,279
Youth Ambition	211	9	220							(15)				205
Town Hall & Facilities	(314)	36	(278)								(30)			(308)
Culture	500	19	519			(40)			(60)					419
Localities Team	1,358	13	1,371			140				(24)	(86)			1,401
Community Safety	996	105	1,101	0	0	0	0	0	0	0	(215)	0	(215)	886
Community Safety	996	105	1,101								(215)			886
Housing Services	4,807	114	4,921	0	0	248	(50)	271	(7)	0	(23)	0	439	5,360
Strategy & Service Development	1,132	(82)	1,050			18		(75)	(7)		(10)			983
Garages	91	3	94						(7)					87
Homelessness Prevention	424	133	557								(13)			494
Rapid Re-Housing	1,561	48	1,609					346						1,955
Rough Sleeping & Singleless Home	1,599	12	1,611			230								1,841
DEVELOPMENT	(4,550)	314	(4,236)	0	0	217	(23)	0	(992)	0	(234)	(50)	(1,082)	(5,318)
			0											
Corporate Property	(7,738)	85	(7,653)	0	0	200	0	0	(992)	0	(83)	0	(875)	(8,528)
Property Services	382	393	775			200			(992)		(83)			975
Asset Management	(8,294)	(311)	(8,605)						(992)		(83)			(9,680)
Transactions & Special Projects	174	3	177											177
Regeneration & Economy	876	55	931	0	0	(10)	0	0	0	0	(77)	0	(87)	844
Economic Development	434	97	531			(10)					(67)			454
Development Team & PMO	382	(50)	332								(10)			322
Housing Supply	60	8	68											68
Planning	2,312	174	2,486	0	0	27	(23)	0	0	0	(74)	(50)	(120)	2,366
Development	(47)	43	(4)				(12)				(74)			(90)

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2024/25

	Approved Budget 2023/24	In year Permanent Virements	Current Budget 2023/24	MTFP assumption s	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	New Investments / Bids	Transformation & New Efficiencies	Service Reductions	Total App3	Recommended 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	£000's	£000's
Support Services	293	4	297			(45)								252
Information Services	12	2	14											14
Spatial Development	1,457	44	1,501			72	(11)					(50)		1,512
Regulatory Services	597	81	678											678
CORPORATE STRATEGY	1,454	26	1,480	0	0	(5)	(12)	0	12	26	(127)	(20)	(126)	1,354
Policy & Communications	285	(26)	259	0	0	0	(12)	0	0	26	0	0	14	273
Corporate Strategy	166	4	170											170
Communications	35	17	52							26				78
Policy & Partnerships	84	(47)	37				(12)							25
Environmental Sustainability	1,169	52	1,221	0	0	(5)	0	0	12	0	(127)	(20)	(140)	1,081
Environmental Quality	375	12	387			(5)					(67)			315
Energy & Natural Resources	425	7	432											432
Smart, Sustainable Cities	369	33	402						12		(60)	(20)		334
ODS	14,665	345	15,010	1,000	0	243	0	0	(656)	25	0	(36)	(424)	15,586
ODS Client	14,665	345	15,010	1,000	0	243	0	0	(656)	25	0	(36)	(424)	15,586
Parking Management	(1,239)	11	(1,228)						(325)					(1,553)
Domestic Waste	6,112	90	6,202			86			(70)					6,218
Street Cleansing	6,120	81	6,201											6,201
Parks & Open Spaces	3,781	59	3,840			32						(36)		3,836
Pest Control	258	5	263											263
Engineering	75		75							25				100
Motor Transport	528	27	555											555
Overheads & Profit Share	(971)	72	(899)	1,000		125			(261)					(35)
CORPORATE SERVICES	4,851	288	5,139	0	0	384	0	0	(84)	150	(143)	(19)	288	5,427
Financial Services	3,842	175	4,017	0	0	322	0	0	(70)	150	(112)	0	290	4,307
Accountancy	(69)	44	(25)			235				150	(57)			303
Corporate Finance	159	29	188			25								213
Investigations	390	21	411								(15)			396
Procurement & Payments	(54)	20	(34)			62								28
Revenues & Benefits	3,418	54	3,472						(70)		(40)			3,362
Incomes	(3)	7	4											4
Chief Executive	41	34	75	0	0	0	0	0	0	0	(31)	0	(31)	44
CEO & Directors	(5)	20	15								(31)			(16)

32

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2024/25

	Approved Budget 2023/24	In year Permanent Virements	Current Budget 2023/24	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	New Investments / Bids	Transformation & New Efficiencies	Service Reductions	Total App3	Recommended 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	£000's	£000's
Executive Assistants	46	14	60											60
Law & Governance	968	79	1,047	0	0	62	0	0	(14)	0	0	(19)	29	1,076
Committees & Members Services	(1)	11	10			14						(13)		11
Election Services	479	8	487			8								495
Legal Services	490	60	550			40			(14)			(6)		570
Total Budget at Portfolio Level	29,788	1,559	31,347	1,250	65	1,300	(85)	(371)	(1,632)	193	(1,202)	(165)	(1,897)	30,699
Below the line														
Corporate Accounts	(7,540)		(7,540)	(1,351)							(245)		(245)	(9,136)
Contingencies	3,816	(1,559)	2,257	5,300										7,557
Total Expenditure Budget	26,064	0	26,064											29,120
General Fund Working Balances														
General Fund Working Balances	0													0
Transfers to/(from) reserves	(1,271)		(1,271)	(96)										(1,367)
Net Budget Requirement	24,793	0	24,793											27,753
Financed by														
External Funding	(197)		(197)	(14)										(211)
Business Rates retention	(8,517)		(8,517)	(2,659)										(11,176)
New Homes Bonus	(663)		(663)	311										(352)
Council tax	(15,687)		(15,687)	(604)										(16,291)
Less Parish Precept	271		271	6										277
Collection Fund Surplus														
Collection Fund (Surplus) / Deficit													(2,142)	
Over / (Under) Allocated budget	0	0	0											0

33

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2025/26

	Proposed Budget 2024/25	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	New Investments / Bids	Transformation & New Efficiencies	Service Reductions	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	13,650	0	0	(198)	(55)	(144)	(213)	(99)	(167)	(609)	(1,485)	12,165
Business Improvement	777	0	0	(26)	(55)	(98)	0	(30)	(92)	(25)	(326)	451
Transformation Projects	153											153
Business Support	5											5
ICT	83								(30)	(25)		28
Customer Services	26			(26)	(55)				(62)			(117)
Human Resources & Organisational Development	510					(98)		(30)				382
Community Services	6,627	0	0	(10)	0	0	(213)	(69)	(75)	(547)	(914)	5,713
Leisure Management	2,853						(158)	(51)		(147)		2,497
Sports Development	193											193
Parks Development	586							(18)	(25)			543
Community Centres	1,279			(30)			(55)					1,194
Youth Ambition	205			20					(50)			175
Town Hall & Facilities	(308)											(308)
Culture	419									(200)		219
Localities Team	1,401									(200)		1,201
Community Safety	886	0	0	0	0	0	0	0	0	0	0	886
Community Safety	886											886
Housing Services	5,360	0	0	(162)	0	(46)	0	0	0	(37)	(245)	5,115
Strategy & Service Development	983			3		(10)				(37)		939
Garages	87											87
Homelessness Prevention	494			15								509
Rapid Re-Housing	1,955					(36)						1,919
Rough Sleeping & Singless Homelessness	1,841			(180)								1,661
DEVELOPMENT	(5,318)	0	0	(27)	(44)	0	(1,259)	0	(30)	0	(1,360)	(6,678)
Corporate Property	(8,528)	0	0	45	(44)	0	(1,259)	0	0	0	(1,258)	(9,786)
Property Services	975			45								1,020
Asset Management	(9,680)				(44)		(1,259)					(10,983)
Transactions & Special Projects	177											177
Regeneration & Economy	844	0	0	0	0	0	0	0	0	0	0	844
Economic Development	454											454
Development Team & PMO	322											322
Housing Supply	68											68
Planning	2,366	0	0	(72)	0	0	0	0	(30)	0	(102)	2,264
Development	(90)											(90)

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2025/26

	Proposed Budget 2024/25	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	New Investments / Bids	Transformation & New Efficiencies	Service Reductions	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
Support Services	252											252
Information Services	14											14
Spatial Development	1,512			(72)								1,440
Regulatory Services	678								(30)			648
CORPORATE STRATEGY	1,354	0	0	(25)	(7)	0	12	(179)	61	0	(138)	1,216
Policy & Communications	273	0	0	0	(7)	0	0	(39)	(25)	0	(71)	202
Corporate Strategy	170				(7)			(39)	(25)		(71)	170
Communications	78				(7)			(39)	(25)			7
Policy & Partnerships	25											25
Environmental Sustainability	1,081	0	0	(25)	0	0	12	(140)	86	0	(67)	1,014
Environmental Quality	315							(140)				175
Energy & Natural Resources	432			(25)					25			432
Smart, Sustainable Cities	334						12		61			407
ODS	15,586	200	0	0	0	0	366	(100)	0	(432)	(166)	15,620
ODS Client	15,586	200	0	0	0	0	366	(100)	0	(432)	(166)	15,620
Parking Management	(1,553)						392					(1,161)
Domestic Waste	6,218											6,218
Street Cleansing	6,201									(32)		6,169
Parks & Open Spaces	3,836											3,836
Pest Control	263											263
Engineering	100							(100)				(0)
Motor Transport	555											555
Overheads & Profit Share	(35)	200					(26)			(400)		(261)
CORPORATE SERVICES	5,427	0	0	(56)	(105)	0	70	0	(251)	(35)	(377)	5,050
Financial Services	4,307	0	0	(60)	(105)	0	70	0	(251)	0	(346)	3,961
Accountancy	303			(60)					(40)			203
Corporate Finance	213						70					283
Investigations	396				(50)							346
Procurement & Payments	28								(35)			(7)
Revenues & Benefits	3,362				(55)				(176)			3,131
Incomes	4											4
Chief Executive	44	0	0	0	0	0	0	0	0	0	0	44
CEO & Directors	(16)											(16)

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2025/26

	Proposed Budget 2024/25	MTFP assumption s	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	New Investments / Bids	Transformation & New Efficiencies	Service Reductions	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
Executive Assistants	60											60
Law & Governance	1,076	0	0	4	0	0	0	0	0	(35)	(31)	1,045
Committees & Members Services	11			4						(34)		(19)
Election Services	495											495
Legal Services	570									(1)		569
Total Budget at Portfolio Level	30,699	200	0	(306)	(211)	(144)	(1,024)	(378)	(387)	(1,076)	(3,525)	27,373
Below the line												
Corporate Accounts	(9,136)	209							41		41	(8,886)
Contingencies	7,557	1,261										8,818
Total Expenditure Budget	29,120											27,305
General Fund Working Balances												
Transfer to / (from) General Fund Working Balances												0
Transfers to/(from) reserves	(1,367)	563										(804)
Net Budget Requirement	27,753											26,502
Financed by												
External Funding	(211)	211										0
Business Rates retention	(11,176)	1,171										(10,005)
New Homes Bonus	(352)	352										0
Council tax	(16,291)	(483)										(16,774)
Less Parish Precept	277											277
Collection Fund Surplus												
Business Rates Collection Fund (Surplus) / Deficit												
Over / (Under) Allocated budget	0										(3,484)	(0)

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2026/27

	Proposed Budget 2025/26	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	New Investments / Bids	Transformation & New Efficiencies	Service Reductions	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	12,165	0	0	(15)	0	0	(927)	0	(200)	(60)	(1,202)	10,963
Business Improvement	451	0	0	0	0	0	0	0	(200)	0	(200)	251
Transformation Projects	153											153
Business Support	5											5
ICT	28											28
Customer Services	(117)								(200)			(317)
Human Resources & Organisational Development	382											382
Community Services	5,713	0	0	0	0	0	(927)	0	0	(60)	(987)	4,726
Leisure Management	2,497						(839)			(60)		1,598
Sports Development	193											193
Parks Development	543											543
Community Centres	1,194						(88)					1,106
Youth Ambition	175											175
Town Hall & Facilities	(308)											(308)
Culture	219											219
Localities Team	1,201											1,201
Community Safety	886	0	0	0	0	0	0	0	0	0	0	886
Community Safety	886											886
Housing Services	5,115	0	0	(15)	0	0	0	0	0	0	(15)	5,100
Strategy & Service Development	939											939
Garages	87											87
Homelessness Prevention	509			(15)								494
Rapid Re-Housing	1,919											1,919
Rough Sleeping & Singless Homelessness	1,661											1,661
DEVELOPMENT	(6,678)	0	0	45	(90)	(500)	(795)	0	(25)	0	(1,365)	(8,043)
Corporate Property	(9,786)	0	0	(10)	(90)	(500)	(795)	0	0	0	(1,395)	(11,181)
Property Services	1,020			(10)	(30)							980
Asset Management	(10,983)				(60)	(500)	(795)					(12,338)
Transactions & Special Projects	177											177
Regeneration & Economy	844	0	0	55	0	0	0	0	0	0	55	899
Economic Development	454			55								509
Development Team & PMO	322											322
Housing Supply	68											68

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2026/27

	Proposed Budget 2025/26	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	New Investments / Bids	Transformation & New Efficiencies	Service Reductions	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
Planning	2,264	0	0	0	0	0	0	0	(25)	0	(25)	2,239
Development	(90)											(90)
Support Services	252								(25)			227
Information Services	14											14
Spatial Development	1,440											1,440
Regulatory Services	648											648
CORPORATE STRATEGY	1,216	0	0	0	0	0	0	(8)	(7)	0	(15)	1,201
Policy & Communications	202	0	0	0	0	0	0	(8)	0	0	(8)	194
Corporate Strategy	170											170
Communications	7							(8)				(1)
Policy & Partnerships	25											25
Environmental Sustainability	1,014	0	0	0	0	0	0	0	(7)	0	(7)	1,007
Environmental Quality	175											175
Energy & Natural Resources	432											432
Smart, Sustainable Cities	407								(7)			400
ODS	15,620	(200)	0	(168)	0	0	(414)	0	0	(200)	(782)	14,638
ODS Client	15,620	(200)	0	(168)	0	0	(414)	0	0	(200)	(782)	14,638
Parking Management	(1,161)						71					(1,090)
Domestic Waste	6,218											6,218
Street Cleansing	6,169											6,169
Parks & Open Spaces	3,836											3,836
Pest Control	263											263
Engineering	(0)											(0)
Motor Transport	555				(168)							387
Overheads & Profit Share	(261)	(200)					(485)			(200)		(1,146)
CORPORATE SERVICES	5,050	0	0	4	0	0	0	0	0	(3)	1	5,051
Financial Services	3,961	0	0	0	0	0	0	0	0	0	0	3,961
Accountancy	203											203
Corporate Finance	283											283
Investigations	346											346
Procurement & Payments	(7)											(7)
Revenues & Benefits	3,131											3,131

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2026/27

	Proposed Budget 2025/26	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	New Investments / Bids	Transformation & New Efficiencies	Service Reductions	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
Incomes	4											4
Chief Executive	44	0	0	0	0	0	0	0	0	0	0	44
CEO & Directors	(16)											(16)
Executive Assistants	60											60
Law & Governance	1,045	0	0	4	0	0	0	0	0	(3)	1	1,046
Committees & Members Services	(19)			4								(15)
Election Services	495											495
Legal Services	569									(3)		566
Total Budget at Portfolio Level	27,373	(200)	0	(134)	(90)	(500)	(2,136)	(8)	(232)	(263)	(3,363)	23,810
Below the line												
Corporate Accounts	(8,886)	6,823								(207)	(207)	(2,270)
Contingencies	8,818	(80)	1,182									9,920
Total Expenditure Budget	27,305											31,460
General Fund Working Balances												
Transfer to / (from) General Fund Working Balances												0
Transfers to/(from) reserves	(804)	(3,268)										(4,072)
Net Budget Requirement	26,502											27,389
Financed by												
External Funding	0											0
Business Rates retention	(10,005)	(391)										(10,396)
New Homes Bonus	0											0
Council tax	(16,774)	(496)										(17,270)
Less Parish Precept	277											277
Collection Fund Surplus												
Business Rates Collection Fund (Surplus) / Deficit											(3,570)	
Over / (Under) Allocated budget	(0)											(0)

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2027/28

	Proposed Budget 2026/27	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	New Investments / Bids	Transformation & New Efficiencies	Service Reductions	Total App3	Proposed Budget 2027/28
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
COMMUNITIES & PEOPLE	10,963	0	0	0	0	0	(83)	0	0	0	(83)	10,880
Business Improvement	251	0	0	0	0	0	0	0	0	0	0	251
Transformation Projects	153											153
Business Support	5											5
ICT	28											28
Customer Services	(317)											(317)
Human Resources & Organisational Development	382											382
Community Services	4,726	0	0	0	0	0	(83)	0	0	0	(83)	4,643
Leisure Management	1,598						(83)					1,515
Sports Development	193											193
Parks Development	543											543
Community Centres	1,106											1,106
Youth Ambition	175											175
Town Hall & Facilities	(308)											(308)
Culture	219											219
Localities Team	1,201											1,201
Community Safety	886	0	0	0	0	0	0	0	0	0	0	886
Community Safety	886											886
Housing Services	5,100	0	0	0	0	0	0	0	0	0	0	5,100
Strategy & Service Development	939											939
Garages	87											87
Homelessness Prevention	494											494
Rapid Re-Housing	1,919											1,919
Rough Sleeping & Singless Homelessness	1,661											1,661
DEVELOPMENT	(8,043)	0	0	0	0	0	(1,196)	0	(25)	0	(1,221)	(9,264)
Corporate Property	(11,181)	0	0	0	0	0	(1,196)	0	0	0	(1,196)	(12,377)
Property Services	980											980
Asset Management	(12,338)						(1,196)					(13,534)
Transactions & Special Projects	177											177
Regeneration & Economy	899	0	0	0	0	0	0	0	0	0	0	899
Economic Development	509											509
Development Team & PMO	322											322
Housing Supply	68											68
Planning	2,239	0	0	0	0	0	0	0	(25)	0	(25)	2,214
Development	(90)											(90)
Support Services	227								(25)			202

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2027/28

	Proposed Budget 2026/27	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	New Investments / Bids	Transformation & New Efficiencies	Service Reductions	Total App3	Proposed Budget 2027/28
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Information Services	14											14
Spatial Development	1,440											1,440
Regulatory Services	648											648
CORPORATE STRATEGY	1,201	0	0	0	0	0	0	0	(80)	0	(80)	1,121
Policy & Communications	194	0	0	0	0	0	0	0	0	0	0	194
Corporate Strategy	170											170
Communications	(1)											(1)
Policy & Partnerships	25											25
Environmental Sustainability	1,007	0	0	0	0	0	0	0	(80)	0	(80)	927
Environmental Quality	175											175
Energy & Natural Resources	432											432
Smart, Sustainable Cities	400								(80)			320
ODS	14,638	0	0	0	0	0	(373)	0	0	(200)	(573)	14,065
ODS Client	14,638	0	0	0	0	0	(373)	0	0	(200)	(573)	14,065
Parking Management	(1,090)											(1,090)
Domestic Waste	6,218											6,218
Street Cleansing	6,169											6,169
Parks & Open Spaces	3,836											3,836
Pest Control	263											263
Engineering	(0)											(0)
Motor Transport	387											387
Overheads & Profit Share	(1,146)						(373)			(200)		(1,719)
CORPORATE SERVICES	5,051	0	0	4	0	0	0	0	0	0	4	5,055
Financial Services	3,961	0	0	0	0	0	0	0	0	0	0	3,961
Accountancy	203											203
Corporate Finance	283											283
Investigations	346											346
Procurement & Payments	(7)											(7)
Revenues & Benefits	3,131											3,131
Incomes	4											4
Chief Executive	44	0	0	0	0	0	0	0	0	0	0	44
CEO & Directors	(16)											(16)
Executive Assistants	60											60

41

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2027/28

	Proposed Budget 2026/27	MTFP assumptions	Contractual Inflation	Pressures	Existing Efficiencies	Invest to Save	Fees & Charges	New Investments / Bids	Transformation & New Efficiencies	Service Reductions	Total App3	Proposed Budget 2027/28
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Law & Governance	1,046	0	0	4	0	0	0	0	0	0	4	1,050
Committees & Members Services	(15)			4								(11)
Election Services	495											495
Legal Services	566											566
Total Budget at Portfolio Level	23,810	0	0	4	0	0	(1,652)	0	(105)	(200)	(1,953)	21,857
Below the line												
Corporate Accounts	(2,270)	(916)									0	(3,186)
Contingencies	9,920	1,660										11,580
Total Expenditure Budget	31,460											30,251
General Fund Working Balances												
Transfer to / (from) General Fund Working Balances												0
Transfers to/(from) reserves	(4,072)	2,124										(1,948)
Net Budget Requirement	27,389											28,304
Financed by												
External Funding	0											0
Business Rates retention	(10,396)	(402)										(10,798)
New Homes Bonus	0											0
Council tax	(17,270)	(513)										(17,783)
Less Parish Precept	277											277
Collection Fund Surplus												
Business Rates Collection Fund (Surplus) / Deficit												
Over / (Under) Allocated budget	(0)										(1,953)	(0)

Appendix 3

General Fund Budget Proposals Summary 2024-25 to 2027-28

Amended Bids & Savings
New Bids & Savings

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformation & New Efficiency		Service Reductions		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	65	29	1.00	0	0.00	(642)	(10.00)	(64)	0.00	30	0.00	(344)	0.00	(40)	0.00	(966)
Community Services	0	184	0.00	0	0.00	0	0.00	158	0.00	(38)	0.00	(116)	0.00	0	0.00	188
Regeneration & Economy	0	(10)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(77)	0.00	0	0.00	(87)
Corporate Property	0	200	9.00	0	0.00	0	0.00	(992)	0.00	0	0.00	(83)	0.00	0	0.00	(875)
Planning	0	27	(1.00)	(23)	0.00	0	0.00	0	0.00	0	0.00	(74)	7.00	(50)	0.00	(120)
CPPC	0	0	0.00	(12)	0.00	0	0.00	0	0.00	26	0.60	0	0.00	0	0.00	14
Regulatory & Community Safety	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(215)	(1.00)	0	0.00	(215)
Housing Services	0	248	0.00	(50)	0.00	271	0.00	(7)	0.00	0	0.00	(23)	0.00	0	0.00	439
Environmental Sustainability	0	(5)	0.00	0	0.00	0	0.00	12	0.00	0	0.00	(127)	3.00	(20)	(0.50)	(140)
Oxford Direct Services	0	243	0.00	0	0.00	0	0.00	(656)	0.00	25	0.00	0	0.00	(36)	(1.00)	(424)
Financial Services	0	322	0.00	0	0.00	0	0.00	(70)	0.00	150	0.00	(112)	0.00	0	0.00	290
Law & Governance	0	62	0.00	0	0.00	0	0.00	(14)	0.00	0	0.00	0	0.00	(19)	0.00	29
Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(31)	0.00	0	0.00	(31)
Total	65	1,300	9.00	(85)	0.00	(371)	(10.00)	(1,632)	0.00	193	0.60	(1,202)	9.00	(165)	(1.50)	(1,897)

2024/25	
Original Figures	(Savings)/Bids
£000's	£000's
(1,307)	341
(514)	702
45	(132)
(1,336)	461
(4)	(116)
0	14
(30)	(185)
(135)	574
7	(147)
(1,157)	734
(125)	415
4	25
0	(31)
(4,552)	2,655

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformation & New Efficiency		Service Reductions		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	(26)	0.00	(55)	(2.00)	(98)	(1.00)	0	0.00	(30)	0.00	(92)	0.00	(25)	0.00	(326)
Community Services	0	(10)	0.00	0	0.00	0	0.00	(213)	0.00	(69)	0.00	(75)	0.00	(547)	0.00	(914)
Regeneration & Economy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Corporate Property	0	45	(1.00)	(44)	(1.00)	0	(1.00)	(1,259)	0.00	0	0.00	0	0.00	0	0.00	(1,258)
Planning	0	(72)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(72)
CPPC	0	0	0.00	(7)	(0.15)	0	0.00	0	0.00	(39)	(0.83)	(25)	(0.50)	0	0.00	(71)
Regulatory & Community Safety	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(30)	0.00	0	0.00	(30)
Housing Services	0	(162)	0.00	0	0.00	(46)	0.00	0	0.00	0	0.00	0	0.00	(37)	(0.60)	(245)
Environmental Sustainability	0	(25)	(0.50)	0	0.00	0	0.00	12	0.00	(140)	0.00	86	1.00	0	0.00	(67)
Oxford Direct Services	0	0	0.00	0	0.00	0	0.00	366	0.00	(100)	0.00	0	0.00	(432)	0.00	(166)
Financial Services	0	(60)	0.00	(105)	(2.50)	0	0.00	70	0.00	0	0.00	(251)	0.00	0	0.00	(346)
Law & Governance	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(35)	0.00	(31)
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	(306)	(1.50)	(211)	(5.65)	(144)	(2.00)	(1,024)	0.00	(378)	(0.83)	(387)	0.50	(1,076)	(0.60)	(3,525)

2025/26	
Original Figures	(Savings)/Bids
£000's	£000's
(183)	(143)
(38)	(876)
0	0
(574)	(684)
(72)	0
(39)	(32)
0	(30)
22	(267)
(78)	11
175	(341)
(55)	(291)
4	(35)
0	0
(838)	(2,688)

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformation & New Efficiency		Service Reductions		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	(200)	0.00	0	0.00	(200)
Community Services	0	0	0.00	0	0.00	0	0.00	(927)	0.00	0	0.00	0	0.00	(60)	0.00	(987)
Regeneration & Economy	0	55	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	55
Corporate Property	0	(10)	(5.00)	(90)	(1.00)	(500)	(1.00)	(795)	0.00	0	0.00	0	0.00	0	0.00	(1,395)
Planning	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(25)	0.00	0	0.00	(25)
CPPC	0	0	0.00	0	0.00	0	0.00	0	0.00	(8)	(0.17)	0	0.00	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	(15)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(15)
Environmental Sustainability	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(7)	0.00	0	0.00	(7)
Oxford Direct Services	0	(168)	0.00	0	0.00	0	0.00	(414)	0.00	0	0.00	0	0.00	(200)	0.00	(782)
Financial Services	0	0	(1.00)	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	(3)	0.00	1
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	(134)	(7.00)	(90)	(1.00)	(500)	(1.00)	(2,136)	0.00	(8)	(0.17)	(232)	0.00	(263)	0.00	(3,363)

2026/27	
Original Figures	(Savings)/Bids
£000's	£000's
(200)	0
0	(987)
0	55
(571)	(825)
0	(25)
(8)	0
0	0
50	(65)
0	(7)
(435)	(347)
0	0
4	(3)
0	0
(1,160)	(2,204)

43

2027/28

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformation & New Efficiency		Service Reductions		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	0	0.00	0
Community Services	0	0	0.00	0	0.00	0	0.00	(83)	0.00	0	0.00	0	0.00	0	0.00	(83)
Regeneration & Economy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Corporate Property	0	0	(2.00)	0	0.00	0	0.00	(1,196)	0.00	0	0.00	0	0.00	0	0.00	(1,196)
Planning	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(25)	0.00	0	0.00	(25)
CPPC	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
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	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Environmental Sustainability	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(80)	0.00	0	0.00	(80)
Oxford Direct Services	0	0	0.00	0	0.00	0	0.00	(373)	0.00	0	0.00	0	0.00	(200)	0.00	(573)
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	(2.00)	0	0.00	0	0.00	(1,652)	0.00	0	0.00	(105)	0.00	(200)	0.00	(1,953)

2027/28	
Original Figures	(Savings)/Bids
£000's	£000's
0	0
0	(83)
0	0
0	(1,196)
0	(25)
0	0
0	0
0	0
0	0
0	(80)
0	(573)
0	0
0	4
0	0
0	(1,953)

Total Summary

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformation & New Efficiency		Service Reductions		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	65	3	1.00	(55)	(2.00)	(740)	(11.00)	(64)	0.00	0	0.00	(636)	0.00	(65)	0.00	(1,492)
Community Services	0	174	0.00	0	0.00	0	0.00	(1,065)	0.00	(107)	0.00	(191)	0.00	(607)	0.00	(1,796)
Regeneration & Economy	0	45	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	(77)	0.00	0	0.00	(32)
Corporate Property	0	235	1.00	(134)	(2.00)	(500)	(2.00)	(4,242)	0.00	0	0.00	(83)	0.00	0	0.00	(4,724)
Planning	0	(45)	(1.00)	(23)	0.00	0	0.00	0	0.00	0	0.00	(124)	7.00	(50)	0.00	(242)
CPPC	0	0	0.00	(19)	(0.15)	0	0.00	0	0.00	(21)	(0.40)	(25)	(0.50)	0	0.00	(65)
Regulatory & Community Safety	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(245)	(1.00)	0	0.00	(245)
Housing Services	0	71	0.00	(50)	0.00	225	0.00	(7)	0.00	0	0.00	(23)	0.00	(37)	(0.60)	179
Environmental Sustainability	0	(30)	(0.50)	0	0.00	0	0.00	24	0.00	(140)	0.00	(128)	4.00	(20)	(0.50)	(294)
Oxford Direct Services	0	75	0.00	0	0.00	0	0.00	(1,077)	0.00	(75)	0.00	0	0.00	(868)	(1.00)	(1,945)
Financial Services	0	262	(1.00)	(105)	(2.50)	0	0.00	0	0.00	150	0.00	(363)	0.00	0	0.00	(56)
Law & Governance	0	74	0.00	0	0.00	0	0.00	(14)	0.00	0	0.00	0	0.00	(57)	0.00	3
Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(31)	0.00	0	0.00	(31)
Total	65	864	(1.50)	(386)	(6.65)	(1,015)	(13.00)	(6,444)	0.00	(193)	(0.40)	(1,926)	9.50	(1,704)	(2.10)	(10,739)

Total	
Original Figures	(Savings)/Bids
£000's	£000's
(1,690)	198
(552)	(1,244)
45	(77)
(2,481)	(2,244)
(76)	(166)
(47)	(18)
(30)	(215)
(63)	242
(71)	(223)
(1,417)	(528)
(180)	124
12	(9)
0	(31)
(6,549)	(4,189)

**Communities & Customers Budget Proposals Summary
2024-25 to 2027-28**

2024/25

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/ Bids		Transformations & New Efficiencies		Service Reductions		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	65	29	1.00	0	0.00	(642)	(10.00)	(64)	0.00	30	0.00	(344)	0.00	(40)	0.00	(966)
Community Services	0	184	0.00	0	0.00	0	0.00	158	0.00	(38)	0.00	(116)	0.00	0	0.00	188
Total	65	213	1.00	0	0.00	(642)	(10.00)	94	0.00	(8)	0.00	(460)	0.00	(40)	0.00	(778)

2025/26

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/ Bids		Transformations & New Efficiencies		Service Reductions		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	(26)	0.00	(55)	(2.00)	(98)	(1.00)	0	0.00	(30)	0.00	(92)	0.00	(25)	0.00	(326)
Community Services	0	(10)	0.00	0	0.00	0	0.00	(213)	0.00	(69)	0.00	(75)	0.00	(547)	0.00	(914)
Total	0	(36)	0.00	(55)	(2.00)	(98)	(1.00)	(213)	0.00	(99)	0.00	(167)	0.00	(572)	0.00	(1,240)

2026/27

45

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/ Bids		Transformations & New Efficiencies		Service Reductions		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	(200)	0.00	0	0.00	(200)
Community Services	0	0	0.00	0	0.00	0	0.00	(927)	0.00	0	0.00	0	0.00	(60)	0.00	(987)
Total	0	0	0.00	0	0.00	0	0.00	(927)	0.00	0	0.00	(200)	0.00	(60)	0.00	(1,187)

2027/28

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/ Bids		Transformations & New Efficiencies		Service Reductions		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	0	0.00	0
Community Services	0	0	0.00	0	0.00	0	0.00	(83)	0.00	0	0.00	0	0.00	0	0.00	(83)
Total	0	0	0.00	0	0.00	0	0.00	(83)	0.00	0	0.00	0	0.00	0	0.00	(83)

Total Summary

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/ Bids		Transformations & New Efficiencies		Service Reductions		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	65	3	1	(55)	(2)	(740)	(11)	(64)	0	0	0	(636)	0	(65)	0	(1,492)
Community Services	0	174	0	0	0	0	0	(1,065)	0	(107)	0	(191)	0	(607)	0	(1,796)
Total	65	177	1.00	(55)	(2.00)	(740)	(11.00)	(1,129)	0.00	(107)	0.00	(827)	0.00	(672)	0.00	(3,287)

Proposal		Business Improvement				2024-25	2025-26	2026-27	2027-28	Total
		H/M/L	£000s	£000s	£000s					
Contractual Inflation										
1	ICT	Increased contract inflation for MS Licences of 18% on annual licence fee of £361k. Last year was 9% rise, so £65k would account for a doubling of that figure. Need to be aware that the exchange rate may alter the cost.		65						
Total Contractual Inflation				65						
Pressures										
2	Transformation	Part reversal of investment to support the transformation projects across the organisation. Remaining £250k to be used to fund smaller permanent Change Team. Will be part of Corporate PMO as per LGA Peer Review.	H	(50)						
3	Customer Services	Turnover Saving was paused for 23/24. Proposal to extend into 24/25 and move reversal to 25/26. Proposed in paper to CMT on 21.09.23	M	0	(26)					
	Customer Services	Lease costs for Westgate Library face to face customer service provision on Monday, Wednesday and Friday		11						
	Customer Services	Lease costs for Westgate Library face to face Housing provision on Tuesday and Thursday		8						
	ICT	The Audit and Governance Committee approved the creation of a dedicated full-time cyber security role within ICT.		60			1.00			1.00
Total Pressures				29	(26)		1.00			1.00
Existing Efficiencies										
4	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. Paper to CMT on 21.09.23 proposes moving to 26/27 to phase in reduction of contact centre capacity	M		(55)			(2.00)		(2.00)
Total Existing Efficiencies					(55)			(2.00)		(2.00)
Invest to Save										
5	HR & OD	Claw back of £138k investment in People Team service re-design leading to post reduction		(42)	(98)			(1.00)		(1.00)
6	Transformation	Reversal of investment in the change programme, now included in line 2		(436)				(7.00)		(7.00)
7	Human Resources	Reversal of additional funding for People PM change, now included in line 2		(67)				(1.00)		(1.00)
8	ICT	Part reversal of ICT investment in the change programme . £60k to remain in the base budget for additional specialist resources as required.		(97)				(2.00)		(2.00)
Total Invest to Save				(642)	(98)			(10.00)	(1.00)	(11.00)

Proposal		Business Improvement				2024-25	2025-26	2026-27	2027-28	Total
		H/M/L	2024-25 £000s	2025-26 £000s	2026-27 £000s					
Fees and Charges										
9	Customer Services	Westgate Library licence income from Citizens Advice Oxford		(5)						
10	ICT & Human Resources	SLA Income for ICT and People Services provided to OX Place		(59)						
Total Fees and Charges				(64)						
New Investments / Bids										
11	Human Resources	Bid for additional resource to enable smoother transition to People Team service re-design in line 5 above		30	(30)					
Total New Investment/Bids				30	(30)					
Transformations & New Efficiencies										
12	Contact Centre	Savings from Customer Experience change programme. Proposal to move the £62k saving to 25/26 as per paper to CMT on 21.09.23. Also £200k saving in 26/27 moved to its own line. This is not a contact centre saving but forecast savings from across the organisation driven by the CEX change programme.		0	(62)	0				
13	Change programme	Savings from Customer Experience programme				(200)				
14	ICT	ICT Savings from change programme		(340)	(30)					
15	Applications Team	Savings from Customer Experience change programme		(2)						
16	Human Resources	CD05 Staff Offers reductions		(2)						
Total Transformations				(344)	(92)	(200)				
Service Reductions										
17	Human Resources	DP07 Reduction in Corporate Training Budget		(40)						
18	ICT	Do not continue to fund Oxford free wifi (would also reduce capital requirements)			(25)					
Total Service Reductions				(40)	(25)					
Total Business Improvement Bids & Savings				(966)	(326)	(200)	(9.00)	(3.00)		(12.00)
Amended Bids & Savings										
New Bids & Savings										

Community Services

48

Proposal		2024-25	2025-26	2026-27	2027-28	2024-25	2025-26	2026-27	2027-28	Total
		H/M/L	£000s	£000s	£000s					
Contractual Inflation										
1										
Total Contractual Inflation										
Pressures										
2	Culture		Reversal of additional revenue costs on opening museum, now split over 2 years	(40)						
3	Youth Ambition		Reversal of HRA contributions to Youth Ambition Service on council estates		20					
4			Reduction of recharge to HRA for posts under heading 'area coordinator' (MM40)	140						
4			Additional funding to address emerging pressures in community centre portfolio	30	(30)					
5	Leisure Management		Resource within Property Services to support leisure & community centres	54		1.00				1.00
Total Pressures				184	(10)	1.00				1.00
Existing Efficiencies										
6										
Total Existing Efficiencies										
Invest to Save										
7										
Total Invest to Save										
Fees and Charges										
8	Culture		Museum income generation - previously slipped back a year due to construction delays caused by Covid 19	(60)						
9	Community Centres		Recovering Covid related loss in room hire income - base budget £331k in 23/24	50	(55)	(88)				
10	Leisure Management		Invest in leisure during a changing market to devise a new model and consider new arrangements- base budget of £300k management fee income	168	(158)	(839)	(83)			
Total Fees and Charges				158	(213)	(927)	(83)			

M

Community Services

Proposal	H/M/L	2024-25	2025-26	2026-27	2027-28	2024-25	2025-26	2026-27	2027-28	Total
		£000s	£000s	£000s	£000s					
New Investment / Bids										
11		Reversal of investment in Social Impact Bonds - deliver targeted support for children & young people via a social impact bond	(15)							
12	Parks Development	Reversal of investment in safety measures at Barton Rec ground	(10)							
13	Parks Development	Reversal of investment in lighting to MUCA at Wood Farm	(35)							
14	Localities Team	Reversal of increase ward councillors budget as a one-off by £500 back to £1500	(24)							
	Parks Development	Frideswide square flower beds	10	(8)						
15	Parks Development	Reversal of investment to reinstate floodlighting at Rosehill Rec	(25)							
	Parks Development	Community improvements in Minchery allotments	10	(10)						
16	Leisure Management	District Co-ordinator to oversee physical activity for prevention	51	(51)						
Total New Investment/Bids			(38)	(69)						
Transformations & New Efficiencies										
17	Youth Ambition	Alternative models of service delivery for the youth ambition team		(50)						
18	Town Hall	Additional income	(30)							
19	Parks Development	Income from new commercial activity in parks		(25)						
20	Communities	Adjustment to community impact fund	(86)							
Total Transformations			(116)	(75)						
Service Reductions										
21		Community services structural review		(347)	(60)					
22		Reduction in community grants		(200)						
Total Service Reductions				(547)	(60)					
Total Community Services Bids & Savings			188	(914)	(987)	(83)	1			1
		Amended Bids & Savings								
		New Bids & Savings								

Development Budget Proposals Summary
2024-25 to 2027-28

2024/25

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/ Bids		Transformations & New Efficiencies		Service Reductions		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	(10)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	(87)
Corporate Property	0	200	9.00	0	0.00	0	0	(992)	0.00	0	0.00	(83)	0.00	0	0.00	0	(875)
Planning	0	27	(1.00)	(23)	0.00	0	0.00	0	0.00	0	0.00	(74)	7.00	(50)	0.00	0	(120)
Total	0	217	8.00	(23)	0.00	0	0.00	(992)	0.00	0	0.00	(234)	7.00	(50)	0.00	0	(1,082)

2025/26

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/ Bids		Transformations & New Efficiencies		Service Reductions		Total Variation		
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's		
Regeneration & Economy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0	
Corporate Property	0	45	(1.00)	(44)	(1.00)	0	(1)	(1,259)	0.00	0	0.00	0	0.00	0	0.00	0	(1,258)	
Planning	0	(72)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	(72)	
Total	0	(27)	(1.00)	(44)	(1.00)	0	(1.00)	(1,259)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(1,330)

2026/27

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/ Bids		Transformations & New Efficiencies		Service Reductions		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	55	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	55
Corporate Property	0	(10)	(5.00)	(90)	(1.00)	(500)	(1)	(795)	0.00	0	0.00	0	0.00	0	0.00	0	(1,395)
Planning	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(25)	0.00	0	0.00	0	(25)
Total	0	45	(6.00)	(90)	(1.00)	(500)	(1.00)	(795)	0.00	0	0.00	(25)	0.00	0	0.00	0	(1,365)

2027/28

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/ Bids		Transformations & New Efficiencies		Service Reductions		Total Variation	
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	
Regeneration & Economy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0
Corporate Property	0	0	(2.00)	0	0.00	0	0	(1,196)	0.00	0	0.00	0	0.00	0	0.00	0	(1,196)
Planning	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(25)	0.00	0	0.00	0	(25)
Total	0	0	(2.00)	0	0.00	0	0.00	(1,196)	0.00	0	0.00	(25)	0.00	0	0.00	0	(1,221)

Total Summary

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/ Bids		Transformations & New Efficiencies		Service Reductions		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)	0	0	0	0	0	0	0	0	(77)	0	0	0	0	(32)
Corporate Property	0	235	1	(134)	(2)	(500)	(2)	(4,242)	0	0	0	(83)	0	0	0	0	(4,724)
Planning	0	(45)	(1)	(23)	0	0	0	0	0	0	0	(124)	7	(50)	0	0	(242)
Total	0	235	(1.00)	(157)	(2.00)	(500)	(2.00)	(4,242)	0.00	0	0.00	(284)	7.00	(50)	0.00	0	(4,998)

Regeneration & Economy

Proposal		H/M/L	2024-25 £000s	2025-26 £000s	2026-27 £000s	2027-28 £000s	2024-25	2025-26	2026-27	2027-28	Total
Total Invest to Save											
Fees and Charges											
10											
Total Fees and Charges											
New Investments / Bids											
11											
Total New Investment/Bids											
Transformations & New Efficiencies											
12	Regen & Economy	HoS capitalise time on projects under sponsor role - assumed 50% of chargeable time on regeneration and economy capital projects including time as board director on OxWED	(67)								
13	Regeneration	Increase income target and further reduce base budget in BN10	(10)								
Total Transformations			(77)								
Service Reductions											
14	Economy	Reduction in capacity supporting Green Transport schemes no impact only releasing NCIL									
Total Service Reductions											
Total Regeneration & Economy Bids & Savings			(87)		55			(1.00)		(1.00)	

Amended Bids & Savings
 New Bids & Savings

Corporate Property

53

Proposal		H/M/L	2024-25 £000s	2025-26 £000s	2026-27 £000s	2027-28 £000s	2024-25	2025-26	2026-27	2027-28	Total
Contractual Inflation											
Total Contractual Inflation											
Pressures											
2	Legal	Reversal of additional £30k for external legal fees while legal recruits to vacant posts	(30)								
3	Commercial Property	Market Supplement for vacant posts - required for remainder of the period	40								
4	Commercial Property	Reversal of additional resource to support OFAS and Court Place Farm projects (part funded by existing budget) 2 Year FT - reversal pushed back a year		(65)				(1.00)			(1.00)
5	Commercial Property	Reversal of capitalisation of additional resource to support OFAS and Court Place Farm projects. 2 year FT - reversal pushed back a year		65							
6	Commercial Property	Reversal of additional resource to support Capital Programme Projects - to be 100% Capitalised. 2 year FTC but will keep running			(65)		0.00		(1.00)		(1.00)
7	Commercial Property	Reversal of capitalisation of additional resource to support Capital Programme Projects - to be 100% Capitalised			65						0.00
8	Commercial Property	Additional resource to support Commercial Property programme - to be 100% capitalised - 2 yr FT linked to invest to save proposal			(80)			0.00	(1.00)		(1.00)
9	Commercial Property	Reversal of capitalisation of additional resource to support Commercial Property programme - to be 100% capitalised - 2 yr FT linked to invest to save proposal			80						0.00
10	Commercial Property	Additional resource to support review of alternative property uses and move back to £12.2m income - 100% capitalised - 3 year FT linked to invest to save proposal			0	(70)		0.00		(1.00)	(1.00)
11	Commercial Property	Capitalisation of resource to review alternative property use. (Corporate Assets and Property Services)	(150)			150					
12	Commercial Property	Additional building surveying support for invest to save proposal				(80)		0.00		(1.00)	(1.00)
13	Commercial Property	Reversal of Disposal Surveyor - to be 100% Capitalised			(65)		0.00		(1.00)		(1.00)
14	Commercial Property	Reversal of capitalisation of Disposal Surveyor - to be 100% Capitalised			65						0.00
15	Commercial Property	Additional resource to help support the projects within the sustainability team	50				1.00				1.00

Corporate Property

54

Proposal		H/M/L	2024-25 £000s	2025-26 £000s	2026-27 £000s	2027-28 £000s	2024-25	2025-26	2026-27	2027-28	Total
16	Commercial Property	Officer to support leisure and CC's 2	54				1.00				1.00
17	Commercial Property	Recharge to Leisure for OFFICER to support leisure and CC's	(54)								0.00
18	Commercial Property	CDM posts - corporate resource	120				2.00				2.00
19	Commercial Property	Recharge of CDM posts to HRA Capital	(60)								0.00
20	Commercial Property	Fibre to homes initiative 2x grade 7 in each team . Corporate priority	80		(80)		2.00	(2.00)			0.00
21	Commercial Property	Recharge to HRA Revenue: Fibre to homes initiative 2x grade 7 in each team . Corporate priority	(80)		80						0.00
22	Commercial Property	Utilities officer - corporate resource but sitting in PS	60				1.00				1.00
23	Commercial Property	Recharge to HRA Revenue for Utilities officer	(30)								0.00
24	Commercial Property	BN43 HRA Employee Costs - Capital Programme Delivery Manager & Policy, Performance & reporting Manager	193				2.00				2.00
25	Commercial Property	Recharge to HRA Capital	(132)								0.00
26	Commercial Property	Recharge to HRA Revenue	(61)								0.00
27	Commercial Property	Corporate Property Maintenance Programme (BN44)	200	45	(10)						0.00
Total Pressures			200	45	(10)		9.00	(1.00)	(5.00)	(2.00)	1.00
Existing Efficiencies											
28	Commercial Property	Reversal of previous budget to create compliance building surveyor x 1fte 24 months contract spread over 2 years on assumption this happens after the condition survey data and analysis / programme agreed	0	0	(60)			0.00	(1.00)		(1.00)
29	Corporate Assets	Savings in line with Fit for the Future programme - net off with Regeneration cost	0	(24)			0.00	(1.00)			(1.00)
30	Assets	Clearchannel contract - new procurement	0	(20)	(30)						
Total Existing Efficiencies				(44)	(90)			(1.00)	(1.00)		(2.00)

Corporate Property

Proposal		H/M/L	2024-25 £000s	2025-26 £000s	2026-27 £000s	2027-28 £000s	2024-25	2025-26	2026-27	2027-28	Total
Invest to Save											
31	Commercial Property	Review of change of use of properties			(500)						
Total Invest to Save					(500)						
Fees and Charges											
32	Commercial Property	Consolidated investment portfolio income	(900)	(1,488)	(627)	(746)					
33	Commercial Property	Covered Market income	(92)	229	(168)	(450)					
Total Fees and Charges			(992)	(1,259)	(795)	(1,196)					
New Investments / Bids											
34											
Total New Investment/Bids											
Transformations & New Efficiencies											
35		Recharge of Corporate Asset Lead to HRA and OCHL	(16)								
36		Recharge of HoS to Capital Programme	(67)								
Total Transformations			(83)								
Service Reductions											
37											
Total Service Reductions											
Total Corporate Property Bids & Savings			(875)	(1,258)	(1,395)	(1,196)	9.00	(2.00)	(6.00)	(2.00)	(1.00)
		Amended Bids & Savings									
		New Bids & Savings									

CPPC Budget Proposals Summary
2024-25 to 2027-28

2024/25

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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
CPPC	0	0	0.00	(12)	0.00	0	0.00	0	0.00	26	0.60	0	0.00	0	0.00	14
Total	0	0	0.00	(12)	0.00	0	0.00	0	0.00	26	0.60	0	0.00	0	0.00	14

2025/26

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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
CPPC	0	0	0.00	(7)	(0.15)	0	0.00	0	0.00	(39)	(0.83)	(25)	(0.50)	0	0.00	(71)
Total	0	0	0.00	(7)	(0.15)	0	0.00	0	0.00	(39)	(0.83)	(25)	(0.50)	0	0.00	(71)

2026/27

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

2027/28

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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
CPPC	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

Total Summary

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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
CPPC	0	0	0	(19)	(0)	0	0	0	0	(21)	(0)	(25)	(1)	0	0	(65)
Total	0	0	0.00	(19)	(0.15)	0	0.00	0	0.00	(21)	(0.40)	(25)	(0.50)	0	0.00	(65)

Corporate Policy, Partnerships and Communication

Proposal		2024-25	2025-26	2026-27	2027-28	2024-25	2025-26	2026-27	2027-28	Total
		H/M/L	£000s	£000s	£000s					
New Investments / Bids										
7	Communications		(39)	(8)			(0.83)	(0.17)		(1.00)
8	Communications					0.60				0.60
Total New Investment/Bids			26	(39)	(8)	0.60	(0.83)	(0.17)		(0.40)
Transformations & New Efficiencies										
9	Communications		(25)				(0.50)			(0.50)
Total Transformations			(25)				(0.50)			(0.50)
Service Reductions										
10										
Total Service Reductions										
Total Corporate Policy, Partnerships & Communication Bids & Savings			14	(71)	(8)	0.60	(1.48)	(0.17)		(1.05)
Amended Bids & Savings										
New Bids & Savings										

Housing Budget Proposals Summary
2024-25 to 2027-28

2024/25

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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	(215)	(1.00)	0	0.00	(215)
Housing Services	0	248	0.00	(50)	0.00	271	0.00	(7)	0.00	0	0.00	(23)	0.00	0	0.00	439
Total	0	248	0.00	(50)	0.00	271	0.00	(7)	0.00	0	0.00	(238)	(1.00)	0	0.00	224

2025/26

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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	(30)	0.00	0	0.00	(30)
Housing Services	0	(162)	0.00	0	0.00	(46)	0.00	0	0.00	0	0.00	0	0.00	(37)	(0.60)	(245)
Total	0	(162)	0.00	0	0.00	(46)	0.00	0	0.00	0	0.00	(30)	0.00	(37)	(0.60)	(275)

2026/27

61

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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	(15)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(15)
Total	0	(15)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(15)

2027/28

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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	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

Total Summary

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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	(245)	(1.00)	0	0.00	(245)
Housing Services	0	71	0.00	(50)	0.00	225	0.00	(7)	0.00	0	0.00	(23)	0.00	(37)	(0.60)	179
Total	0	71	0.00	(50)	0.00	225	0.00	(7)	0.00	0	0.00	(268)	(1.00)	(37)	(0.60)	(66)

Housing Services

Proposal		H/M/L	2024-25	2025-26	2026-27	2027-28	2024-25	2025-26	2026-27	2027-28	Total
			£000s	£000s	£000s	£000s					
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	Housing Needs	No rental loss from offload of GF TA as disposal of properties is no longer going ahead									
4	Housing Needs	Reduction of New Burdens Reserve £50k - brought forward a year	L		50						
5	Housing Needs	Rent Increase for Floyds Row (Corp Property)		230	(230)						
6	Housing Needs	Apprentices resource		15	15	(15)					
Total Pressures				248	(162)	(15)					
Existing Efficiencies											
7	Housing Needs	Housing needs system and structure change	M	(50)							
Total Existing Efficiencies				(50)							
Invest to Save											
8	Housing Needs	Reversal of 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)							
9	Housing Needs	Temp Accomodation cost mitigations		300							
10	Housing Needs	Additional multi skilled operative to support private landlord incentives		36	(36)						
11	Housing Needs	Housing Needs IT and tech scoping		10	(10)						

Housing Services

Proposal		H/M/L	2024-25	2025-26	2026-27	2027-28					
			£000s	£000s	£000s	£000s	2024-25	2025-26	2026-27	2027-28	Total
Total Invest to Save			271	(46)							
Fees and Charges											
12	Housing	Increase in garage rents	(7)								
Total Fees and Charges			(7)								
New Investments / Bids											
13											
Total New Investment/Bids											
Transformations & New Efficiencies											
14	Housing Needs	Savings from Customer experience change programme	(13)								
15	Housing Needs	Housemark contract from GF to HRA	(10)								
Total Transformations			(23)								
Service Reductions											
15	Housing Needs	Reduction of Empty Homes workstream capacity		(37)				(0.60)			(0.60)
Total Service Reductions				(37)				(0.60)			(0.60)
Total Housing Services Bids & Savings			439	(245)	(15)			(0.60)			(0.60)

Amended Bids & Savings
 New Bids & Savings

Regulatory & Community Safety

Proposal	H/M/L	2024-25	2025-26	2026-27	2027-28	2024-25	2025-26	2026-27	2027-28	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										

Regulatory & Community Safety

Proposal	H/M/L	2024-25	2025-26	2026-27	2027-28	2024-25	2025-26	2026-27	2027-28	Total
		£000s	£000s	£000s	£000s					
Fees and Charges										
5										
Total Fees and Charges										
New Investment / Bids										
6										
Total New Investment/Bids										
Transformations & New Efficiencies										
7	Regulatory Services	Shared service - reduced management costs - pushed back a year								
8	RS&CS	Reduced management costs - Head of Service post				(95)			(1.00)	(1.00)
9	Community Safety	HRA funding for low level ASB in Community Response Team				(120)				
Total Transformations		(215)	(30)			(1.00)				(1.00)
Service Reductions										
10										
Total Service Reductions										
Total Regulatory & Community Safety Bids & Savings		(215)	(30)			(1.00)				(1.00)

 Amended Bids & Savings
 New Bids & Savings

ODS Development Budget Proposals Summary
2024-25 to 2027-28

2024/25

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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	(127)	3.00	(20)	(0.50)	(140)
Oxford Direct Services	0	243	0.00	0	0.00	0	0.00	(656)	0.00	25	0.00	0	0.00	(36)	(1.00)	(424)
Total	0	238	0.00	0	0.00	0	0.00	(644)	0.00	25	0.00	(127)	3.00	(56)	(1.50)	(507)

2025/26

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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	12	0.00	(140)	0.00	86	1.00	0	0.00	(67)
Oxford Direct Services	0	0	0.00	0	0.00	0	0.00	366	0.00	(100)	0.00	0	0.00	(432)	0.00	(166)
Total	0	(25)	(0.50)	0	0.00	0	0.00	378	0.00	(240)	0.00	86	1.00	(432)	0.00	199

2026/27

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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	(7)	0.00	0	0.00	(7)
Direct Services	0	(168)	0.00	0	0.00	0	0.00	(414)	0.00	0	0.00	0	0.00	(200)	0.00	(782)
Total	0	(168)	0.00	0	0.00	0	0.00	(414)	0.00	0	0.00	(7)	0.00	(200)	0.00	(589)

2027/28

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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	(80)	(1.50)	0	0.00	(80)
Direct Services	0	0	0.00	0	0.00	0	0.00	(373)	0.00	0	0.00	0	0.00	(200)	0.00	(573)
Total	0	0	0.00	0	0.00	0	0.00	(373)	0.00	0	0.00	(80)	(1.50)	(200)	0.00	(453)

Total Summary

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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	(30)	(1)	0	0	0	0	24	0	(140)	0	(128)	2.50	(20)	(0.50)	(294)
Oxford Direct Services	0	75	0	0	0	0	0	(1,077)	0	(75)	0	0	0.00	(868)	(1.00)	(1,945)
Total	0	45	(0.50)	0	0.00	0	0.00	(1,053)	0.00	(215)	0.00	(128)	2.50	(888)	(1.50)	(1,350)

Environmental Sustainability

Proposal		2024-25	2025-26	2026-27	2027-28	2024-25	2025-26	2026-27	2027-28	Total
		H/M/L	£000s	£000s	£000s					
Contractual Inflation										
1										
Total Contractual Inflation										
Pressures										
2	Reversal of investment for Environmental Assessment for Cabinet Reports		(5)							
3	Reversal of additional 0.5FTE of Energy Efficiency Officer to provide increased support on securing funding driving energy efficiency uptake in the Private Rented Sector funded by Selective licencing		(25)				(0.50)			(0.50)
Total Pressures			(5)	(25)			(0.50)			(0.50)
Existing Efficiencies										
4										
Total Existing Efficiencies										
Invest to Save										
5										
Total Invest to Save										
Fees and Charges										
6	Reversal of additional income from EV Infrastructure consultancy - selling services to ODS, OX Place and other authorities as a wraparound service to the DPS system		12							
7	Reversal of additional income from air quality monitoring - selling services to Oxfordshire County and DEFRA			12						
8	Reversal of ZEZ additional income - pilot - figures now included in line 20									
Total Fees and Charges			12	12						
New Investments / Bids										
9	Environmental Sustainability - Reversal of NEW BID proposed - ZEZ			(140)						
Total New Investment/Bids				(140)						

Environmental Sustainability

89

Proposal		2024-25	2025-26	2026-27	2027-28					Total	
		H/M/L	£000s	£000s	£000s	£000s	2024-25	2025-26	2026-27		2027-28
Transformations & New Efficiencies											
10: Environmental Sustainability	Reversal of £25k funding from Selective Licencing income to pay for additional 0.5FTE of Energy Efficiency Officer to provide increased support on securing funding driving energy efficiency uptake in the Private Rented Sector.		25								
11: Smart, Sustainable Cities	DPS income £600k (£450k already identified, increasing over MTFP period) - £150k each year/ to be revised for next budgeting round	(150)									0.0
12: Smart, Sustainable Cities	DPS cost - £101k per annum from 24/25 (£44k Procurement salary + £2k addtl re conferences/ £25k Legal and Marketing cost / £30k ES 0.5FTE Gr 9), £151k pa from 25/26 (addtl. £50k resource in ES)	101	50			1.50	1.00				2.50
13: Smart, Sustainable Cities	EVI delivery - £50k LEVI capacity funding (one off)	(50)	50								0.0
14: Smart, Sustainable Cities	EVI delivery - £411k increase in income from installed charge points (£41k 24-25, £100k 25-26, £120k 26-27, £150k 27-28)	(41)	(59)	(20)	(30)						0.0
15: Smart, Sustainable Cities	EVI delivery £100k internal costs over MTFP period (50% relates to Property - 0.5 FTE Gr9 + Health and Safety support + G6 in ES)	100			(50)	1.50			(1.50)		0.0
16: Environmental Quality	Ecology officer GR 6- income from neighbouring Councils - net income £13k over 2 years	(7)		13							0.0
17: Smart, Sustainable Cities	LEON - bid led by SSE and Low Carbon Hub - no new resources needed	(20)	20								0.0
18: Environmental Quality	ZEZ Pilot - 50/50 income share with the County - current base £100k	(60)									0.0
Total Transformations		(127)	86	(7)	(80)	3.00	1.00		(1.50)		2.50
Service Reductions											
19:	Reduction in capacity around Water Quality work	(20)				(0.50)					(0.50)
Total Service Reductions		(20)				(0.50)					(0.50)
Total Environmental Sustainability Bids & Savings		(140)	(67)	(7)	(80)	2.50	0.50		(1.50)		1.50
Amended Bids & Savings											
New Bids & Savings											

Oxford Direct Services Client

Proposal

H/M/L	2024-25	2025-26	2026-27	2027-28	2024-25	2025-26	2026-27	2027-28	Total
	£000s	£000s	£000s	£000s					
Contractual Inflation									
1									
Total Contractual Inflation									
Pressures									
2	Various	Costs associated with the introduction of Phase 1 ZEZ	125						
3	Motor Transport	Reversal of pressure due to LTN's (Low Traffic Neighbourhood)			(168)				
4	Parks	Increase cuts to grass verges from 1 to 2 cuts	32						
5	Waste and recycling	Excess mileage payment reduction	86						
Total Pressures									
Existing Efficiencies									
6									
Total Existing Efficiencies									
Invest to Save									
7									
Total Invest to Save									
Fees and Charges									
8	Direct Services	Changes in contribution to Council from LATCO - base budget is £1,633k in 23/24	(261)	(26)	(485)	(373)			
9	Off Street Parking	Payment to OxWed 40% of Oxpens income - closes in 2025-26	4						
10	Off Street Parking	Re lease of Peartree in 25/26 - lease on a turnover basis for 10 years		86					
11	Off Street Parking	Closure of Oxpens - assumed closure July 25 - savings in rent & business rates		326	109				
12	Off Street Parking	increase charges by 5% at all car parks excl P&R	(282)						
	Off Street Parking	Increase in car parking permits	(27)						
13	Off Street Parking	Increase all charges at P&R by 50p	(20)						
14	Off Street Parking	Introduce car parking charges at BBL leisure centre		0	(38)				
15	Off Street Parking	Introduce car parking charges at Bury Knowle		(10)					
16	Off Street Parking	Introduce car parking charges at Sunnymead		(10)					
17	Waste and recycling	Increase garden waste charges to £85 from £75	(70)						

Oxford Direct Services Client

Proposal	H/M/L	2024-25	2025-26	2026-27	2027-28	2024-25	2025-26	2026-27	2027-28	Total
		£000s	£000s	£000s	£000s					
Total Fees and Charges		(656)	366	(414)	(373)					
New Investments / Bids										
18 Highways & Engineering	Reversal of investment in pavement improvements		(75)							
19 Highways & Engineering	Paving in Magdeline woods	25	(25)							
Total New Investment/Bids		25	(100)							
Transformations & New Efficiencies										
20										
Total Transformations										
Service Reductions										
24 Street cleaning	Reductions in street cleaning		(32)			(1.00)				(1.00)
25 Parks	Reduce grass cutting in parks from 8 cuts to 5 cuts	(36)								
23	Reduction in stat services costs based on benchmarking data		(400)	(200)	(200)					
Total Service Reductions		(36)	(432)	(200)	(200)	(1.00)				(1.00)
Total Oxford Direct Services Bids & Savings		(424)	(166)	(782)	(573)	(1)				(1)

Amended Bids & Savings
New Bids & Savings

Corporate Services Budget Proposals Summary
2024-25 to 2027-28

2024/25

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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	322	0.00	0	0.00	0	0.00	(70)	0.00	150	0.00	(112)	0.00	0	0.00	290
Law & Governance	0	62	0.00	0	0.00	0	0.00	(14)	0.00	0	0.00	0	0.00	(19)	0.00	29
Chief Executive	0	0	0	0	0.00	0	0.00	0	0.00	0	0.00	(31)	0.00	0	0.00	(31)
Total	0	384	0.00	0	0.00	0	0.00	(84)	0.00	150	0.00	(143)	0.00	(19)	0.00	288

2025/26

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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	(60)	0.00	(105)	(2.50)	0	0.00	70	0.00	0	0.00	(251)	0.00	0	0.00	(346)
Law & Governance	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(35)	0.00	(31)
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	(56)	0.00	(105)	(2.50)	0	0.00	70	0.00	0	0.00	(251)	0.00	(35)	0.00	(377)

71

2026/27

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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)	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	(3)	0.00	1
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)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(3)	0.00	1

2027/28

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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		New Investment/Bids		Transformations & New Efficiencies		Service Reductions		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	262	(1)	(105)	(3)	0	0	0	0	150	0	(363)	0.00	0	0.00	(56)
Law & Governance	0	74	0	0	0	0	0	(14)	0	0	0	0	0.00	-57	0.00	3
Chief Executive	0	0	0	0	0	0	0	0	0	0	0	(31)	0.00	0	0.00	(31)
Total	0	336	(1.00)	(105)	(2.50)	0	0.00	(14)	0.00	150	0.00	(394)	0.00	-57	0.00	(84)

Financial Services

Proposal		H/M/L	2024-25 £000s	2025-26 £000s	2026-27 £000s	2027-28 £000s	2024-25	2025-26	2026-27	2027-28	Total
Contractual Inflation											
1											
Total Contractual Inflation											
Pressures											
2	Accountancy	Project accountant reversal - resource to be capitalised - moved back			(60)		0.00	(1.00)			(1.00)
3	Accountancy	Project accountant reversal - resource capitalised - moved back	0		60						0.00
4	Accountancy	Civica pay phase 2	60	(60)							
5	Accountancy	Valuation of property for statement of accounts	175								
6	Accountancy	Bank charges increase due to additional electronic transactions	25								
7	Procurement	Savings from contract change programme unachievable	62								
Total Pressures			322	(60)				(1)			(1.00)
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 resource (Investigation Services)	0	(50)			0.00	(1.00)			(1.00)
Total Existing Efficiencies							(2.50)				(2.50)
Invest to Save											
10											
Total Invest to Save											

Law & Governance

Proposal		2024-25	2025-26	2026-27	2027-28					
H/M/L		£000s	£000s	£000s	£000s	2024-25	2025-26	2026-27	2027-28	Total
Contractual Inflation										
1										
Total Contractual Inflation										
Pressures										
2	Committee & Member Services	Agreed increase in SRA for Members linked to staff pay increase	4	4	4	4				
3	Legal Services	FOI/ DP case management system	20							
4	Legal Services	IKEN replacement	20							
5	Committee & Member Services	Modern.gov replacement	10							
6	Election Services	Budget pressure as a result of further increases in postage costs in 2024 - previous rises have been absorbed but this is no longer possible	8							
Total Pressures			62	4	4	4				
Existing Efficiencies										
7										
Total Existing Efficiencies										
Invest to Save										
8										
Total Invest to Save										
Fees & Charges										
9	Legal Services	Increase s106 fees by £10 per hour (approx. 4% increase) - based on the budget for s106 income	(4)							
10	Legal Services	Increases have been applied to all other fees and charges between 8 and 11%	(2)							
11	Legal Services	Increase Capital/ODS/OXP hourly rate by £5 per hour (approx. 4% increase) - increase based on £5ph added to income target for capital	(8)							
Total Fees & Charges			(14)							
New Investments / Bids										
12										
Total New Investment/Bids										

Law & Governance

Proposal	H/M/L	2024-25	2025-26	2026-27	2027-28	2024-25	2025-26	2026-27	2027-28	Total
		£000s	£000s	£000s	£000s					
Transformations & New Efficiencies										
13										
Total Transformations										
Service Reductions										
14	Legal Services	Stop Lexcel accreditation. This is a cost of approximately £5k over three years, the figure is an average but it fluctuates depending on if it's an assessment year	(1)	(1)	(3)					
15	Legal Services	Do not renew Local Government Lawyer job listing package - £3999 unlimited postings per annum - standard listing	(4)							
16	Legal Services	Cease MBL subscription. This is a subscription for training course discounts but there are other options which provide free, lower cost and more local government focused training (LLG, EM Lawshare) £600	(1)							
17	Democratic Services	Structure review in Democratic Services		(13)						
18	Committee & Member Services	Remove general contracted services in Member Support budget - delete £3k and add £1k to training budget to assist with cross training for efficiencies	(3)							
19	Committee & Member Services	Half the current budget and ensure that the Civic Officer takes up more of the driving in line with their JD	(10)							
20	Committee & Member Services	Cease attendance at and hosting twinning events 2x per year - conservative as over 4 years with COVID		(3)						
21	Committee & Member Services	Reduce Civic Spend on events & hospitality. This is assuming all catering ceases - Quiz, Mayor Making buffet and Christmas Event for members		(18)						
Total Service Reductions			(19)	(35)	(3)					
Total Law & Governance Bids & Savings			29	(31)	1	4				

Amended Bids & Savings
New Bids & Savings

Chief Executive/Directors

Proposal

	2024-25	2025-26	2026-27	2027-28						
H/M/L	£000s	£000s	£000s	£000s		2024-25	2025-26	2026-27	2027-28	Total
Contractual Inflation										
1										
Total Contractual Inflation										
Pressures										
2										
Total Pressures										
Exisiting Efficiencies										
3										
Total Existing Efficiencies										
Invest to Save										
4										
Total Invest to Save										

HRA

Proposal		H/M/L	2024-25 £000s	2025-26 £000s	2026-27 £000s	2027-28 £000s	2024-25	2025-26	2026-27	2027-28	Total
Contractual Inflation											
1	HRA	Pay Inflation	245	107	110						
2	HRA	Contractual employee inflationary uplifts for the Improvement to communal area management and cleaning team	14	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	7	3	3						
Total Contractual Inflation			266	116	119						
Pressures											
4	HRA R	Reversal of contributions to Youth Ambition Service on council estates		(100)							
5	HRA R	Reversal of Transformation Team Costs - G8 plus 1 x G7s for 1 year		(80)							
6	HRA R	Reversal fo Fencing Work increase	(200)	(200)							
7	HRA R	Reversal of budget to clear backlog in tenant unauthorised alterations	(25)								
8	HRA R	Provision for future costs		(200)							
Total Pressures			(225)	(580)							
Existing Efficiencies											
9											
Total Existing Efficiencies											

HRA

Proposal		H/M/L	2024-25 £000s	2025-26 £000s	2026-27 £000s	2027-28 £000s	2024-25	2025-26	2026-27	2027-28	Total
10	Invest to Save										
	Total Invest to Save										
11	Fees & Charges										
	Total Fees & Charges										
	New Investments/Bids										
12	HRA R Support/maintenance for digital noticeboards		1	1	1	1					
13	HRA R Investment Resource Planning - Tenancy Management & Tenant Involvement		862		(12)		13.00				
14	HRA R Reversal of Contribution to Area Co-ordinators (MM40 G6107)		(140)								
15	HRA R Recharge from PS for Fibre to Homes Initiative - 2 officers and legal costs		120		(120)						
16	HRA R Recharge from PS for Utilities Officer		30								
17	HRA R Recharge from PS for Policy & Process Officer		53								
18	HRA R HRA contribution towards the existing Clienting & Commissioning Officer		15								
19	HRA R Recharge from PS for Capital Monitoring & Reporting Officer		70								
20	HRA R Recharge from PS for work on OCHL		8								
21	HRA R Reversal of Provisional Legal Costs		(100)								
22	HRA R Recharge for PAYPAL charges		13								
23	HRA R Increased energy costs		100								
24	HRA R Affordable Housing Supply Programme Coordinator posts		85				2.00				
25	HRA R Capitalisation of AH Supply Programme Co-ordinator Post		(43)								
26	HRA R Affordable Housing Supply Senior Programme Officer		70				1.00				
27	HRA R Re-structure of posts in the AH Supply Team			12	18						
28	HRA R Housemark Costs recharged to HRA		10								
29	HRA R Regulator Fees		65								
30	HRA R Responsive maintenance		(3,478)		(20)						
31	HRA C Capitalisation of AH Supply Programme Co-ordinator Post		43								
32	HRA C Digital Noticeboards for towerblocks		25								

HRA

08

Proposal		H/M/L	2024-25 £000s	2025-26 £000s	2026-27 £000s	2027-28 £000s	2024-25	2025-26	2026-27	2027-28	Total
33	HRA C	Housing for Older People - replacement of worn/damaged curtain, white goods and miscellaneous furnishings in communal areas	50								
34	HRA C	Social Housing White Paper - Decent Homes Standard to be extended to communal areas and estate									
35	HRA C	Repair/remedial/improvement works required following stock condition surveys (for Malcolm)		5,000	5,000						
36	HRA C	Tower Blocks Additional Works to meet Building Regs	1,500	(500)		(1,000)					
37	HRA C	Tower Block - Fire alarm system replacement		800	(800)						
38	HRA C	Contingency for SHWP urgent works	500	(500)							
39	HRA C	Extensions (5 / 6 Beds)	300		(300)						
40	HRA C	Communal Areas	71	227		202					
41	HRA C	Great Estates Programme	(163)		563	600					
42	HRA C	Doors and Windows	400	300		200					
43	HRA C	Fencing (Capital)	1,200	(400)							
44	HRA C	Roofing	300	471	(700)	929					
45	HRA C	Lift Replacement & refurbishment Programme	75	(50)	125						
46	HRA C	Heating systems renewal	(893)	236		2,157					
47	HRA C	Renewal of Fire Safety systems & upgrades	(42)		102						
48	HRA C	Fire Door installations	920		80	500					
49	HRA C	Controlled Entry upgrade	(34)	34		75					
50	HRA C	Electrical Upgrade works	840	(63)	(800)	523					
51	HRA C	Renewal of Solar and Energy infrastructure	15								
52	HRA C	Major Voids	77	(79)	72	430					
53	HRA C	Adaptations for disabled	44	(50)	6	650					
54	HRA C	Extension & Major adaptations	310	(60)		250					
55	HRA C	Structural	751	49	700						
56	HRA C	Stock Condition Survey	166	(166)							
57	HRA C	Energy Efficiency Initiatives	2,500	3,040	(5,965)	2,750					
58	HRA C	Damp-proof works	363	(184)		121					
59	HRA C	Kitchens & Bathrooms	(1,033)	794		2,739					
60	HRA C	Flooring	150								
61	HRA C	Internal/External common areas	100	400							
62	HRA C	Pre-Paint & Joinery Works	1,000								
63	HRA C	External Works	1,000								
64	HRA C	Capital R&M Works	2,500	(2,500)							

HRA

Proposal	H/M/L	2024-25	2025-26	2026-27	2027-28	2024-25	2025-26	2026-27	2027-28	Total
		£000s	£000s	£000s	£000s					
Total New Investments/Bids		10,775	13	(113)	1	16				
	REV	(2,258)	13	(133)	1					
	CAP	13,034	6,799	(1,917)	11,126					
Transformations & New Efficiencies										
Total Transformations										
Total HRA		10,816	(451)	6	1	16.00				
	REV	(2,217)	(451)	(14)	1					
	CAP	13,034	6,799	(1,917)	11,126					
Footnote:										
HRA	Existing Rents increase	(2,872)	(1,268)	(1,508)						
HRA	New Rental Income from new developments	(530)	(1,687)	(1,908)						
HRA	Repairs Inflation (including above inflation materials price increase)	375	384							

Amended Bids & Savings

New Bids & Savings

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APPENDIX 4

HRA Business Plan | Oxford City Council

Operating Account - Traditional View

	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000
Dwelling Rent	(53,249)	(55,310)	(57,660)	(59,806)
Service Charges	(2,897)	(2,944)	(2,971)	(2,976)
Garage Income	(228)	(228)	(228)	(228)
Miscellaneous Income	(806)	(806)	(806)	(806)
Net Income	(57,180)	(59,289)	(61,666)	(63,816)
Management & Services (Stock Related)	13,975	13,351	13,356	13,356
Other Revenue Spend (Stock Related)	972	881	881	881
Misc Expenditure (Not Stock Related)	826	827	855	859
Bad Debt Provision	931	942	962	983
Responsive & Cyclical Repairs	12,735	12,506	12,609	10,262
Interest Paid	12,191	15,321	17,392	19,901
Depreciation	9,706	9,706	9,706	9,706
Total expenditure	51,336	53,533	55,761	55,948
Net Operating Expenditure/(Income)	(5,844)	(5,755)	(5,905)	(7,868)
Investment Income	(42)	(27)	(30)	(30)
Revenue Contribution to Capital	12,367	4,901	5,857	7,936
Total Appropriations	12,325	4,873	5,827	7,906
Total HRA (Surplus)/Deficit for the year	6,482	(882)	(78)	39

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Council House Rents By Ward

Wards	2023/24		2024/25	
	Actual Rents	Formula Rents	Actual Rents	Formula Rents
Abingdon	134.55	151.18	144.91	162.82
Barton & Sandhills	122.76	132.59	132.21	142.80
Blackbird Leys	117.63	126.15	126.69	135.86
Carfax & Jericho	127.94	149.39	137.79	160.89
Churchill	118.72	126.53	127.86	136.27
Cowley	110.56	117.43	119.07	126.47
Cuttleslowe & Sunnymead	117.03	128.20	126.04	138.07
Didcot	110.80	115.19	119.33	124.06
Donnington	121.58	128.63	130.94	138.53
Headington	121.61	123.12	130.97	132.60
Headington Hill & Northway	118.34	127.55	127.45	137.37
Hinksey Park	119.88	140.85	129.11	151.70
Holywell	116.70	124.20	125.69	133.76
Kidlington	123.41	128.55	132.91	138.45
Littlemore	123.16	116.28	132.64	125.23
Lye Valley	116.97	125.53	125.98	135.20
Marston	125.97	140.55	135.67	151.37
Northfield Brook	116.27	124.92	125.22	134.54
Osney & St Thomas	122.23	135.46	131.64	145.89
Quarry & Risinghurst	117.85	125.42	126.92	135.08
Rose Hill & Iffley	121.88	131.72	131.26	141.86
St Clement's	117.31	125.94	126.34	135.64
St Mary's	121.49	131.00	130.84	141.09
Temple Cowley	122.59	130.33	132.03	140.37
Walton Manor	126.74	146.23	136.50	157.49
Wolvercote	114.35	124.41	123.15	133.99

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Capital Programme 24/25 - 28/29

	2024-25	2025-26	2026-27	2027-28	2028-29
	£	£	£	£	£
General Fund Capital Programme					
Salary Costs across the Council to be capitalised	323,000	323,000	323,040	323,040	323,040
Online forms development (2x resources to accelerate)	160,000	160,000			
Replacement of Uniform IDOX (additional funding)	25,000				
Migration of SCC to cloud hosted alternatives	107,000				
Migration of Mod.gov	90,000				
Windows security server upgrades	75,000				
Upgrade/replace Kirona DRS (this is an ODS system)	75,000				
Cyber security monitoring and response service	115,000				
I@W renewal or replacement	300,000				
Itrent system improvement	30,000				
Third-party consultancy for Azure Active Directory and M365 migration from SCC, security setup and configuration.	135,000				
87 M&E Capital budget to fund capital replacement of assets including Fire Equipment, Bas Boilers, Electrical works and any components at End of Life (EoL) where there is statutory, H&S or Income need	150,000	150,000	0	0	0
Hinksey Splash	280,000				
Community Centres Capital Works & Replacements	150,000	0	0	0	0
Leisure Centre Capital Works & Replacements	200,000	200,000	200,000	0	0
Leisure Invest to Save - Leisure Contract	1,000,000	1,000,000			
Bridge investment work	500,000	200,000	0	0	0
Leisure infrastructure life cycle investment (dilaps)	1,400,000				
General Fund Capital Reserve (SCS works & Energy)	1,000,000				
Fire Risk Assessment programme works	50,000	0	0	0	
Conversion of stored water system to mains at Cutteslowe Lower Pavillion	130,000				
Broad street roofing & Façade project	2,000,000	0	0		
Stone walls & Railing programme	100,000	0	0	0	0
Network infrastructure installations (utilities, Comms & Energy)	40,000	40,000	40,000	40,000	40,000
Waterways investment	500,000	0	0	0	
Jericho Community Centre		200,000			
Additional monies in respect of upper floors of Odeon			7,000,000		
TOTAL New Schemes	8,935,000	2,273,000	7,563,040	363,040	363,040

Capital Programme 24/25 - 28/29

	2024-25	2025-26	2026-27	2027-28	2028-29
	£	£	£	£	£
C3044 - Software Licences	245,000	245,000	245,000	245,000	245,000
C3060 - ICT End Point Devices	150,000	150,000	150,000	150,000	150,000
C3066 - Telephony Device refresh	60,000	60,000	60,000	60,000	60,000
Paris Payment System, Replacement / PCI DSS					
Windows 2008 Server Replacement					
Robotic Process Automation Full Rollout					
Capitalised ICT project management salaries	163,200	163,200			
Revenues System Replacement					
ICT - QL explotation	256,000	78,000	78,000	78,000	78,000
ICT - replacing Uniform (building control and planning)	100,000				
ICT - Asset Management System	600,000				
ICT - Information @ Work major upgrade	3,000				
ICT - Open Revenue Cloud Migration	50,000				
ICT - Refresh of content and taxonomy of the Council Website	25,000				
Business Improvement	1,652,200	696,200	533,000	533,000	533,000
B0083 - East Oxford Project	4,223,967	162,252			
Hinksey Pool Liner Replacement	18,385				
Community Services	4,242,352	162,252	-	-	-

Capital Programme 24/25 - 28/29

	2024-25	2025-26	2026-27	2027-28	2028-29
	£	£	£	£	£
B0101 - Major capital works at Oxford Covered Market	200,000	200,000	200,000	200,000	200,000
B0104 - Old Gas Works Bridges	1,000,000	-			
B0106 - Covered market roofing	525,000	-	-		
B0102 - Replace or refurbish Lifts	140,000	-	-	-	
Stock condition surveys remaining amount of £10m	500,000	500,000	-	-	
Regeneration Property Purchase/Odeon		9,761,657	20,696,963	5,922,423	
Gloucester Green Car Park (H&S)	300,000				
Town Hall Dry Risers					
Property Services Works to Town Hall	1,500,000			-	-
Planned building improvements (B0031)	750,000	750,000	750,000	750,000	750,000
Covered Market masterplan and enabling works	1,513,991	3,000,000	1,500,000	1,189,218	
Waterways - Long Bridges/Tumbling Bay	355,000				
Corporate Property	6,783,991	14,211,657	23,146,963	8,061,641	950,000
City Wide Cycling Infrastructure Contribution	60,000	60,000			
Cave Street Development (Standingford House)	-				
Osney Mead Infrastructure (Pathworks)	564,914	-			
Osney Bridge	7,184,694	-			
St Michael's Street Leveling Works	168,817				
UK Shared Prosperity Fund Investment Plan	65,000	350,000			
Seacourt P&R					
R & D Feasibility Fund	500,000	500,000	200,000		
City Centre Public Realm (Kiosks Project)	179,987				
Cemetery	1,050,000	1,088,000			
Cemetery Feasibility	-	-			
Ice Rink Car Parking	100,000				
Port Meadow Moorings	-	-			
Town Hall Wifi feasibility					
Shotover SSI Mgmt Plan					
OxWED Loans					
Cowley Branch Line	1,689,183	403,000			
Regeneration & Economy	11,562,595	2,401,000	200,000	-	-

Capital Programme 24/25 - 28/29

	2024-25	2025-26	2026-27	2027-28	2028-29
	£	£	£	£	£
E3511 - Renovation Grants	15,000	15,000	15,000	15,000	15,000
E3521 - Disabled Facilities Grants	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
CCTV Suite Upgrade					
Regulatory & Community Safety	1,215,000	1,215,000	1,215,000	1,215,000	1,215,000
Planning	-	-	-	-	-
E3557 - Oxford and Abingdon Flood Alleviation Scheme		250,000			
Clean Bus Technology Grants					
Environmental Sustainability	-	250,000	-	-	-
Loan to Housing Company re Barton Park	11,051,609	8,924,236	5,789,067	4,962,150	-
M5026 - Housing Company Loan	3,000,000	19,000,000	26,000,000	22,000,000	4,000,000
Barton Park - Purchase by Council	11,051,609	8,924,236	5,789,067	4,962,150	-
Blackbird Leys Regeneration (GF Element)	5,586,876	8,473,894			
Growth Deal RP Funding	272,000				
Floyds Row Refurbishment	48,283				
Affordable Housing Supply	1,958,000				
Housing Services	32,968,377	45,322,367	37,578,134	31,924,300	4,000,000

Capital Programme 24/25 - 28/29

	2024-25	2025-26	2026-27	2027-28	2028-29
	£	£	£	£	£
Salary Costs across the Council to be capitalised	380,000	340,000	340,000	340,000	340,000
Loans to Oxwed	3,750,000				
Financial Services	4,130,000	340,000	340,000	340,000	340,000
R0005 - MT Vehicles/Plant Replacement Prog.	5,774,279	3,147,102	3,256,938	3,000,000	3,000,000
T2273 - Car Parks Resurfacing	200,000				
Oxford Direct Services	5,974,279	3,147,102	3,256,938	3,000,000	3,000,000
Total General Fund Schemes	77,463,794	70,018,578	73,833,075	45,436,981	10,401,040

Capital Programme 24/25 - 28/29

	2024-25	2025-26	2026-27	2027-28	2028-29
	£	£	£	£	£
Housing Revenue Account Capital Programme					
<u>New Bids</u>					
Internal Capital investment works to Council Homes including pre-existing capital budgets and previous Revenue bugets (Previously not able to capitalise)	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
ExternalCapital investment works to Council Homes including pre-existing capital budgets and previous Revenue bugets (Previously not able to capitalise)	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Communal Capital investment works to Council Homes including pre-existing capital budgets and previous Revenue bugets (Previously not able to capitalise)	4,500,000	4,500,000	4,000,000	4,000,000	4,000,000
Capital R&M Works Investment	2,500,000				
Digital Noticeboards for towerblocks	50,000				
Housing for Older People - white goods and communal areas	50,000				
Tower Blocks Additional Works	1,500,000	1,000,000	1,000,000		
SHWP Urgent Works	500,000				
Extensions (5/6 Beds)	300,000	300,000			
Renewal of Solar and Energy infrastructure	15,000	15,000	15,000	15,000	
Tower Blocks - Fire Alarm System Replacement		800,000			
Alice Smith House (Heating)	200,000				
Stock Decency Improvement Works (Legislative)		5,000,000	10,000,000	10,000,000	10,000,000
Leiden Road (c. 12 affordable homes)		898,000	2,705,000	457,000	
Underhill Circus (c. 11 affordable homes)		698,000	2,193,000	509,000	
Additional Units (RRTBR)	1,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Additonal Programme (RRTBRs)				12,000,000	
<u>Special Projects</u>					
Tower Blocks H&S	1,000,000				
<u>Planned Major Repairs</u>					
Adaptations for disabled	800,000	750,000	650,000	650,000	

Capital Programme 24/25 - 28/29

	2024-25	2025-26	2026-27	2027-28	2028-29
	£	£	£	£	£
Improvements					
Structural	2,000,000	2,000,000	2,000,000	2,000,000	
Controlled Entry upgrade	100,000	133,000	75,000	75,000	
Damp-proof works (K&B)	-	-	-	-	-
Doors and Windows	-	-	-	-	-
Extensions & Major Adaptions	1,000,000	700,000	700,000	700,000	
Communal Areas	-	-	-	-	-
Lift Replacement & refurbishment Programme	100,000	150,000	150,000	150,000	
Stock condition survey	400,000	200,000			
Renewal of Fire Safety systems & upgrades	60,000	60,000	60,000	60,000	
Fencing	-	-	-	-	-
QL Improvements	-	-	-	-	-
Regulatory					
3 Kitchens & Bathrooms	-	-	-	-	-
3 Kitchens					
Bathrooms					
Heating systems renewal	500,000	500,000	500,000	500,000	-
Boilers Only	500,000	500,000	500,000	500,000	
Heating Systems					
Roofing	-	-	-	-	-
Electrical Upgrade works	2,000,000	2,000,000	700,000	500,000	
Fire Door installations	1,500,000	1,500,000	1,500,000	1,500,000	
Estate Improvement					
Great Estates: Estate Enhancements and Regeneration	-	-	-	-	
BBL Regeneration	1,504,000	172,000	172,000	172,000	172,000
Future Programme					
Properties purchased from OCHL	83,684,822	47,383,105	38,373,923	56,784,406	126,389,379

Capital Programme 24/25 - 28/29

	2024-25	2025-26	2026-27	2027-28	2028-29
	£	£	£	£	£
Affordable Housing Development					
Northfield Hostel	9,524,123	10,153,801	701,464		
Lanham Way	3,185,122	1,103,548			
Additional units	3,000,000	3,000,000	3,000,000	15,000,000	3,000,000
Oxford North Development	13,538,505	8,114,472	1,525,090	1,283,000	
East Oxford Development	6,793,288	264,385			
Empty Properties					
Major Voids	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Energy Efficiency Initiatives					
Energy Efficiency Initiatives	7,450,000	6,750,000	2,325,000	2,325,000	2,325,000
HRA Property Climate Change			4,000,000	4,000,000	4,000,000
Total Housing Revenue Account Schemes	158,254,860	110,645,311	88,845,477	125,180,406	161,886,379
Total Capital Programme (GF & HRA)	235,718,654	180,663,889	162,678,552	170,617,387	172,287,419

94

OPTIMISM BIAS 40%					
General Fund Programme	77,463,794	70,018,578	73,833,075	45,436,981	10,401,040
Slippage at 40%	30,985,518	28,007,431	29,533,230	18,174,792	4,160,416
Revised programme	46,478,277	42,011,147	44,299,845	27,262,189	6,240,624
HRA - Optimism bias Programme	158,254,860	110,645,311	88,845,477	125,180,406	161,886,379
Slippage at 40%	63,301,944	44,258,124	35,538,191	50,072,162	64,754,552
HRA Revised programme	94,952,916	66,387,187	53,307,286	75,108,244	97,131,827
Total revised programme excluding 40%	141,431,193	108,398,333	97,607,131	102,370,432	103,372,451

Community Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Leisure Centres				
Standard rated & inclusive of VAT				
ALL THE FOLLOWING ACTIVITIES- ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Spectator	2.40		(2.40)	(100.00)
Shower	1.80		(1.80)	(100.00)
Casual Swimming	5.70		(5.70)	(100.00)
Family Swim Ticket	14.90		(14.90)	(100.00)
Pool Inflatable Session	7.00		(7.00)	(100.00)
Cherwell Swim (Ferry)	1.70		(1.70)	(100.00)
Lane Swim	5.70		(5.70)	(100.00)
Sauna & Swim (LPLC)	5.70		(5.70)	(100.00)
Aqua Aerobics	8.10		(8.10)	(100.00)
Badminton, Raquetball (per person)	5.30		(5.30)	(100.00)
Short Tennis (per person)	3.00		(3.00)	(100.00)
Squash (per person)	5.30		(5.30)	(100.00)
After School Activity - Junior Gym	10.30		(10.30)	(100.00)
50+ Badminton (Leys)	3.50		(3.50)	(100.00)
Basketball (4 Crts Leys)	49.00		(49.00)	(100.00)
Basketball Hoop (1 Crt Leys)	17.20		(17.20)	(100.00)
Basketball Whole Hall (Ferry)	49.00		(49.00)	(100.00)
Football Off peak (Leys))	27.00		(27.00)	(100.00)
Hockey Off peak (Leys)	27.00		(27.00)	(100.00)
Netball Off peak (Leys)	27.00		(27.00)	(100.00)
Football (Leys)	49.00		(49.00)	(100.00)
Football (Ferry)	49.00		(49.00)	(100.00)
Volleyball (Ferry)	49.00		(49.00)	(100.00)
Netball Hall Hire (Leys)	49.00		(49.00)	(100.00)
3g Pitch (Leys)	74.10		(74.10)	(100.00)
3g Pitch (Off Peak Leys)	26.30		(26.30)	(100.00)
3g Pitch Whole (Peak Leys)	110.10		(110.10)	(100.00)
3g Pitch Whole (Off peak Leys)	40.10		(40.10)	(100.00)
Function Room Hire (Ice Rink)	5.50		(5.50)	(100.00)
Soft Play Session (Leys)	2.50		(2.50)	(100.00)
Table Tennis	4.30		(4.30)	(100.00)
U17 / 66+				
Spectator	2.40		(2.40)	(100.00)
Shower	1.80		(1.80)	(100.00)
Casual Swimming	3.60		(3.60)	(100.00)
Lane Swimming	3.60		(3.60)	(100.00)
Pool Inflatable Session	5.50		(5.50)	(100.00)
Sauna & Swim (LPLC)	3.60		(3.60)	(100.00)
Aqua Aerobics	5.20		(5.20)	(100.00)
Badminton, Raquetball (per person)	3.50		(3.50)	(100.00)
Short Tennis (per person)	3.00		(3.00)	(100.00)
Squash (per person)	3.50		(3.50)	(100.00)
Junior Gym (U17)	5.30		(5.30)	(100.00)
U17 Swim Free Session (OX1-OX4)	0.00		0.00	-
Bonus Concessionary*				
Spectator	2.40		(2.40)	(100.00)
Shower (Off peak)	1.80		(1.80)	(100.00)
Shower (Peak)	1.80		(1.80)	(100.00)
Junior Gym (Off peak)	2.10		(2.10)	(100.00)
Junior Gym (Peak)	2.60		(2.60)	(100.00)
Casual Swimming (Off peak)	2.10		(2.10)	(100.00)
Casual Swimming (Peak)	2.60		(2.60)	(100.00)
Lane Swimming	2.10		(2.10)	(100.00)
Lane Swimming	2.60		(2.60)	(100.00)
Pool Inflatable Session (Off peak)	2.10		(2.10)	(100.00)
Pool Inflatable Session (Peak)	2.60		(2.60)	(100.00)
Sauna & Swim @ LPLC (Off peak)	2.10		(2.10)	(100.00)
Sauna & Swim @ LPLC (Peak)	2.60		(2.60)	(100.00)

Community Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Aqua Aerobics (Off peak)	2.10		(2.10)	(100.00)
Aqua Aerobics (Peak)	2.60		(2.60)	(100.00)
Badminton, Racquetball (Off peak per person)	2.10		(2.10)	(100.00)
Badminton, Racquetball (Peak per person)	2.60		(2.60)	(100.00)
50+ Badminton (Off peak) Leys	2.10		(2.10)	(100.00)
50+ Badminton (Peak) Leys	2.60		(2.60)	(100.00)
Squash (Off peak per person)	2.10		(2.10)	(100.00)
Squash (Peak per person)	2.60		(2.60)	(100.00)
Short Tennis (Off Peak) Per person	2.10		(2.10)	(100.00)
Short Tennis (Peak) Per person	2.60		(2.60)	(100.00)
Soft Play Session (Off peak) Leys	2.10		(2.10)	(100.00)
Soft Play Session (Peak) Leys	2.60		(2.60)	(100.00)
ALL THE FOLLOWING ACTIVITIES- ARE INCLUSIVE TO ACTIVE AND CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Gyms	10.30		(10.30)	(100.00)
Fitness Classes	8.80		(8.80)	(100.00)
Pilates	8.40		(8.40)	(100.00)
Yoga	8.40		(8.40)	(100.00)
Racket Hire	2.20		(2.20)	(100.00)
U17 / 66+				
Gyms	5.30		(5.30)	(100.00)
Fitness Classes	5.20		(5.20)	(100.00)
Table Tennis	3.30		(3.30)	(100.00)
Racket Hire	1.80		(1.80)	(100.00)
Bonus Concessionary*				
Gyms (Off peak)	2.10		(2.10)	(100.00)
Gyms (Peak)	2.60		(2.60)	(100.00)
Fitness Classes (Off peak)	2.10		(2.10)	(100.00)
Fitness Classes (Peak)	2.60		(2.60)	(100.00)
Table Tennis (Off peak per person)	2.10		(2.10)	(100.00)
Table Tennis (Peak per person)	2.60		(2.60)	(100.00)
Pilates (Off peak)	2.10		(2.10)	(100.00)
Pilates (Peak)	2.60		(2.60)	(100.00)
Yoga (Off peak)	2.10		(2.10)	(100.00)
Yoga (Peak)	2.60		(2.60)	(100.00)
ALL THE FOLLOWING ACTIVITIES ARE INCLUSIVE TO CHOICE MEMBERSHIP CARD HOLDERS				
Adult				
Skate general session	10.50		(10.50)	(100.00)
Skate Disco Session	11.50		(11.50)	(100.00)
15 min coached skate session	11.00		(11.00)	(100.00)
U17 / 66+				
Skate general session	8.10		(8.10)	(100.00)
Skate Disco Session	9.50		(9.50)	(100.00)
School Skate Rate	3.90		(3.90)	(100.00)
15 min coached skate session	11.00		(11.00)	(100.00)
Bonus Concessionary				
Skate general session (off peak)	2.10		(2.10)	(100.00)
Skate general session (Peak)	2.60		(2.60)	(100.00)
Skate Disco session (Off peak)	2.60		(2.60)	(100.00)
15 min coached skate session	11.00		(11.00)	(100.00)
SWIMMING LESSONS				
Adult				
Adult Private Swim Lessons (30min 1:1)	15.90		(15.90)	(100.00)
Adult Private Swim Lessons (60 min 1:1)	27.60		(27.60)	(100.00)
Adult Private Swim Lessons (60 min 1:2)	43.90		(43.90)	(100.00)

Community Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Choice, Active & Aqua				
Junior Swim Lessons (Per half hour)	8.00		(8.00)	(100.00)
Adult Swim Lessons (Per hour)	15.84		(15.84)	(100.00)
U17 / 66+				
Under 17 Private Swim Lessons (Per half hour 1:1)	26.50		(26.50)	(100.00)
Under 17 Private Swim Lessons (Per half hour 1:2)	26.50		(26.50)	(100.00)
Bonus Slice				
Junior Swim Lessons (Per half hour)	4.60		(4.60)	(100.00)
Adult Swim Lessons (Per hour)	9.40		(9.40)	(100.00)
Ice Equipment Hire				
Penguin/ Snowperson Skate Aid	4.60		(4.60)	(100.00)
Skate Hire	2.30		(2.30)	(100.00)
<u>Standard rated & inclusive of VAT</u>				
Direct Debit Membership				
Choice Card				
Adult (Legacy membership)	54.34		(54.34)	(100.00)
Adult Corporate -10% (Legacy membership)	53.24		(53.24)	(100.00)
Concession (Legacy membership)	37.18		(37.18)	(100.00)
Couple (Legacy membership)	100.80		(100.80)	(100.00)
Family (Legacy membership)	135.70		(135.70)	(100.00)
Family Corporate (Legacy membership)	117.60		(117.60)	(100.00)
Family Flex 1+3 (Legacy membership)	110.60		(110.60)	(100.00)
Family Flex 1+3 Corporate -10% (Legacy membership)	99.60		(99.60)	(100.00)
Choice Additional Child (Legacy membership)	24.60		(24.60)	(100.00)
Student Peak (Legacy membership)	42.80		(42.80)	(100.00)
Student Off Peak (Legacy membership)	35.80		(35.80)	(100.00)
Bonus Concessionary (Legacy membership)	23.50		(23.50)	(100.00)
Centre Only Adult (Legacy membership)	42.10		(42.10)	(100.00)
Active Family Corp - 10% (Legacy membership)	101.90		(101.90)	(100.00)
Premium Anytime - Single	55.00		(55.00)	(100.00)
Premium Anytime - Joint **	99.00		(99.00)	(100.00)
Anytime - Single	44.00		(44.00)	(100.00)
Anytime - Joint**	83.60		(83.60)	(100.00)
Extra class bolt-on cost	4.40		(4.40)	(100.00)
Daytime Adult - Single	31.00		(31.00)	(100.00)
Gym and Swim Only - Single	33.00		(33.00)	(100.00)
Gym and Swim Only - Joint **	63.00		(63.00)	(100.00)
Swim Only				
Adult	42.00		(42.00)	(100.00)
66+	24.50		(24.50)	(100.00)
Under 17	23.70		(23.70)	(100.00)
Family	85.00		(85.00)	(100.00)
Adult Rink				
Skate Training	68.00		(68.00)	(100.00)
Choice plus skate training	99.00		(99.00)	(100.00)
Junior Rink				
Skate Training	51.70		(51.70)	(100.00)
Choice plus skate training	66.20		(66.20)	(100.00)
Swim Only				
Hinksey Mid-Sea Family2+2	352.30		(352.30)	(100.00)
Hinksey Mid-Season Adult	165.10		(165.10)	(100.00)
Hinksey Mid-Season Conc	82.60		(82.60)	(100.00)
Adult (Hinksey)	231.20		(231.20)	(100.00)
66+ / under 17 (Hinksey)	117.80		(117.80)	(100.00)
Family (Hinksey)	462.40		(462.40)	(100.00)
Choice				
Bolt on Adult	37.90		(37.90)	(100.00)

Community Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Bolt on Child	26.90		(26.90)	(100.00)
Skate Training				
Adult	68.50		(68.50)	(100.00)
Child	52.40		(52.40)	(100.00)
Staff				
Family	60.00		(60.00)	(100.00)
Individual wet & dry	42.00		(42.00)	(100.00)
Individual dry	30.00		(30.00)	(100.00)
Swim School Direct Debit				
Adult	66.00		(66.00)	(100.00)
Child	36.00		(36.00)	(100.00)
66+	25.00		(25.00)	(100.00)
Bonus	38.50		(38.50)	(100.00)
Reward (booking card)				
Offered as a free loyalty card by Fusion	0.00		0.00	-
Sport Pitches (per match unless other wise stated)				
Cricket				
Grass wicket - weekend & bank holidays (Cutteslowe & Horspath 1)	68.50	69.00	0.50	0.73
Grass wicket - weekdays (Cutteslowe)	54.00	55.00	1.00	1.85
Football				
Adults				
Full Size Pitch weekend & Bank holidays	48.50	49.50	1.00	2.06
Full Size Pitch weekend & Bank holidays 10 game booking - No VAT *	404.00	413.00	9.00	2.23
Full Size Pitch weekdays	37.50	38.50	1.00	2.67
Full Size Pitch weekdays 10 game - No VAT	312.00	321.00	9.00	2.88
Under 17's				
Full Size Pitch weekend & Bank holidays	25.00	25.50	0.50	2.00
Full Size Pitch weekend 10 game booking - No VAT	209.00	213.00	4.00	1.91
Full Size Pitch weekdays	19.00	19.50	0.50	2.63
Full Size Pitch weekdays 10 game - No VAT	159.00	163.00	4.00	2.52
Under 11's				
Mini football	16.50	17.00	0.50	3.03
Mini football 10 game - No VAT	137.00	142.00	5.00	3.65
Floodlit 5 a side (East Oxford) per hour	46.50	47.00	0.50	1.08
Other Charges				
Baseball	58.00	59.00	1.00	1.72
Rugby	48.50	49.00	0.50	1.03
Pavilions/Changing rooms				
	56.50	57.00	0.50	0.88
Standard rate (whole building) per hour	450.00	465.00	15.00	3.33
Standard rate (whole building) Day Rate for up to 10 hours	23.80	24.00	0.20	0.84
Changing Rooms Community rate (sports clubs, charities, community and resident associations)	12.30	13.00	0.70	5.69
Concessionary Rate (including U17's)	6.20	6.50	0.30	4.84
Under 11's	199.00	200.00	1.00	0.50
Adults 10 game booking - No VAT *	102.50	103.00	0.50	0.49
Concessionary Rate (including U17's) 10 game booking - No VAT *	52.00	53.00	1.00	1.92
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	4.50	4.50	0.00	0.00

Community Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
NEW* Tennis Court Hire Hinksey and Botley - Adult	7.00	7.00	0.00	0.00
NEW* Tennis Court Hire Hinksey and Botley - U17's concessionary rate	4.50	4.50	0.00	0.00
Off Peak Charges				
Tennis Court Hire - Adult	5.00	5.00	0.00	0.00
Tennis Court Hire - U17's concessionary rate	3.50	3.50	0.00	0.00
NEW* Tennis Court Hire Hinksey and Botley - Adult	5.00	5.00	0.00	0.00
NEW* Tennis Court Hire Hinksey and Botley - U17's concessionary rate	3.50	3.50	0.00	0.00
Floodlit Courts				
Tennis Court Hire Floodlit - Adult	8.00	8.00	0.00	0.00
Tennis Court Hire Floodlit - Concessions	5.00	5.00	0.00	0.00
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
Annual Club Charges				
Tennis				
Hard Court per season	2,600.00	2,600.00	0.00	0.00
Grass Court per season	2,950.00	2,950.00	0.00	0.00
Hard Court (floodlit) per season	3,100.00	3,100.00	0.00	0.00
Equipment Provided and Prices				
Goal Nets (set)	78.30	78.3	0.00	0.00
Corner Posts (each)	11.40	11.4	0.00	0.00
Corner Flags (each)	6.20	6.2	0.00	0.00
Net Pegs (each)	1.00	1	0.00	0.00
Soft Broom	13.40	13.4	0.00	0.00
Dust Pan & Brush	13.40	13.4	0.00	0.00
Dust Bin (each)	22.30	22.3	0.00	0.00
Other Charges				
Use of wrong pitch	50.00	50	0.00	0.00
Cost for over running per 10 minutes	8.50	8.5	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				
Rose Hill Community Centre - Bill Buckingham Ballroom tier 1 (standard)	45.00	45.00	0.00	0.00
Rose Hill Community Centre - Bill Buckingham Ballroom tier 2 (community)	28.00	28.00	0.00	0.00
Rose Hill Community Centre - Norman Brown 1 tier 1 (standard)	23.50	23.50	0.00	0.00
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)	19.00	19.00	0.00	0.00
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)	42.50	42.50	0.00	0.00
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)	28.00	30.00	2.00	7.14
Rose Hill Community Centre - Youth 1 (hall) tier 2 (community)	19.50	20.50	1.00	5.13
Rose Hill Community Centre - Youth 2 (chill out) tier 1 (standard)	15.20	16.20	1.00	6.58
Rose Hill Community Centre - Youth 2 (chill out) tier 2 (community)	11.20	12.20	1.00	8.93
Pavilion Hire (3hours- 2x changing rooms only)	20.00	20.00	0.00	0.00
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+			0.00	0.00
	20.00	20.00		
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	16.00	18.00	2.00	12.50
Rose Hill Community Centre - Gym only - monthly DD junior/65+ concession	11.00	12.00	1.00	9.09

Community Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Rose Hill Community Centre - Gym and classes - Family - CASH MONTH	67.00	68.00	1.00	1.49
Rose Hill Community Centre - Gym and classes - Family - monthly DD	62.00	62.00	0.00	0.00
NEW: Rose Hill Community Centre - Gym only- Family - CASH MONTH concession	47.00	49.00	2.00	4.26
Rose Hill Community Centre - Gym only- Family - monthly DD concession	41.00	41.00	0.00	0.00
Rose Hill Community Centre - Gym - Adult casual	6.40	6.50	0.10	1.56
Rose Hill Community Centre - Gym Junior	3.70	3.80	0.10	2.70
NEW* Rose Hill Community Centre - Kitchen Hire first hours hire	18.00	20.00	2.00	11.11
NEW* Rose Hill Community Centre - Kitchen Hire additional hours	10.00	10.00	0.00	0.00
NEW* Rose Hill Community Centre - Community Van Hire	24.00	25.00	1.00	4.17
NEW* Rose Hill Community Centre - Community Van Hire (Standard)	40.00	40.00	0.00	0.00
Blackbird Leys Community Centre - Jack Argent Room tier 1 (standard)	18.00	Closed	-	-
Blackbird Leys Community Centre - Jack Argent tier 2 (community)	11.00	Closed	-	-
Blackbird Leys Community Centre - Meeting room tier 1 (standard)	12.00	Closed	-	-
Blackbird Leys Community Centre - Meeting room tier 2 (community)	7.00	Closed	-	-
Blackbird Leys Community Centre - Sports Hall tier 1 (standard)	21.00	Closed	-	-
Blackbird Leys Community Centre - Sports Hall tier 2 (community)	12.00	Closed	-	-
Blackbird Leys Community Centre - IT Suite (3hr Session)	13.00	Closed	-	-
Blackbird Leys Community Centre - Reception (Standard)	11.50	Closed	-	-
Blackbird Leys Community Centre - Reception (Community)	6.50	Closed	-	-
Blackbird Leys Community Centre - Glow Hall (Standard)	40.00	Closed	-	-
Blackbird Leys Community Centre - Glow Hall (Community)	25.00	Closed	-	-
Jubilee Hall - Hall, meeting room, kitchen (Standard)	24.00	24.50	0.50	2.08
Jubilee Hall - Hall, meeting room, kitchen - (Community)	18.00	18.50	0.50	2.78
Events Charges				
Application fee for all events (non-refundable)				
All Event Applications	20.00		(20.00)	(100.00)
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	550.00	25.00	4.76
Medium (500-2499 people)	1,050.00	1,100.00	50.00	4.76
Large (2500-4999 people)	1,575.00	1,650.00	75.00	4.76
Extra-Large (5000-19999 people)	3,150.00	3,300.00	150.00	4.76
Extra Extra large (20000+ people) - Price on Application				
Commercial Events/Activities (per day)				
Small (0-499 people)	1,050.00	1,100.00	50.00	4.76
Medium (500-2499 people)	2,100.00	2,200.00	100.00	4.76
Large (2500-4999 people)	3,150.00	3,300.00	150.00	4.76
Extra-Large (5000-19999 people)	6,300.00	6,600.00	300.00	4.76
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) excluding Community Microsites				
Community/Charity/Not-for-Profit Events/Activities (per day)				
Small (0-499 people)	260.00	275.00	15.00	5.77
Medium (500-2499 people)	525.00	550.00	25.00	4.76
Large (2500-4999 people)	1,575.00	1,650.00	75.00	4.76
Extra-Large (5000-19999 people)	2,100.00	2,200.00	100.00	4.76
Extra Extra large (20000+ people) - Price on Application				
Commercial Events/Activities (per day)				
Small (0-499 people)	1,050.00	1,100.00	50.00	4.76
Medium (500-2499 people)	1,575.00	1,650.00	75.00	4.76
Large (2500-4999 people)	2,100.00	2,200.00	100.00	4.76
Extra-Large (5000-19999 people)	4,200.00	4,400.00	200.00	4.76
Extra Extra large (20000+ people) - Price on Application				
Community Microsites (per day)				
Small (0-499 people)	NEW	100.00	-	-

Community Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Exhibitions/Art Installations (per day)				
Small (0-499 people)	NEW	100.00	-	-
3. Market hire fee				
Monday-Thursday dates (per day)	765.00	800.00	35.00	4.58
Friday-Sunday dates (per day)	1,020.00	1,075.00	55.00	5.39
4. Funfairs & Circuses hire fee				
Up to 10 rides/units (per day)	765.00	550.00	(215.00)	(28.10)
10 to 20 rides/units (per day)	1,020.00	850.00	(170.00)	(16.67)
5. Hire fees for School / Youth Group & Statutory Service events in non-premium places				
School / Youth Group & Statutory Service events in non-premium places (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
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-£120	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	0.00	0.00
South Park Application fee				
Non-refundable application fee to hold an event in South Park for over 499 people	105.00		(105.00)	(100.00)
Overflow Parking				
Price on application				
Cancellation fee				
Up to a month before the event date - 50% of hire fee				
Less than a month before the event date - 100% of the event hire fee				
9. Event equipment hire charges (minimum charge £50)				
Stereo portable battery powered Busking Amp/PA with wireless mics charge per day per unit (2 units available)	45.00	50.00	5.00	11.11
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)	30.00	35.00	5.00	16.67
• 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				
Ramp ahead and Caution Ramp signage per sign per day (2 available of each)	10.00	12.00	2.00	20.00

Community Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Cable ramp per unit per day (25 units available)	5.00	7.00	2.00	40.00
Tensa barrier hire charge per day per unit (10 units available)	5.00	7.00	2.00	40.00
Chair hire per day per unit (2 units available)	5.00	7.00	2.00	40.00
Folding trestle table hire per day per unit (1 unit available)	5.00	7.00	2.00	40.00
Fire extinguisher	5.00	7.00	2.00	40.00
12. Commercial Filming/Photography/General Views/Promotional/Marketing				
Half Day (4 hours or less)				
Small (1-5 crew)	390.00	410.00	20.00	5.13
Medium (6-11 crew)	650.00	680.00	30.00	4.62
Large (12+ crew)	1,300.00	1,365.00	65.00	5.00
Full Day				
Small (1-5 crew)	780.00	820.00	40.00	5.13
Medium (6-11 crew)	1,300.00	1,365.00	65.00	5.00
Large (12+ crew)	2,600.00	2,730.00	130.00	5.00
13. Non-Commercial Filming/Photography/General Views/Education/Documentary				
Half Day (4 hours or less)				
Small (1-5 crew)	105.00	110.00	5.00	4.76
Medium (6-11 crew)	260.00	275.00	15.00	5.77
Large (12+ crew)	525.00	550.00	25.00	4.76
Full Day				
Small (1-5 crew)	210.00	220.00	10.00	4.76
Medium (6-11 crew)	520.00	545.00	25.00	4.81
Large (12+ crew)	1,050.00	1,100.00	50.00	4.76
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 submitted with less than 7 days notice, there will be an additional surcharge of 25% of the hire fee				
Cancellation fee				
Up to a month before the event date - 50% of film hire fee Less than a month before the event date - 100% of the event hire fee				
Use of Drone				
Charge based on the level of additional administration involved at £75 per hour	75.00	80.00	5.00	6.67
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				

Community Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Room Charges - Commercial Rates				
<i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i>				
Main Hall	300.00	330.00	30.00	10.00
Assembly Room	200.00	220.00	20.00	10.00
Old Library	200.00	220.00	20.00	10.00
Long Room	100.00	110.00	10.00	10.00
St Aldates, Council Chamber, Court Room	50.00	75.00	25.00	50.00
Other Meeting Rooms	50.00	55.00	5.00	10.00
Room Charges - Community/Charity Rates				
<i>(Hourly rate shown. Bookings must be for a minimum of 2 hours)</i>				
Main Hall	150.00	165.00	15.00	10.00
Assembly Room	100.00	110.00	10.00	10.00
Old Library	100.00	110.00	10.00	10.00
Long Room	50.00	55.00	5.00	10.00
St Aldates, Council Chamber, Court Room	25.00	37.50	12.50	50.00
Other Meeting Rooms	25.00	27.50	2.50	10.00
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	900.00	1100.00	200.00	22.22
Assembly Room/Old Library	780.00	900.00	120.00	15.38
Court Room	590.00	700.00	110.00	18.64
St Aldate's Room	380.00	500.00	120.00	31.58
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>				
Wedding Reception in Assembly Room or Old Library	2,500.00	3,000.00	500.00	20.00
Wedding Reception in Assembly Room and Old Library	3,000.00	3,500.00	500.00	16.67
Wedding Reception in Main Hall	4,000.00	4,500.00	500.00	12.50
Wedding Reception in Main Hall, Assembly Room and Old Library (Exclusive upstairs)	4,500.00	5,000.00	500.00	11.11
Wedding Ceremony followed by Wedding Reception using Old Library, Assembly Room and Main Hall	5,000.00	6,000.00	1,000.00	20.00
Corporate Event Packages				
Concert Package	3,000.00	3,500.00	500.00	16.67
<i>Packages below to include room, plasma screen, and water</i>				
Full day meeting	280.00	300.00	20.00	7.14
Half day meeting	140.00	150.00	10.00	7.14
<i>Packages below to include 12 hour hire, use of our chairs and tables</i>				
Exclusive use of First Floor	7,500.00	8,000.00	500.00	6.67
Exclusive use of First Floor (Day 2 of hire)	6,500.00	7,000.00	500.00	7.69
Exclusive use of First Floor (Day 3 of hire)	5,500.00	6,000.00	500.00	9.09
Exclusive use of First Floor (Day 4 of hire)	4,500.00	5,000.00	500.00	11.11
Additional hours to above packages (over 12 hours)	750.00	800.00	50.00	6.67
Discounts				
Social Event Off - Peak Monday/Tuesday only				
Concessionary Meetings				
Preparation, Clearance or Rehearsal				
6 hours or more consecutive at the standard price				
Agency Commission room hire fees (maximum)	15%	15%	0	-
Royalties - based on total box office sales,				
Classical Concerts	5%	5%	0	-
Pop Concerts	3%	3%	0	-
Variety Performances	2%	2%	0	-
All other events including music, films, video, DVD films or promotional events	9%	9%	0	-
Box Office				
Minimum fee of £25 or 10% of sales (whichever is greater)				

Community Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
	13%	13%	0	-
Technical Facilities				
Data Projector	Included in package/room price	Included in package/room price		
Main Hall Projector & Screen	Included in package/room price	Included in package/room price		
Flipchart, pad & pens (inc. in DDR)	Included in package/room price	Included in package/room price		
Lectern – table	0.00	0.00	0.00	-
Lectern – free standing	0.00	0.00	0.00	-
Long Room - AV Equipment	Included in package/room price	Included in package/room price		
PA system (Main Hall)	Included in package/room price	Included in package/room price		
Large Screen	Included in package/room price	Included in package/room price		
Small pop up screen	Included in package/room price	Included in package/room price		
Stage extension - Small	500.00	500.00	0.00	0.00
Stage extension - Large	500.00	500.00	0.00	0.00
Musical Equipment				
Organ – Events	110.00	110.00	0.00	0.00
Organ – rehearsal/practice (<i>per hour</i>)	13.50	13.50	0.00	0.00
Piano – events	100.00	100.00	0.00	0.00
Piano – rehearsal/practice (<i>per hour</i>)	13.50	13.50	0.00	0.00
License Holders & Door Supervisors				
Door Supervisors (<i>per hr per Supervisor</i>)	At Cost	At Cost		
Internal Charges				
Small meeting room hire Mon-Fri	FOC	FOC	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
Lectern – table	FOC	FOC	0.00	-
Lectern – free standing	FOC	FOC	0.00	-
PA system (Main Hall)	100.00	100.00	0.00	0.00
Large Screen	55.00	55.00	0.00	0.00
Small pop up screen	27.50	27.50	0.00	0.00
Stage extension - Small	500.00	500.00	0.00	0.00
Stage extension - Large	500.00	500.00	0.00	0.00
Catering Charges				
Kitchen Hire per head (minimum 100)	6.00	6.00	0.00	0.00
Servery Hire Only (per day)	80.00	80.00	0.00	0.00
Distribution of Free Printed Matter				
Non Static - Annual Consent	400.00	400.00	0.00	0.00
Non Static - Monthly consent	100.00	100.00	0.00	0.00
Static Annual Consent	200.00	200.00	0.00	0.00
Non-profit and community organisations	50.00	50.00	0.00	0.00
Replacement badge	25.00	25.00	0.00	0.00

Housing Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Rent				
Exempt from VAT				
Weekly Charges				
Temporary Accommodation [Heat,Light,Cook] - 1 bed	Rate set at actual supplier charge less any government support	Rate set at actual supplier charge less any government support		
Temporary Accommodation [Heat,Light,Cook] - 2 bed	Rate set at actual supplier charge less any government support	Rate set at actual supplier charge less any government support		
Temporary Accommodation [Heat,Light,Cook] - 3 bed	Rate set at actual supplier charge less any government support	Rate set at actual supplier charge less any government support		
Temporary Accommodation [Heat,Light,Cook] - 4 bed	Rate set at actual supplier charge less any government support	Rate set at actual supplier charge less any government support		
Temporary Accommodation Rent - 1 bed	144.34	TBC		
Temporary Accommodation Rent - 2 bed	176.54	TBC		
Bicester 2 Beds	135.00	TBC		
Temporary Accommodation Rent - 3 bed	206.66	TBC		
Bicester 3 Beds	165.11	TBC		
Temporary Accommodation Rent - 4 bed	275.19	TBC		
Temporary Accommodation [Water & Sewerage] - 1 bed	4.88	4.48	(0.40)	(8.20)
Temporary Accommodation [Water & Sewerage] - 2 bed	8.24	8.45	0.21	2.55
Temporary Accommodation [Water & Sewerage] - 3 bed	8.21	8.45	0.24	2.92
Temporary Accommodation [Water & Sewerage] - 4 bed	12.14	8.45	(3.69)	(30.40)
Nightly Charge Rent - Any unit size with no kitchen	160.38	160.38	0.00	0.00
Garages				
Exempt from VAT (before discounts)				
Council tenant	17.85	19.22	1.37	7.68
Council tenant Premium	20.16	21.71	1.55	7.69
Blue badge council	17.85	19.22	1.37	7.68
Blue badge council Premium	20.16	21.71	1.55	7.69
Mobility council	17.85	19.22	1.37	7.68
Mobility council Premium	20.16	21.71	1.55	7.69
VATable (before discounts)				
Private tenant	17.85	19.22	1.37	7.68
Private tenant Premium	20.16	21.71	1.55	7.69
Blue badge private	17.85	19.22	1.37	7.68
Blue badge private Premium	20.16	21.71	1.55	7.69
Mobility private	17.85	19.22	1.37	7.68
Mobility private Premium	20.16	21.71	1.55	7.69
Exempt from VAT (before discounts)				
Parking spaces	16.80	18.09	1.29	7.68
Parking spaces (Blue Badge)	16.80	18.09	1.29	7.68
VATable (before discounts)				
Parking spaces Private	16.80	18.09	1.29	7.68

Housing Revenue Account Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
<u>Exempt from VAT</u>				
Other charges				
Sheltered Guest Room Hire per night	23.10	25.00	1.90	8.23
<u>Standard rated & exclusive of VAT</u>				
Other charges				
ASSA Key	33.00	35.00	2.00	6.06
Controlled Entry Key Fob	33.00	35.00	2.00	6.06
Residential Leasehold Solicitor Questionnaire Fee	319.00	319.00	0.00	0.00
Futher Requests beyond standard Leasehold Property Forms	121.00	121.00	0.00	0.00
<u>Exempt from VAT (before discounts)</u>				
Garage with in curtiledge	17.85	19.10	1.25	7.00
Replacement lost/damaged resident parking permit	22.00	No longer issued	-	-

Corporate Property Fees & Charges 2024/25

	2023/24 Charge £	2024/25 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				

Regulatory & Community Safety Fees and Charges 2024/25

	2023/24 Charge	2024/25 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	950.00	1,000.00	50.00	5.26
2	1,260.00	1,280.00	20.00	1.59
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	560.00	570.00	10.00	1.79
10m2 – 40m2	720.00	730.00	10.00	1.39
40m2 – 60m2	875.00	890.00	15.00	1.71
60m2 – 100m2	950.00	975.00	25.00	2.63
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	450.00	455.00	5.00	1.11
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	875.00	890.00	15.00	1.71
60m2 – 100m2	950.00	970.00	20.00	2.11
Over 100m2	Please contact for quotation	Please contact for quotation		
Loft conversion - inclusive of VAT				
Up to 100m2	655.00	665.00	10.00	1.53
Over 100m2	Please contact for quotation	Please contact for quotation		
Conversion of garage to habitable space - inclusive of VAT				
Up to 10m2	560.00	570.00	10.00	1.79
Up to 40m2	720.00	730.00	10.00	1.39
40m2 – 60m2	875.00	890.00	15.00	1.71
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).	225.00	230.00	5.00	2.22
Removal/renovation of a thermal element	280.00	285.00	5.00	1.79
Installation of a woodburner	420.00	430.00	10.00	2.38
Installation of solar panel/s	280.00	285.00	5.00	1.79
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	340.00	350.00	10.00	2.94
£5001 - £10,000	420.00	430.00	10.00	2.38
£10,001 - £20,000	610.00	620.00	10.00	1.64
£20,001 - £50,000	799.00	810.00	11.00	1.38
£50,001 - £75,000	1150.00	1170.00	20.00	1.74
£75,001 - £100,000	1520.00	1540.00	20.00	1.32
>£100,000	Please contact for quotation	Please contact for quotation		
Regularisation applications made in respect of unauthorised Schedule 3 work (i.e. where an application was not made at the time that the work was done) that has been undertaken since 1985, will be charged at an additional 50% of the standard fee, excluding VAT.				

Regulatory & Community Safety Fees and Charges 2024/25

	2023/24 Charge £	2024/25 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
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	90.00	95.00	5.00	5.56
Inspection and Provision of a Fire Risk Assessment Report	350.00	360.00	10.00	2.86
Miscellaneous Fees				
Electronic copy of the Approval Notice	45.00	45.00	0.00	0.00
Electronic copy of the Completion Certificate	45.00	45.00	0.00	0.00
Hourly charge for responding to enquiries regarding house sales	90.00	95.00	5.00	5.56
Food Hygiene Training				
Exempt from VAT				
Programmed Certificated Courses (charges are per person)				
Level 2 Award in Food Safety in Catering	80.00	80.00	0.00	0.00
Level 3 Award in Supervising Food Safety in Catering	300.00	330.00	30.00	10.00
Exam resit charge- Level 2 award in Food Safety in Catering	POA	POA		
Exam resit charge- Level 3 award in Supervising Food Safety in Catering	POA	POA		
Group Certificated Courses (for businesses requesting own on-site training)				
Level 2 Awards in Food Safety or Health & Safety - charge per candidate (minimum 10 delegates)	POA	POA		
Level 3 Award in Supervising Food Safety (3 day course, plus ½ day revision) - charge per candidate (minimum 10 delegates)	POA	POA		
Other non certificated part day and day courses				
Other non specified training courses (minimum 10 delegates)	POA	POA		
Other Bespoke courses across Regulatory Services & Community Safety				
Charges for bespoke training courses will be calculated to take into account market rates	POA	POA		
Sustainable Food Advice				
Charging for business advice (e.g noise, pre planning application advice, odour etc) - per hour	80.00	85.00	5.00	6.25
Food Business set up and advice consultation- per hour	80.00	85.00	5.00	6.25
Food hygiene rating rescore visit	220.00	240.00	20.00	9.09
Primary Authority Hourly Fee	POA	POA		
Miscellaneous				
Accommodation assessments for UK entry clearance - charge per report	420.00	450.00	30.00	7.14
Request for confirmation of registration in support of work permit application	60.00	65.00	5.00	8.33
Food Condemnation Certificate (e.g. insurance claim for freezer breakdown, damaged food)- minimum 1 hour	110.00	120.00	10.00	9.09
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	30.00	35.00	5.00	16.67
Copy of Premises/Person Entry in Licensing Register	30.00	35.00	5.00	16.67
Confirmation of Food Business Registration	30.00	35.00	5.00	16.67
Plans under copyright	12.00	15.00	3.00	25.00
Plans: A0, A1 & A2 size	6.00	7.00	1.00	16.67
Plans: A3 & A4 size	1.50	2.00	0.50	33.33
Photocopying per A4 sheet	0.70	1.00	0.30	42.86
Invoice request	30.00	35.00	5.00	16.67
Recovery Fee - Dishonoured Cheque	40.00	45.00	5.00	12.50
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	£280 plus VAT per application	£300 plus VAT per application		
HIA fee rate for the management of HRA funded adaptations schemes	15% flat fee per scheme	15% flat fee per scheme		
	£20 per hour, including VAT, plus the cost of materials used	£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	50.00	55.00	5.00	10.00
Supply and Fit Alert Keysafe (Within 1 working day)	75.00	80.00	5.00	6.67
Street Trading Consents - subject to approval by General Purposes Licensing Committee				
City Centre & Late Night Traders				
Application Fee	360.00	378.00	18.00	5.00
Annual consent (Pro Rata for period of Consent)	8,300.00	8,715.00	415.00	5.00
Weekly Consent (Weekly Rota)	185.00	195.00	10.00	5.41
All other traders				

Regulatory & Community Safety Fees and Charges 2024/25

	2023/24 Charge £	2024/25 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Application Fee	360.00	378.00	18.00	5.00
Annual consent (Pro Rata for period of Consent)	2,820.00	2,961.00	141.00	5.00
Peripatetic traders (mobile traders- e.g. icecream vans, sandwich vans)				
Application fee	125.00	132.00	7.00	5.60
Annual consent (Pro Rata for period of Consent)	1,465.00	1,538.00	73.00	4.98
General Charges				
Replacement Consent	37.00	39.00	2.00	5.41
Identification badge (per badge)	37.00	39.00	2.00	5.41
Events				
Street Trading at event for commercial benefit (up to 5 days) - per stall	35.00	36.50	1.50	4.29
Street Trading at event for commercial benefit (6-14 days) - per stall	55.00	58.00	3.00	5.45
Street Trading at event for community / charity benefit				
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	160.00	168.00	8.00	5.00
9 to 20 covers	210.00	220.00	10.00	4.76
21 or more covers	260.00	273.00	13.00	5.00
Miscellaneous Licensing - subject to approval by General Purposes Licensing Committee				
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - person)	140.00	147.00	7.00	5.00
Acupuncture, ear piercing, electrolysis & tattooing (only payable on first registration - premises)	280.00	294.00	14.00	5.00
Boarding for cats and/or dogs	330 + vet fee	346.50 + vet fee	16.50	5.00
Hiring out horses	330 + vet fee	346.50 + vet fee	16.50	5.00
Breeding dogs	330 + vet fee	346.50 + vet fee	16.50	5.00
Selling animals as pets	330 + vet fee	346.50 + vet fee	16.50	5.00
Keeping or training animals for exhibition	300 + vet fee	315 + vet fee	15.00	5.00
Request for variation	145.00	151. + vet fee	6.00	4.14
Request for re-inspection	140 + vet fee	147 + vet fee	7.00	4.76
Dangerous Wild Animals	490 + vet fee	514.50 + vet fee	24.50	5.00
Zoo	490 + vet fee	514.50 + vet fee	24.50	5.00
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 £315 Stage 2 £2015 Total: £2,330	Stage 1 £340 Stage 2 £2300 Total: £2,640	310.00	13.30
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 £315 Stage 2 £320 Total £635	Stage 1 £340 Stage 2 £370 Total: £710	75.00	11.81
*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 £100 Stage 2 £200 Total £300	Stage 1 £108 Stage 2 £216 Total £324	24.00	8.00
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 £100 Stage 2 £470 Total £570	Stage 1 £108 Stage 2 £507 Total £615	45.00	7.89
E Two-year Renewal -Licence renewal for 2 years where all two-year licence criteria are met	Stage 1 £100 Stage 2 £230 Total £330	Stage 1 £108 Stage 2 £248 Total £356	26.00	5.59
F Five year licence accredited landlord and all criteria met	Stage 1 £100 Stage 2 £365 Total £465	Stage 1 £108 Stage 2 £397 Total £505	40.00	8.60
Inspection to advise on requirements before property is licensed.	215.00	232.00	17.00	7.91
Surcharge for provision of paper application - new HMO licence	240.00	259.00	19.00	7.92
Surcharge for provision of paper application - renewal HMO licence	200.00	216.00	16.00	8.00
Selective Licensing				
	SL Fees 01 September 2023 to 31 August 2024	SL Fees 1st April 2024		
A Standard New Application	Stage 1 £200 Stage 2 £330 Total £530	Stage 1 £266 Stage 2 £439 Total £705	175	33.02
B Accredited New Application	Stage 1 £200 Stage 2 £130 Total £330	Stage 1 £266 Stage 2 £239 Total £505	175	53.03
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	Stage 1 £539 Stage 2 £569 Total £1100	Stage 1 £266 Stage 2 £1244 Total £1510	410	37.27
D Renewal	Stage 1 £86 Stage 2 £45 Total £131	Stage 1 £114 Stage 2 £60 Total £174	43	32.82

Regulatory & Community Safety Fees and Charges 2024/25

	2023/24 Charge £	2024/25 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
E1 Standard Block licence				
Stage 1 fee for each dwelling (£200)		Deleted	-	-
Stage 2 fee for each dwelling				
Total POA				
E2 Accredited Standard Block licence				
Stage 1 fee for each dwelling (£200)				
Stage 2 fee for first dwelling paid in full (£130) then subsequent dwellings stage two discounted by £66 (£264)		Deleted	-	-
Total POA				
F Student Accommodation Block Licence				
Stage 1 £200		Stage 1 £266		
Stage 2 £130		Stage 2 £239	175	53.03
Total £330		Total £505		
	FY 23/24	FY 24/25		
Surcharge for provision of paper application - new Selective licence	240.00	259.00	19	7.92
Surcharge for provision of paper application - renewal Selective licence	200.00	216.00	16	8.00
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		
Environment Act 2021 (penalty level £175 to £300)				
Smoke emitted from a chimney	175.00	300.00	125.00	71.43
Mobile Homes Act 2013				
New application	400.00	432.00	32.00	8.00
Licence alterations application	375.00	405.00	30.00	8.00
Depositing of site rules fee	135.00	145.80	10.80	8.00
Transfer of licence application	400.00	432.00	32.00	8.00
Copy of licence	35.00	37.80	2.80	8.00
Existing operator annual licence				
Large (51+)				
Site inspections every 12 months (Cat A risk rating)	470.00	500.00	30.00	6.38
Site inspections every 18 months (Cat B risk rating)	320.00	345.00	25.00	7.81
Site inspections every 24 months (Cat C risk rating)	235.00	250.00	15.00	6.38
Site inspections every 36 months (Cat D risk rating)	155.00	165.00	10.00	6.45
Medium (11-50)				
Site inspections every 12 months (Cat A risk rating)	365.00	390.00	25.00	6.85
Site inspections every 18 months (Cat B risk rating)	250.00	265.00	15.00	6.00
Site inspections every 24 months (Cat C risk rating)	190.00	205.00	15.00	7.89
Site inspections every 36 months (Cat D risk rating)	125.00	135.00	10.00	8.00
Small (10 or less)				
Site inspections every 12 months (Cat A risk rating)	270.00	290.00	20.00	7.41
Site inspections every 18 months (Cat B risk rating)	185.00	200.00	15.00	8.11
Site inspections every 24 months (Cat C risk rating)	135.00	145.00	10.00	7.41
Site inspections every 36 months (Cat D risk rating)	90.00	95.00	5.00	5.56
Transferring/Replacing Licences & Certificates				
Other replacement licence	35.00	40.00	5.00	14.29
Taxi Licensing				
Vehicles				
Hackney Carriage	420.00	453.60	33.60	8.00
Hackney Carriage (ULEV Early Adopter Discount)	315.00	340.20	25.20	8.00
Hackney Transfer of Ownership	105.00	113.00	8.00	7.62
Hackney Change of Vehicle	105.00	113.00	8.00	7.62
Hackney Plate Deposit	52.00	Deleted	-	-
Hackney Temporary Vehicle	78.00	84.00	6.00	7.69
Private Hire	275.00	297.00	22.00	8.00

Regulatory & Community Safety Fees and Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Private Hire (Fully Electric Vehicle)	170.00	183.00	13.00	7.65
Private Hire (ULEV Early Adopter Discount)	0.00	Deleted	-	-
Private Hire (Wheelchair Accessible Vehicle (WAV))	100.00	108.00	8.00	8.00
Private Hire (Low Emission Wheelchair Accessible Vehicle) (WAV)	62.00	67.00	5.00	8.06
Private Hire Transfer	105.00	113.00	8.00	7.62
Private Hire Change of Vehicle	105.00	113.00	8.00	7.62
Private Hire Temporary Vehicle	78.00	84.00	6.00	7.69
Drivers				
Hackney Combined (1 yr licence)	120.00	130.00	10.00	8.33
Hackney Combined (3 yr licence)	360.00	388.00	28.00	7.78
Hackney Combined for Oxfordshire Licensed drivers with 1 full year on current licence (3 yr licence only)	240.00	260.00	20.00	8.33
Hackney Combined for Oxfordshire Licensed drivers with 2 full years on current licence (3 yr licence only)	120.00	130.00	10.00	8.33
Private Hire (1 yr licence)	106.00	115.00	9.00	8.49
Private Hire (3 yr licence)	318.00	343.00	25.00	7.86
Private Hire for Oxfordshire Licensed drivers with 1 full year on their current licence (3 yr OCC licence only)	212.00	230.00	18.00	8.49
Private Hire for Oxfordshire Licensed drivers with 2 full years on their current licence(3 yr OCC licence only)	106.00	115.00	9.00	8.49
Additional Charges				
Mandatory Safeguarding and Disability Awareness Training - provided by Oxfordshire County Council	50.00	55.00	5.00	10.00
Local Knowledge & Safeguarding Test	78.00	84.00	6.00	7.69
Local Knowledge & Safeguarding Re-Test	78.00	84.00	6.00	7.69
DBS check - all driver only, at cost	50.00	deleted	-	-
DVLA check - for new applicants only, at cost	7.00	7.00	0.00	0.00
DBS Online Update Checks via Taxi Plus	0.00	7.20	-	New
Trust ID - RTW check	0.00	4.50	-	New
Trust ID - DBS check only	0.00	deleted	-	-
Licence badge/replacement badge	11.00	12.00	1.00	9.09
Internal PHV Licence Plate	16.00	17.00	1.00	6.25
Internal HC Licence Plate	16.00	17.00	1.00	6.25
Replacement external plate	26.00	28.00	2.00	7.69
Private Hire Vehicle Door Stickers (pair)	36.00	39.00	3.00	8.33
Exempt badge/replacement badge	26.00	28.00	2.00	7.69
Replacement approved fare chart	4.00	4.00	0.00	0.00
Replacement approved no smoking signs (includes VAT)	1.00	deleted	-	-
Duplicate paper licence (replacement)	6.00	6.00	0.00	0.00
Unpaid Cheque Charge	32.00	34.00	2.00	6.25
Amendments to Private Hire Operator Licence	105.00	113.00	8.00	7.62
Charge for Exemption Notice	52.00	56.00	4.00	7.69
Operator's Licence				
Vehicle 3 & under (1 YEAR LICENCE)	514.00	555.00	41.00	7.98
Vehicle 4 & over (1 YEAR LICENCE)	1028.00	1110.00	82.00	7.98
Vehicle 3 & under (5 YEAR LICENCE)	2,570.00	2775.00	205.00	7.98
Vehicle 4 & over (5 YEAR LICENCE)	5,140.00	5550.00	410.00	7.98
Motor Salvage Operators				
Scrap Metal Dealers (replaces Motor Salvage Operators)				
New Site Licence	1,280.00	1,382.00	102.00	7.97
Renewal Site Licence	1,280.00	1,382.00	102.00	7.97
Variation Site Licence	315.00	340.00	25.00	7.94
New Mobile Collector Licence	635.00	686.00	51.00	8.03
Renewal Mobile Collector Licence	635.00	686.00	51.00	8.03
Variation Mobile Collector Licence	315.00	340.00	25.00	7.94
Sex Establishments				
Sex establishment (Sex Shop or Sex Cinema)- New	2,630.00	2,840.00	210.00	7.98
Sex establishment (Sex Shop or Sex Cinema)- Renewal	2,630.00	2,840.00	210.00	7.98
Sex establishment (Sex Shop or Sex Cinema)- Variation/ transfer	469.00	506.00	37.00	7.89
Sexual entertainment venues new	6,170.00	6,664.00	494.00	8.01
Sexual entertainment venues renewal	6,170.00	6,664.00	494.00	8.01
Sexual entertainment variation/ transfer	469.00	506.00	37.00	7.89
* 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

Regulatory & Community Safety Fees and Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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

Regulatory & Community Safety Fees and Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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)	115.00	124.00	9.00	7.83
Commercial Event Road Closures- Market and Street Fairs	280.00	302.00	22.00	7.86
Commercial Event Road Closures- Events (500 or more people)	335.00	361.00	26.00	7.76
Road Closure with no commercial element inc Street Parties	17.00	18.00	1.00	5.88
Miscellaneous Charges				
Copy of Premises/Person Entry in Licensing Register	25.00	27.00	2.00	8.00
Statement of Licensing Policy document	43.00	50.00	7.00	16.28
Statement of Gambling Policy document	43.00	50.00	7.00	16.28
Copy of Licensing Decision Notice	25.00	27.00	2.00	8.00
Current list of licensing applications	12.00	13.00	1.00	8.33
Viewing of Films requiring Certification - Per 15 Minutes	10.00	11.00	1.00	10.00
Issue of Film Certification	10.00	11.00	1.00	10.00
Distribution of Free Printed Matter (DFPM) - Static 1 year	210.00	225.00	15.00	7.14
Distribution of Free Printed Matter (DFPM) - Non static 1 month	105.00	115.00	10.00	9.52
Distribution of Free Printed Matter (DFPM) - Non static 1 year	420.00	450.00	30.00	7.14
Distribution of Free Printed Matter (DFPM) - Replacement badge	26.00	28.00	2.00	7.69
Distribution of Free Printed Matter (DFPM) - Non static 1 Day	26.00	28.00	2.00	7.69
Distribution of Free Printed Matter (DFPM) - Non static 1 Day extra badge	6.00	7.00	1.00	16.67
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	300.00	300.00	0.00	0.00
Parking of vehicles exposed for sale on a road	100.00	100.00	0.00	0.00
Repairing vehicles in a road by a business	100.00	100.00	0.00	0.00
Failure to comply with a request to turn off an idling engine on a stationary vehicle	20.00	20.00	0.00	0.00
Failure to comply with a request to turn off an idling engine on a stationary vehicle (if not paid within 28 days)	40.00	40.00	0.00	0.00
Graffiti/Flyposting	150.00	150.00	0.00	0.00
Failure to nominate key holder within alarm notification area	75.00	75.00	0.00	0.00
Noise Act FPN (residential)	110.00	110.00	0.00	0.00
Noise from licensed premises	500.00	500.00	0.00	0.00
Fly-tipping	400.00	400.00	0.00	0.00
Reduced charge if paid within 10 days				
Depositing litter	75.00	75.00	0.00	0.00
Littering from a vehicle - penalty charge	150.00	150.00	0.00	0.00
Community Protection Notice	75.00	75.00	0.00	0.00
Public Space Protection Order	75.00	75.00	0.00	0.00
Unauthorised distribution of free printed matter	75.00	75.00	0.00	0.00
Failure to comply with a waste receptacles notice (S46- domestic waste)	40.00	40.00	0.00	0.00
Failure to comply with a waste receptacles notice (S47- commercial waste)	75.00	75.00	0.00	0.00
Failure to comply with Household Waste Duty of Care	200.00	200.00	0.00	0.00
Graffiti/Flyposting	75.00	75.00	0.00	0.00
Failure to nominate key holder within alarm notification area	55.00	55.00	0.00	0.00
Fly-tipping	200.00	200.00	0.00	0.00

Planning Fees & Charges 2024/25

	2023/24 Charge	2024/25 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 2024/25

	2023/24 Charge	2024/25 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

Planning Fees & Charges 2024/25

	2023/24 Charge £	2024/25 Charge £	Increase/ (Decrease) £	Increase/ (Decrease) %
Proposed Change of Use of a building from Retail (Use Class A1 or A2) or a Mixed Retail and Residential Use, to a use falling within Use Class C3 (Dwellinghouse), and Associated Building Operations	206.00	206.00	0.00	0.00
Notification for Prior Approval for a Change of Use from Storage and Distribution Buildings (Use Class B8) and any land within its curtilage to Dwellinghouses (Use Class C3)	96.00	96.00	0.00	0.00
Notification for Prior Approval for a Change of Use from Amusement Arcades/Centres and Casinos (Sui Generis) and any land within its curtilage to Dwellinghouses (Use Class C3), and no Associated Building Operations	96.00	96.00	0.00	0.00
Notification for Prior Approval for a Change of Use from Amusement Arcades/Centres and Casinos (Sui Generis) and any land within its curtilage to Dwellinghouses (Use Class C3), and Associated Building Operations	206.00	206.00	0.00	0.00
Notification for Prior Approval for a Change of Use from Shops (Use Class A1), Financial and Professional Services (Use Class A2), betting Offices, Pay Day Loan Shops and Casinos (Sui Generis) to Restaurants and Cafes (Use Class A3) and no Associated Building Operations	96.00	96.00	0.00	0.00
Notification for Prior Approval for a Change of Use from Shops (Use Class A1), Financial and Professional Services (Use Class A2), betting Offices, Pay Day Loan Shops and Casinos (Sui Generis) to Restaurants and Cafes (Use Class A3) and Associated Building Operations	206.00	206.00	0.00	0.00
Notification for Prior Approval for Change of Use from Shops (Use Class A1) and Financial and Professional Services (Use Class A2), Betting Offices, Pay Day Loan Shops (Sui Generis) to Assembly and Leisure (Use Class D2).	96.00	96.00	0.00	0.00
Application for a New Planning Permission to replace an Extant Planning Permission.				
SCHEDULE 1 - (PART SUBSTITUTED FOR PART 1 OF SCHEDULE 1 TO THE 1989 REGULATIONS)				
PART 1 - Fee for applications for a grant of replacement planning permission subject to a new time limit: England Schedule 1 Part 1 New 7B of The Town and Country Planning (Fees for Applications and Deemed applications) Regulations 1989 as amended)				
7B(1) Where an application of the description contained in article 10B(1)(b) of the Town and Country Planning (General Development Procedure Order 1995 is made (consultations before grant of a replacement planning permission subject to a new time limit) the following fees shall be paid to the local planning authority -				
(a) if the application is a householder application	68.00	68.00	0.00	0.00
(b) if the application is an application for major development	690.00	690.00	0.00	0.00
(c) in any other case	234.00	234.00	0.00	0.00
Exempt from VAT				
Documents & Publications				
1st Decision notice	21.45	23.60	2.15	10.00
Subsequent notice	21.45	23.60	2.15	10.00
TPO's	28.33	31.16	2.83	10.00
Legal Agreements	28.33	31.16	2.83	10.00
Plans stamped Approved or Refused	8.80	9.68	0.88	10.00
Local Development Framework Policies Map	32.78	36.06	3.28	10.00
Oxford Local Plan 2036	89.00 (Oxford residents 58.00)	97.00 (Oxford residents 63.00)	8.00	8.99
West End Area Action Plan 2007-2016	39.33	43.26	3.93	10.00
Adopted Supplementary Planning Documents	10.01	11.01	1.00	10.00
Barton Area Action Plan	39.33	43.26	3.93	10.00
Northern Gateway Area Action Plan	39.33	43.26	3.93	10.00
Provision of above documents and publications on the internet				
Provision of above documents and publications on the internet				
Subsequent plans according to size:				
AO plan	6.99	7.68	0.70	10.00
A1 plan	6.99	7.68	0.70	10.00
A2 plan	6.99	7.68	0.70	10.00
A3 plan				
A4 plan				
Provision of above plans on the internet				
Design Review				
Deign Review Panel Meeting (Ex VAT)				
Standard rated & exclusive of VAT				
Weekly schedule of applications				
By Post				
Commercial	233.53	256.88	23.35	10.00
Local groups/residents	193.60	212.96	19.36	10.00
	54.18	59.59	5.42	10.00
	45.38	49.91	4.54	10.00
Via email				
Commercial	59.29	65.22	5.93	10.00

Planning Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Local groups/residents	49.61	54.57	4.96	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)	990.99	1,090.09	99.10	10.00
Charge per hour	492.97	542.26	49.30	10.00
Charge per written report				
Medium scale proposals (6-25 units or 500-2000m2)	753.39	828.73	75.34	10.00
Charge per hour	373.56	410.92	37.36	10.00
Charge per written report				
Small scale proposals (up to 5 units or 499m2)	472.56	519.82	47.26	10.00
Charge per hour	233.75	257.13	23.38	10.00
Charge per written report				
Householder Developments	116.88	128.56	11.69	10.00
Charge per hour	58.30	64.13	5.83	10.00
Charge per written report				
Listed Buildings - Non Householder	458.70	504.57	45.87	10.00
Charge per hour	233.75	257.13	23.38	10.00
Charge per written report				
Listed Buildings - Householder	116.88	128.56	11.69	10.00
Charge per hour	58.30	64.13	5.83	10.00
Charge per written report				
<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.	94.05	103.46	9.41	10.00
Specialist consultant advice (eg. conservation, archaeology, trees, etc) to be provided on an hourly rate basis.	94.05	103.46	9.41	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.	80.03	88.03	8.00	10.00
<u>Exempt from VAT</u>				
Written requests for planning history and planning constraints searches	80.03	88.03	8.00	10.00
Requests of hard copies of plans stamped approved or refused	8.91	9.80	0.89	10.00
Application checking service per application	80.03	88.03	8.00	10.00
HER search	NEW	120.00	-	-
H42 - Householder Prior Approval	116.16	127.78	11.62	10.00
Local Land Charges				
LLC1 form	54.45	59.90	5.45	10.00
LLC1 Additional Parcel	2.20	2.42	0.22	10.00
Additional Enquiries	41.25	45.38	4.13	10.00
<u>Standard rated & exclusive of VAT</u>				
Local Land Charges				
CON29R form	195.80	215.38	19.58	10.00
CON29R Additional Parcel	35.20	38.72	3.52	10.00
CON29O Optional Enquiries 4 to 21 (Additional parcel fees on application)	25.30	27.83	2.53	10.00
CON29O Optional Enquiry 22 only	61.60	67.76	6.16	10.00
Electronic				
Land Charges Register	10.23	11.25	1.02	10.00
Compiled official answers combination of Qu. 1.1k, 3.4, 3.6, 3.7 and 3.8	28.05	30.86	2.81	10.00
All other CON29R questions other than the above				
Official Answers for Component Data (CON29R)				

Planning Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Qu 1.1 a-e	12.76	14.04	1.28	10.00
Qu 1.1 f-l	7.15	7.87	0.72	10.00
Qu 1.2	9.35	10.29	0.94	10.00
2.1-2.5	7.15	7.87	0.72	10.00
Qu 3.1	6.05	6.66	0.61	10.00
Qu 3.2	6.05	6.66	0.61	10.00
Qu 3.3				
Qu 3.4 a-f	10.45	11.50	1.05	10.00
Qu 3.5	6.05	6.66	0.61	10.00
Qu 3.6 a-l	17.60	19.36	1.76	10.00
Qu 3.7a-g	10.45	11.50	1.05	10.00
Qu 3.8	7.15	7.87	0.72	10.00
Qu 3.9a-n	35.20	38.72	3.52	10.00
Qu 3.10 a-h	7.15	7.87	0.72	10.00
Qu 3.11 a-b	7.15	7.87	0.72	10.00
Qu 3.12	6.05	6.66	0.61	10.00
Qu 3.13	6.05	6.66	0.61	10.00
Q3.14	7.15	7.87	0.72	10.00
Qu 3.15	7.15	7.87	0.72	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	58.30	64.13	5.83	10.00
2 plots	93.50	102.85	9.35	10.00
3 plots	127.60	140.36	12.76	10.00
4 - 20 plots	82.50 plus 24.00 per plot	90.75 plus 26.40 per plot	8.25	10.00
21- 50 plots	192.50 plus 22.00 per plot	211.75 plus 24.00 per plot	19.25	10.00
50+ plots	363.00 plus 17.00 per plot	399.30 plus 18.70 per plot	36.30	10.00
Site visits	50.00 minimum charge or 25.00 per hour where minimum charge exceeded	55.00 minimum charge of 27.50 per hour where minimum charge exceeded	5.00	10.00
Note: for unusual street layouts a site visit may be required				
New street name	132.00	145.20	13.20	10.00
New building name (eg for blocks of flats / offices)	58.30	64.13	5.83	10.00
Changes to new addresses caused by changes to development after issue of numbering scheme. Cost per plot	12.10	13.31	1.21	10.00
Reissue of address following demolition and reconstruction	35.20	38.72	3.52	10.00
Change of house name	52.80	58.08	5.28	10.00
Addition of house name to numbered property	52.80	58.08	5.28	10.00

Oxford Direct Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Garden Waste Charges				
Outside Scope for VAT				
Garden Waste Bags Pack 10	50.35	55.35	5.00	9.93
Garden Waste Bags Pack 20 / Bin	75.00	85.00	10.00	13.33
Concessionary rate for Garden Waste Bags/Bin	47.16	50.00	2.84	6.02
Bulky Waste Charges				
Outside Scope for VAT				
Bulky household waste collection (excluding large electrical or white goods)	20.00	22.00	2.00	10.00
Large electrical or white goods (per item)	30.00	33.00	3.00	10.00
Concessionary rate at 50%	£10- £15	£10- £15		
Charge for replacement bins - Two wheeled Blue, green and brown bin	30.00	35.00	5.00	16.67
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	3.90	4.10	0.20	5.13
1 to 2 Hours	5.00	5.25	0.25	5.00
2 to 3 Hours	6.10	6.41	0.31	5.08
3 to 4 Hours	8.30	8.72	0.42	5.06
4 to 5 Hours	10.50	11.03	0.53	5.05
5 to 6 Hours	12.70	13.34	0.64	5.04
6 to 12 Hours	20.40	21.42	1.02	5.00
12 - 24 Hours	28.10	29.51	1.41	5.02
All other times	4.40	4.62	0.22	5.00
Worcester Street Car Park				
Monday to Friday (08:00 - 20:00)				
0 - 1 Hours	5.00	5.25	0.25	5.00
1 to 2 Hours	7.20	7.56	0.36	5.00
2 to 3 Hours	10.50	11.03	0.53	5.05
3 to 4 Hours	13.20	13.86	0.66	5.00
4 to 6 Hours	20.40	21.42	1.02	5.00
6 to 8 Hours	31.40	32.97	1.57	5.00
8+ Hours	39.10	41.06	1.96	5.01
All other times	5.00	5.25	0.25	5.00
Saturday & Sunday (08:00 - 20:00)				
0 - 1 Hours	5.50	5.78	0.28	5.09
1 to 2 Hours	8.60	9.03	0.43	5.00
2 to 3 Hours	11.60	12.18	0.58	5.00
3 to 4 Hours	14.30	15.02	0.72	5.03
4 to 6 Hours	22.60	23.73	1.13	5.00
6 to 8 Hours	33.60	35.28	1.68	5.00
8+ Hours	39.10	41.06	1.96	5.01
All other times	5.50	5.78	0.28	5.09
Gloucester Green Car Park				
Monday to Friday (08:00 - 20:00)				
0 - 1 Hours	5.00	5.25	0.25	5.00
1 to 2 Hours	7.20	7.56	0.36	5.00
2 to 3 Hours	10.50	11.03	0.53	5.05
3 to 4 Hours	13.20	13.86	0.66	5.00
4 to 6 Hours	20.40	21.42	1.02	5.00
6 to 8 Hours	31.40	32.97	1.57	5.00
8+ Hours	39.10	41.06	1.96	5.01
All other times	5.00	5.25	0.25	5.00
Saturday & Sunday (08:00 - 20:00)				
0 - 1 Hours	5.50	5.78	0.28	5.09
1 to 2 Hours	8.60	9.03	0.43	5.00
2 to 3 Hours	11.60	12.18	0.58	5.00
3 to 4 Hours	14.30	15.02	0.72	5.03
4 to 6 Hours	22.60	23.73	1.13	5.00
6 to 8 Hours	33.60	35.28	1.68	5.00
8+ Hours	39.10	41.06	1.96	5.01
All other times	5.50	5.78	0.28	5.09
Other Off Street Car Parks				

Oxford Direct Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
St Clements Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	2.20	2.40	0.20	9.09
1 to 2 Hours	2.70	2.90	0.20	7.41
2 to 3 Hours	4.20	4.40	0.20	4.76
3 to 4 Hours	7.70	7.90	0.20	2.60
4 to 24 Hours	15.20	15.40	0.20	1.32
All other times	2.20	2.40	0.20	9.09
Headington Car Park				
Monday to Sunday (08:00 - 20:00)				
0 to 1 Hours	2.20	2.40	0.20	9.09
1 to 2 hours	2.70	2.90	0.20	7.41
2 to 3 Hours	3.70	3.90	0.20	5.41
3 to 4 Hours	6.20	6.40	0.20	3.23
4 to 24 Hours	15.20	15.40	0.20	1.32
All other times	2.20	2.40	0.20	9.09
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	2.40	0.20	9.09
1 to 2 Hours	2.70	2.90	0.20	7.41
2 to 3 Hours	3.70	3.90	0.20	5.41
3 to 4 Hours	6.20	6.40	0.20	3.23
4 to 24 Hours	15.20	15.40	0.20	1.32
All other times	2.20	2.40	0.20	9.09
Ferry Pool Car Park				
Monday to Sunday (08:00 - 20:00)				
0 - 1 Hours	2.20	2.40	0.20	9.09
1 to 2 Hours	2.70	2.90	0.20	7.41
2 to 3 Hours	3.70	3.90	0.20	5.41
3 to 4 Hours	6.20	6.40	0.20	3.23
4 to 24 Hours	15.20	15.40	0.20	1.32
All other times	2.20	2.40	0.20	9.09
Annual Permit (20:00-08:00)	120.00	150.00	30.00	25.00
St Leonards				
Monday to Sunday (08:00 - 20:00)				
0 to 1 Hours	2.20	2.40	0.20	9.09
1 to 2 hours	2.70	2.90	0.20	7.41
2 to 3 Hours	3.70	3.90	0.20	5.41
3 to 4 Hours	6.20	6.40	0.20	3.23
4 to 24 Hours	15.20	15.40	0.20	1.32
All other times	2.20	2.40	0.20	9.09
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	2.40	0.20	9.09
1 to 2 Hours	2.70	2.90	0.20	7.41
2 to 3 Hours	3.70	3.90	0.20	5.41
3 to 4 Hours	6.20	6.40	0.20	3.23
4 to 24 Hours	15.20	15.40	0.20	1.32
All other times	2.20	2.40	0.20	9.09
Bury Knowle - NEW				
0 to 2 Hours	NEW	Free	-	-
2 to 3 Hours	NEW	4.00	-	-
3 to 5 Hours	NEW	6.50	-	-
6 to 8 Hours	NEW	15.50	-	-
Chargeable Parking in Selected Park Areas				
Cotteslowe Park - Harbord Road				
Monday to Sunday				
0 - 1 hour	0.90	1.00	0.10	11.11
1 - 3 hours	2.10	2.20	0.10	4.76
3 - 24 hours	3.10	3.20	0.10	3.23
Annual Permit	50.00	100.00	50.00	100.00
Note: for Park visit use only				
Alexandra Courts - Woodstock Road				
Monday to Sunday				
0 - 1 hours	1.10	1.20	0.10	9.09

Oxford Direct Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
1 - 3 hours	2.10	2.20	0.10	4.76
3 - 5 hours	4.10	4.20	0.10	2.44
5 - 24 hours	15.10	15.20	0.10	0.66
Annual Permit	50.00	100.00	50.00	100.00
Note: for Park visit use only				
Cotteslowe Park - A40				
Monday to Sunday				
0 - 1 hour	0.90	1.00	0.10	11.11
1 - 3 hours	2.10	2.20	0.10	4.76
3 - 24 hours	3.10	3.20	0.10	3.23
Annual Permit	50.00	100.00	50.00	100.00
Note: for Park visit use only				
Port Meadow - Walton Well Road				
Monday to Sunday				
0 - 1 hours	0.90	1.00	0.10	11.11
1 - 3 hours	2.10	2.20	0.10	4.76
3 - 5 hours	4.10	4.20	0.10	2.44
5 - 24 hours	15.10	15.40	0.30	1.99
Annual Permit	50.00	100.00	50.00	100.00
Note: for Park visit use only				
Hinksey Park - Abingdon Road				
Monday to Sunday				
0 - 1 hours	0.90	1.00	0.10	11.11
1 - 3 hours	2.10	2.20	0.10	4.76
3 - 5 hours	4.10	4.20	0.10	2.44
5 - 24 hours	15.10	15.40	0.30	1.99
Annual Permit	50.00	100.00	50.00	100.00
Note: for Park visit use only				
Oatlands Rd				
Monday to Sunday				
0 - 1 hours	0.60	0.70	0.10	16.67
1 - 3 hours	1.50	1.60	0.10	6.67
3 - 5 hours	2.50	2.60	0.10	4.00
5 - 24 hours	10.40	10.70	0.30	2.88
Annual Permit	50.00	100.00	50.00	100.00
Note: for Park visit use only				
Godstowe Rd				
Monday to Sunday				
0 - 1 hours	0.60	0.70	0.10	16.67
1 - 3 hours	1.50	1.60	0.10	6.67
3 - 5 hours	2.50	2.60	0.10	4.00
5 - 24 hours	10.40	10.70	0.30	2.88
Annual Permit	50.00	100.00	50.00	100.00
Note: for Park visit use only				
Florence Park				
Monday to Sunday				
0 - 1 hours	0.60	0.70	0.10	16.67
1 - 3 hours	1.50	1.60	0.10	6.67
3 - 5 hours	2.50	2.60	0.10	4.00
5 - 24 hours	10.40	10.70	0.30	2.88
Annual Permit	50.00	100.00	50.00	100.00
Note: for Park visit use only				
Sunnymead - NEW				
Monday to Sunday				
0 - 1 hour	NEW	1.20	-	-
1 - 3 hours	NEW	2.40	-	-
3 - 24 hours	NEW	3.40	-	-
Annual Permit	NEW	100.00	-	-
Note: for Park visit use only				
Park & Ride				
Redbridge, Seacourt & Peartree				
0-1 hour free	0.00	0.00	0.00	-
1-16 hours	2.00	2.50	0.50	25.00
16-24 hours	4.00	4.50	0.50	12.50
24-48 hours	8.00	8.50	0.50	6.25
48-72 hours	12.00	12.50	0.50	4.17
Monthly Permit	30.00	40.00	10.00	33.33
Quarterly Permit	85.00	110.00	25.00	29.41
Annual Permit	300.00	370.00	70.00	23.33
Combined parking & bus ticket - car plus 1 adult	4.00	4.00	0.00	0.00
Combined parking & bus ticket - car plus 2 adults	5.00	5.00	0.00	0.00

Oxford Direct Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
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
<u>Parking Penalty Charges</u>				
<u>Outside Scope for VAT</u>				
For Off-Street Parking, Gloucester Green Bus Station and loading area				
Failure to display a current, valid ticket	100.00	100.00	0.00	0.00
Overstaying the expiry time of the ticket purchased	100.00	100.00	0.00	0.00
Parking in an area which is closed or not available for use	100.00	100.00	0.00	0.00
Causing an obstruction or nuisance	100.00	100.00	0.00	0.00
Parking in a manner in which the whole or part of the vehicle is outside of a marked bay	100.00	100.00	0.00	0.00
Unauthorised class of vehicle	100.00	100.00	0.00	0.00
Parking in a parking bay reserved for a specific class of vehicle	100.00	100.00	0.00	0.00
Causing a vehicle to remain in a car park when it is closed	100.00	100.00	0.00	0.00
Bus overstay layover bay in excess of 30 minutes	100.00	100.00	0.00	0.00
Bus overstay layover bay in excess of 60 minutes	100.00	100.00	0.00	0.00
Return to car park to park within 3 hours of expiry of a ticket for that car park	100.00	100.00	0.00	0.00
Recovery of a removed vehicle from any offence position	150.00	150.00	0.00	0.00
Cemeteries Fees & Charges				
Purchase of Exclusive Rights of Burial:				
Exclusive Right of Burial for 50 years in an adult grave (Resident)	1,040.00	1,050.00	10.00	0.96
Exclusive Right of Burial for 50 years in an adult grave (Non-Resident)	3,100.00	3,110.00	10.00	0.32
Exclusive Right of Burial for 50 years in a child grave (Resident)	0.00	0.00	0.00	-
Exclusive Right of Burial for 50 years in a child grave (Non-Resident)	590.00	595.00	5.00	0.85
Exclusive Right of Burial for 50 years in a cremated remains plot (Resident)	440.00	445.00	5.00	1.14
Exclusive Right of Burial for 50 years in a cremated remains plot (Non-Resident)	1,320.00	1,330.00	10.00	0.76
Fee to purchase additional 25 years Exclusive Rights of Burial:				
Fee to purchase additional 25 years Exclusive Right of Burial in an adult grave	500.00	510.00	10.00	2.00
Fee to purchase additional 25 years Exclusive Right of Burial in an child's grave	150.00	160.00	10.00	6.67
Fee to purchase additional 25 years Exclusive Right of Burial in a cremated remains plot	210.00	220.00	10.00	4.76
Fee for the transfer of a Deed or Grant	90.00	95.00	5.00	5.56
Fee for Arrangement of Cremated Remains Interment	40.00	45.00	5.00	12.50
Fee for Attending Cremated Remains Interment	60.00	70.00	10.00	16.67
Search Fee:				
Search Fee: General Enquiry (1-2 searches)	Nil	Nil		
Search Fee: Family History (3-5 searches)	10.00	15.00	5.00	50.00
Search Fee: Family History (5-10 searches)	20.00	25.00	5.00	25.00
To verify Deed Holder prior to burial where no Deed produced	50.00	55.00	5.00	10.00
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	-
A child whose age at the time of death was less than one month (Non-Resident)	80.00	85.00	5.00	6.25
Interment of child at time of death was prior to 12th birthday (Resident)	0.00	0.00	0.00	-
Interment of child at time of death was prior to 12th birthday (Non-Resident)	215.00	220.00	5.00	2.33
Interment of person at time of death was beyond 12th birthday in single depth grave (Resident)	725.00	730.00	5.00	0.69
Interment of person at time of death was beyond 12th birthday in single depth grave (Non-Resident)	2,175.00	2,180.00	5.00	0.23

Oxford Direct Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Interment of person at time of death was beyond 12th birthday in double depth grave or to re-open grave (Resident)	630.00	640.00	10.00	1.59
Interment of person at time of death was beyond 12th birthday in double depth grave or to re-open grave (Non-Resident)	1,890.00	1,900.00	10.00	0.53
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Resident)	260.00	265.00	5.00	1.92
Interment of ashes in grave where Exclusive Right of Burial has been purchased (Non-Resident)	780.00	790.00	10.00	1.28
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	-
For the interment of a foetus (less than 24 weeks gestation) in a communal grave through hospital contract (Non-Resident)	30.00	30.00	0.00	0.00
Interment of body parts	60.00	65.00	5.00	8.33
Timber shoring for backfilling	205.00	210.00	5.00	2.44
Timber for use as wooden top covering	110.00	115.00	5.00	4.55
Casket - not metal (Resident)	1,240.00	1,250.00	10.00	0.81
Casket - not metal (Non-Resident)	3,720.00	3,730.00	10.00	0.27
Exhumation of an Adult	6,000.00	6,500.00	500.00	8.33
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	250.00	260.00	10.00	4.00
A headstone, book or other memorial up to and including 2 feet 6 inches in height (including cremated remains memorials up to a maximum of 18 inches)	210.00	220.00	10.00	4.76
A headstone, flat stone, tablet book, inscribed vase or other memorial on any plot up to and including 12 inches in height	150.00	155.00	5.00	3.33
A headstone or other memorial on a child's grave not exceeding 18 inches in height	60.00	65.00	5.00	8.33
Flat cover slab 6 feet x 3 feet approximately on an adult's grave	210.00	215.00	5.00	2.38
Flat cover slab 3 feet x 1.5 feet approximately on a child's grave	110.00	115.00	5.00	4.55
Any additional inscription after the first on any memorial	130.00	135.00	5.00	3.85
Memorial Plaques 10" x 5"	50.00	60.00	10.00	20.00
Miscellaneous:				
Chapel - Use of Cemetery Chapel and organ per 30 minute period	140.00	150.00	10.00	7.14
Penalty for late arrival	60.00	70.00	10.00	16.67
Penalty for extended during	80.00	90.00	10.00	12.50
Commercial photography (per hour or part hour)	160.00	180.00	20.00	12.50
Minor filming or video recording (per hour or part hour)	280.00	290.00	10.00	3.57
Major filming (per hour or part hour)	400.00	450.00	50.00	12.50
Photocopies of Grave Section Maps (A4 per sheet)	2.00	2.00	0.00	0.00
Photocopies of Registers (A3 per sheet)	2.00	2.00	0.00	0.00
Copy of Deed document	20.00	20.00	0.00	0.00
Provision of wooden frame surround on a grave	90.00	95.00	5.00	5.56
Dog Warden Services				
Collection fee	148.50	163.50	15.00	10.10
1st day kennelling admin fee	32.50	36.00	3.50	10.77
Cost of kennelling per day	22.00	24.50	2.50	11.36
Return of impounded stray dog (additional cost per day after first week)	22.00	24.50	2.50	11.36
Return of impounded stray where owner in receipt of prescribed benefits	110.00	121.00	11.00	10.00
Stray Returned Direct to Owner (without going to kennels)	95.00	104.50	9.50	10.00
Stray Returned Direct to Owner (without going to kennels) where the owner in receipt of prescribed benefits	30.00	33.00	3.00	10.00
Veterinary costs during impound to be recharged to customer				
Rehoming cost after 14 days impound	198.00	218.00	20.00	10.10
Pest Control Services (Treatments in Domestic Premises)				
For people not in receipt of prescribed benefits:				
Rats - charge per treatment	90.13	99.50	9.37	10.40
Mice - charge per treatment	90.13	99.50	9.37	10.40
Wasps	97.00	106.70	9.70	10.00
Garden Ants (other than Pharaohs Ants)	123.00	135.50	12.50	10.16
Bedbugs - initial survey and up to 2 treatment visits (Up to standard 3 bedroom property)	605.00	665.50	60.50	10.00
Bedbugs - additional rooms	108.00	119.00	11.00	10.19
Bedbugs - additional treatment visits (Up to standard 3 bedroom property)	181.50	200.00	18.50	10.19

Oxford Direct Services Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	287.00	316.00	29.00	10.10
Moths - additional rooms	55.00	60.50	5.50	10.00
Moths - additional treatment visits (Up to standard 3 bedroom property)	143.00	157.50	14.50	10.14
Coachroache Survey	48.00	53.00	5.00	10.42
Cockroaches - Initial treatment visit and 1 revisit	204.00	224.50	20.50	10.05
Cockroaches - additional revisits	130.00	143.00	13.00	10.00
Pharaoh ants Survey	48.00	53.00	5.00	10.42
Pharaoh ants - Initial treatment visit and 1 revisit	433.00	476.50	43.50	10.05
Pharaoh antss - additional revisits	106.00	117.00	11.00	10.38
Fleas - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	287.00	316.00	29.00	10.10
Fleas - additional rooms	55.00	60.50	5.50	10.00
Fleas - additional treatment visits (Up to standard 3 bedroom property)	143.00	157.50	14.50	10.14
Squirrels - call out and treatment charge for up to three visits	238.00	262.00	24.00	10.08
Other pests where there is a public health significance - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	233.00	256.50	23.50	10.09
Other pests where there is a public health significance - additional rooms	48.00	53.00	5.00	10.42
Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property)	143.00	157.50	14.50	10.14
Site survey & advice	48.00	53.00	5.00	10.42
Preperation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation	97.00	107.00	10.00	10.31
Heat treatment for Bed Bugs, minimum charge dependant on area	Quotation following survey	Quotation following survey		
Premium Rate for a premium service				
For people in receipt of prescribed benefits:				
Rats - charge per treatment	66.00	73.00	7.00	10.61
Mice - charge per treatment	66.00	73.00	7.00	10.61
Wasps	41.00	45.50	4.50	10.98
Garden Ants (other than Pharaohs Ants)	46.50	51.50	5.00	10.75
Bedbugs - initial survey and up to 1 treatment visit	245.00	269.50	24.50	10.00
Bedbugs - additional treatment visits	187.00	206.00	19.00	10.16
Moths - initial survey and 1 treatment visit (Up to standard 3 bedroom property)	52.00	57.50	5.50	10.58
Moths - additional treatment visits (Up to standard 3 bedroom property)	52.00	57.50	5.50	10.58
Pharaoh ants - Initial treatment visit and 3 revisit - NOTE added extra 2 revisits	93.00	102.50	9.50	10.22
Cockroaches - Initial survey, treatment visit and 1 revisit - NOTE Added additional survey visit	70.00	77.00	7.00	10.00
Fleas - initial survey and 1 treatment visit	52.00	57.50	5.50	10.58
Fleas - additional treatment visits (Up to standard 3 bedroom property)	52.00	57.50	5.50	10.58
Squirrels - call out and treatment charge for up to three visits	93.00	102.50	9.50	10.22
Other pests where there is a public health significance - initial survey and 1 treatment visit	53.00	58.50	5.50	10.38
Other pests where there is a public health significance - additional treatment visits (Up to standard 3 bedroom property)	52.00	57.50	5.50	10.58
Site survey & advice	41.00	45.50	4.50	10.98
Preparation work for spray treatments (bedbugs, moths & fleas) per hour based on quotation	82.00	90.50	8.50	10.37
Heat treatment for Bed Bugs, minimum charge dependant on area	339.90	374.00	34.10	10.03
Heat treatment for Bed Bugs, approximate cost. 4 bed	1,122.00	1,234.50	112.50	10.03
Heat treatment for Bed Bugs, approximate cost. 3 bed	1,056.00	1,162.00	106.00	10.04
Heat treatment for Bed Bugs, approximate cost. 2 bed	976.80	1,074.00	97.20	9.95
Heat treatment for Bed Bugs, approximate cost. 1 bed	871.00	958.50	87.50	10.05
Pest Control Services (Commercial Premises)				
Commercially sensitive				

Environmental Sustainability Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Contaminated Land Enquiries (not Land Charges)				
Location enquires - fixed price	89.00	98.00	9.00	10.11
Locational enquires- additional questions	29.00	32.00	3.00	10.34
Air Quality Enquiries				
Provision of data and written advice	Hourly rate agreed on commissioning	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	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.	89.00	98.00	9.00	10.11
Miscellaneous				
Air Quality Reports	30.00	33.00	3.00	10.00
Contaminated Land Strategy document	30.00	33.00	3.00	10.00

Law & Governance Fees & Charges 2024/25

	2023/24 Charge	2024/25 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	-	-
All legal transactions subject to the exceptions/ qualifications set out below:-	£190 an hour	£200 an hour	10.00	5.20
Legal Hub Transaction: Standard hourly rate	£125 an hour excluding VAT	£140 an hour excluding VAT	15.00	12.00
Third party hourly rate: including for s106 agreements	£225 an hour excluding VAT	£250 an hour excluding VAT	25.00	11.10
s160/UU/deed of variation (simple) Minimum Fee (hour rate thereafter)	New charge	£3,000 minimum fee		
Simple UU/S106 for simultaneous developments, "either/or" developments or simple householder matters Minimum Fee (hour rate thereafter)	New charge	£20,000 minimum fee		
Complex S106/deeds of variation requiring multiple obligations or where there is on-site affordable housing and joint agreements with the County Council Minimum Fee (hour rate thereafter)	New charge	£3,500 minimum fee		
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.	-	-
Other Public Body or Charitable Organisation Transactions				
Standard hourly rate	£130 an hour excluding VAT	£145 per hour excluding VAT	15.00	11.50
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.	-	-
Property Transactions				
Lease	£1,550 minimum charge	£1,700 minimum charge	150.00	9.70
Agreement for lease/building agreement	£825 minimum charge	£900 minimum charge		
Licence to assign/underlet/change of use/alter - Deed of variation/release	850.00	Replaced below 935.00	-	-
Deed of grant/easement	850.00	1,250.00	400.00	47.06
Rent deposit/AGA/guarantee	425.00	465.00	40.00	9.41
Right of way licence	425.00	650.00	225.00	52.94
Licence to occupy	425.00	650.00	225.00	52.94
Registration(commercial)	100.00	110.00	10.00	10.00
Registration (commercial unit in housing estate)	70.00	77.00	7.00	10.00
Registration (residential)	60.00	66.00	6.00	10.00
Registration (residential) 2 notices	85.00	93.00	8.00	9.41
Registration (residential) 3 notices	115.00	125.00	10.00	8.70
Site access / Investigation licences	New charge	£800 minimum charge		
Residential Statutory lease extensions	New charge	£1600 minimum charge		
Deed of Covenant	New charge	£500 minimum charge		
Wayleaves	New charge	£500 minimum charge		
Licence to Assign	New charge	£860 minimum charge		
Licence to underlet	New charge	£975 minimum charge		
Licence to change use / alter	New charge	£860 minimum charge		
Shared Ownership resale fees (admin)	New charge	175.00		
Shared Ownerships staircasing fees (admin)	New charge	150.00		
Sale	0.25% of property price with a minimum charge of £680	0.25% of property price with a minimum charge of £740	60.00	8.80

Law & Governance Fees & Charges 2024/25

	2023/24 Charge	2024/25 Charge	Increase/ (Decrease)	Increase/ (Decrease)
	£	£	£	%
Acquisition	The rate agreed by the Head of Law and Governance for the particular transaction.	0.3% of property price with a minimum charge of £1000		
Committee and Members' Services				
Copies of the Constitution	30.00	30.00	0.00	0.00
Copies of agenda	Reasonable charges to be set by Head of Law and Governance	Reasonable charges to be set by Head of Law and Governance		
Inspection of background papers	Reasonable charges to be set by Head of Law and Governance	Reasonable charges to be set by Head of Law and Governance		
Research of non electronically archived minutes	Reasonable charges to be set by Head of Law and Governance	Reasonable charges to be set by Head of Law and Governance		
Electoral Services				
Hire of ballot boxes	20.00	22.00	2.00	10.00
Hire of polling screens	20.00	22.00	2.00	10.00
Certificates of Registration (for current register)	0.00	0.00	0.00	-
Certificates of Registration (for historic registers at same address)	0.00	0.00	0.00	-
Certificates of Registration (for historic registers at different addresses)	0.00	0.00	0.00	-

BUDGET REPORT RISK IMPLICATIONS 2024/25 to 2027/28

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	
B4	Reduced return from companies	Threat	Reduction in interest and dividend from OCHL or dividend from ODS	Reduced development activity in OCHL or increased interest costs from borrowing. Reduced income and efficiencies in ODS	Severe impact on Councils MTFP.	30-Oct-23	4	3	4	3	4	2	Monitor monthly
B6	Partner failure	Threat	Major partner fails financially causing disruption or ceasing of key council services e.g leisure	Financial failure of partner	Overpends or service reduction in other service areas	30-Oct-23	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	30-Oct-23	4	3	4	3	4	2	Monitor monthly
B8	Treasury Investment returns	Threat	Economic activity has an adverse effect on investment returns	Investment returns are derived from a number of sources. Interest returns from OCHL may be less if activity within the company 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	30-Oct-23	4	3	4	3	4	2	Interest rates are already on the increase and may adversely affect 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 2023-24 budget that could impact on 2024-25 and beyond	Changes in circumstances make savings unattainable	Reduced efficiencies increased overspend on net budget	30-Oct-23	3	3	3	3	3	2	Monitor monthly, take corrective action if problem identified. Use contingencies within the budget to cover high and medium risks
B10	Right to Buy sales vary from estimate	Threat	Variations in numbers of RTB's affects HRA planning	More houses sold	A decrease in the numbers of RTB's will lead to less capital receipts to fund the Capital Programme. Conversely an increase in the numbers of RTBs would lead to a revenue pressure from reduced rental income	30-Oct-23	3	3	3	3	3	2	Track situation and either re-prioritise spend or use additional borrowing headroom

129

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	
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	30-Oct-23	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 Streams	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	30-Oct-23	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	30-Oct-23	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	30-Oct-23	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	30-Oct-23	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 2025-26 to 2027-2028 and 2024-25 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 2023 to January 2024.

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”.

131

Budget Proposal	Increase Council Tax by an expected 2.99% for 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. 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 this increase at £10.06 per annum is the higher
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 to 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 2023 to January 2024. 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. And is proposing to keep the scheme as is for the first year.																		
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 continues to be the one of only a few authorities to maintain a Council Tax Reduction Support Scheme covering 100% of the council tax although with the current budgetary pressures it is uncertain how long this can continue to be supported. Currently the total net caseload is 10,000 receiving Council Tax Benefit & Housing Benefit, with 4,400 of those receiving CTR discount in full with a further 500 having to pay less than £1. The 2.99% increase will have limited or nil effect on these accounts. <table border="1" data-bbox="622 671 2033 1075"> <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 7.70% per annum for 2024/25.																		
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. Last year in the Autumn Budget the Chancellor confirmed the maximum level as 7%. With base rates at 5.25% and CPI at 6.7% the Council would need to make reductions on service should the rent rise not be at least 7.7% (based on CPI at September 2023 which is recommended within this Budget paper.																		

What are the likely risks?	The increase for 2024-25 at 7.7% represents an average of £9.27 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?	<ul style="list-style-type: none"> As of end of October 2023 there are a total of 4930 HRA tenants (65.2%) claiming Housing cost element of Universal Credit or Housing Benefit. This is made up of 2651 Universal Claimants and 2279 Housing Benefit 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 2025 .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	<p>Strong governance and review will mitigate against any adverse impacts, although none have been flagged</p> <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	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 inflationary increases in fees and charges. In 2024-25 there are increases in the areas shown below</p> <p>37. Fees and Charges – Details of specific fees and charges increases in 2024-25 are given in Appendix 8 with summary details below:</p> <p>a) Off street Car Parking – 30p on all car parks on all tariffs with increases ranging from 2% to 13.6% on city centre car parks, 2% to 50% for other car parks outside city centre and in parks.</p> <p>b) Park and Ride – 50p on all tariffs but with first hour free. Increases ranges from 4% to 25%</p>									

	<p>c) Garden waste bins - £75 increased to £85 (13% increase) with an increase in the concessionary rate from £47.16 to £50 i.e. 6.02%</p> <p>d) Replacement bins – for the replacement of two wheeled blue, green and brown bins - £30 increasing to £35 i.e. 17% increase</p> <p>e) Bulky Waste collection: Current charge of £20 per item increasing to £22 (10%) and from £30 to £33 (10%) for larger items, e.g. refrigerators, washing machines etc. with concessions remaining unchanged</p> <p>f) Land charges- 10% increase</p> <p>g) Planning fees – At the time of writing this report the Council have yet to receive notification from the Government of the increase.</p> <p>h) Building control – Increases ranging from 1-5%</p> <p>i) General Licenses – increases of up to 5%</p> <p>Leisure activities The Council are currently out to tender for the future operation of its leisure centres from April next year. Fees and charges will be set in consultation with the incoming operator when the results of the tendering exercise are known</p> <p>Other</p> <p>j) Cemeteries- exclusive rights of burial - £10 (0.96%)</p> <p>k) Pest Control – rates, mice etc. – £9.37 (10.4%)</p> <p>l) Dog warden collection - £15 – (10.1%)</p> <p>m) Taxi Licenses - (6% - 8%)</p> <p>n) Garages - £1.25 – 7%</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 2023/ January 2024).

<p>What mitigating actions will the Council implement to offset any negative impacts?</p>	<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 – 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% -60% concession for most services, with 27% concession for rats and mice treatment</p> <p>Garden waste – 33% concession</p> <p>Bulky Items – 50% concession</p>									
<p>Overall assessment of the equality risks</p>	<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="613 798 2042 1201"> <tr> <td data-bbox="613 798 1120 893"> <p>Race Neutral</p> </td> <td data-bbox="1120 798 1590 893"> <p>Disability Neutral</p> </td> <td data-bbox="1590 798 2042 893"> <p>Age Neutral</p> </td> </tr> <tr> <td data-bbox="613 989 1120 1085"> <p>Gender reassignment Neutral</p> </td> <td data-bbox="1120 989 1590 1085"> <p>Religion or Belief Neutral</p> </td> <td data-bbox="1590 989 2042 1085"> <p>Sexual Orientation Neutral</p> </td> </tr> <tr> <td data-bbox="613 1101 1120 1201"> <p>Sex Neutral</p> </td> <td data-bbox="1120 1101 1590 1201"> <p>Pregnancy and Maternity Neutral</p> </td> <td data-bbox="1590 1101 2042 1201"> <p>Marriage & Civil Partnership Neutral</p> </td> </tr> </table>	<p>Race Neutral</p>	<p>Disability Neutral</p>	<p>Age Neutral</p>	<p>Gender reassignment Neutral</p>	<p>Religion or Belief Neutral</p>	<p>Sexual Orientation Neutral</p>	<p>Sex Neutral</p>	<p>Pregnancy and Maternity Neutral</p>	<p>Marriage & Civil Partnership Neutral</p>
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Budget Consultation 2024-25

<https://consultation.oxford.gov.uk/financial-services/budget-consultation-2024-25>

This report was created on Friday 12 January 2024 at 12:22

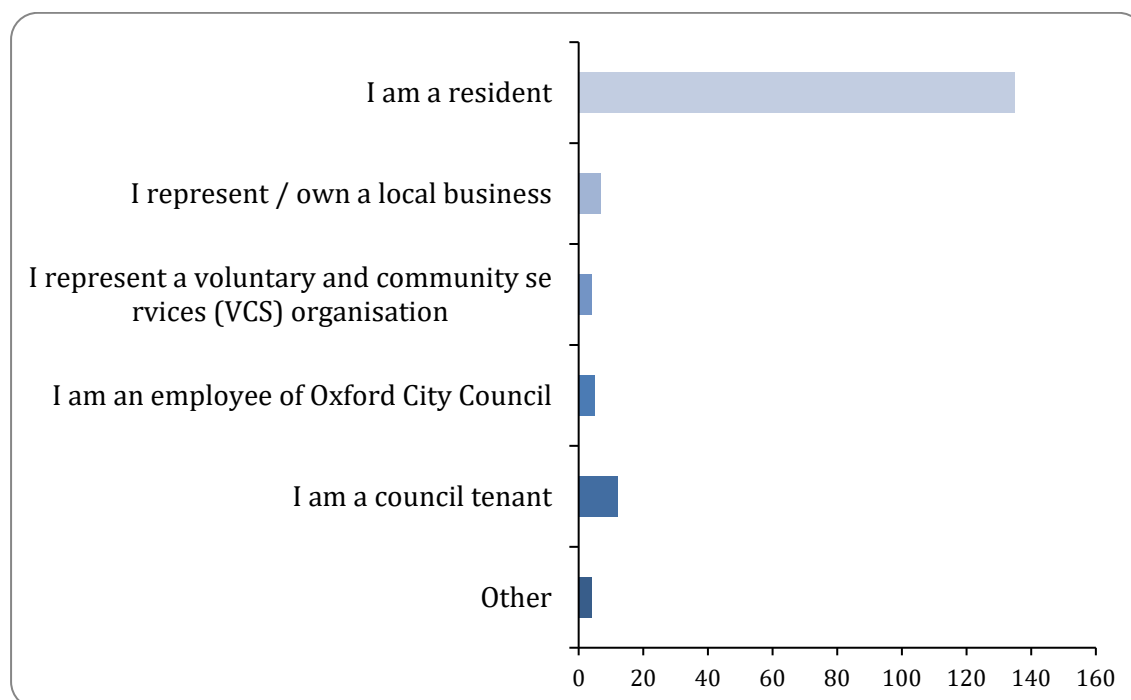
The activity had not yet closed when this report was generated. As such, this report may not accurately reflect the final distribution of responses, and should be treated as interim only.

Responses to this survey: **146**

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

Role

There were 146 responses to this part of the question.



Option	Total	Percent
I am a resident	135	92.47%
I represent / own a local business	7	4.79%
I represent a voluntary and community services (VCS) organisation	4	2.74%
I represent another stakeholder e.g. parish council, health, police etc.	0	0.00%
I am an employee of Oxford City Council	5	3.42%

I am a council tenant	12	8.22%
Other	4	2.74%
Not Answered	0	0.00%

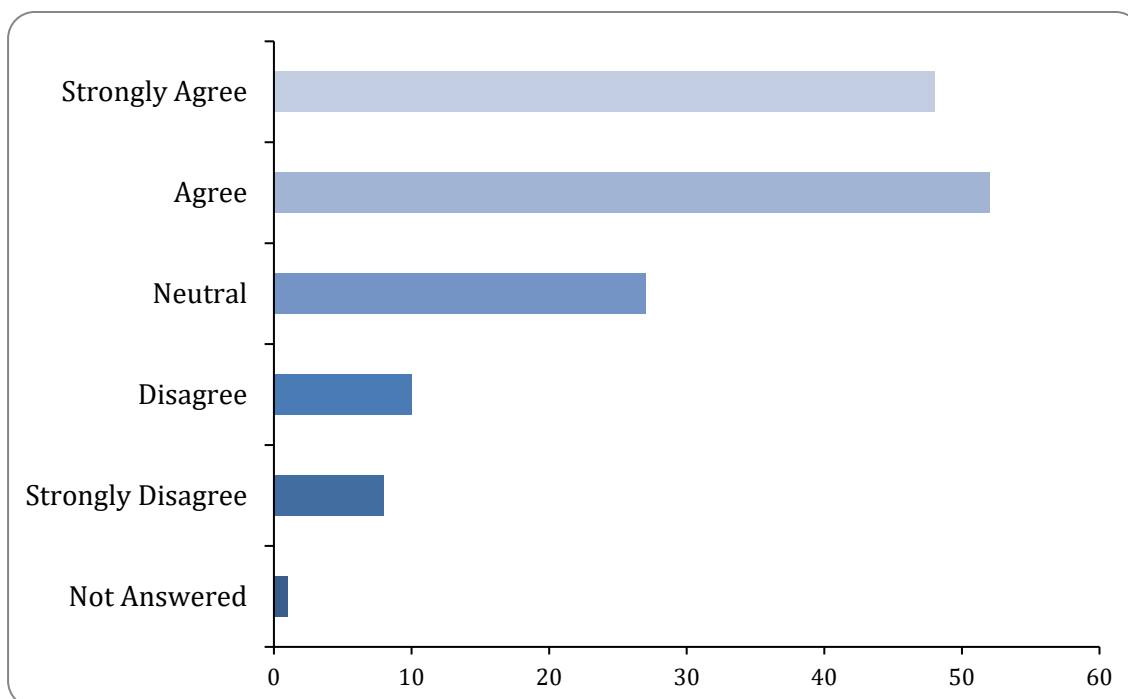
If Other, please provide details

There were 4 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

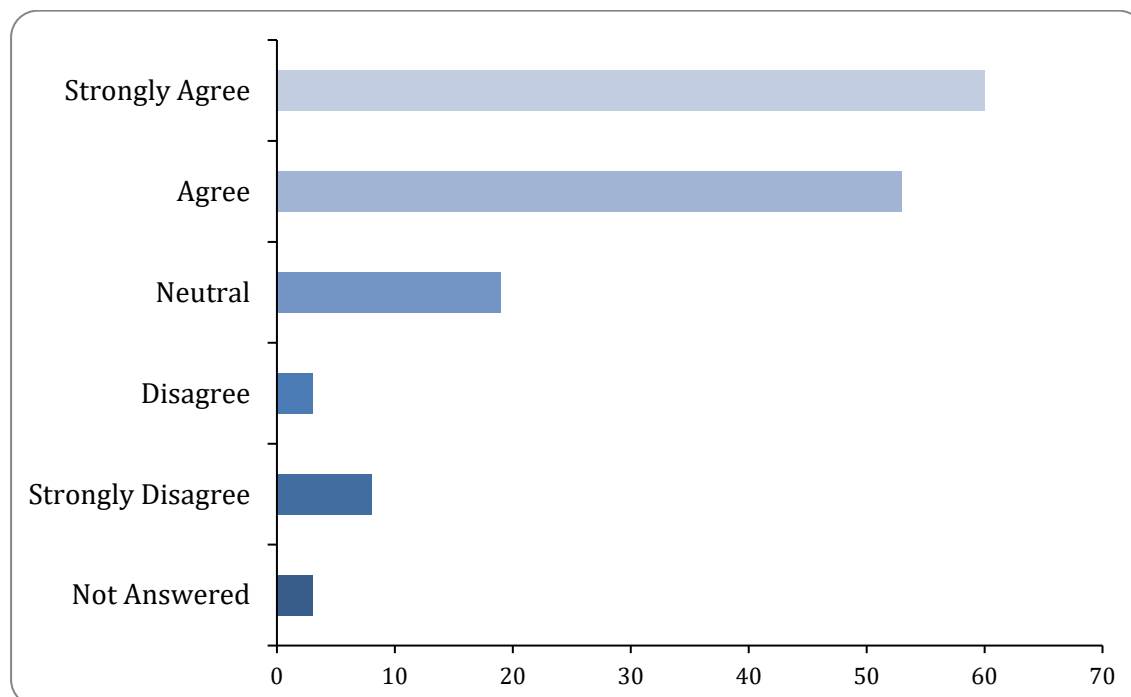
There were 145 responses to this part of the question.



Option	Total	Percent
Strongly Agree	48	32.88%
Agree	52	35.62%
Neutral	27	18.49%
Disagree	10	6.85%
Strongly Disagree	8	5.48%
Not Answered	1	0.68%

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

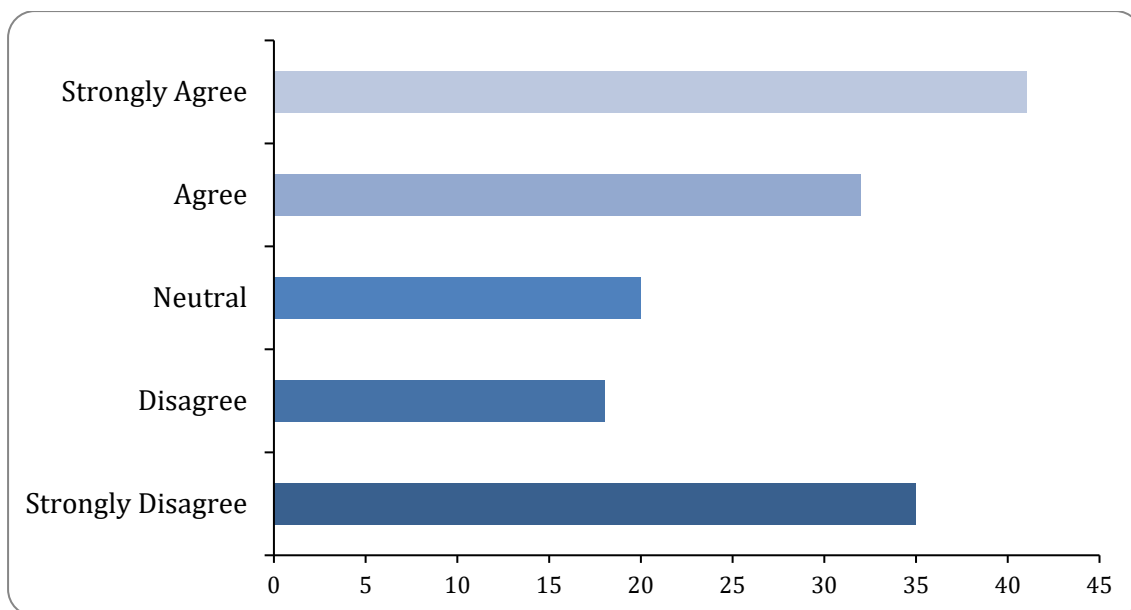
There were 143 responses to this part of the question.



Option	Total	Percent
Strongly Agree	60	41.10%
Agree	53	36.30%
Neutral	19	13.01%
Disagree	3	2.05%
Strongly Disagree	8	5.48%
Not Answered	3	2.05%

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

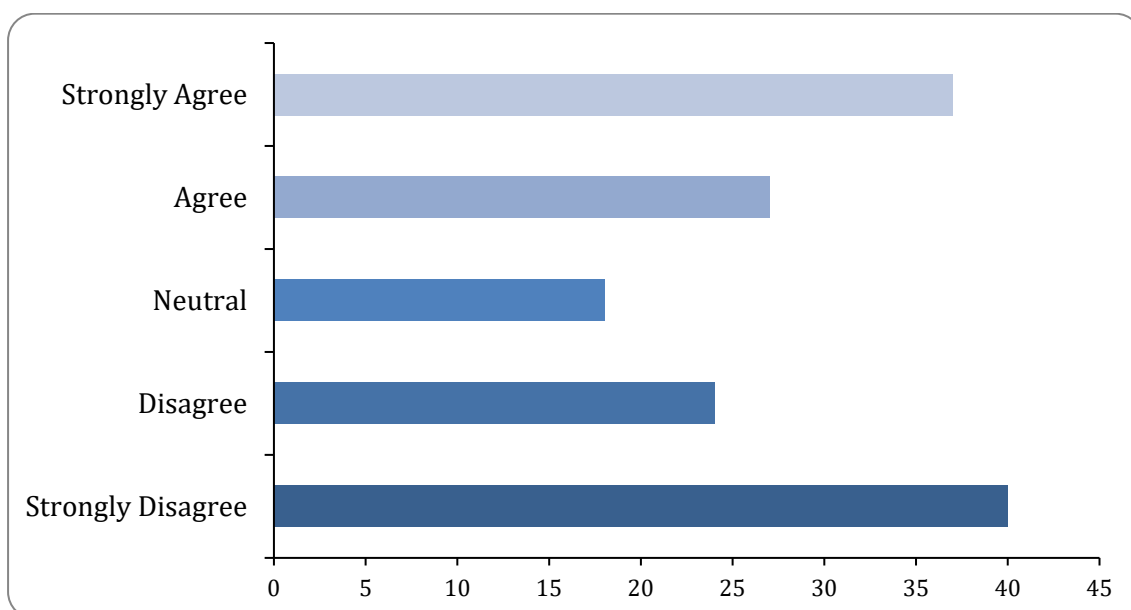
There were 146 responses to this part of the question.



Option	Total	Percent
Strongly Agree	41	28.08%
Agree	32	21.92%
Neutral	20	13.70%
Disagree	18	12.33%
Strongly Disagree	35	23.97%
Not Answered	0	0.00%

Approaches - Increasing garden waste charges and car park charges in the city centre by around 5%

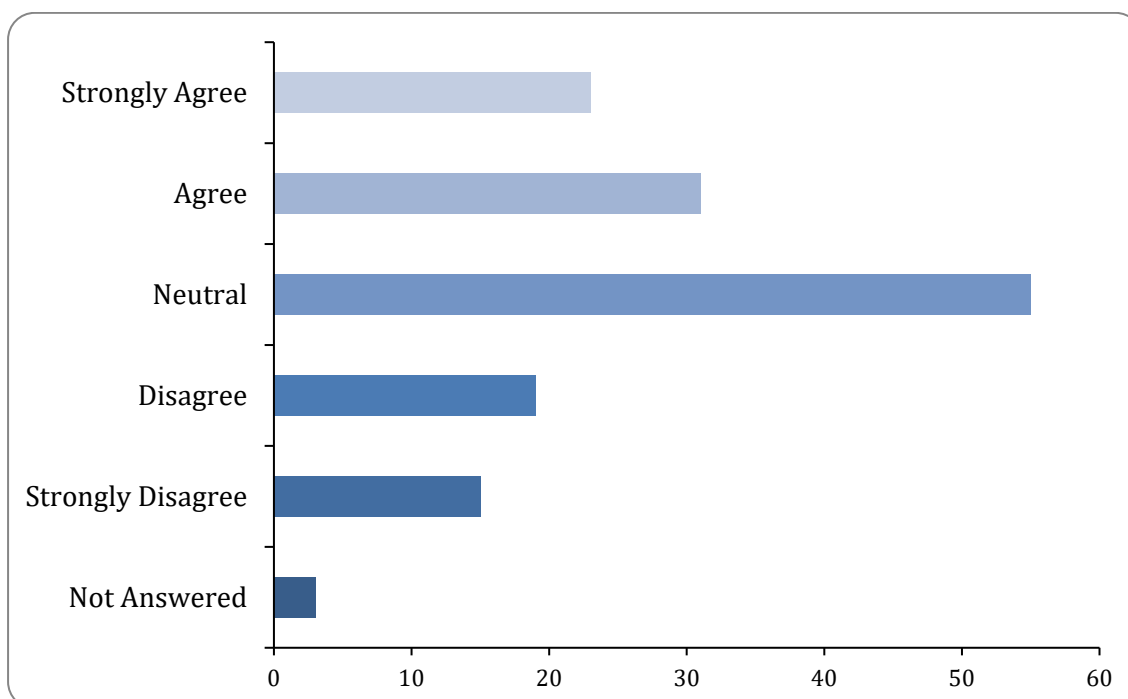
There were 146 responses to this part of the question.



Option	Total	Percent
Strongly Agree	37	25.34%
Agree	27	18.49%
Neutral	18	12.33%
Disagree	24	16.44%
Strongly Disagree	40	27.40%
Not Answered	0	0.00%

Approaches - Change to base council tax support, to those eligible to 85% of the council tax charge from 1-4-2025. Most authorities now require claimants to pay some element of the charge

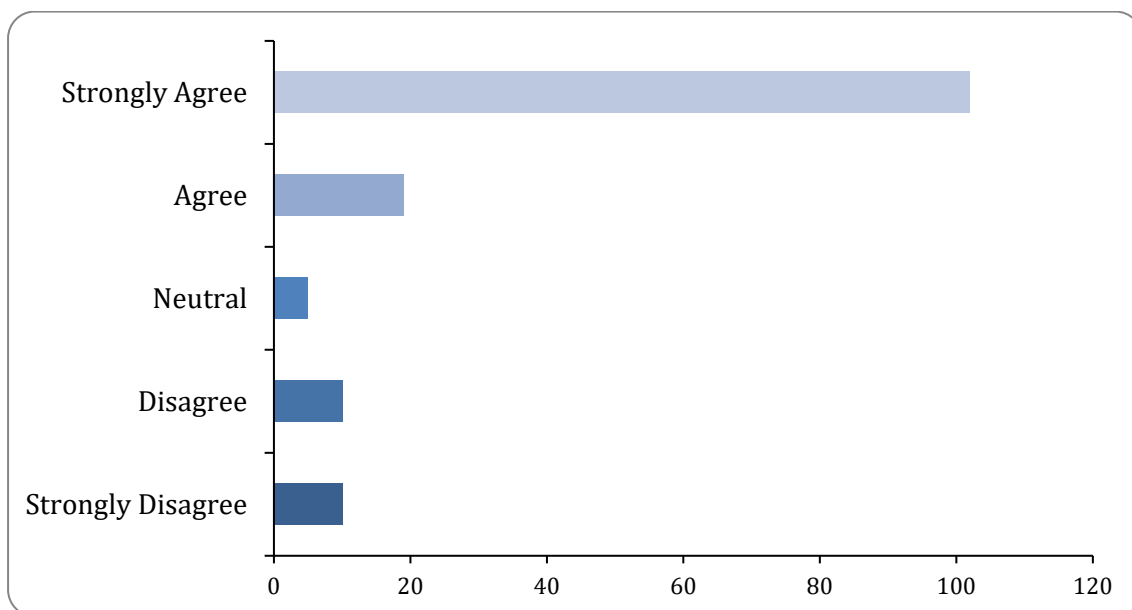
There were 143 responses to this part of the question.



Option	Total	Percent
Strongly Agree	23	15.75%
Agree	31	21.23%
Neutral	55	37.67%
Disagree	19	13.01%
Strongly Disagree	15	10.27%
Not Answered	3	2.05%

Approaches - Charging a 100% council tax premium on second homes and properties that have been empty for more than 1 year (currently it is 2 years) from 1-4-2024

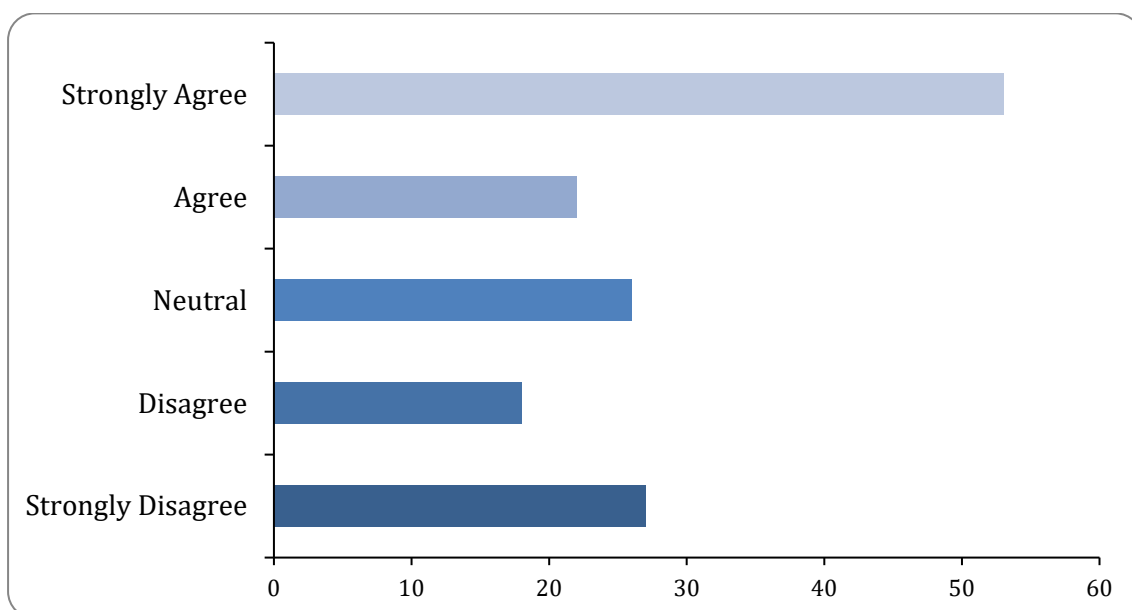
There were 146 responses to this part of the question.



Option	Total	Percent
Strongly Agree	102	69.86%
Agree	19	13.01%
Neutral	5	3.42%
Disagree	10	6.85%
Strongly Disagree	10	6.85%
Not Answered	0	0.00%

Approaches - Removing the 1-month discount for unfurnished empty homes

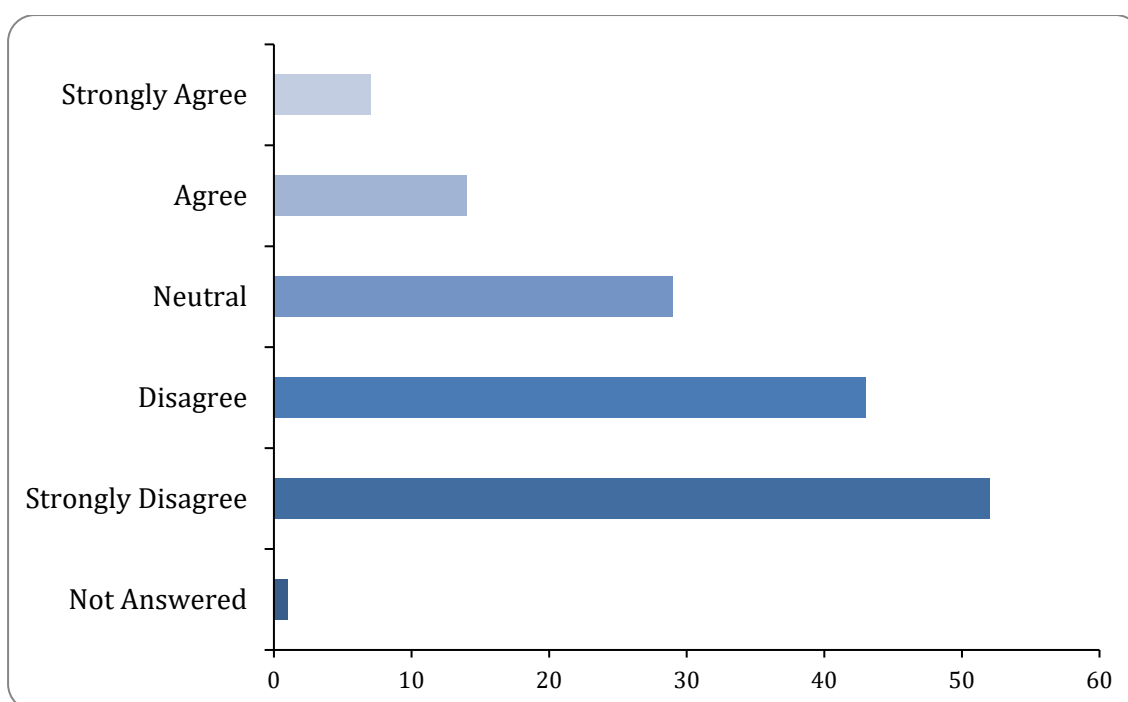
There were 146 responses to this part of the question.



Option	Total	Percent
Strongly Agree	53	36.30%
Agree	22	15.07%
Neutral	26	17.81%
Disagree	18	12.33%
Strongly Disagree	27	18.49%
Not Answered	0	0.00%

Approaches - Reduce the frequency of some street cleansing operations in suburban areas

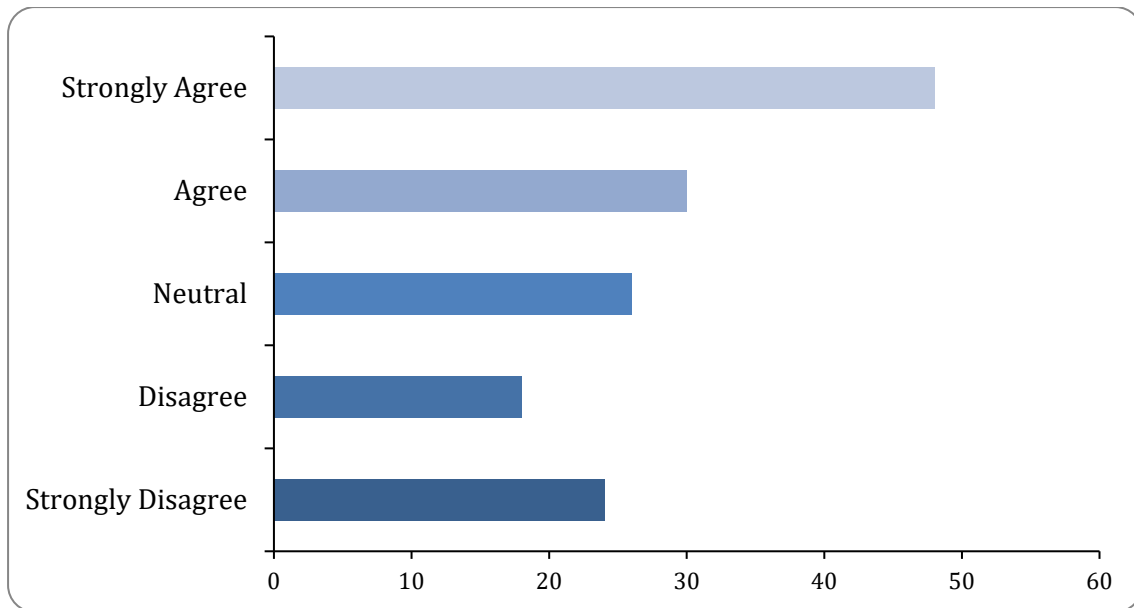
There were 145 responses to this part of the question.



Option	Total	Percent
Strongly Agree	7	4.79%
Agree	14	9.59%
Neutral	29	19.86%
Disagree	43	29.45%
Strongly Disagree	52	35.62%
Not Answered	1	0.68%

Approaches - Reduce grass cutting frequencies in small parks from monthly to 6-weekly

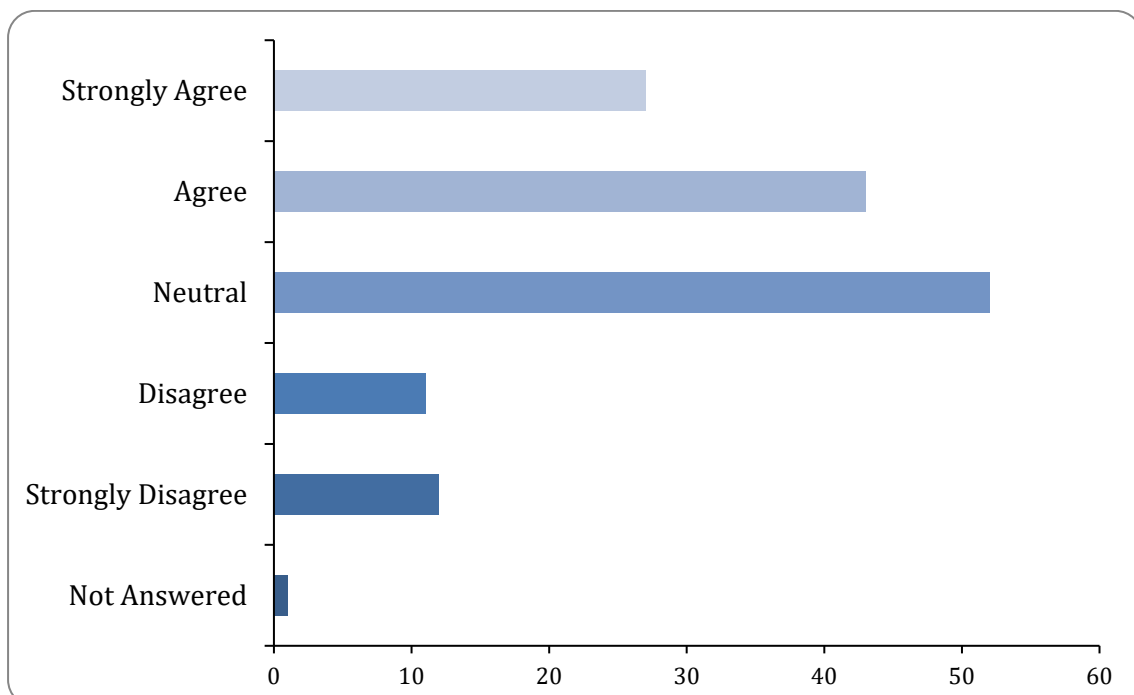
There were 146 responses to this part of the question.



Option	Total	Percent
Strongly Agree	48	32.88%
Agree	30	20.55%
Neutral	26	17.81%
Disagree	18	12.33%
Strongly Disagree	24	16.44%
Not Answered	0	0.00%

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

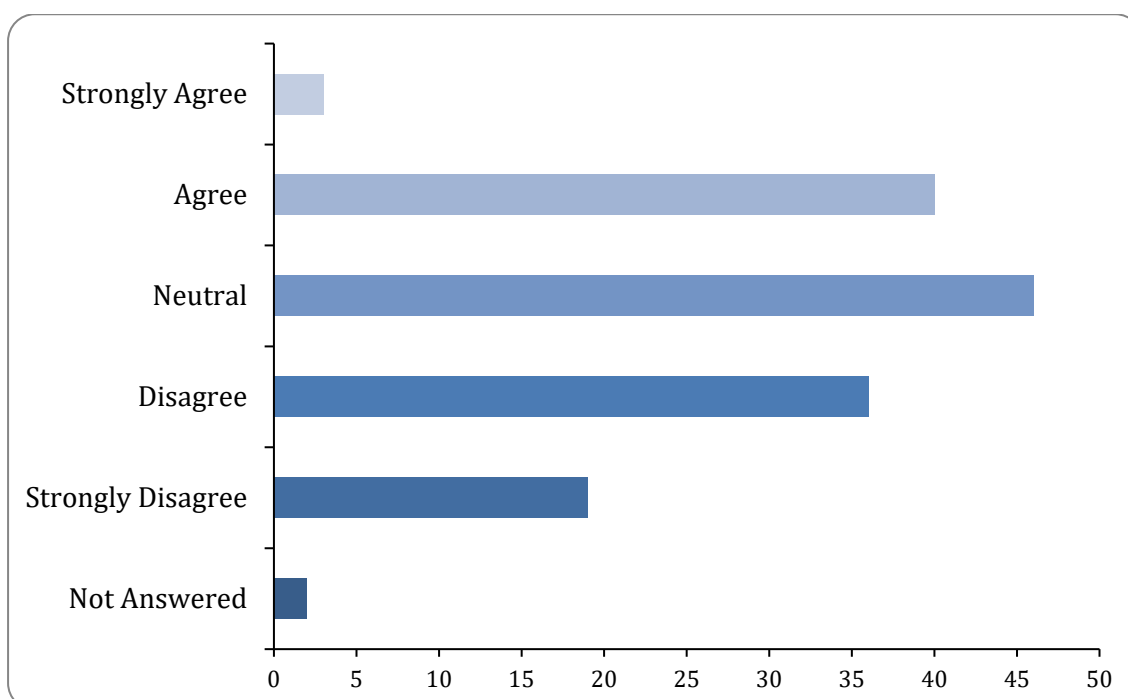
There were 145 responses to this part of the question.



Option	Total	Percent
Strongly Agree	27	18.49%
Agree	43	29.45%
Neutral	52	35.62%
Disagree	11	7.53%
Strongly Disagree	12	8.22%
Not Answered	1	0.68%

approaches 2 - Maintain all services but offer less

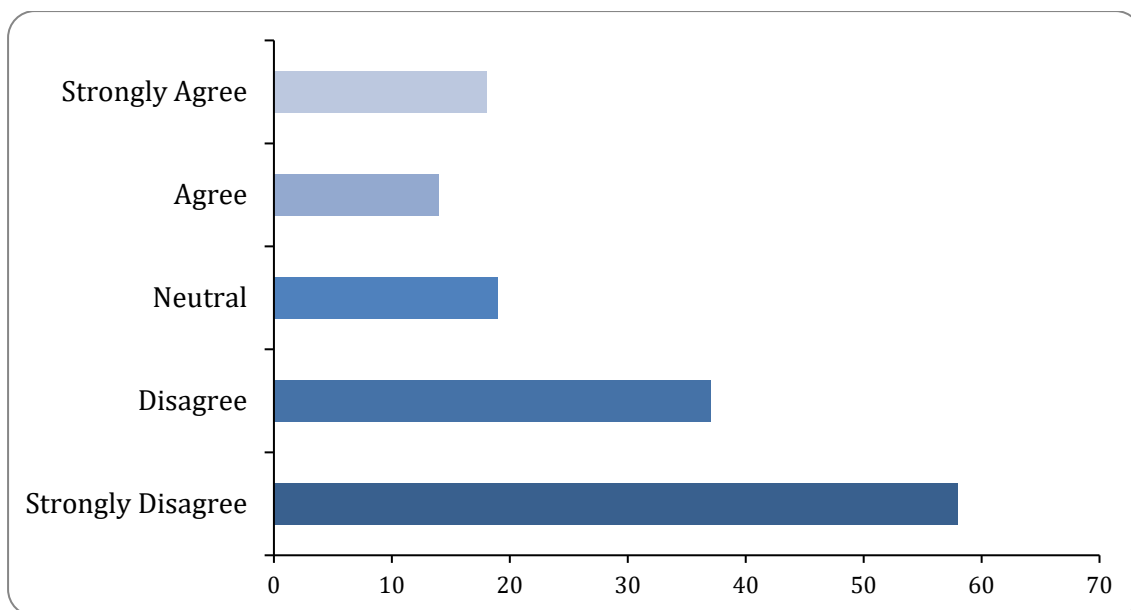
There were 144 responses to this part of the question.



Option	Total	Percent
Strongly Agree	3	2.05%
Agree	40	27.40%
Neutral	46	31.51%
Disagree	36	24.66%
Strongly Disagree	19	13.01%
Not Answered	2	1.37%

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

There were 146 responses to this part of the question.



Option	Total	Percent
Strongly Agree	18	12.33%
Agree	14	9.59%
Neutral	19	13.01%
Disagree	37	25.34%
Strongly Disagree	58	39.73%
Not Answered	0	0.00%

Please enter any additional comments

There were 55 responses to this part of the question.

3: Are there any other proposals?

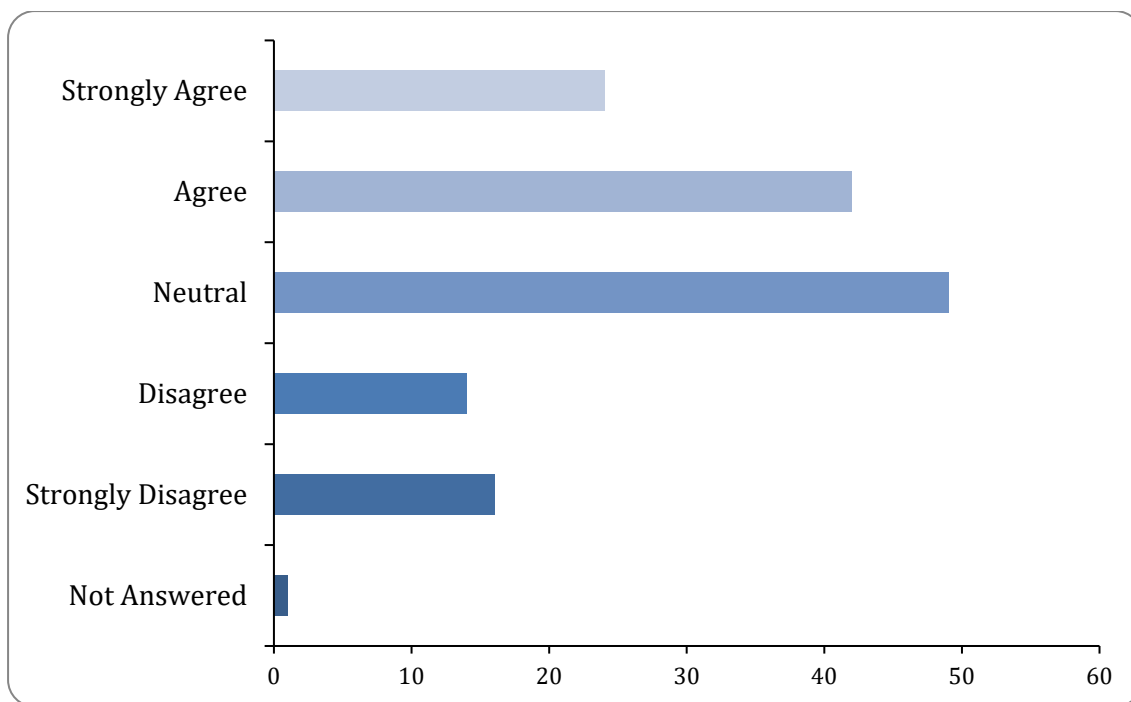
Please enter your comments

There were 61 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 145 responses to this part of the question.

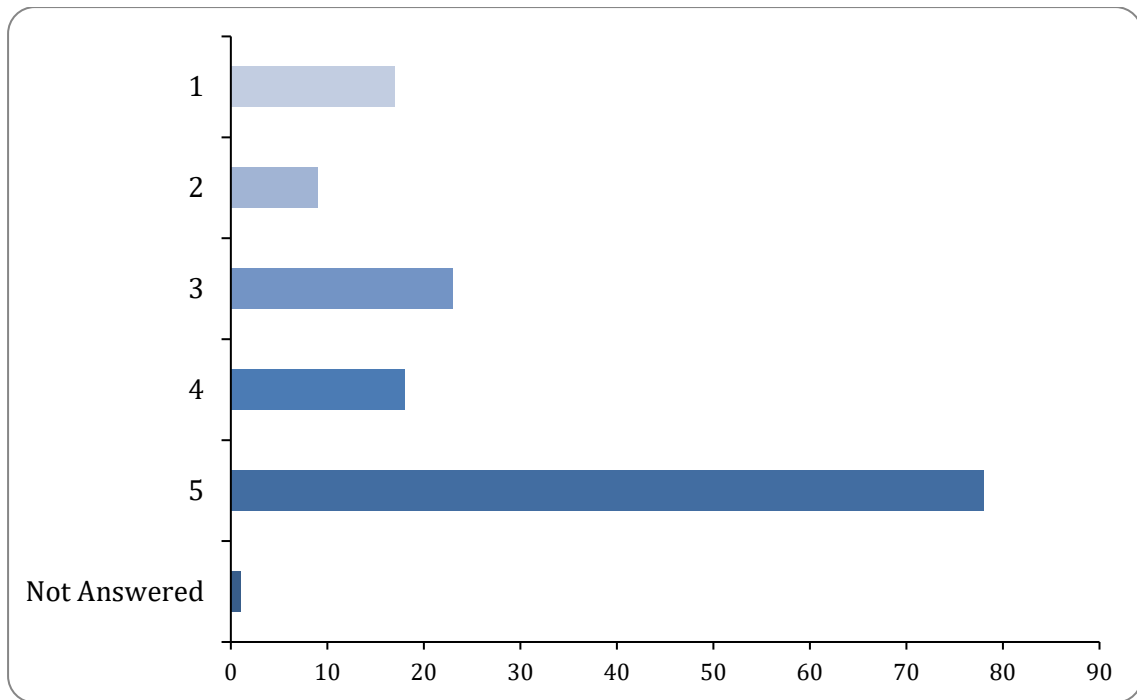


Option	Total	Percent
Strongly Agree	24	16.44%
Agree	42	28.77%
Neutral	49	33.56%
Disagree	14	9.59%
Strongly Disagree	16	10.96%
Not Answered	1	0.68%

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

Ranking of Priorities - Provision of affordable housing

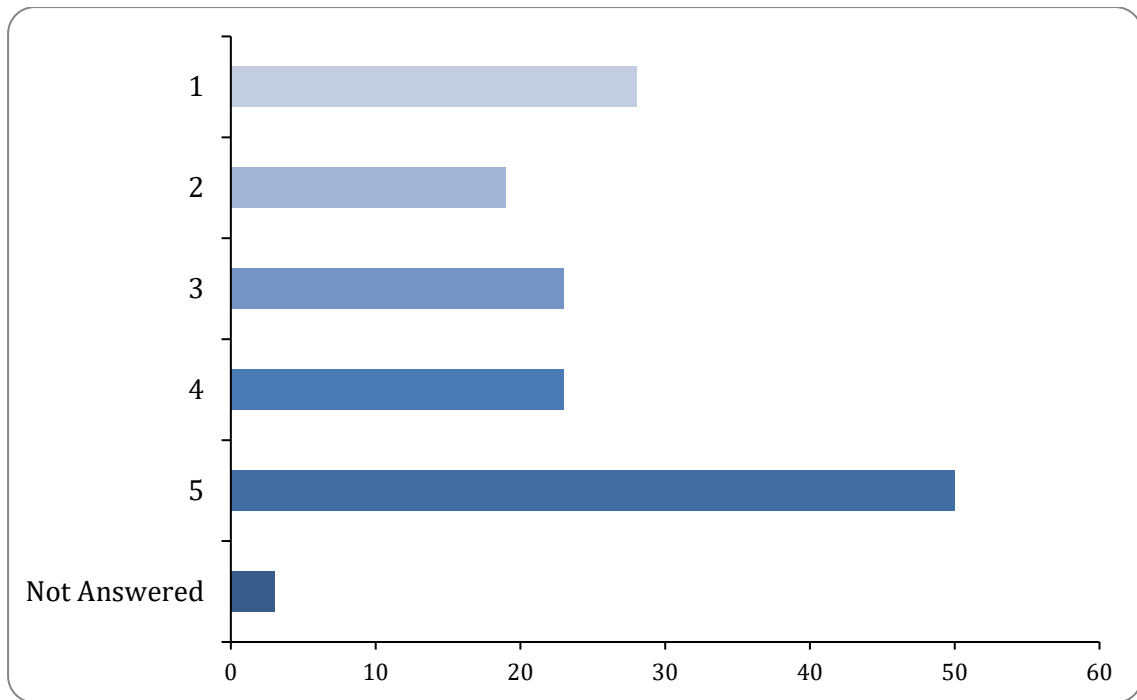
There were 145 responses to this part of the question.



Option	Total	Percent
1	17	11.64%
2	9	6.16%
3	23	15.75%
4	18	12.33%
5	78	53.42%
Not Answered	1	0.68%

Ranking of Priorities - Tackling Climate Change

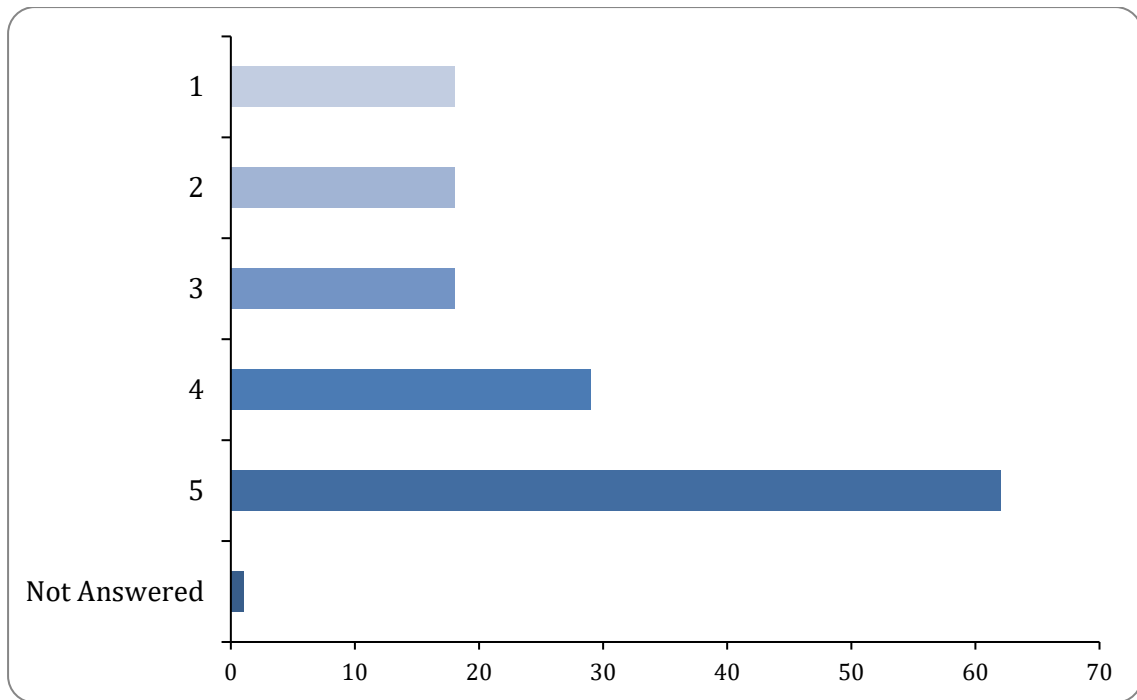
There were 143 responses to this part of the question.



Option	Total	Percent
1	28	19.18%
2	19	13.01%
3	23	15.75%
4	23	15.75%
5	50	34.25%
Not Answered	3	2.05%

Ranking of Priorities - Preventing homelessness

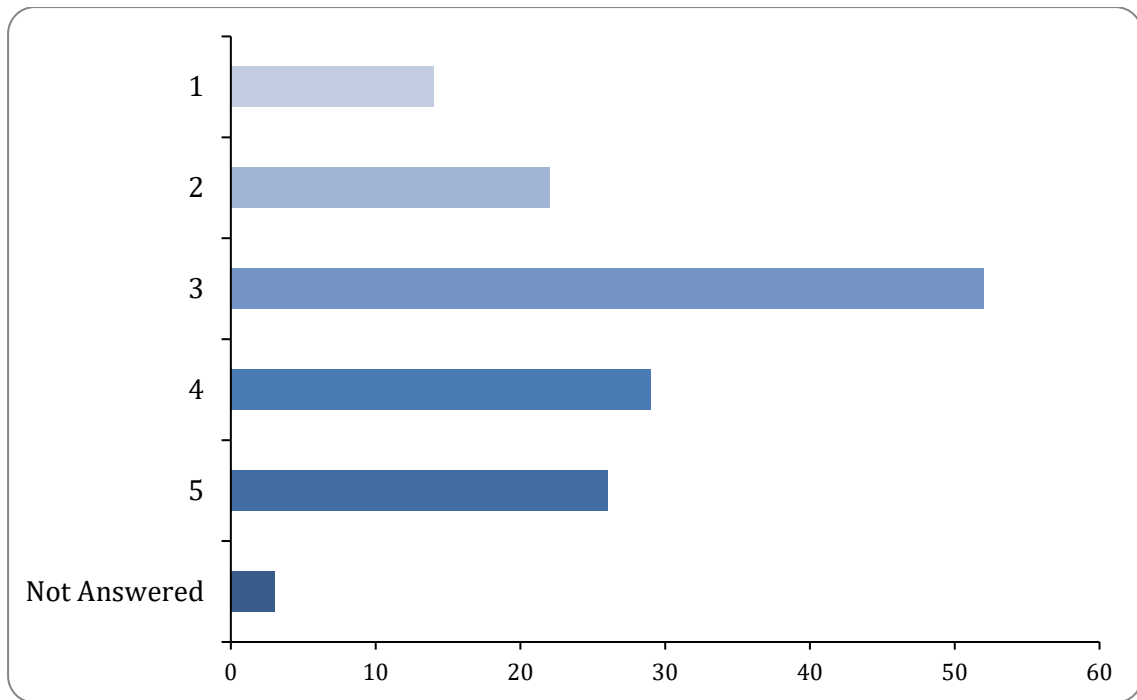
There were 145 responses to this part of the question.



Option	Total	Percent
1	18	12.33%
2	18	12.33%
3	18	12.33%
4	29	19.86%
5	62	42.47%
Not Answered	1	0.68%

Ranking of Priorities - Providing and supporting community centres

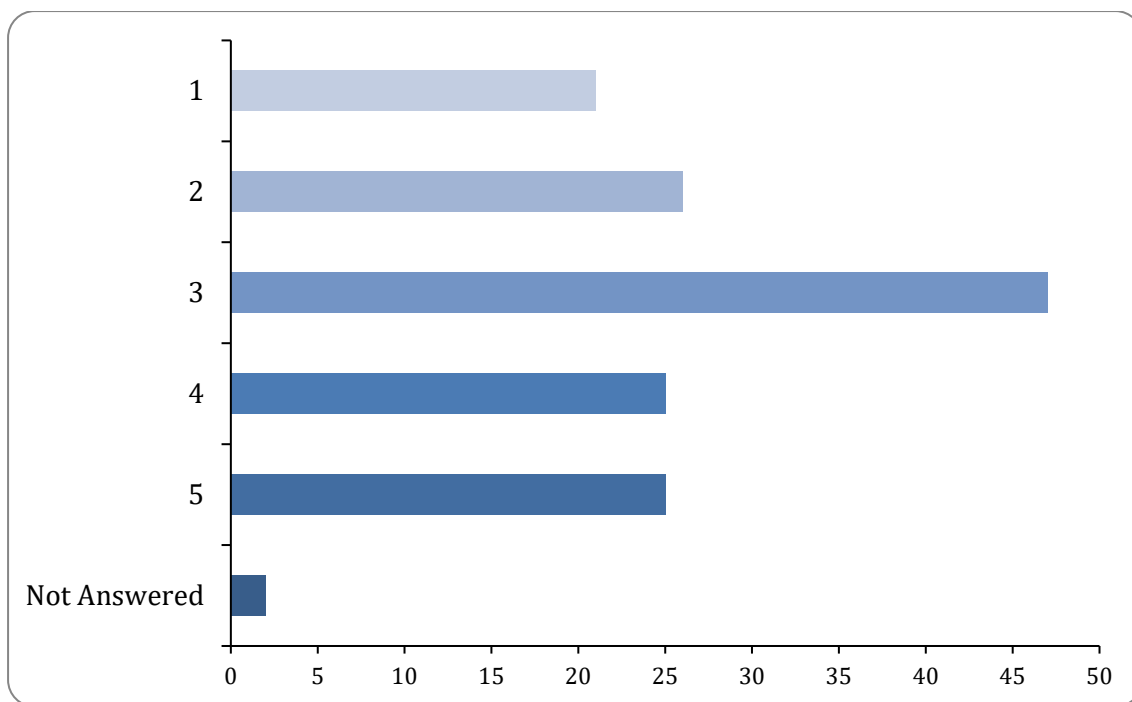
There were 143 responses to this part of the question.



Option	Total	Percent
1	14	9.59%
2	22	15.07%
3	52	35.62%
4	29	19.86%
5	26	17.81%
Not Answered	3	2.05%

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

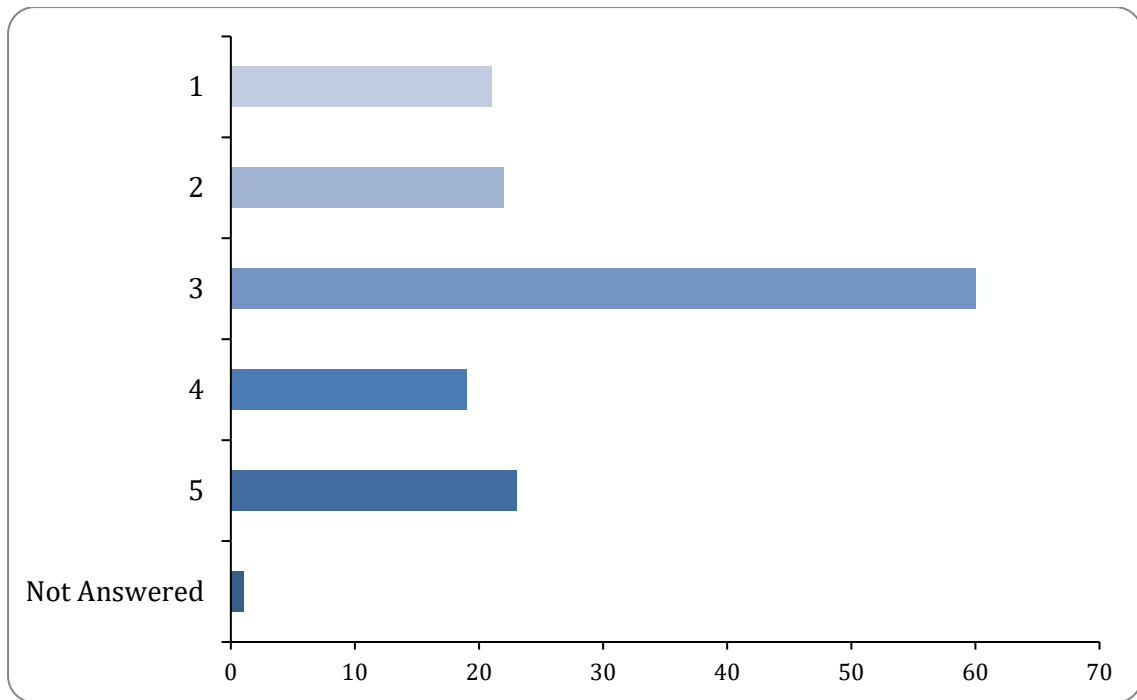
There were 144 responses to this part of the question.



Option	Total	Percent
1	21	14.38%
2	26	17.81%
3	47	32.19%
4	25	17.12%
5	25	17.12%
Not Answered	2	1.37%

Ranking of Priorities - Enhancing our city centre

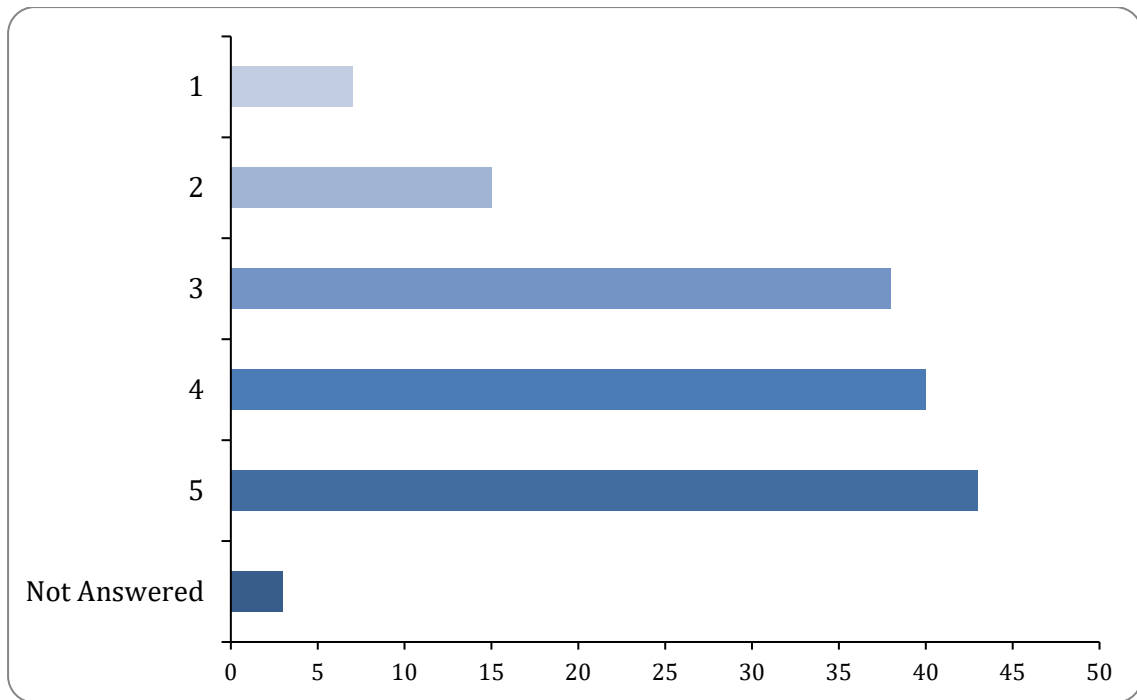
There were 145 responses to this part of the question.



Option	Total	Percent
1	21	14.38%
2	22	15.07%
3	60	41.10%
4	19	13.01%
5	23	15.75%
Not Answered	1	0.68%

Ranking of Priorities - Keeping our city centre clean and tidy

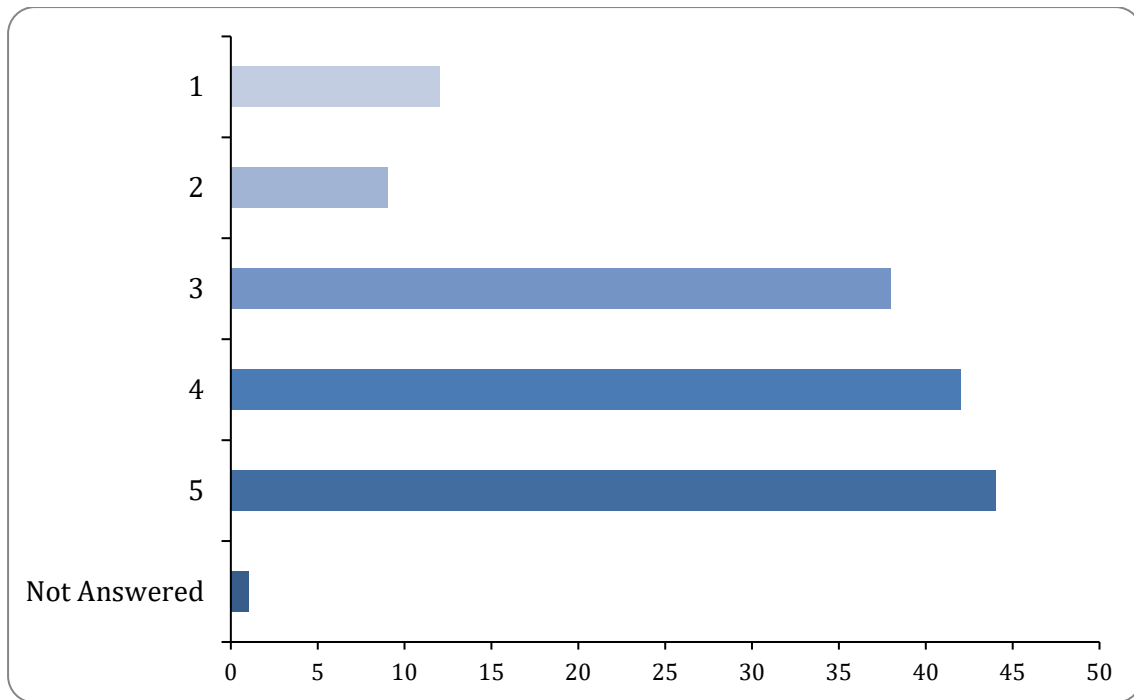
There were 143 responses to this part of the question.



Option	Total	Percent
1	7	4.79%
2	15	10.27%
3	38	26.03%
4	40	27.40%
5	43	29.45%
Not Answered	3	2.05%

Ranking of Priorities - Maintaining and improving recycling

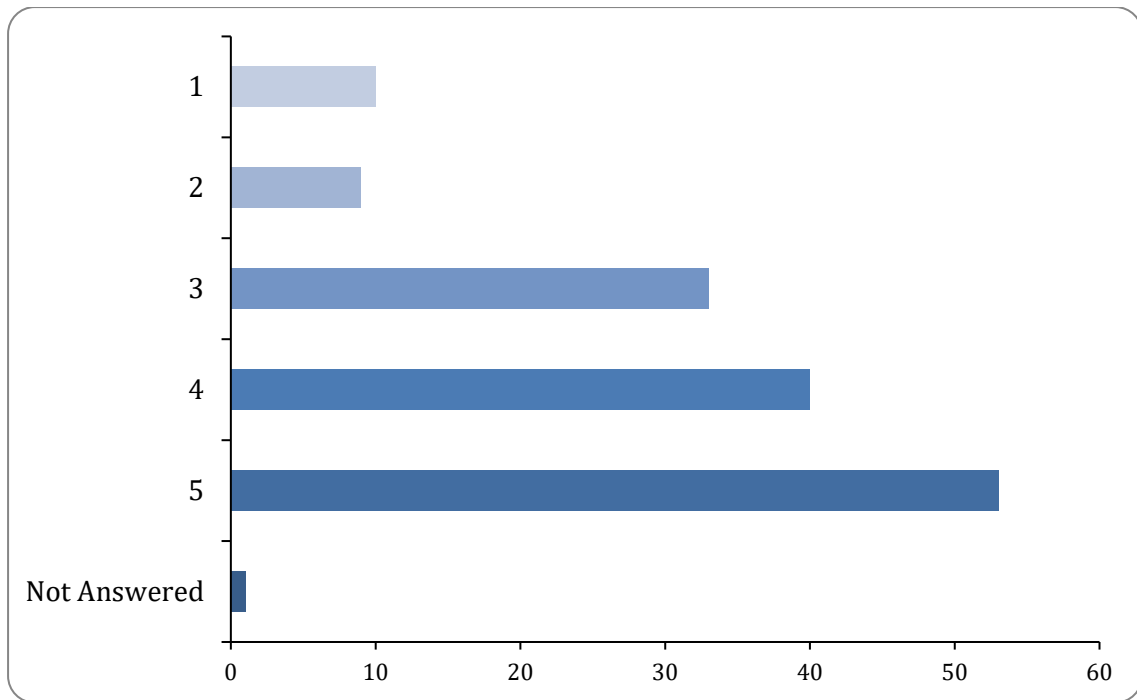
There were 145 responses to this part of the question.



Option	Total	Percent
1	12	8.22%
2	9	6.16%
3	38	26.03%
4	42	28.77%
5	44	30.14%
Not Answered	1	0.68%

Ranking of Priorities - Maintaining parks and open spaces

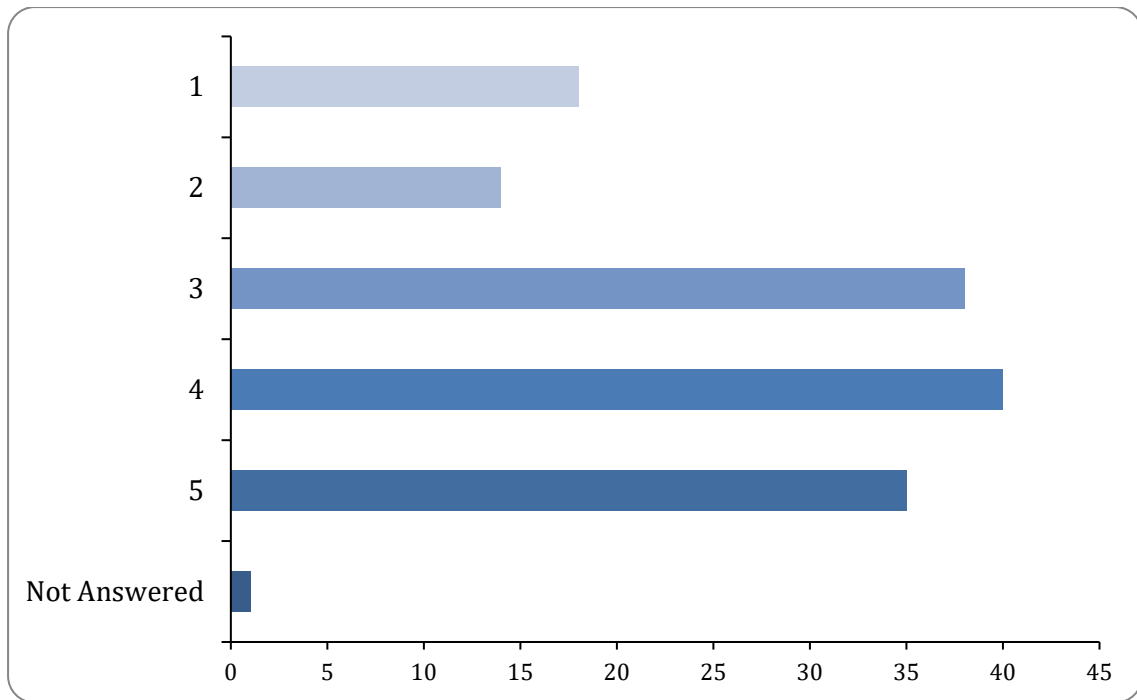
There were 145 responses to this part of the question.



Option	Total	Percent
1	10	6.85%
2	9	6.16%
3	33	22.60%
4	40	27.40%
5	53	36.30%
Not Answered	1	0.68%

Ranking of Priorities - Providing leisure centres and keeping them affordable

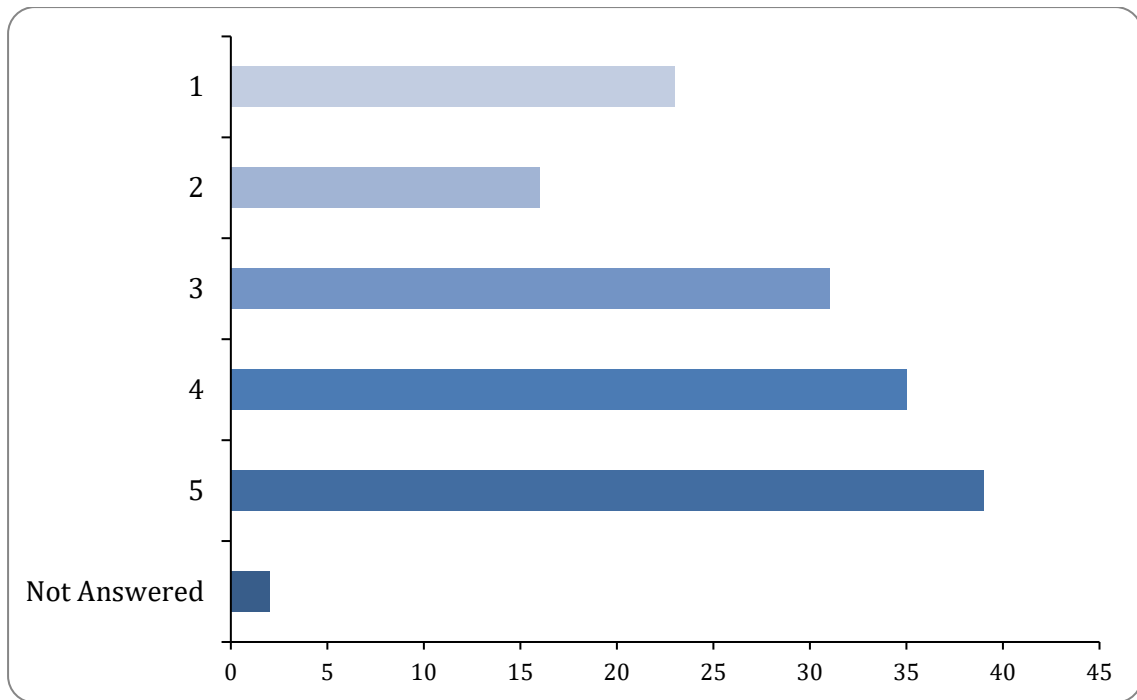
There were 145 responses to this part of the question.



Option	Total	Percent
1	18	12.33%
2	14	9.59%
3	38	26.03%
4	40	27.40%
5	35	23.97%
Not Answered	1	0.68%

Ranking of Priorities - Providing services for young people

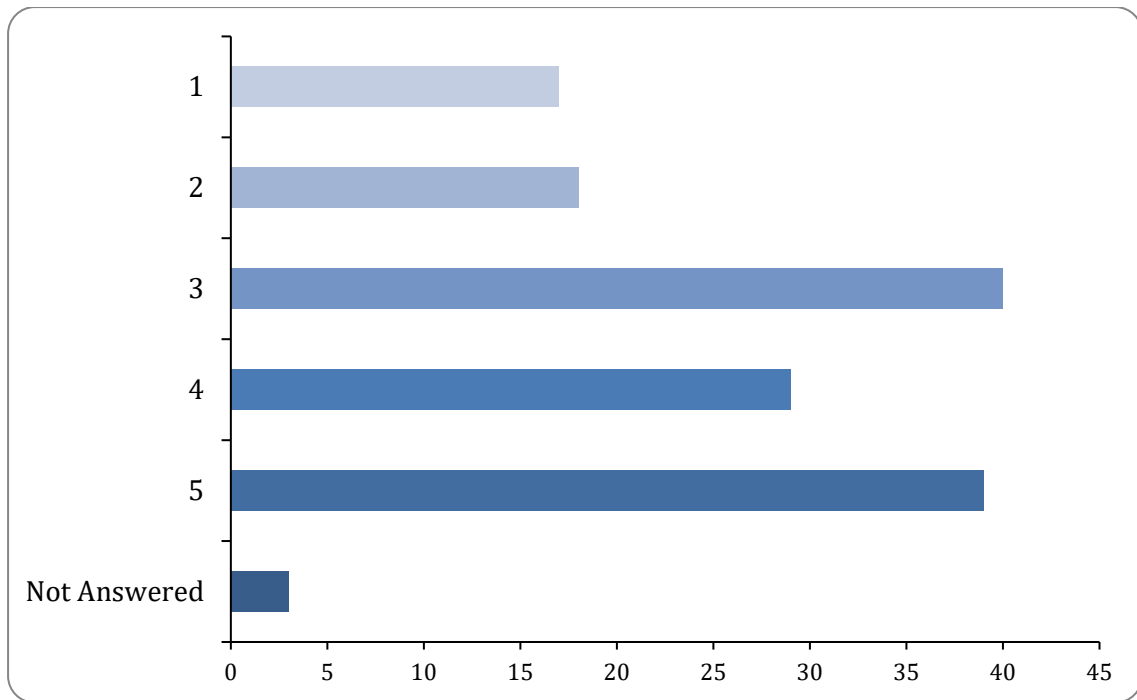
There were 144 responses to this part of the question.



Option	Total	Percent
1	23	15.75%
2	16	10.96%
3	31	21.23%
4	35	23.97%
5	39	26.71%
Not Answered	2	1.37%

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

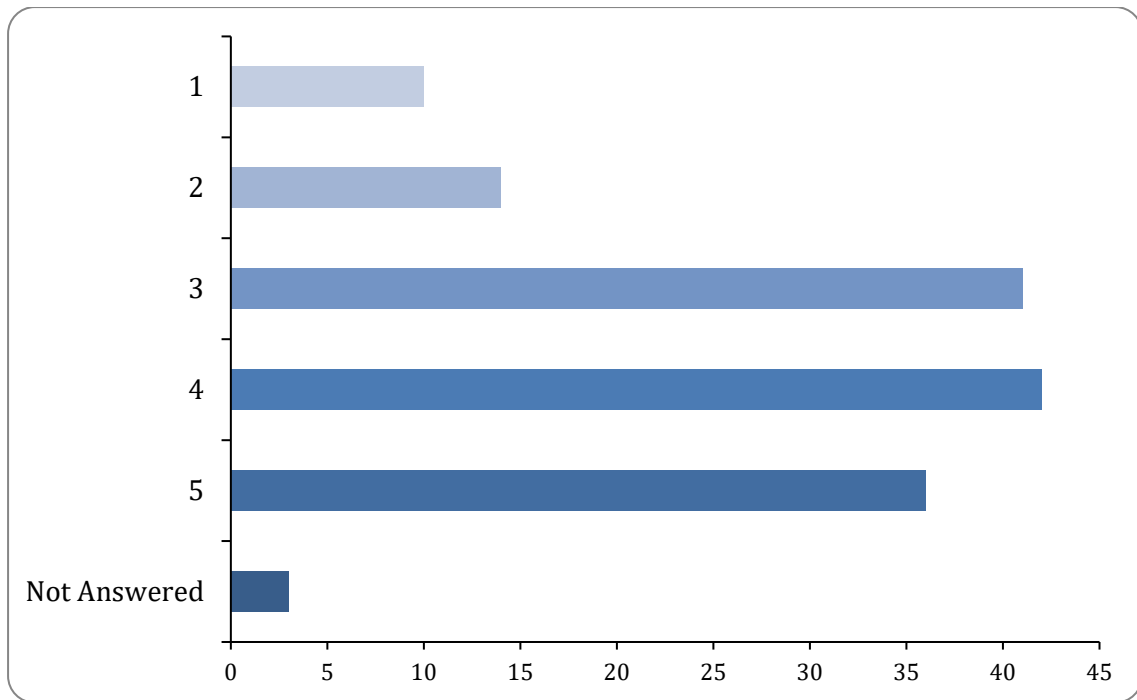
There were 143 responses to this part of the question.



Option	Total	Percent
1	17	11.64%
2	18	12.33%
3	40	27.40%
4	29	19.86%
5	39	26.71%
Not Answered	3	2.05%

Ranking of Priorities - Supporting community safety

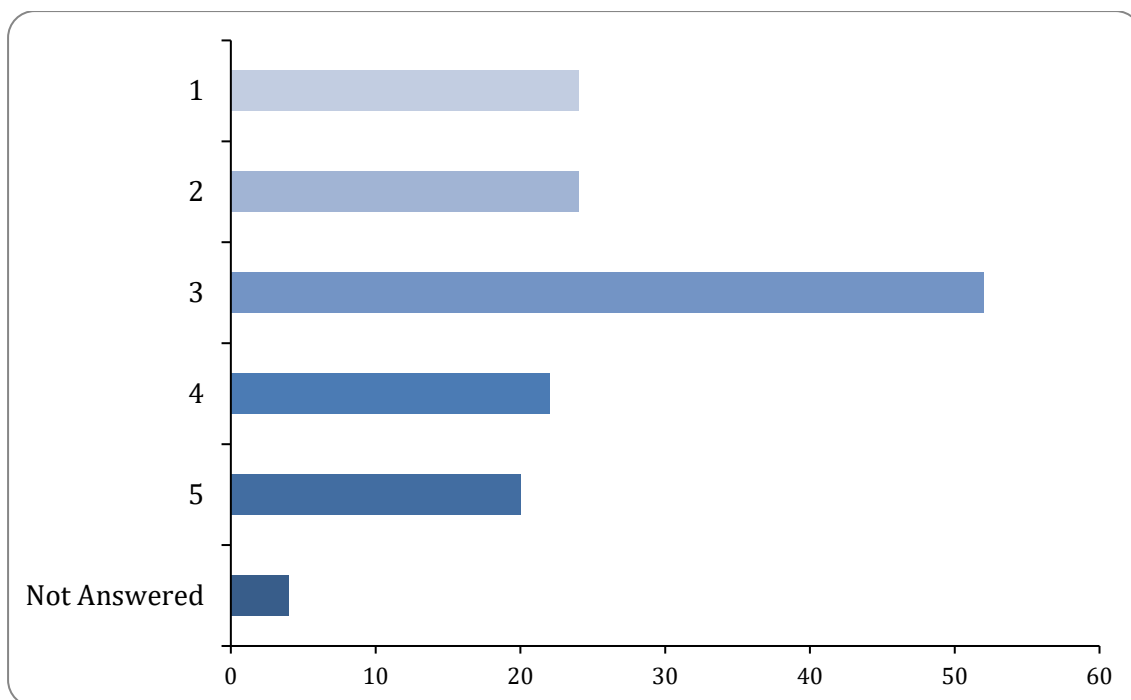
There were 143 responses to this part of the question.



Option	Total	Percent
1	10	6.85%
2	14	9.59%
3	41	28.08%
4	42	28.77%
5	36	24.66%
Not Answered	3	2.05%

Ranking of Priorities - Providing grants to voluntary and community groups

There were 142 responses to this part of the question.



Option	Total	Percent
1	24	16.44%
2	24	16.44%
3	52	35.62%
4	22	15.07%
5	20	13.70%
Not Answered	4	2.74%

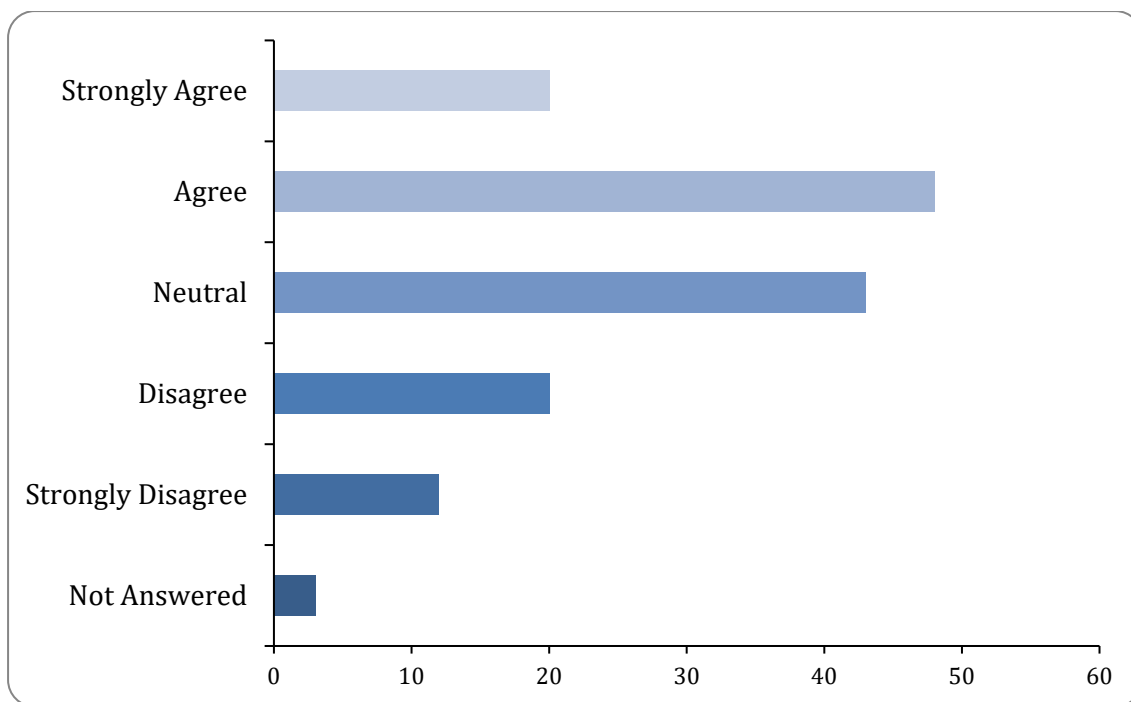
Please enter any additional comments here

There were 34 responses to this part of the question.

6: To what extent you agree or disagree with these schemes?

Significant Schemes - Covered market masterplan £7.2 million for to drive continued income.

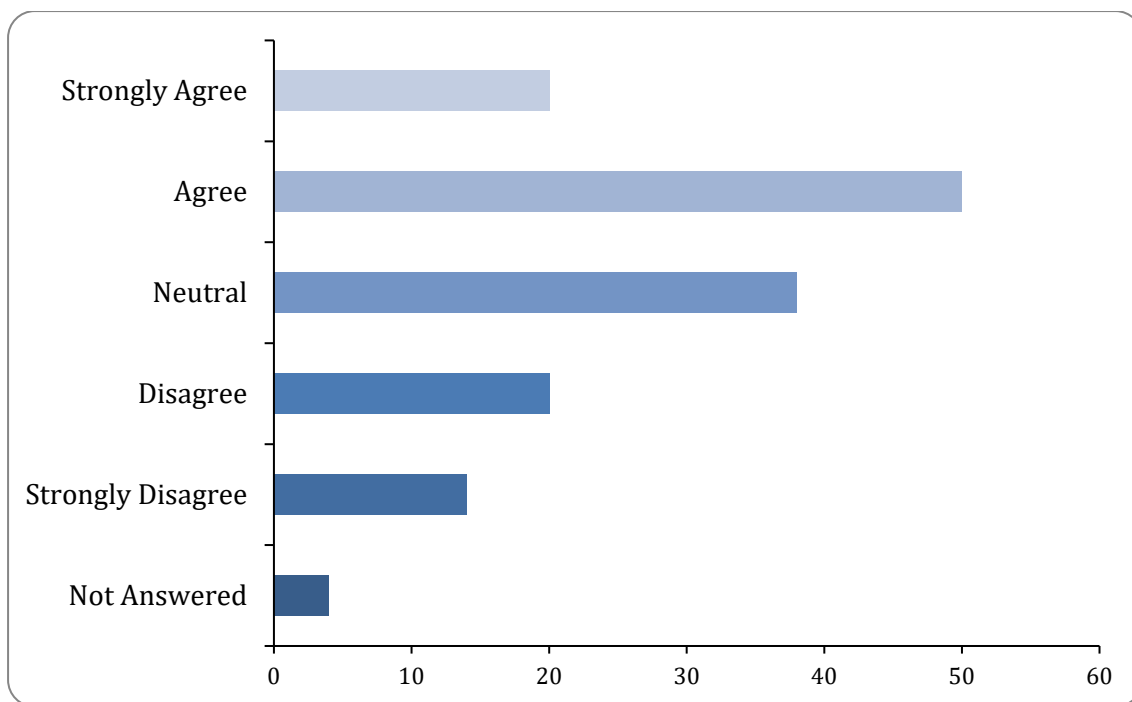
There were 143 responses to this part of the question.



Option	Total	Percent
Strongly Agree	20	13.70%
Agree	48	32.88%
Neutral	43	29.45%
Disagree	20	13.70%
Strongly Disagree	12	8.22%
Not Answered	3	2.05%

Significant Schemes - Refurbishment and new build of Community Centre at East Oxford £4.3 million

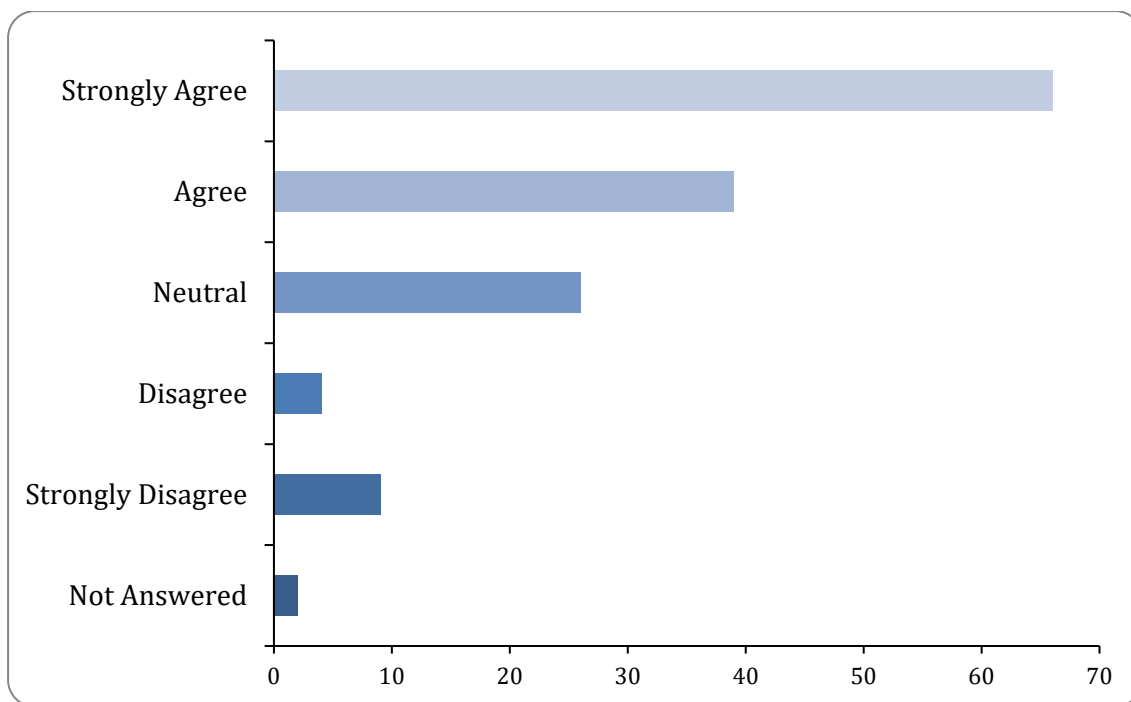
There were 142 responses to this part of the question.



Option	Total	Percent
Strongly Agree	20	13.70%
Agree	50	34.25%
Neutral	38	26.03%
Disagree	20	13.70%
Strongly Disagree	14	9.59%
Not Answered	4	2.74%

Significant Schemes - New social housing- £352 million – which will deliver a return in the future

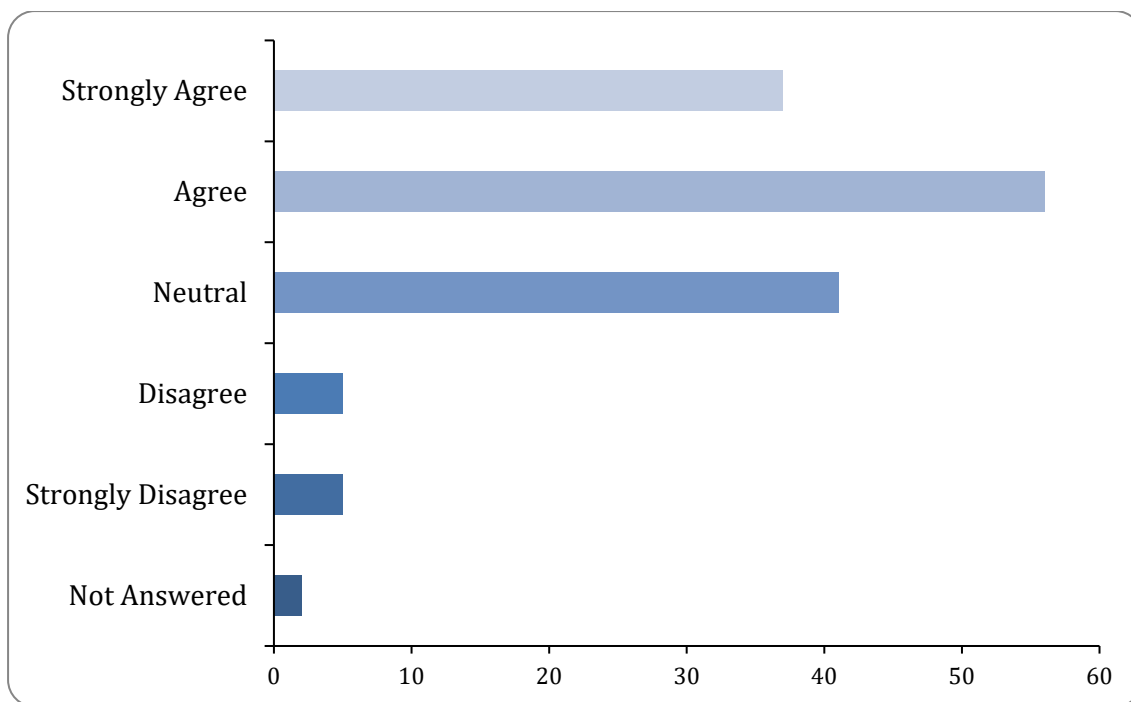
There were 144 responses to this part of the question.



Option	Total	Percent
Strongly Agree	66	45.21%
Agree	39	26.71%
Neutral	26	17.81%
Disagree	4	2.74%
Strongly Disagree	9	6.16%
Not Answered	2	1.37%

Significant Schemes - Council dwelling internal and external capital investment , funded out of tenants' rents £40 million

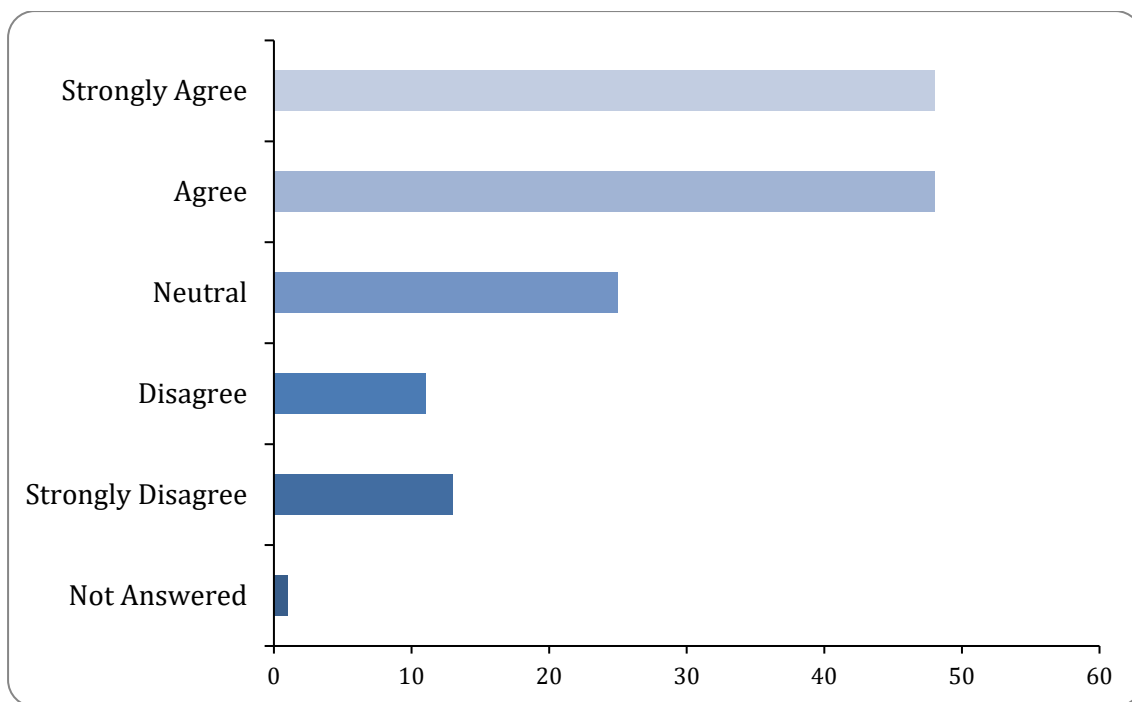
There were 144 responses to this part of the question.



Option	Total	Percent
Strongly Agree	37	25.34%
Agree	56	38.36%
Neutral	41	28.08%
Disagree	5	3.42%
Strongly Disagree	5	3.42%
Not Answered	2	1.37%

Significant Schemes - Energy Efficiency initiatives and Climate Change improvement, funded out of tenants' rents £33 million

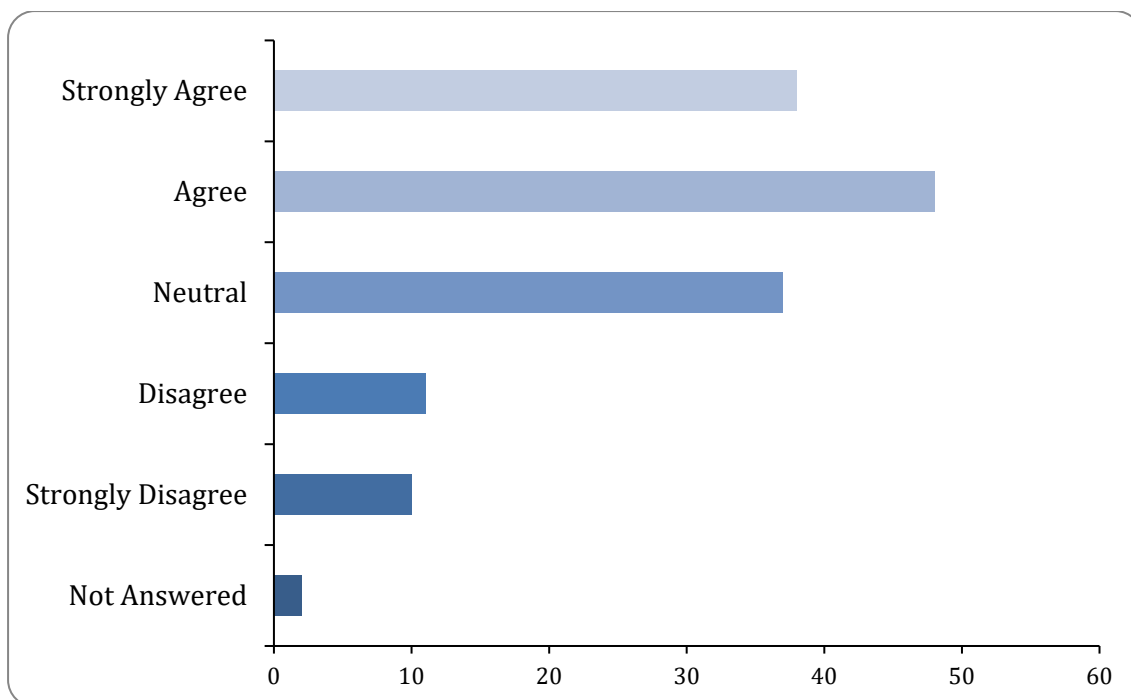
There were 145 responses to this part of the question.



Option	Total	Percent
Strongly Agree	48	32.88%
Agree	48	32.88%
Neutral	25	17.12%
Disagree	11	7.53%
Strongly Disagree	13	8.90%
Not Answered	1	0.68%

Significant Schemes - Blackbird leys Regeneration - for the development of affordable and market housing, community centre, replacement shops and associated infrastructure - £14 million contribution

There were 144 responses to this part of the question.



Option	Total	Percent
Strongly Agree	38	26.03%
Agree	48	32.88%
Neutral	37	25.34%
Disagree	11	7.53%
Strongly Disagree	10	6.85%
Not Answered	2	1.37%

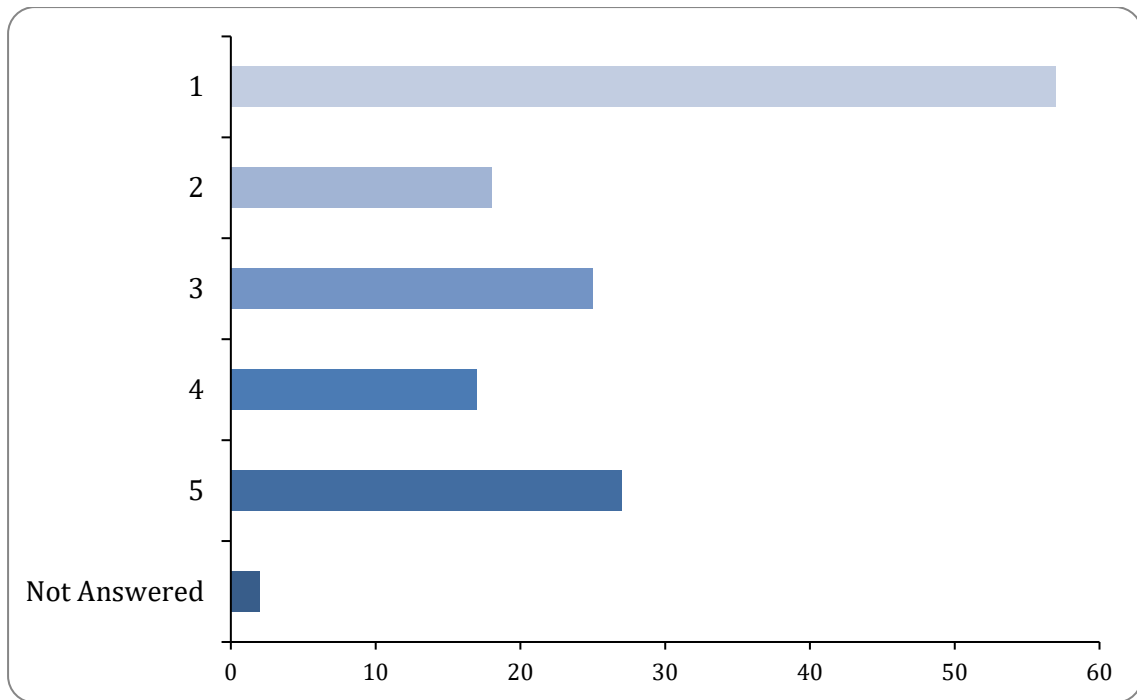
Please enter any additional comments here

There were 23 responses to this part of the question.

7: In what order should the council prioritise the following

Priorities for Council Housing - Building and acquiring new council homes

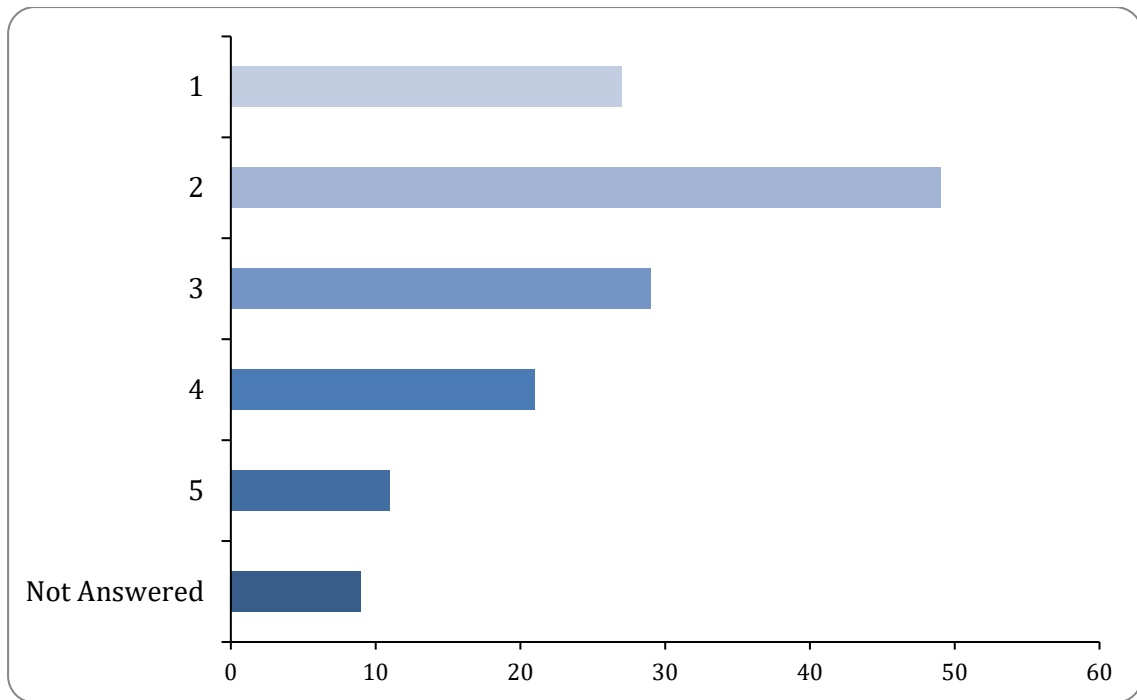
There were 144 responses to this part of the question.



Option	Total	Percent
1	57	39.04%
2	18	12.33%
3	25	17.12%
4	17	11.64%
5	27	18.49%
Not Answered	2	1.37%

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

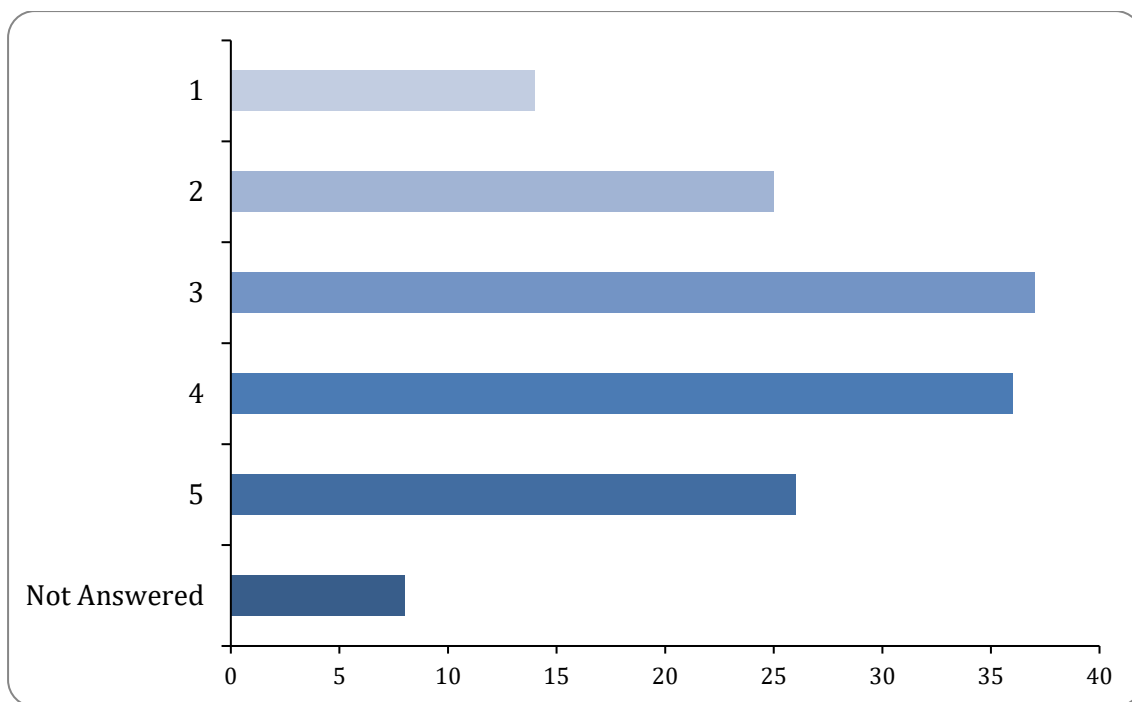
There were 137 responses to this part of the question.



Option	Total	Percent
1	27	18.49%
2	49	33.56%
3	29	19.86%
4	21	14.38%
5	11	7.53%
Not Answered	9	6.16%

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

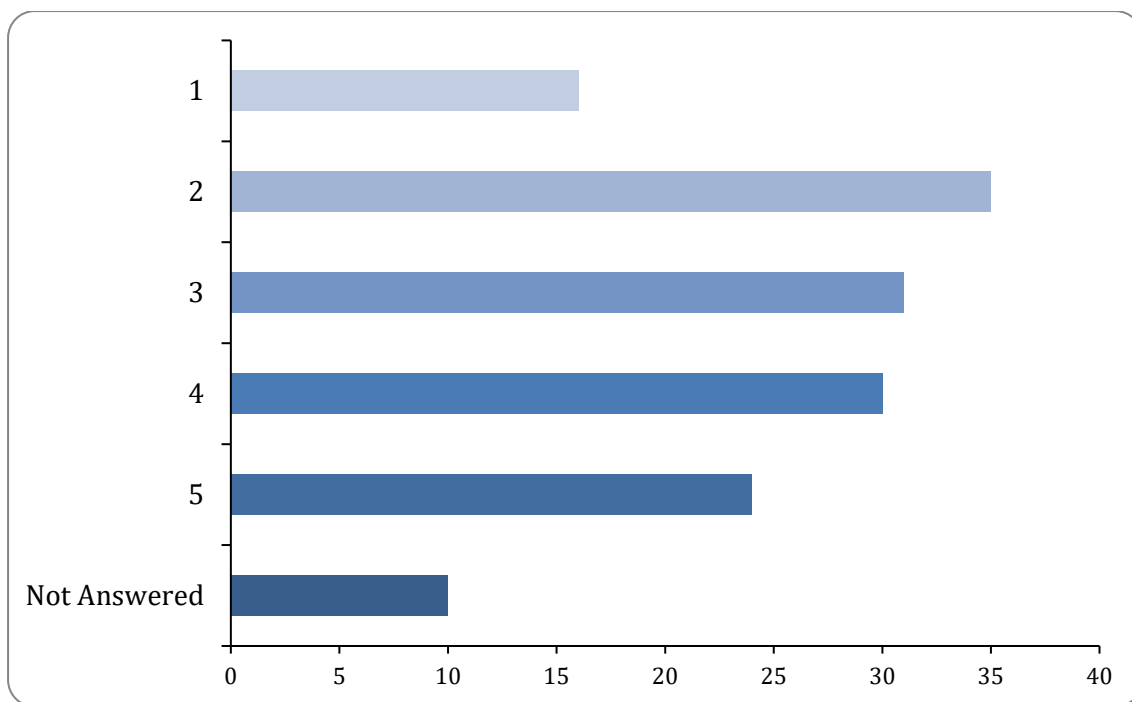
There were 138 responses to this part of the question.



Option	Total	Percent
1	14	9.59%
2	25	17.12%
3	37	25.34%
4	36	24.66%
5	26	17.81%
Not Answered	8	5.48%

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

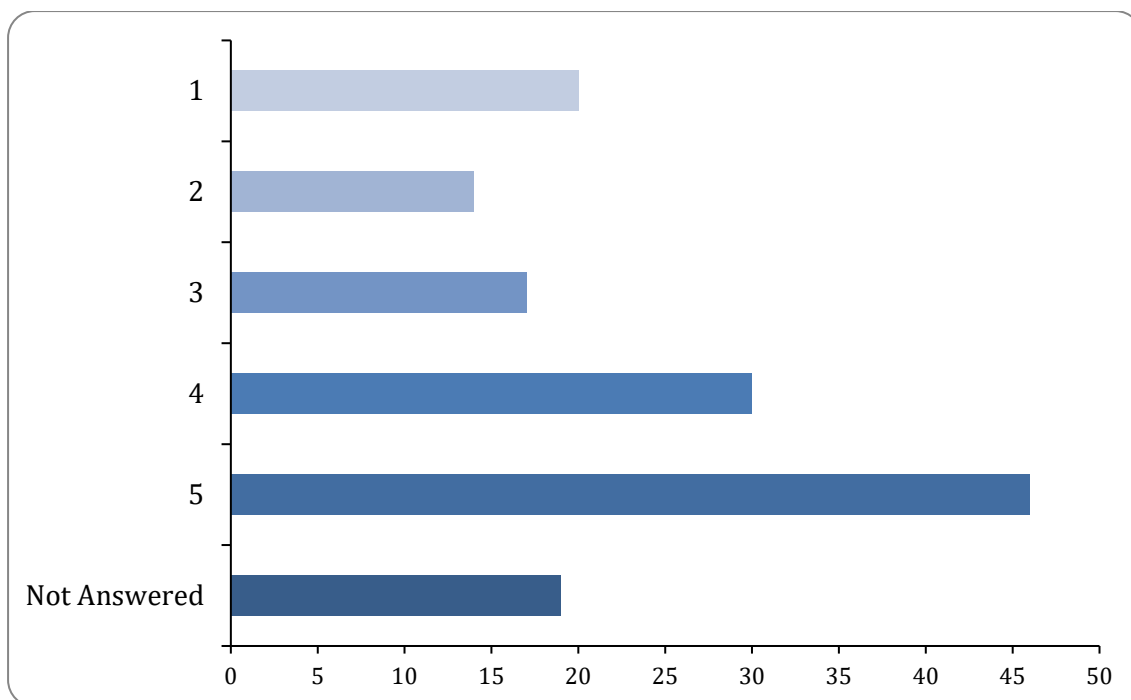
There were 136 responses to this part of the question.



Option	Total	Percent
1	16	10.96%
2	35	23.97%
3	31	21.23%
4	30	20.55%
5	24	16.44%
Not Answered	10	6.85%

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

There were 127 responses to this part of the question.



Option	Total	Percent
1	20	13.70%
2	14	9.59%
3	17	11.64%
4	30	20.55%
5	46	31.51%
Not Answered	19	13.01%

Please enter any additional comments here

There were 25 responses to this part of the question.

8: Do you have any other comments?

Please enter your comments

There were 33 responses to this part of the question.

9: What is your postcode?

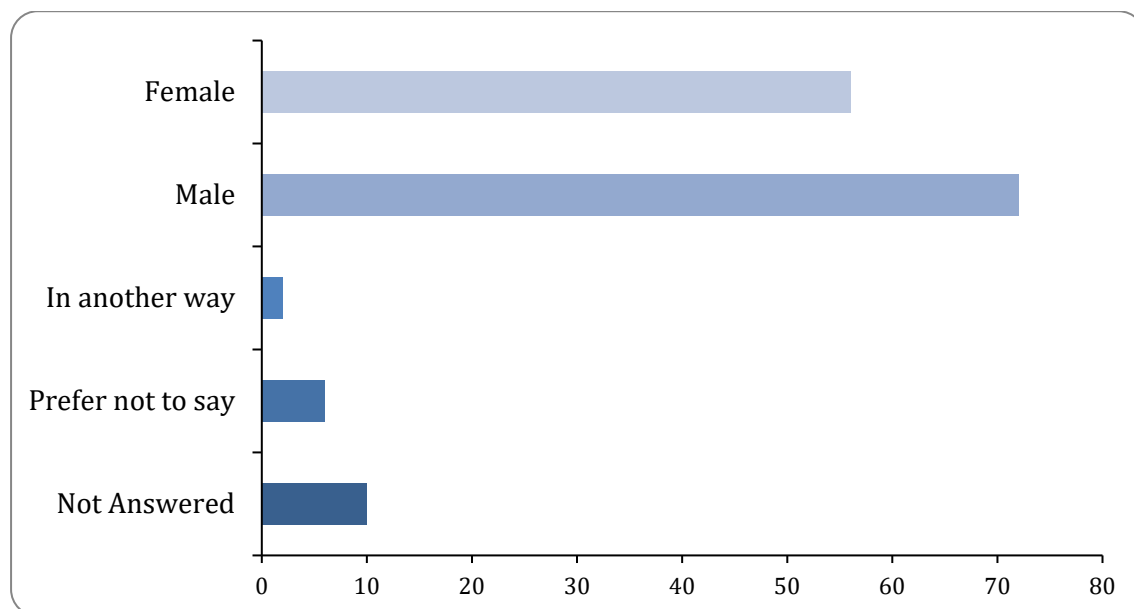
Postcode

There were 127 responses to this part of the question.

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

Sex

There were 136 responses to this part of the question.

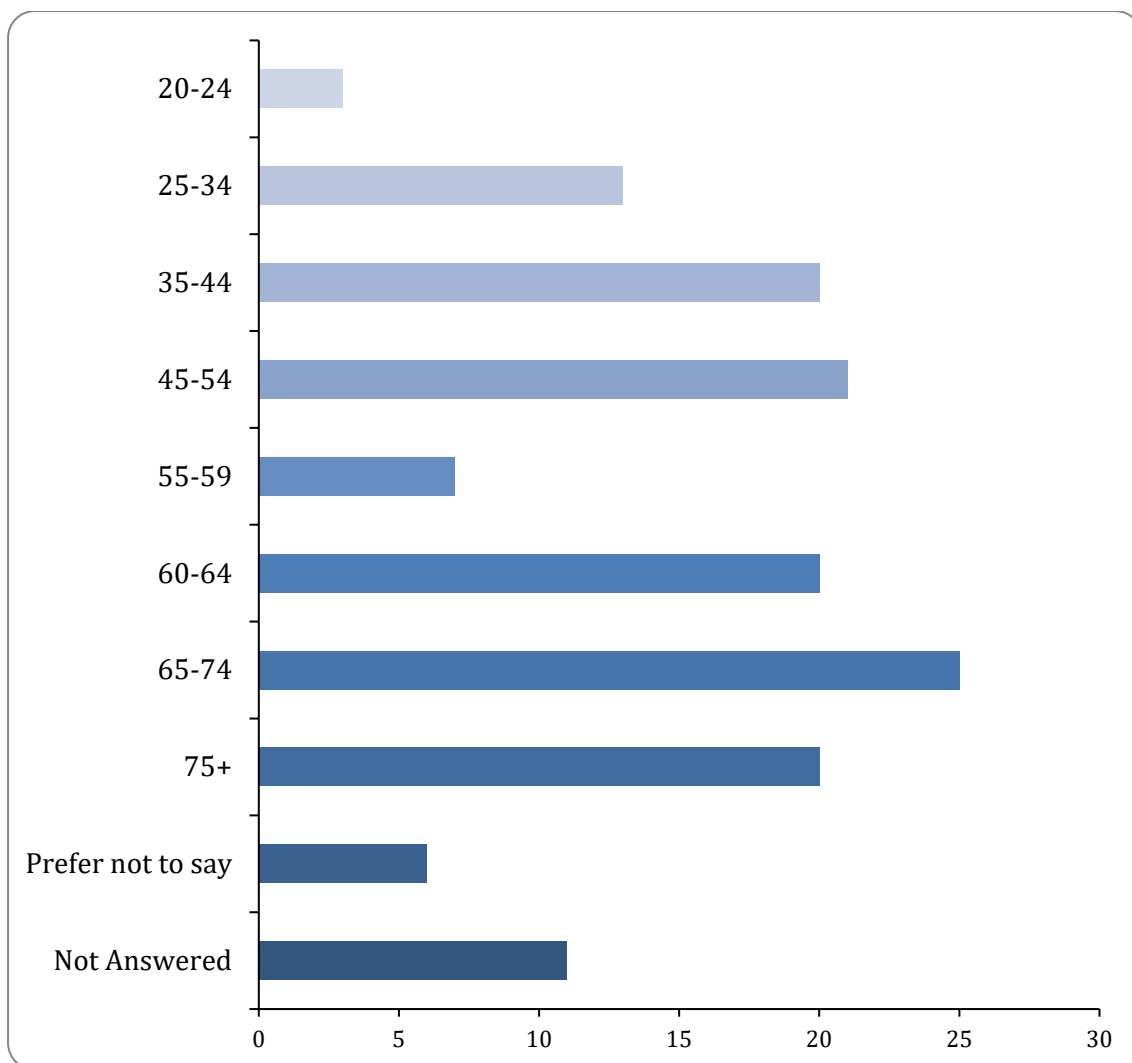


Option	Total	Percent
Female	56	38.36%
Male	72	49.32%
In another way	2	1.37%
Prefer not to say	6	4.11%
Not Answered	10	6.85%

11: Which age bracket do you fall into?

Age

There were 135 responses to this part of the question.

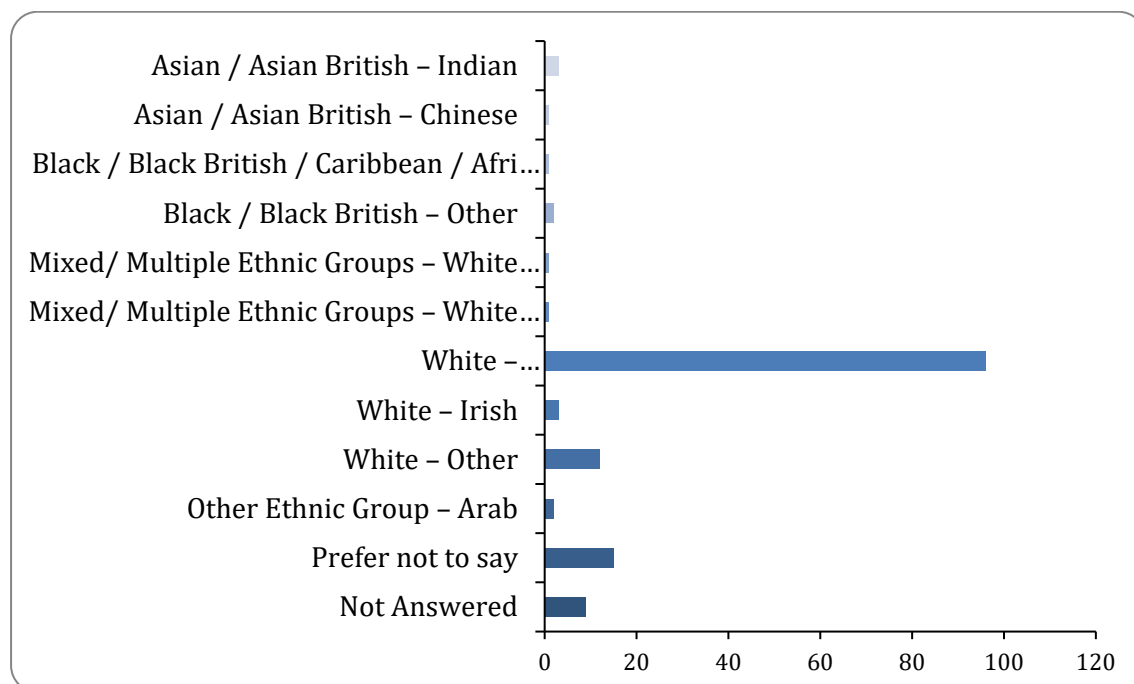


Option	Total	Percent
Under 16	0	0.00%
16-19	0	0.00%
20-24	3	2.05%
25-34	13	8.90%
35-44	20	13.70%
45-54	21	14.38%
55-59	7	4.79%
60-64	20	13.70%
65-74	25	17.12%
75+	20	13.70%
Prefer not to say	6	4.11%
Not Answered	11	7.53%

12: Which of the following best describes your ethnicity?

Ethnicity

There were 137 responses to this part of the question.



Option	Total	Percent
Asian / Asian British – Indian	3	2.05%
Asian / Asian British – Pakistani	0	0.00%
Asian / Asian British – Bangladeshi	0	0.00%
Asian / Asian British – Chinese	1	0.68%
Asian / Asian British – Other	0	0.00%
Black / Black British / Caribbean / African – Caribbean	0	0.00%
Black / Black British / Caribbean / African – African	1	0.68%
Black / Black British – Other	2	1.37%
Mixed/ Multiple Ethnic Groups – White and Black Caribbean	1	0.68%
Mixed/ Multiple Ethnic Groups – White and Black African	0	0.00%
Mixed/ Multiple Ethnic Groups – White and Asian	1	0.68%
Mixed/ Multiple Ethnic Groups – Other	0	0.00%
White – English/Welsh/Scottish/Northern Irish/British	96	65.75%
White – Irish	3	2.05%
White – Gypsy or Irish Traveller	0	0.00%
White – Roma	0	0.00%
White – Other	12	8.22%
Other Ethnic Group – Arab	2	1.37%

Other Ethnic Group – Any other ethnic group	0	0.00%
Don't know	0	0.00%
Prefer not to say	15	10.27%
Not Answered	9	6.16%

To: Cabinet
Date: 7 February 2024
Report of: Head of Financial Services
Title of Report: Capital Strategy 2024/25 – 2027/28

Summary and recommendations	
Purpose of report:	To present the Capital Strategy for approval
Key decision:	No
Executive Board 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 2024/25 – 2027/28

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 which are both considered elsewhere on this agenda.

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 but must be affordable within the context of overall Council finances.
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 types of 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.
7. The Capital Strategy at Appendix A includes some changes to bring figures and references up to date and some minor changes to ease understanding. Otherwise the strategy is fundamentally unchanged from last year.

Financial implications

8. 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.
9. 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

10. Local authorities have powers to invest under section 12 Local Government Act 2003 and s.1 Localism Act 2011
11. 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

12. 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

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

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Background Papers: None
The Treasury Management Strategy

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CAPITAL STRATEGY 2024/25 – 2027/28

January 2024

Index	Page
1. Purpose	3
2. Scope	3
3. Capital Expenditure and Investment	4
4. Links to Other Corporate Strategies and Plans	5
5. Asset Management Strategy	
6. Commercial Investments and Service Investments	6
7. External Drivers	6
8. Setting the Capital Budget (Capital Management Practice 5)	7
9. Performance Monitoring (Cap. Man. Practices 2 and 6)	12
10. Outline of the Capital Project Review Process (Cap. Man. Practices 5 and 6)	13
11. Capital Funding	15
12. Financial Assessment of Business Cases (Cap. Man. Practice 5)	19
13. Existing Property Investments	22
14. Skills, Training and Qualifications (Cap. Man. Practice 10)	24
15. Loans to Companies	24
16. Transformation Funding	28
17. Risk Management (Cap. Man. Practice 1)	29
18. Other Considerations	31
 <u>Appendices</u>	
Appendix 1 – Capital Scheme and Major Projects Appraisal Process	32

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 includes a few requirements relating to the contents 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, associated revenue provisions 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 Where Council officers spend time on capital projects, the costs of this time can be capitalised where set criteria are met. Costs of Programme Manager employment are attributable to capital when it relates to work directly incurred through bringing an asset to the location & condition necessary for it be capable of operating in the manner intended by management, is only incurred because of the asset and would not otherwise have been needed in the ordinary course of business). Any costs of time spent on tasks which are administrative in nature, i.e. budget monitoring, project governance and project reporting, cannot be counted as capital expenditure.
- 3.7 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 compiles a schedule setting out a summary of its existing material investments and liabilities including financial guarantees together with the Council's associated risk exposure
- It should be noted in respect of the first bullet point that the Council does not make capital investments primarily for financial return.

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 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 Strategy
- Asset Management Strategy and Action Plan
- Treasury Management Strategy
- Housing and Homelessness Strategy
- 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. Asset Management Strategy and Action Plan

5.1 The current Asset Management Strategy was adopted in 2021 and runs for a period of 10 years. It sets out the Council's strategy and approach to managing not only the operational property but also the investment portfolio. The strategy sets out the Council's ambition to maximise returns from the investment portfolio in order to support

funding of vital Council services. This includes identifying, not only opportunities to generate a capital receipt but also opportunities for regeneration.

6. Commercial Investments and Service Investments

- 6.1 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.
- 6.2 The Capital Programme includes all major projects of a capital nature. These projects relate to the delivery of Council services or responsibilities, including regeneration, 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”.
- 6.3 “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.
- 6.4 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;

7. External Drivers

- 7.1 In addition to the Council’s own priorities external influence may impact on capital decisions, for example central government, Future Oxfordshire Partnership and Local Enterprise Partnership (LEP) priorities and funding requirements and the influence of demographic and legislative changes.

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

8.1 Identifying Capital Expenditure / Investment Need

The need for a capital project may be identified through one or more of the following processes (with the exception of the final point which has to be in conjunction with another need):

- 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 (when in conjunction with another need).

8.2 Assessing Capital Expenditure / Investment Need

8.2.1 Due to competing demands for limited resources, the Council prioritises capital investment taking a number of different factors into consideration 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

8.2.2 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.

8.3 Environmental Considerations in Capital Decision Making

- 8.3.1 There are many benefits to including sustainability or environmental criteria in the decision-making process when it comes to allocating capital resources.
- 8.3.2 “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.
- 8.3.3 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.
- 8.3.4 Where appropriate the Council’s internal business cases procedure for all major (>£500k) capital projects 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. 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 the Council will future proof all new builds to ensure they are capable of becoming net zero (regulated energy) in the future as technologies improve.
- 8.3.5 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.

8.4 Key Questions

- 8.4.1 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

8.4.2 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).

8.4.3 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.

8.4.4 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, the likely pay back period and length of the loan. This is embedded in the business case processes.

Affordability

8.4.5 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

8.4.7 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.

8.4.8 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.

8.4.9 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

8.4.10 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

8.5 Assessing the Impact of Capital Investment on Overall Finances

8.5.1 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.

8.5.2 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.

8.5.3 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.

8.6 Prioritising Investment

8.6.1 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, but also taking into other criteria such as section 106 and Community Infrastructure Levy agreements. 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.

8.6.2 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 Councils 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.

8.7 How Schemes Get Included in the Capital Programme

- 8.7.1 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.
- 8.7.2 The officer level Development Board, supported by the Project Management Office has been set up to oversee the assessment and review of most capital projects, and support and advise decision makers in line with the constitution and the Scheme of Delegation. It provides corporate oversight of the programme, ensuring that this capital strategy is followed. See Appendix 1 for more details.
- 8.7.3 Once schemes have been developed to the business case stage and are no longer waiting as a pipeline project they may be presented to Cabinet for inclusion into the draft capital programme which is considered and recommended to full Council by Cabinet alongside the draft Medium Term Financial Plan. Full Council will approve the capital programme as part of the budget setting process at the February meeting each year.
- 8.7.4 Where capital projects are developed in year, i.e. after the approval at full Council in February of the budget and Capital Programme, Cabinet may approve any capital project for which there is funds within the approved capital budget as approved by full Council.
- 8.7.5 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.
- 8.7.6 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 to comply with the constitution and therefore may need to go through the full process of:
- consideration through the Capital Project Process including Development Board
 - Approval from Cabinet to recommend the capital budget increase to Council and approve (conditionally) the capital project
 - Approval from Council to allocate the in year addition to the capital budget.

8.7.7 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.

8.8 How Schemes Get Included in the Capital Programme –ICT projects

8.8.1 ICT change requests for ICT schemes are considered by the Organisational Change Board.

8.8.2 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.

8.8.3 Where an approval of a new or additional capital budget is needed, the process for that approval is as explained in 8.7 above.

8.8.4 Organisational Change Board operates a benefits tracker which considers high level impacts. More detailed benefits tracking is being considered.

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

Council in-house Capital Schemes.

9.1 Capital expenditure is reviewed for its legitimacy in meeting the definition of a capital purpose and is reconciled monthly. Monthly monitoring takes place via the Development Board. 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.

9.2 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.

9.3 Performance of the Council's Capital Programme is reported to the Cabinet via the Quarterly Integrated Report plus the out-turn report prepared by the Council's Section 151 Officer. 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.

9.4 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 (Section 151 Officer) 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

9.5 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.

9.6 Loans to Companies will require the monitoring of the operations of the borrower with terms of the loan agreed by the Council's Section 151 Officer. 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 (Section 151 Officer).

9.7 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.

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

10.1 Projects and Capital funding bids will pass through a series of stages unless they are specifically exempted from this process (see 10.3). 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.

10.2 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.

10.3 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.

10.4 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 with oversight through the Development Board process
- Projects in the pipeline are reviewed as part of budget setting as set out above and any in year changes are made only in exceptional circumstances.
- Capital Monitoring reports are incorporated into the quarterly integrated report and include the status of all schemes alongside financial information
- Once a project has been approved, as well as governance and assurance gateways, monitoring reports will be required. Large projects will have a project manager, sponsor and a project board. Smaller projects will have a sponsor but not necessarily its own project board and will rely on the Review groups supporting Development Board for that purpose.
- Project closure and lessons learnt.

10.5 Governance arrangements for a project are to be proposed to the Development Board, who will revise or ratify the arrangements. 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.

10.6 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

11. Capital Funding

11.1 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.

11.2 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

11.3 Capital Receipts

11.3.1 The Council can recycle capital receipts generated from the disposal of assets back to fund both General Fund and HRA capital projects. Prior to financing, as at the 31 March 2023 the Council had £26.9 million of usable capital receipts available to fund capital spend of which £12.3 million is ringfenced to schemes that increase the supply of affordable housing with the balance being available to finance any other capital schemes.

11.3.2 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.

11.3.3 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 2023 the Council had £12.3 million of these receipts prior to financing.

11.4 Prudential Borrowing

11.4.1 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.

11.4.2 There is approximately £538.63 million of Prudential Borrowing anticipated from 2024/25 up to and including 2027/28. Of this, £197.76 million relates to General Fund financing and £340.87 million relates to HRA financing. These figures are assuming full funding of the capital programme without the application of an optimism bias. This is to fund the costs of social housing provision, repairs to Council properties, funding loans to Council companies plus some operational capital schemes.

11.4.3 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.

11.4.4 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.

11.4.5 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.

11.4.6 It is the view of both CIPFA and the Government that borrowing should not be used to finance commercial investments (investments intended primarily for financial gain). In the prudential code and treasury management code, 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 on them. This is done on a case by case basis as and when any major works are needed on an investment (asset).

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

11.5.1 Developer contributions are sought to mitigate the impact of developments whilst CIL is a tariff that all developments contribute towards infrastructure projects across the city.

11.5.2 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 are needed. Links with Community organisations may need to be established and enhanced over time.

11.6 Revenue Contributions

11.6.1 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.

11.7 External funding

11.7.1 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.

11.8 Housing Revenue Account Specific Funding

11.8.1 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 was limited to 7% by the Government. This in turn limits the amount of funding available to finance capital expenditure because that reduced rent rise has impacts into the future. For 2024-25 the rent rise has been limited again to CPI in September 2023 i.e. 7.7% which the council is recommended to agree.

11.8.2 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. The overall caveat now is that the borrowing is prudent and affordable. As a control mechanism on the amount of borrowing the council makes reference to the Interest Cover Rate (ICR) i.e. the number of times surpluses cover interest charges. The benchmark for this rate is 1.25 times. The HRA budget is set at a level that this level is

at least achieved unless some temporary breach of this limit is specifically agreed with the Head of Financial Services (Section 151 Officer)

11.8.3 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.

11.8.4 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)

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

12.1 General

12.1.1 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.

12.1.2 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 agreed by the Chief Finance Officer prior to applying for grant funding.**

12.1.3 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.

12.2 Financial Analysis

12.2.1 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

12.2.2 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.

12.2.3 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.

12.2.4 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.

12.2.5 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.

12.2.6 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.

12.2.7 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.

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

12.2.9 The following indicators can be provided for the financial cost benefit analysis:

- Net Present Value (NPV)
- Payback period (years)
- 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. The effect on the revenue position must be assessed and explained using whatever measures are appropriate for the project. (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.)

12.3 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.

12.4 Sensitivity Analysis

12.4.1 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.

12.4.2 The actual sensitivities used may vary from project to project but as an indication these sensitivities could 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

12.5 **Business Case Financial Assessment**

- 12.5.1 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.
- 12.5.2 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.
- 12.5.3 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.
- 12.5.4 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).

12.6 **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.

12.7 **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

13. **Existing Property Investments**

- 13.1 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.

- 13.2 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.
- 13.3 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.
- 13.4 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.
- 13.5 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.
- 13.6 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 2023 was £117.7 million. Estimated rent due to be received in 2023/24 was £10.2 million.

- 13.7 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
- 13.8 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.
- 13.9 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.

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

- 14.1 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.
- 14.2 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.

- 14.3 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.
- 14.4 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.

15. Loans to Companies

- 15.1 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:

15.2 Barton Oxford LLP

- 15.2.1 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.
- 15.2.2 Planning permission has been secured for 885 homes (354 affordable) alongside a primary school, food store, community hub and park.
- 15.2.3 The authority has contracted to purchase the 354 affordable dwellings which it will transfer to its Housing Company or to its Housing Revenue Account.
- 15.2.4 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.

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

- 15.3.1 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.
- 15.3.2 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.

15.4 Oxwed LLP

15.4.1 In January 2016 the Council entered into a joint venture with Nuffield College forming OXWED Limited. 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.

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

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

15.5 Oxford Direct Services

15.5.1 In 2017 the Council formed two wholly owned companies:

- Oxford Direct Services Limited, (ODSL) a Teckal company largely providing services back to the Council and
- Oxford Direct Service Trading Limited, (ODSTL) a Trading Company which initially was limited to commercial waste collection but has now been expanded to include all external trading activity

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

15.5.3 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.

15.6 Loans to the Companies

15.6.1 Over the four year life of the Council's Medium Term Financial Strategy to 2027/28 it is assumed that the Council will give additional loans to the Council's Housing Company to the value of around £110.7 million. During this period some existing loans will be repaid with the maximum year end outstanding housing company loans being expected to be £125.2 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 new loans awarded to the development company and 1.5% on all new loans awarded to the investment company. 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, risk and collateral.

15.6.2 As at the end of December 2023 the Council have given loans to Oxwed LLP to the value of £13.29 million with accrued interest novated to the LLP from OxWED Ltd of £3.79 million. Cumulative interest on both principal and novated interest elements to 31st March 2023 was £1.38 million with ongoing interest of £1.16 million upwards per annum.

15.6.2 As at 1st April 2023 the following loans that the Council had given to the companies were outstanding:

- £17.80 million to OCHIL for the purchase of properties from the Housing Revenue Account and at Barton Park
- £27.50 million to OCHDL for the purchase of land and development costs
- £13.04 million to OxWED for the purchase of land and working capital

15.6.3 Further loans have been granted during 2023/24:

- £3.30 million to OCHIL for the purchase of Barton properties
- £0.25 million to OXWED for working capital

15.6.4 There are plans for further capital loans to the Housing Company to the value of £30.7 million for OCHIL, and £70 million for OCHDL up to and including 2027/28.

15.6.5 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.

15.6.6 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.

15.6.7 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

- 15.6.8 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.

15.7 **Other Considerations**

15.7.1 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

16. **Transformation Funding Strategy**

16.1 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.

16.2 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.

- 16.3 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.
- 16.4 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.
- 16.5 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.

17. Risk Management (Capital Strategy Management Practice 1)

- 17.1 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;
- 17.2 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.
- 17.3 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.

- 17.4 To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.
- 17.5 It is important to identify the appetite for risk by each scheme and for the capital programme as a whole.
- 17.6 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.
- 17.7 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.
- 17.8 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.

17.9 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.

18. **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)

Introduction

This is an indication of the processes which are undertaken based on the processes in place at the time of writing, although these processes may change at any time.

Overview

A capital project involves the acquisition, construction or enhancement of a fixed asset such as a building, physical infrastructure, or vehicles, plant and machinery. Capital expenditure can also include loans and grants for capital purposes, and also spending on intangible assets such as ICT systems.

The Council has a significant capital programme of projects that support its priorities. An overview of the Council's capital programme by project type is included [on the Spending Plans pages](https://www.oxford.gov.uk/info/20157/our_spending/352/spending_plans) on the Council's website (https://www.oxford.gov.uk/info/20157/our_spending/352/spending_plans).

Projects range from major redevelopment schemes in the city through to rolling programmes of works to maintain and enhance existing assets in order to best meet the needs of residents. Examples of on-going and recently completed capital projects can be found [on the Building Projects pages](#) on the Council's website.

A new capital project idea requires approval via a number of controlled gateway stages in order to be included in the capital programme and proceed to delivery. This process follows the Council's Capital Strategy and is overseen by Development Board.

Change projects, which look to improve how the Council works or provide its services, are overseen by Organisation Change Board.

Development Board is an officer group is in place to ensure:

- Strategic alignment of all developments
- Support delivery of corporate targets for housing, jobs and community
- Manage Council assets to deliver improved outcomes for residents and/or maximise return on investment
- Ensure resources are in place at all stages of project development from concept to delivery for successful delivery of projects
- Escalation point for exceptions reporting including feeder groups Development Review Group, Asset Review Groups and also Housing Supply Board.

Development Review Group (DRG) reviews proposals and business cases for new capital projects and makes recommendations to Development Board. DRG provides challenge, advice and support on capital projects at all stages to support their development or delivery.

Asset Review Group (ARG) provides strategic alignment of all property asset matters, and is responsible for Health and Safety and CDM compliance for General Fund assets. ARG also monitors progress on maintenance programmes. Project proposals responding to compliance requirements or repairs and maintenance therefore typically go through ARG in the first instance.

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** – agreed 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

On completion of a gateway stage, Development Board will consider recommendations from DRG and ARG and decide whether a project continues to the next stage, if more work is required, or if a project is closed.

The Project Management Office (PMO) team is in place to support the delivery of projects and associated processes, including support to Development Board, Development Review Group and Asset Review Group.

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 agreed by the relevant Head of Service
- put forward using the Project Initiation Document (PID) template to the Project Management Office (PMO) by email

The PID template requires all project proposals to link to a least one Corporate Objective, and the outline key project impacts, whether beneficial or potentially unfavourable.

Project proposals need to demonstrate compliance with corporate policy including health and safety standards, and on carbon and environmental impacts. Please follow the links below to the relevant guidance:

- Carbon and Environmental Considerations in Projects
- OCC Health and Safety Standard

Possible outcomes

There are a number of outcomes to a project proposal:

- it may be rejected by DRG
- It may be recommended by DRG but rejected by Development Board
- it may be added to the pipeline of future project

Project Team – Roles and Responsibilities and Internal Resourcing Implications

The PID form requires a project sponsor, and proposed project team to be identified along with the appropriate governance arrangements e.g. a dedicated Project Board for larger projects, or potentially through DRG for smaller projects.

It is important for project managers to engage with the various Service Area's teams who will be required to support a proposed project, and the PID form will help prompt this process and identify potential resourcing cost implications. DRG and ARG will advise on project resourcing issues, as appropriate, as part of the gateway review process.

Feasibility funding

A proposal scheme may need feasibility funding to help it progress. Feasibility funding bids will need to cover both the external resources requirements and the cost of internal officer resource as identified through a PID form. The feasibility fund budget is available to support the development of projects at their early gateway 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

Use of the feasibility fund

Allocated feasibility funding **can be** used to:

- to procure external goods, services and resources as required
- to secure project resources (if this is for an individual project)
- fund internal services, such as Project Management, Corporate Property, Legal and Finance time supporting the project on a timesheet basis

It **cannot** be used to:

- 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 or enhancing an asset)

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

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 capitalisable 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 leads 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 agreed 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 agreed 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. Adding budget to the capital programme for a new project, or increasing the budget allocation for an existing project requires approval by Full Council. Additions to the capital programme normally take place as part of

the annual budget setting process to enable schemes to be prioritised and funded as part of the Council's overall medium term financial plan. Individual projects may seek in-year budget approval through Cabinet and Full Council where Development Board and CMT have agreed to do so. For example, this could be appropriate where a project is funded from external grant and there are time constraints involved, or if the project will deliver a significant return to the council.

Contingency Budget

Allocating an appropriate contingency budget at all project stages is important. Whilst it is not possible to remove all risk from projects, and the risks vary depending on the project, we can apply consistent principles to minimise exposure to risk. Risk changes through the life of the project, with greatest potential variance early when less is known.

The City Council's capital programme is inevitably impacted by market inflationary pressures, so a balance needs to be struck between ensuring future inflationary costs are covered, and avoiding making projects appear unviable by adding worst case scenario contingency levels.

Contingency setting principles:

1. Be clear what the contingency is, what it is for and how it will be managed on a project by project basis. This requires:
 - A specific section in proposal forms to be added so it is clear what the design and construction contingency assumed is with an explanation as to why that level was considered appropriate. This should be informed by a sensitivity test on emerging budget figures to understand the potential risks and costs. For example you may want to hold greater contingency early on in projects or when dealing with refurbishment with greater level of unknowns as opposed to new build.
 - Guidance on setting contingency to be added to the PMO guidance as part of guidance review following audit.
 - Account codes within capital cost centres need to be added so project costs can be reported in more detail in reporting this can be more accurately monitored.
2. Apply sensitivity testing when setting project budgets moving forward and set a wider budget envelope within delegations to continue a project without needing further delays through Cabinet processes that could have been avoided through greater sensitivity testing.
3. Clarity in budget setting process that project budgets need to be reviewed at each design stage. Although budgets are reviewed and monitored regularly by Project Managers there needs to be a clearer understanding that budgets may need to be reviewed and amended at each design stage. It is not realistic to expect the budget to be unchanged over a number of years. This needs to be made clear in the capital budget setting process wherever possible.
4. New capital project feasibility to assume 40% contingency on overall project costs as starting point and reduce down through the project stages as required.

5. A contingency line is included within the capital programme, and managed through the Development Board process.
6. A project seeking contingency funding due to inflationary pressure needs to bring a proposal setting out the issues and any impacts on the business.

Projects pipeline

This stage is a holding position and relates to projects whose full business case has been agreed but is awaiting confirmation of the funding being included in the Council's capital budget. A number of business cases may be received, and recommended for progression, throughout the year. These business cases will form a pipeline of potential projects. These business cases will be reviewed as a whole by Development Board against corporate objectives and the factors set out in the capital strategy in order 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;
- Directors review, on a monthly basis, a list of schemes where an update has not been provided.

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 agreed 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: Cabinet
Date: 7 February 2024
Report of: Head of Financial Services
Title of Report: Treasury Management Strategy 2024/25

Summary and recommendations	
Purpose of report:	To present the Council's Treasury Management Strategy for 2024/25 together with the Prudential Indicators for 2024/25 to 2027/28
Key decision:	Yes
Executive Board Member:	Councillor Ed Turner, Deputy Leader (Statutory) - 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 2024/25 as set out in paragraphs 12 to 60 of this report and the Prudential Indicators for 2024/25 – 2027/28 as set out in Appendix 2; 2. The Borrowing Strategy 2024/25 at paragraphs 34 to 36 of this report; 3. The Minimum Revenue Provision (MRP) Statement at Appendix 3 which sets out the Council's policy on charging borrowing to the revenue account; 4. The Investment Strategy for 2024/25 and the investment criteria as set out in paragraphs 38 to 56 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 2024/25 – 2027/28
Appendix 3	Minimum Revenue Provision (MRP) Statement and Policy
Appendix 4	Environmental, Social and Governance (ESG) Policy
Appendix 5	Scheme of Delegation
Appendix 6	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 2024/25 – 2027/2028. 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 2023 was £61.3 million. The actual daily value fluctuated between £82.7 million and £42.4 million. For the previous calendar year, average balances were £107.7 million and daily values ranged from £135.0 million to £82.7 million.
4. All external debt as at 31 March 2023 (£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 receipts and prudential borrowing. However, due to the scale of investment over the period to 2024/25 to 2027/28, including the loans to the Council's wholly owned housing company (£100.7 million), the level of prudential borrowing will increase to over £904.3 million in 2027/28 from the projected £394.0 million at the end of 2023/24. 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 £795.5 million in 2027/28. The Housing Revenue Account Capital Programme is largely funded from council house rents over time but includes £413.4 million borrowing from 2023/24 to 2027/28. 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.
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) has recently undertaken an additional consultation on the detail of proposed changes to regulations around Minimum Revenue Provision (MRP). 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, based

on the latest consultation documents are now 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.

Key Changes from Previous Years

- The results from latest consultation on the statutory guidance on MRP and associated capital regulations will not be known, according to the timetable, until mid-March. One of the changes is in respect of the MRP Policy making specific reference to the regulations. The MRP Policy has therefore been separated from this report into an appendix for ease of update. There are no substantive changes needed to the MRP Policy from previous years except for making reference to the regulations which, for the purposes of the approval of the MRP Policy for 2024/25, will refer to the draft regulations as currently published.

Interest and Economic Outlook

- The Council has appointed Link Group as its treasury advisor and part of the service is to assist the Council to formulate a view on interest rates. Link Group provided the forecasts below on 8th January 2024. This includes forecasts for Public Works Loans Board (PWLB) interest rates which represent gilt yields plus 80 bps (0.8%) and a forecast of the bank rate based on market data as at the date of publication.

	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
BANK RATE	5.25	5.25	4.75	4.25	3.75	3.25	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3 month ave earnings	5.30	5.30	4.80	4.30	3.80	3.30	3.00	3.00	3.00	3.00	3.00	3.00	3.00
6 month ave earnings	5.20	5.10	4.60	4.10	3.70	3.30	3.10	3.10	3.10	3.10	3.10	3.10	3.10
12 month ave earnings	5.00	4.90	4.40	3.90	3.60	3.20	3.10	3.10	3.10	3.10	3.10	3.20	3.20
5 yr PWLB	4.50	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.60	3.50	3.50	3.50
10 yr PWLB	4.70	4.50	4.40	4.30	4.20	4.10	4.00	3.90	3.80	3.70	3.70	3.70	3.70
25 yr PWLB	5.20	5.10	4.90	4.80	4.60	4.40	4.30	4.20	4.20	4.10	4.10	4.10	4.10
50 yr PWLB	5.00	4.90	4.70	4.60	4.40	4.20	4.10	4.00	4.00	3.90	3.90	3.90	3.90

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

2024/25	4.70%
2025/26	3.20%
2026/27	3.00%
2027/28	3.25%
Years 6 to 10	3.25%
Years 10+	3.25%

This shows the expected trajectory in interest rates. This profile has been built into the Council's Medium Term Financial Plan.

Treasury Management Strategy Statement

Background

12. 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.
13. 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.
14. 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.
15. 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.
16. 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."

Treasury Management Advisors

17. Treasury advice and market information is provided by Link Group. A procurement exercise was undertaken during 2023 and the contract was awarded to Link Group in November 2023 for 3 years and options to extend for a further 2 periods of 2

years each (to a maximum contract length of 7 years). 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.

18. 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

19. 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.
20. 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.
21. 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.
22. Officers will identify a training plan to be delivered over 2024/25, probably using the independent expertise of the Council's treasury advisors, Link Group.

Bank Account Management

23. Bank accounts for the Council and its wholly owned companies are with the same banker. The bank 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.
24. 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.

25. 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

26. 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.
27. 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.
28. 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.
29. The Council's draft Capital Programme for 2024/25 to 2027/28, which appears elsewhere on the Agenda; includes the £510.3 million expenditure which is currently planned to be financed by borrowing of which £413.4 million relates to the Housing Revenue Account.
30. 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.
31. 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.
32. 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.
33. 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 2024/25

34. The Council had an estimated £78.1 million internal borrowing as at 1st April 2023. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with external loan debt because cash supporting the Council's reserves, balances and cash flow has been used as a funding source. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.
35. 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 2024/25 treasury operations. 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

36. 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 2024/25

37. The Minimum Revenue Provision (MRP) Statement and Policy is now shown in Appendix 3.

Annual Investment Strategy 2024/25

38. 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

39. 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.
40. 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).

41. 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.
42. 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

43. The average value of the Council’s investments during the calendar year to 31st December 2023 was £61.3 million. The actual daily value fluctuated between £82.7 million and £42.4 million. For the previous calendar year, average balances were £107.7 million and daily values ranged from £135.0 million to £82.7 million.

Investment Durations

44. 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

45. 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).
46. 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.
47. 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.
48. 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.
49. 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.
50. 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.
51. 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

52. 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.
53. 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.
54. 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 25% of the previous full year's average monthly investment balance to 31st December, or £25 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 and £5 million with each of the Fidelity and Artemis multi asset funds.
55. Investments may be arranged in advance. 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

56. 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 4. 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

57. 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 2023/24 – 2027/28 and will be monitored and reported on an annual basis.

Other implications

58. 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 4.

Financial implications

59. 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 2024/25 to 2027/28 are as follows:

	2024/25 £000's	2025/26 £000's	2026/27 £000's	2027/28 £000's
Interest Payable	15,171	20,714	25,414	30,329
Interest from companies on borrowing	-3,413	-4,434	-5,834	-7,434
Transfer from HRA	-14,018	-18,011	-20,535	-23,800
Treasury management investment interest	-1,718	-1,456	-1,432	-1,456
Net investment interest	-3,978	-3,187	-2,387	-2,361

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

Legal issues

61. 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.

62. 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.

63. 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

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

65. 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 3 to 4% of the original investment value.

Equalities impact

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

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

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

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

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

Investments that are not part of treasury management activity

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

- The Council recognises that investment in other financial assets and property primarily for financial return and not treasury management purposes requires careful management and monitoring. Such activity includes loans supporting service outcomes, investments in subsidiaries, and investment property portfolios.
- The Council has ensured that all of its non treasury investments are covered in its Capital Strategy, and has set out, where relevant, the Council's risk appetite and specific policies and arrangements for non-treasury investments. It is recognised that the risk appetite for these activities may differ from that for treasury management.
- The Council has compiled 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 2022/23 are based on figures which are still subject to audit and may be affected by the 2021/22 position which is still undergoing 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 2024/25 to 2027/28 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	2022/23 Draft £000's	2023/24 Forecast £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's	2027/28 Estimate £000's
Commercial investments	0.0	0.0	0.0	0.0	0.0	0.0
Service Investments	6,521.0	13,147.0	17,801.6	27,924.2	31,789.1	26,962.2
Other General Fund	22,813.9	66,705.7	59,662.2	42,094.4	42,044.0	18,474.8
HRA	45,563.0	60,536.8	158,254.9	110,645.3	88,845.5	125,180.4
Total expenditure	74,897.9	140,389.5	235,718.7	180,663.9	162,678.6	170,617.4
Financed by:						
Developer Contributions	2,247.2	9,802.7	7,973.2	2,213.3	340.0	0.0
Capital Grants	8,983.3	28,020.2	13,733.6	27,297.0	1,746.0	1,823.0
Capital Receipts	5,753.2	21,953.7	24,324.2	27,163.3	12,939.0	19,356.2
Revenue	6,036.8	2,868.8	12,367.0	4,901.0	5,857.0	7,936.0
Major Repairs Reserve	6,610.1	9,706.6	9,900.7	10,127.6	10,380.4	10,661.7
Sub Total	29,630.6	72,352.0	68,298.7	71,702.2	31,262.4	39,776.9
Prudential Borrowing	45,267.3	68,037.5	167,420.1	108,961.7	131,416.2	130,840.5
Total funding	74,897.9	140,389.5	235,718.8	180,663.9	162,678.6	170,617.4

Table 2:- Capital Expenditure and Financing – General Fund

General Fund	2022/23 Draft £000's	2023/24 Forecast £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's	2027/28 Estimate £000's
Commercial investments	0.0	0.0	0.0	0.0	0.0	0.0
Service Investments	6,521.0	13,147.0	17,801.6	27,924.2	31,789.1	26,962.2
Other General Fund	22,813.9	66,705.7	59,662.2	42,094.4	42,044.0	18,474.8
Total expenditure	29,334.9	79,852.7	77,463.8	70,018.6	73,833.1	45,437.0
Financed by:						
Developer Contributions	2,247.2	9,802.7	7,973.2	2,213.3	340.0	0.0
Capital Grants	6,353.3	20,853.7	9,221.6	1,200.0	1,200.0	1,200.0
Capital Receipts	4,862.2	19,961.7	17,165.1	11,776.3	8,721.0	7,977.2
Revenue	1,484.6	2,868.8	0.0	0.0	0.0	0.0
Sub Total	14,947.3	53,486.9	34,359.9	15,189.6	10,261.0	9,177.2
Prudential Borrowing	14,387.6	26,365.8	43,103.9	54,829.0	63,572.1	36,259.8
Total funding	29,334.9	79,852.7	77,463.8	70,018.6	73,833.1	45,437.0

246

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

Housing Revenue Account	2022/23 Draft £000's	2023/24 Forecast £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's	2027/28 Estimate £000's
HRA	45,563.0	60,536.8	158,254.9	110,645.3	88,845.5	125,180.4
Total expenditure	45,563.0	60,536.8	158,254.9	110,645.3	88,845.5	125,180.4
Financed by:						
Capital Grants	2,630.0	7,166.5	4,512.0	26,097.0	546.0	623.0
Capital Receipts	891.0	1,992.0	7,159.0	15,387.0	4,218.0	11,379.0
Revenue	4,552.2	0.0	12,367.0	4,901.0	5,857.0	7,936.0
Major Repairs Reserve	6,610.1	9,706.6	9,900.7	10,127.6	10,380.4	10,661.7
Sub Total	14,683.3	18,865.1	33,938.7	56,512.6	21,001.4	30,599.7
Prudential Borrowing	30,879.7	41,671.7	124,316.2	54,132.7	67,844.1	94,580.7
Total funding	45,563.0	60,536.8	158,254.9	110,645.3	88,845.5	125,180.4

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	2022/23 Draft	2023/24 Forecast	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 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	2022/23 Draft	2023/24 Forecast	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Capital Expenditure (£000's)	6,521.0	13,147.0	17,801.6	27,924.2	31,789.1	26,962.2
Percentage of total financing need	8.7%	9.4%	7.6%	15.5%	19.5%	15.8%

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	2022/23 Draft £000's	2023/24 Forecast £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's	2027/28 Estimate £000's
General Investments	-1,207.95	-977.86	-804.88	-546.05	-525.04	-552.09
Revenue stream	-27,443.00	-24,793.00	-27,752.20	-26,501.80	-27,390.40	-28,303.90
Ratio	4.4%	3.9%	2.9%	2.1%	1.9%	2.0%
General Fund Commercial investments	2022/23 Draft £000's	2023/24 Forecast £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's	2027/28 Estimate £000's
Commercial investments	-732.00	-732.00	-732.00	-732.00	-732.00	-732.00
Revenue stream	-27,443.00	-24,793.00	-27,752.20	-26,501.80	-27,390.40	-28,303.90
Ratio	2.7%	3.0%	2.6%	2.8%	2.7%	2.6%
General Fund Service investments	2022/23 Draft £000's	2023/24 Forecast £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's	2027/28 Estimate £000's
Service investments	-2,863.61	-3,033.88	-3,594.60	-4,612.04	-6,009.05	-7,605.45
Revenue stream	-27,443.00	-24,793.00	-27,752.20	-26,501.80	-27,390.40	-28,303.90
Ratio	10.4%	12.2%	13.0%	17.4%	21.9%	26.9%

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	2022/23 Draft £000's	2023/24 Forecast £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's	2027/28 Estimate £000's
Item 8 Borrowing interest	8,339.79	10,085.64	14,017.79	18,011.09	20,535.01	23,800.29
Item 8 Investment income	-496.00	-1,143.55	-991.99	-675.11	-661.33	-661.33
Net financing cost	7,843.79	8,942.09	13,025.80	17,335.98	19,873.68	23,138.96
Revenue stream	-47,794.49	-51,572.38	-57,180.00	-59,289.00	-61,666.00	-63,816.00
Ratio	-16.4%	-17.3%	-22.8%	-29.2%	-32.2%	-36.3%

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 2022/23 to an estimated 36.3% at the end of 2027/28. 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 has introduced 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)

	2022/23 Draft £000's	2023/24 Forecast £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's	2027/28 Estimate £000's
Commercial investments	0	0	0	0	0	0
Service Investments	50,093	52,451	64,313	91,167	122,885	139,773
Other General Fund	30,188	42,762	66,908	90,708	119,015	124,873
General Fund	80,281	95,213	131,221	181,875	241,900	264,646
HRA	257,095	298,767	423,083	477,216	545,060	639,641
Total CFR	337,376	393,980	554,304	659,091	786,960	904,287
Movement in CFR	42,068	56,604	160,324	104,787	127,869	117,327
Movement in the CFR represented by:						
Net Financing need for the year	45,267	68,038	167,420	108,962	131,416	130,841
Other Adjustments	0	0	0	0	0	0
Repayment of debt	-3,161	-11,285	-6,436	-2,707	-1,451	-11,245
Less MRP	-38	-149	-660	-1,468	-2,096	-2,269
Movement in CFR	42,068	56,604	160,324	104,787	127,869	117,327

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	2022/23 Draft £000's	2023/24 Forecast £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's	2027/28 Estimate £000's
Fund Balances & Reserves	74,275	74,275	74,275	74,275	74,275	74,275
Capital Receipts & Grants	37,106	37,106	37,106	37,106	37,106	37,106
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	105,076	105,076	105,076	105,076	105,076	105,076
Working Capital *	46,977	46,977	46,977	46,977	46,977	46,977
(Under) / Over Borrowing **	-108,849	-110,453	-110,777	-110,563	-111,432	-108,759
Expected Investments ***	43,204	41,600	41,276	41,490	40,621	43,294

* 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

	2022/23 Draft £000's	2023/24 Forecast £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's	2027/28 Estimate £000's
Debt at 1st April	228,528	228,528	283,528	443,528	548,528	675,528
Expected Change in Debt		55,000	160,000	105,000	127,000	120,000
Expected Debt at 31 March	228,528	283,528	443,528	548,528	675,528	795,528
CFR	337,376	393,980	554,304	659,091	786,960	904,287
Under / (Over) Borrowing	108,848	110,452	110,776	110,563	111,432	108,759

252 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

	2022/23 Draft £000's	2023/24 Forecast £000's	2024/25 Estimate £000's	2025/26 Estimate £000's	2026/27 Estimate £000's	2027/28 Estimate £000's
Authorised limit	363,894	532,111	944,287	944,287	944,287	944,287
Operational boundary	302,865	413,980	574,304	679,091	806,960	924,287

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

253

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	70%	0
20 up to 30 years	70%	0
30 up to 40 years	70%	0
40 years +	70%	0

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

	2022/23 Draft %	2023/24 Forecast %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %	2027/28 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

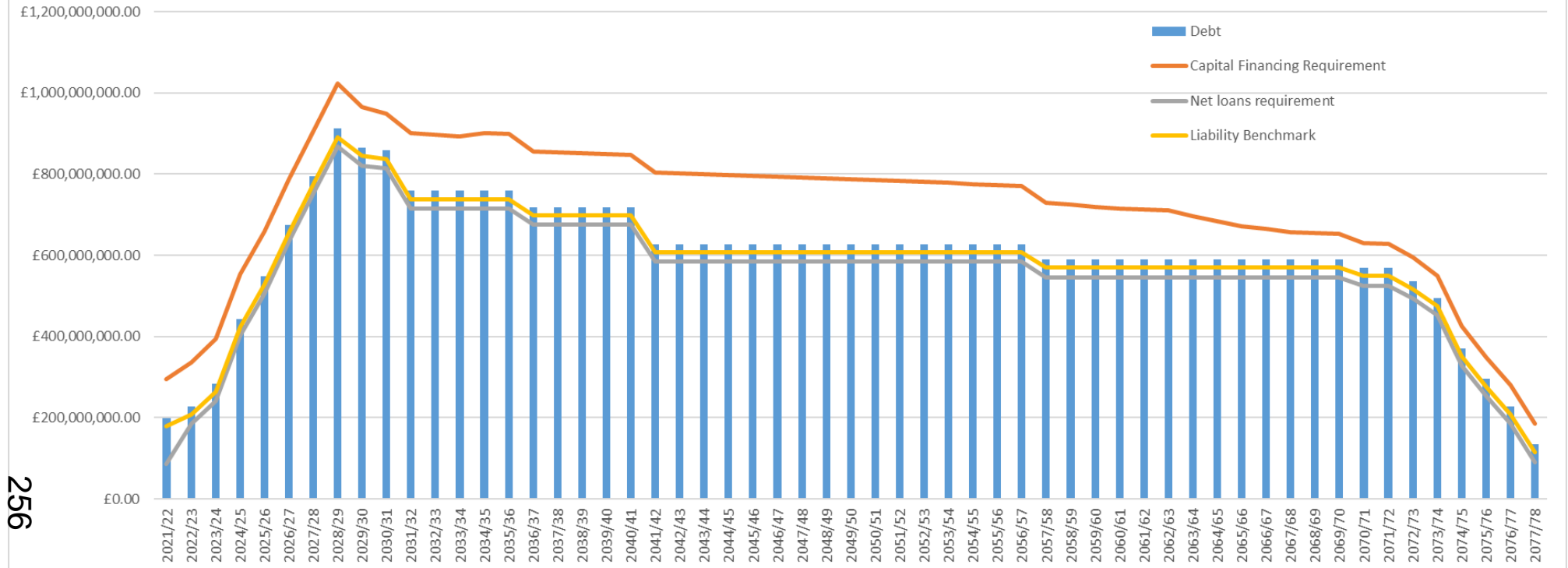
254 **Table 14:- Upper limit for principal sums invested for periods longer than 365 days**

	2022/23 Draft	2023/24 Forecast	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Upper limit for investments for periods longer than 365 days	Higher of £30m and 30%	Higher of £25m and 25%	Higher of £25m and 25%	Higher of £25m and 25%	Higher of £25m and 25%	Higher of £25m and 25%

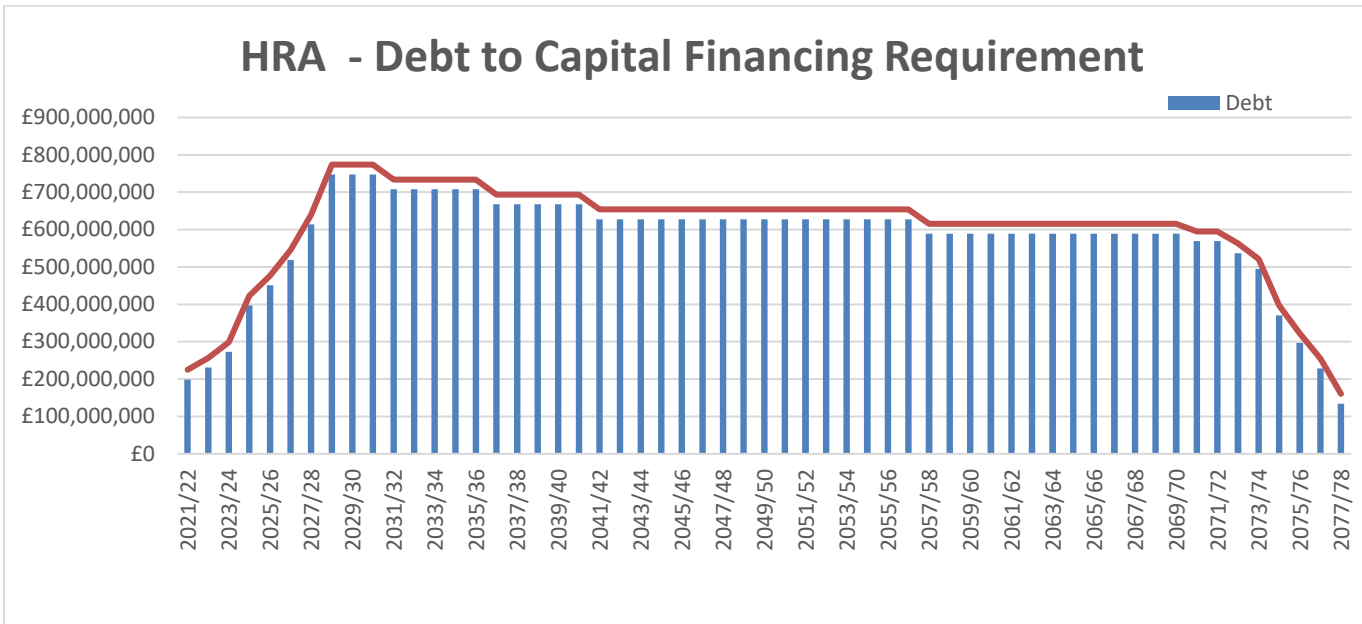
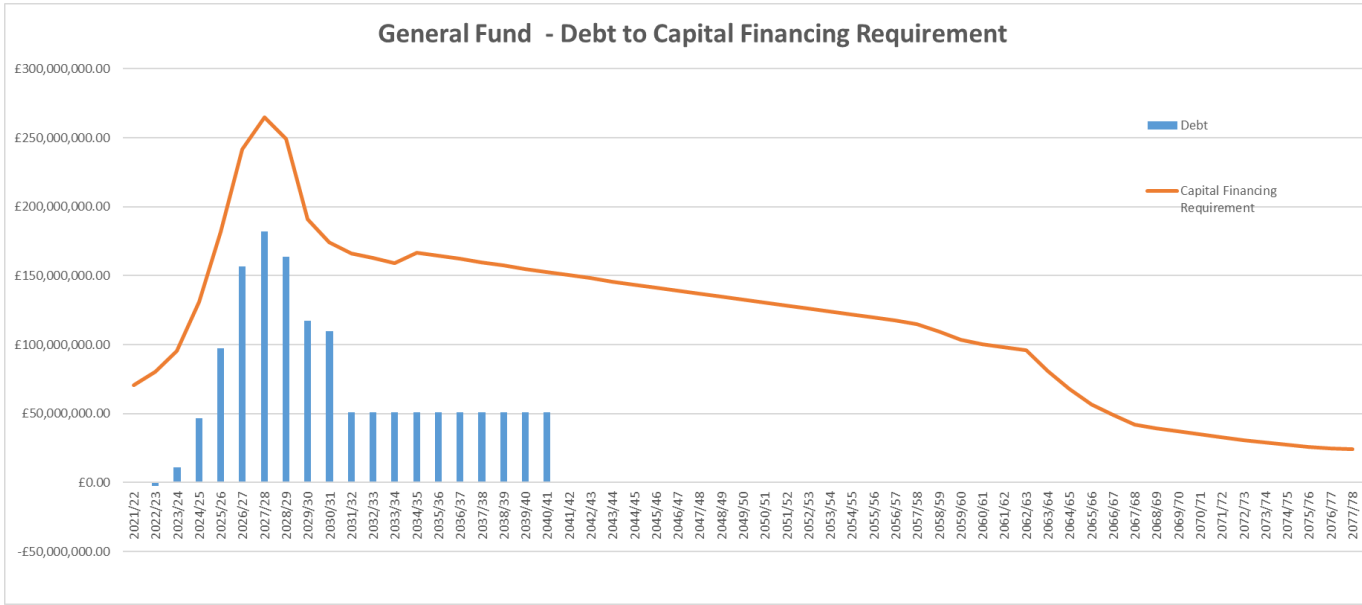
Liability Benchmark

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



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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Minimum Revenue Provision (MRP) Statement and Policy 2024/25

1. 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.
2. 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.
3. The current draft guidance on Minimum Revenue Provision, which is subject to consultation at the time of writing, requires that reference is made to the statute within the MRP policy. Since amendments to The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, currently published as The Local Authorities (Capital Finance and Accounting) (England) (Amendment) (No.2) Regulations 2023 (the regulations), are also out to consultation alongside the guidance, reference is made to the draft guidance and regulations.
4. It is recommended that the same MRP methodologies continue to be adopted for 2024/25:
 - a) For borrowing incurred before 1 April 2008 the practice of making a 4% annual charge on the reducing balance will apply in line with option 2 outlined in the Department for Levelling Up, Housing and Communities guidance,
 - 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, using option 3 the Asset Life Method, 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 in line with Regulation 27 (4):

- i. The Council's investments in a Directly Managed Property Fund which were made for service reasons;
- 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 out; 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 in line with regulation 28 (3) and (5). 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 Option 3: Asset Life Method. 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 as a lessee taken out on behalf of the General Fund, the council will charge MRP to its General Fund each year dependant on the life of the underlying asset. This will ensure that the full cost of leasing the asset is borne by the General Fund revenue account.

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 6

Risk Register
Treasury Management
As at: 10 January 2024

Ref	Title	Risk description	Opp/ threat	Risk		Date Raised	Owner	Gross		Current		Target		Comments	Controls			
				Cause	Consequence			I	P	I	P	I	P		Control description	Due date	Status	Progress
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 amongst staff and reviewing the financial regulations.	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	Invoke 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

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Minutes of a meeting of the Cabinet on Wednesday 24 January 2024



Committee members present:

Councillor Brown	Councillor Turner
Councillor Chapman	Councillor Lygo
Councillor Munkonge	Councillor Railton
Councillor Linda Smith	Councillor Upton

Officers present for all or part of the meeting:

Laura Bessell, Benefits Manager
Ian Brooke, Head of Community Services
Lucy Cherry, Policy and Partnerships Officer
Caroline Green, Chief Executive
Tom Hook, Executive Director (Corporate Resources)
Emma Jackman, Head of Law and Governance
Jason Jones, Finance Business Partner (HRA)
Clare Keen, Policy and Partnerships Officer
Nigel Kennedy, Head of Financial Services
Hagan Lewisman, Active Communities Manager
Emma Lund, Committee and Member Services Officer
Peter Matthew, Executive Director of People and Communities
Megan McFarlane, Affordable Housing Supply Programme Officer
David Morrell, Leisure and Active Wellbeing Manager
Carolyn Ploszynski, Head of Regeneration and Economy
Gail Siddall, Regulatory Services Manager
Mish Tullar, Head of Corporate Strategy
Tom Woodhams, Team Leader Lawyer

Also present:

Councillor Lucy Pegg, Chair of Scrutiny
Councillor Chris Jarvis

Apologies:

Councillor Jemima Hunt, Cabinet Member for Culture and Events, sent apologies.

107.Addresses and Questions by Members of the Public

Diana Volpe, Mark Ladbroke, Cat Hobbs and Jamie Clarke addressed Cabinet on the subject of the Leisure Services Contract Award.

Caroline Raine and Liz Peretz had submitted questions relating to the Leisure Services Contract Award.

The statements and questions, and the response provided by the Leader, are attached to these minutes.

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

Councillor Chris Jarvis addressed Cabinet on the subject of the Leisure Services Contract Award, expressing concerns about the proposed award of the contract to Serco Leisure and urging Cabinet not to accept the recommendations set out in the report.

A statement from Councillor Jarvis clarifying a comment made in his address is appended to these minutes.

109. Councillor Addresses on Neighbourhood Issues

None received.

110. Items raised by Cabinet Members

Councillor Anna Railton, Cabinet Member for Zero Carbon Oxford and Climate Justice, spoke to express appreciation and gratitude to ODS and Oxford City Council employees for their work in responding to recent flooding in the city. Councillor Railton commended the well-planned, co-ordinated and well-executed response involving the two councils, emergency services and Environment Agency to mitigate the effects of the flooding. This had involved putting up flood barriers, moving sandbags, manning pumps, finding temporary accommodation, finding working toilets, disseminating information, checking on vulnerable people, and cleaning up once the floodwater had receded.

111. Scrutiny Reports

Councillor Lucy Pegg, Chair of Scrutiny, presented the outcomes of considerations by the Scrutiny Committee and its Panels.

The Scrutiny Committee had met on 16 January 2024. The following reports had been considered:

- (i) Leisure Services Contract Award
- (ii) Draft Corporate Strategy 2024-28 for Consultation
- (iii) Private Rented Sector Regulation Policies – Result of Consultation
- (iv) Domestic Abuse Housing Alliance (DAHA) Accreditation and Domestic Abuse Review Group Update

In total, 19 recommendations had been made to Cabinet which were included in the separately published supplement together with Cabinet Members' responses.

The Finance & Performance Panel had met on 22 January 2024 and had considered the Council Tax Reduction Scheme 2024/25 and the Housing Revenue Account Rent Setting report. No recommendations on these two reports had been made: recommendations on the Corporate KPI review which had also been considered would be reported to a future Cabinet meeting.

Councillor Pegg also presented the outcomes of scrutiny in relation to the following reports which had been considered by the Climate and Environment Panel on 29 November 2023:

- (v) Biodiversity Action Plan for Oxford City Council Parks and Nature Areas Review
- (vi) Retrofit.

In total, 7 recommendations on these two reports had been made to Cabinet which were included in the separately published supplement, together with Cabinet Members' responses.

112. Leisure Services Contract Award

The Head of Community Services had submitted a report to recommend the award of a contract to Serco Leisure Ltd to manage and develop Oxford's three leisure centres, Hinksey Outdoor Pool, and the Oxford Ice Rink.

Councillor Chewe Munkonge, Cabinet Member for Leisure and Parks presented the report, thanked all those who had made representations on the proposal, and acknowledged the concerns which had been raised. Cllr Munkonge reiterated the Council's commitment to retaining its leisure centres and providing a good quality leisure service, highlighting that a number of options had been considered in relation to the procurement. This had included considering the option of bringing the service in-house. However, detailed work undertaken by officers had concluded that this would have required a level of investment which was not an affordable option within the context of the Council's Medium Term Financial Plan. Officers had worked hard to ensure that the procurement process had been robust, open and fair: it had also been undertaken in accordance with the legal parameters. As a result of this procurement process it had been concluded that Serco Leisure's tender best met the Council's criteria and requirements.

Councillor Munkonge highlighted some of the benefits of Serco Leisure's proposal, which included an investment of over £2.7m to enhance Oxford's leisure centres and facilities; a contribution of annual operative revenue to promote inclusive access; a commitment to increase participation rates and staffing; and an offer which included inclusive activities such as free swimming and youth night activities.

Councillor Munkonge reported that, should Cabinet agree the proposal, officers would complete the due diligence required to finalise the contract, including ensuring that it contained appropriate contractual terms to safeguard Serco Leisure's delivery of its commitments. Specialist legal advice would be taken throughout this process. Officers would also work with Serco Leisure on their mobilisation plan to ensure a smooth transition from Fusion.

Councillor Anna Railton, Cabinet Member for Zero Carbon Oxford and Climate Justice, highlighted the wider financial context relevant to the re-procurement, noting the closure of leisure centres in a number of areas the country - including in areas of high deprivation - with further closures predicted in future years. As it was not a statutory service, leisure services were often the subject of cuts in order to balance tight budgets. The proposal before Cabinet would safeguard leisure provision for the people of Oxford; included a commitment to future investment and a commitment to pay staff the Oxford Living Wage; would maintain important schemes such as free swimming for children; and would not require substantial cuts to other services in order to achieve these aims.

Cabinet also noted that the process for procuring contracts was prescribed in law and the Council would be held financially liable in the event that the lawful process was not followed.

Cabinet resolved to:

1. **Award** a ten-year contract (with a five-year extension option) for managing and developing the Council's three leisure centres, Hinksey Outdoor Pool and the Oxford Ice Rink to Serco Leisure Ltd, subject to officers completing necessary due diligence and pre-contract negotiations;
2. **Delegate authority** to the Interim Executive Director (Communities and People), in consultation with the Head of Financial Services (Section 151 Officer), Head of Law and Governance (Monitoring Officer) and the Cabinet Member for Leisure and Parks to:
 - i) complete due diligence, contract negotiation and final contract terms prior to the award of the contract;
 - ii) agree, subject to the limits set by procurement law and the Council's Constitution and for a maximum period of 2 months from the contract start date, interim arrangements for the delivery of the contract services by Serco Leisure Ltd where necessary to allow them to complete contract mobilisation after 29 March 2024;
 - iii) vary the current contractual arrangements with Fusion to enable them to continue to provide essential members data systems and related back-office support functions for a period of up to 2 months to ensure the continuation of these specific functions and ensure a smooth transition, to the end May 2024, only should the need arise; and
 - iv) establish necessary service and corporate staff arrangements for the effective commissioning, delivery and management of the leisure services contract; and
3. **Agree** to receive annual reports on the performance of leisure services and the contractor and agree the business plan priorities for the following year.

113. Brownfield Land Release Fund: Development of Small Sites for Affordable Housing

The Executive Director (Development) had submitted a report to seek project and contract approvals and delegations; budget; and delegations in relation to affordable housing schemes across five small / garage sites. All sites had been allocated initial funding through the Brownfield Land Release Fund following a successful bid. The report sought approval for appropriation from the General Fund to the Housing Revenue Fund, and to a planning purpose, where necessary; approval for the disposal of land as required; approval for the demolition of garages held in the General Fund and approval for demolition of vacant units currently held within the Housing Revenue Account.

Councillor Linda Smith, Cabinet Member for Housing, highlighted that the proposal would allow for derelict small and garage sites, which often attracted litter and anti-social behaviour, to be put to better use for affordable housing. It was hoped that up to

30 new homes would be provided (subject to planning permission), of which 100% would be affordable housing. Councillor Smith reported that work was ongoing to survey other unused small sites across the city which might also be suitable for redevelopment for affordable housing should future funding opportunities allow.

Cabinet resolved to:

1. **Note** the Council's participation in the Brownfield Land Release Fund (BLRF2) in order to undertake demolitions and groundworks and prepare five Council-owned sites to deliver affordable housing. The sites are at:
 - a) Underhill Circus (referenced in paragraphs 26 - 35 of this report)
 - b) Leiden Road (referenced in paragraphs 36 – 44 of this report)
 - c) Balfour Road (referenced in paragraphs 49 - 54 of this report)
 - d) Harebell Road (referenced in paragraphs 55 - 64 of this report)
 - e) Pegasus Road (referenced in paragraphs 65 - 74 of this report);
2. **Grant project approval** to undertake the works on the basis of which BLRF 2 grant has been made available and for which budgetary provision is detailed;
3. **Recommend to Council** the allocation of a £340,213 capital budget (which will be funded entirely by the BLRF2 grant) to carry out the demolition/ enabling works on each site as detailed within the BLRF2 application (see table, paragraph 14);
4. **Delegate authority** to the Executive Director (Development) in consultation with the Cabinet Member for Housing; the Head of Financial Services/Section 151 Officer; and the Head of Law and Governance/Monitoring Officer, to enter into agreements and contracts to facilitate the works specified within the BLRF2 application, within the allocated capital budget;
5. **Grant project approval** to the proposals to enter into contracts and any other necessary agreements or contracts and incur associated development cost spends, as set out in this report, and within the allocated Housing Revenue Account capital budget and business plan, for the purpose of delivering more affordable housing in Oxford for the sites of Underhill Circus and Leiden Road - conditional on the Council approving the budget for these sites;
6. **Delegate authority** to the Executive Director (Development) in consultation with the Cabinet Member for Housing; the Head of Financial Services/Section 151 Officer; and the Head of Law and Governance/Monitoring Officer, to enter into build contracts and any other necessary agreements or contracts for the purpose of delivering more affordable housing in Oxford in relation to the sites at Underhill Circus and Leiden Road and within the allocated Housing Revenue Account capital budget and business plan and to apply to the Secretary of State for consent (insofar as required) to the appropriations and disposals under section 19 of Housing Act 1985;
7. **Delegate authority** to the Executive Director (Development) in consultation with the Cabinet Member for Housing; the Head of Financial Services/Section 151 Officer; and the Head of Law and Governance/Monitoring Officer, to agree the final terms and enter into the agreement with Oxfordshire Community Land Trust (OCLT) to dispose of the land via a long lease; along with any licences, party wall agreements, grant agreement, or other necessary agreements to enable delivery of the affordable housing at the former garage/ garage sites at Balfour Road; Harebell Road and Pegasus Road for the purpose of enabling the delivery affordable

housing subject to compliance with the legal requirements of S123 of the Local Government Act 1972;

8. **Approve** the appropriation of land at Underhill Circus from the General Fund (GF) to the Housing Revenue Account (HRA); and agree to commence appropriation to a planning purpose for the purpose of developing affordable housing noting the intent to take a full report to Council;
9. **Agree** to commence the appropriation to a planning purpose process on sites at Harebell Road and Pegasus Road noting the intent to take a full report to Council;
10. **Approve** the demolition of garages at sites on Harebell Road and Pegasus Road (held in the GF) for the purposes of delivering affordable housing; and
11. **Approve** the demolition of two homes at 71 and 73 Leiden Road (held in the HRA) for the purposes of delivering affordable housing.

114. Private Rented Sector Regulation Policies - Results of Consultation

The Head of Planning and Regulatory Services had submitted a report to provide the results of the consultation exercise carried out into three key policies and to seek approval for the following policies attached to the report:

- Fit and Proper Person Policy
- Banning Orders and Rogue Landlord Database Entry Policy
- Civil Penalty Policy

Councillor Linda Smith, Cabinet Member for Housing, highlighted that regular updating of these policies represented good practice. No major amendments had been proposed: the changes mostly related to providing improved clarity and transparency for members of the public and for officers in terms of interpreting the policies.

Cabinet resolved to:

1. **Note** the results of the public consultation shown in the report;
2. **Approve** the amended policies, as attached at Appendix 1-3 to the report, in relation to:
 - Fit and Proper Person
 - Banning Orders & Rogue Landlord Database Entry
 - Civil Penalties in relation to residential enforcement
3. **Delegate authority** to the Head of Planning and Regulatory Services to review and update the policies in consultation with the Head of Law and Governance where new legislative powers have been enacted to give the Authority powers to issue fines for private rented homes.

115. Housing Revenue Account (HRA) Rent Setting Report 2024/25

The Head of Financial Services had submitted a report to present the outcome of Oxford City Council's annual rent review and associated rent setting proposal for 2024/25 in respect of all council dwellings within the Housing Revenue Account, including the setting of associated services and facilities charges.

Councillor Linda Smith, Cabinet Member for Housing, outlined that the report's recommendations were consistent with the Council's budget consultation. An increase to rents and service charges of 7.7% was proposed in the next financial year, in order to keep pace with inflation and ensure that landlord services and investment in the Council's properties could continue to be delivered. Social rents would remain less on average than £130 per week, and would remain covered by Local Housing Allowance rates.

Councillor Smith drew attention to a key paragraph within the report which set out that: *'A rent increase that is lower than inflation will have a detrimental impact on the viability of the HRA as the income will not be able to keep pace with rising costs and as a consequence would be at risk of failing its tenants in the supply of services and support.'*

Responses to the budget consultation had also indicated support for continued investment in new social housing, investing in current stock and improving the energy efficiency of properties.

Councillor Ed Turner, Deputy Leader (Statutory) – Finance and Asset Management, drew attention to the anomaly between the proposed increase in garage charges of 7% and the proposed rent and service charge increase of 7.7%. Councillor Turner proposed an amendment to the recommendation to Council in the report, which was accepted by Cabinet, such that the increase to the charge for a garage be 7.7%.

Cabinet resolved to:

1. **Recommend to Council** to approve an increase of 7.7% for 2024/25 (subject to any subsequent cap on increases imposed by central government) in social dwelling rents from 1st April 2024 giving an average weekly increase of £9.27 per week, and a revised weekly average social rent of £129.72 as set out in the Financial Implications section of this report;
2. **Recommend to Council** to approve an increase to rents for shared ownership dwellings as outlined in paragraph 15 of the Financial Implications;
3. **Recommend to Council** to approve an increase to service charges by 7.7% (CPI + 1%) to enable the HRA to recover the associated cost of supply;
4. **Recommend to Council** to approve an increase to the charge for a garage of 7.7%, equating to an increase of £1.37 per week for a standard garage with a revised charge of £19.22 per week, and an increase of £1.55 per week for a premium garage with a revised charge of £21.71 per week; and
5. **Recommend to Council** to approve the option to exercise the Rent Flexibility option in respect of re-lets to new tenants as outlined in paragraph 6.

116. Draft Corporate Strategy 2024-28 for Consultation

The Chief Executive had submitted a report to seek Cabinet approval to publicly consult on the Council's Draft Corporate Strategy 2024 to 2028.

Councillor Susan Brown, Leader, highlighted that there had already been much input from various sources into the draft strategy, which would set out the Council's priorities for the next four years. It had also been supported and shaped by the LGA peer review in terms of prioritisation. The new strategy retained much in common with the

current one (such as priorities for zero carbon housing, ensuring a thriving city and an inclusive economy); however, the new strategy sought to set these out more clearly and with clearer performance indicators.

Following approval by Cabinet, the strategy would be subject to a public consultation period over the forthcoming weeks.

Cabinet resolved to:

1. **Delegate authority** to the Head of Corporate Strategy, in consultation with the Leader of the Council, to make any changes to the draft Corporate Strategy 2024-28 as may be required following its consideration by the Scrutiny Committee and then publish the draft Corporate Strategy 2024 to 2028 for public consultation.

117. Oxfordshire's Strategic Economic Plan

The Head of Regeneration and Economy had submitted a report to seek endorsement for the Oxfordshire Strategic Economic Plan.

Councillor Susan Brown, Leader, outlined that the Plan had been commissioned and approved by the Oxfordshire Local Enterprise Partnership (OxLEP). It was therefore before Cabinet for endorsement only. The document set out the strategic plan for Oxfordshire's economy but was also based on some of the issues which this Council wished to see, such as a recognition of the growth in Oxfordshire's economy; the need for housing; the need for a fairer economy; and prioritisation of the Oxford Living Wage and inclusive employment opportunities. It was considered that endorsement of the Plan might offer opportunities to regionally escalate and collaborate on issues which were important to the Council and could potentially also open further routes to government funding bids.

Cabinet resolved to:

1. **Note** and **endorse** Oxfordshire's Strategic Economic Plan (SEP) 2023-2033; and
2. **Delegate authority** to the Head of Regeneration and Economy, in consultation with the Cabinet Member for Inclusive Economy and Partnerships, to agree the SEP Action Plan including Oxford City Council's role in supporting the delivery of actions within existing committed budgets and legal and constitutional constraints.

118. Council Tax Reduction Scheme for 2024/25

The Head of Financial Services had submitted a report to seek approval for changes to the Council Tax Reduction Scheme for 2024/25.

Councillor Ed Turner, Deputy Leader (Statutory) – Finance and Asset Management, highlighted that the Council Tax Reduction Scheme provided assistance to people of working age with Council Tax. The Council was unusual amongst authorities in funding up to 100% of Council Tax, although this was now becoming financially very difficult. The scheme for 2024/25 did not introduce any major changes; however, it did increase the income bands which were used to assess entitlement. This meant that eligible recipients whose income had increased due to inflation would continue to be supported.

Cabinet resolved to recommend to Council to:

1. **Approve** the increase in the income bands used in the Council Reduction Scheme for 2024/25 as per table 2;

2. **Note** that no further changes are being recommended to the scheme for 2024/25; and
3. **Adopt** the Local Council Tax Reduction Scheme for 2024/25.

119. Minutes

Cabinet resolved to approve the minutes of the meeting held on 13 December 2024 as a true and accurate record.

120. Dates of Future Meetings

Meetings are scheduled for the following dates:

7 February 2024
13 March 2024
17 April 2024
12 June 2024
10 July 2024
14 August 2024

All meetings start at 6.00pm.

The meeting started at 6.00 pm and ended at 7.22 pm

Chair

Date: Wednesday 7 February 2024

When decisions take effect:

Cabinet: after the call-in and review period has expired

Planning Committees: after the call-in and review period has expired and the formal decision notice is issued

All other committees: immediately.

Details are in the Council's Constitution.

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Address by Diana Volpe:

Given that:

1. Serco Leisure is a part of the Serco Group PLC, and is therefore functionally indistinguishable and an integral part of Serco and the Serco Group;
2. Serco has a reputation as a leading name in running immigration detention centres for profit, a motive that inevitably seeks to drive down costs to the detriment of those subject to immigration control and earning a terrible track record in doing so. These include, but are not limited to: cases accommodation filled with rats, sewage-filled sinks and cockroaches; allegations of abuse by Serco staff at Yarl's Wood culminating in a highly critical report by the HM Inspectorate of Prisons in 2015; systematic denial of abuse and degrading treatment even in the face of over 100 migrant women going on hunger strike in protest of their conditions;
3. Oxford's repeatedly asserted its aspiration to be a City of Sanctuary;
4. The public feels strongly about this decision, as evidenced by the petition arising from the news of this bid and the people standing outside today;
5. That this bid includes plans to convert much sought-after hall space in Blackbird Leys in ways that may take away important community spaces from local sports clubs that are dedicated and inclusive to women and nonbinary people, migrants and asylum seekers as well as other marginalised populations.

I ask: Do you not see a fundamental contradiction between SERCO's well-documented abuse of asylum seekers and refugees, and Oxford's aspiration to be a Local Authority of Sanctuary?

By proceeding with this, you are essentially sending a message to our community that it is acceptable to take money funding for public infrastructure through the exploitation of migrants, all while claiming to be a place of refuge for them.

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Address by Mark Ladbroke:

Is the Cabinet prepared to sign off this procurement given that the report before you says that:

1. Financial risk is marked as a band of red in the risk register (Appendix 9)
2. The pre-contract discussions about enforcement are reported as incomplete (Section 47.1)
3. It is recognised that Serco may be unable to deliver on the mobilisation for the contract, so a 2-month extension is built in (bringing the mobilisation period close to that of the in-house comparator) (47 and 48)
4. Standard membership costs for Leisure facilities will increase by 17%. In addition, it's unclear whether council tax payers will be picking up utility bill costs in the first year and funding utility bill increases in excess of the Retail Price Index in future years (57)
5. Council officers predict that management fees will be over budget in the 10-year period of the contract and anticipate council reserves will need to be used (53)
6. Uncompleted dilapidation works from the existing contract will not be recovered from Fusion but it's proposed will need to be paid by council tax payers (55)
7. The council will need to employ an additional officer for client monitoring and corporate property matters - cost not specified (48)
8. The council will offer a £2 million capital grant to the winning company (32)
9. In contrast to the generous council tax payer support to be offered to wealthy corporations - money has been saved by denying the largely low paid workforce access to the Local Government Pension Scheme (65). There appears to have been no user or union involvement in the evaluation of the bids or indeed in setting the procurement criteria
10. The Ice Rink and Ferry Leisure Centre will also have schedules of condition, with the council tax payers funding costs over £100,000 (57)
11. No break clause has been specified in the contract. At the very least, in the light of the poor performance of Fusion, delivery should be reviewed in the short term with the option to end the contract

For the last 5 years council officers would have been aware the Fusion contract was due to end in 2024. The risk of delay in mobilisation constantly cited by officers as a justification for rejecting the in-house bid is difficult to understand.

Serco is an outsourcing company with a poor reputation in a number of fields. In addition this is a poor deal for the council tax payer.

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Address by Catriona Hobbs:

I am here today because I love this city; I love its swimming pools, I love its ice rink. I grew up here and I support the Council's agreed strategy for 2020-2024.

Your strategy talks about the Oxford Model: wholly-owned companies and commercial properties which create jobs, support the local economy and provide additional funds that support the delivery of public services. It talks about supporting social enterprises and cooperatives and thriving communities, and it talks about Oxford being a world class city.

I truly understand that these are very difficult times for councils. You've got a lack of funding and ambition for public services from national government, falling numbers for leisure services from the pandemic and you've got unhelpful procurement laws. But this council should not allow itself to be pressurised by Serco or any other bidder. You represent the people of Oxford.

If there is pressure, do you want to work with that for the next 10 years or pay millions to get out of it early when the contract doesn't deliver or ends up costing more? Because Serco will squeeze the council at every opportunity, every re-negotiation. That's how this company works and they have a whole legal department behind them which is far bigger than this council's. That is a huge risk and a huge distraction to your mission.

Whilst Oxford City Council is trying to get into a contract with Serco, other councils are shelling out to get out. Just this month Peterborough announced that it is ending its contract with Serco seven years early, bringing 275 staff in-house: ending the contract to save money and bring best value to residents, and I quote: "We are satisfied that the savings we will make over the next seven years will far outweigh the sum we have agreed (an undisclosed sum) with Serco to exit the contract". There are many other examples too which I don't have time to go into now.

Other councils are also insourcing leisure services. Haringey's deputy leader has said 'having control of our leisure services is the right step. We live in the borough, we understand and use the services ourselves. This is the way we can provide the best service.' Tower Hamlets and Warrington are other examples.

The Association for Public Service Excellence has said that councils have been insourcing leisure because they've been handing over money to cover losses and getting very little back for it, which by the way is a repeating story in the public sector with private companies.

I have been keeping a close eye on Serco's failures for ten years now. I believe the evidence is abundantly clear. Serco's expertise is in winning contracts and extracting as much value as possible, not in delivering high quality services. There has been no public consultation about this: there should be one. I am here today to beg you to please press pause on this decision. Please ask the community, hold a public consultation. Please look again at all the options. Please look again at insourcing and please say no to Serco so that Oxford can continue to be a world class city.

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Address by Jamie Clarke:

My name's Jamie, I live down the road. I'm a resident who shouldn't be here. I know a number of you, and I care about issues like transport and climate change. This is not something I normally get involved in, but my family (I've got three kids and my wife) we use the leisure services week in and week out. We support Fusion through the difficult times and, in the past through the good times, because we believe in public services. Because we believe in bringing leisure centres to be an affordable place in which people feel comfortable and able to enjoy their leisure time. My kids and I don't want to have the next ten years being dominated by Serco's incompetence and failures, as you've heard from Cat.

Last week I was so upset about it I thought someone's got to do something about it and I set up a petition. Within four days we've had over 800 signatures from local people, who look to you for their representation.

Serco has a terrible reputation. You don't want to be binging them into our leisure services. We're deeply worried about the ethics: you all know about them, I know you do. You've heard about some of them tonight. The fraud that they've been found guilty of. The misdemeanours. The constant problems. Do you really want to take that on board and be dealing with that for the next ten years? And it'll be on your watch. You might feel that you have no choice, but we're showing you that there is a choice and other councils have made the same. I notice that you're all Labour Party representatives: Rachel Reeves, just a couple of years ago when talking about the outsourcing of track and trace said "This is grim beyond belief. While Serco is raking in the profits, people are paying the price for its failure. It is time to sack Serco." Don't end up in that situation where you feel conflicted. It's got to be now or it won't ever happen.

After the revelations of the post office scandal where these contract processes were used to justify going through with something that fifteen years later we're all now knowing happened I would like to ask you to stand by the courage of your convictions: stand up now for my kids and their future, as well as the council and all the other residents who are going to be impacted by this. You can put a pause on this: I know it's not going to be easy but we will support you to make it happen. This is democracy: don't be blackmailed by a big multi-national.

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Question from Caroline Raine:

I note that the Council is proposing awarding its Leisure Services Contract to SERCO.

Overall the company has an appalling record in service delivery, as has been widely reported in national media. This includes dangerous and unethical practices. I am also aware, through long and recent experience as a trade union organiser (albeit I am asking my question in a personal capacity), that SERCO's running of local authority and health services tends to be marked by workforce problems, not least pay disputes. The Council will of course require SERCO to adhere to the Oxford Living Wage, which is welcome, but that does not cover pay scales above the minimum level, nor the conditions of service that SERCO may subsequently impose on new and transferred staff. Should SERCO subsequently fail to adhere to the Oxford Living Wage or get into dispute with unions over wider pay and conditions issues, this will surely be extremely costly for the Council, particularly if it results in any breach of contractual commitments and requires legal action or early termination.

I am further concerned that the SERCO contract the City Council is proposing to commit to promises many benefits to residents but at a low cost compared to other bidders. I wonder how SERCO can achieve the benefits to residents, along with paying the Oxford Living Wage, while also fulfilling its obligations to maximise returns to shareholders. Services such as leisure should be run in the interests of the citizens of Oxford, not distant shareholders. I recognise that until now the City Council has always had a policy of keeping services in-house. I wonder when this policy was debated and changed as I can find no record of it. Award of a significant contract to a private company such as SERCO is a very different matter to running services through arms-length companies or in partnership with charities and it is a deeply concerning shift in direction.

I am also concerned at the cost implications of the significant monitoring this contract will need, surely employing staff resources which could be better spent on direct service provision.

I therefore wish to ask will Cabinet now reconsider the decision to risk awarding the leisure services contract to SERCO?

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Question from Liz Peretz and Bill MacKeith:

We note you will be making a decision at your meeting on 24th January to proceed with a contract with Serco Leisure.

We note you consider the financial risk to be high (Appendix 9) at a period when Council finances are stretched to the limit and in the period of the proposed contract are very likely to get worse, would you not consider this inadvisable?

Our question: regarding this point – have you contacted the other 47 councils where Serco Leisure is operating, mainly in partnership with very well established not for profit Community Trusts? If so, can Cabinet members be given the full information of your findings so they can inform their decisions?

Our long experience with NHS outsourced companies to giants like Serco – InHealth, United Health, Virgin, is that the bottom line is firms expect to make a c. 10% profit margin from the contract. Our experience is that they do this by poor terms and conditions for staff, asset stripping, working to the letter of the performance framework rather than its spirit, and cutting corners – and where even that doesn't reap the profit, they pull out of the contract often leaving a mess behind them. Serco did this to their NHS contracts in Cornwall, Suffolk and many other places explicitly saying this:
<https://morningstaronline.co.uk/a-9c89-serco-confirms-clinical-health-contract-exit-1>

*GREEDY outsourcing behemoth Serco confirmed its total exit from scandal-hit clinical health contracts in a statement to investors yesterday.
The sprawling firm which has hoovered up billions in publicly funded contracts in nearly every sector signalled its retreat from front-line NHS care following a "further review of the costs" and "onerous" contract demands.
Its decision casts fresh doubt on Tory plans to parcel England's entire health service up to private subcontractors.*

Serco had already handed back the keys to Cornwall out-of-hours GP services and Braintree Community Hospital.

A brief look at Serco Leisure on the Companies House website should be enough for Cabinet Members to see how much this company is a shell standalone – and is very much part of the parent company; a further look at the information gathered by Corporate Watch will allow members to see clear evidence of decades of poor performance.

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Response from Councillor Susan Brown, Leader of the Council

Thank you Mark Ladbroke, Catriona Hobbs, Diana Volpe, Jamie Clarke and Councillor Jarvis for your addresses and for raising your concerns about the recommendations to award the leisure management contract to Serco Leisure.

The Cabinet has also received similar representations from Caroline Raine, Liz Peretz, and Oxford District Trade Unions Council.

I will respond to the overall representations that you and the others have made to Cabinet. Officers will also prepare written answers to the detailed questions which were circulated more widely and to Councillors.

We are today considering the officers' recommendation to appoint Serco Leisure as the preferred leisure operator.

Nationally, several Councils have declared that they are unable to balance their budgets, where many are reducing their leisure provision, and in some cases closing leisure centres. The Council is keen to ensure that our leisure offer is one that is sustainable in the longer term, provides much improved services, looks to strongly align with health priorities, whilst also being accessible and affordable to our diverse communities in the City.

Following a transparent and competitive process which has fully complied with procurement policies and legal requirements, Serco Leisure has presented a bid that matches the priorities of the Council whilst also driving investment and improving quality within our facilities - including providing brand new gym equipment and improvements - whilst also enabling them to be sustainable over the longer term.

Serco Leisure is one of the country's leading leisure operators and is the current UK Pool and Spa water Leisure Operator of the year. It also manages Stoke Mandeville Stadium (the birthplace of the Paralympic movement), national sports centres such as Bisham Abbey and Lilleshall, alongside many local authority centres including Birmingham, a City of Sanctuary and has recently been awarded Buckinghamshire.

Serco Leisure's proposal includes secure several public benefits, including concessions for low-income families, free swimming for all children and young people aged 16 and under who live in Oxford, and secure £2.75m investment in upgrading our centres. The contract would see the Council working with Serco Leisure alongside the Oxfordshire health system to ensure the leisure facilities continue to support public health and reduce pressure on the NHS. There will also be a funding pot where we can better target communities in need to help break down any barriers to access.

The appointment of the leisure operator is a legal process which follows procurement law and is not open to political intervention. Serco Leisure's tender scored best against The Council's criteria which included both qualitative and financial elements, and which we are legally required to accept.

The Council can only consider the behaviour and performance of Serco Leisure Ltd as the bidding company in its assessment of the bid. We cannot consider issues raised relating to other companies in deciding the procurement outcome.

If Cabinet approves the recommendation, one of the next key steps will be to talk to Serco Leisure in early February about any key details, including actions to be put in place and the right contractual arrangements for ensuring that they deliver their commitments, and to secure the smooth transfer of services from Fusion at the end of March.

We remain committed to Oxford being a place where everyone feels welcome, and to our work in supporting refugees and asylum seekers and celebrating the contribution they make to our communities.

Councillor Chris Jarvis - Clarification of comments made at 24 January Cabinet Meeting

On January 24, I made an address to a meeting of Oxford City Council's Cabinet concerning the decision around the contract for the council's leisure services. Following the address it became clear that some of my comments had been interpreted differently to how they had been intended. Specifically, it was inferred that my comments had implied that City Council officers had acted dishonestly in the preparation of the papers for the meeting. This was not in any way my intention.

During my address, I referred to elements of the public papers as being a 'dishonest' representation of the detail contained within the private papers. In doing so, I was seeking to make a point that had already been raised at Scrutiny Committee and was reflected in a recommendation from that committee to Cabinet, while maintaining the confidentiality of the private papers. On reflection, I recognise that I should have chosen my words more carefully, and that I should not have used the word 'dishonest' in my description of the public papers. All councillors have a responsibility to be measured and clear in our language and, in this instance, it is clear that I should have been both more measured and clearer. As such, I wish to apologise for and withdraw my use of that word.

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