



**Cabinet  
Tuesday, 19 January 2021**

**ADDENDA**

**BUDGET PAPERS**

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**Divisions Affected – N/A**

## **CABINET - 19 JANUARY 2021**

### **Budget and Business Planning 2021/22 Corporate Plan Refresh**

#### **Report by Director of Finance and Corporate Director Customers, Organisational Development & Resources**

## **RECOMMENDATIONS**

**In relation to the Corporate Plan (Section 2);**

**Cabinet is RECOMMENDED to RECOMMEND Council to:**

- (a) approve the Corporate Plan (Section 2.1).**

**In relation to the Revenue Budget and Medium Term Financial Strategy (Section 4);**

**Cabinet is RECOMMENDED to:**

- (b) approve the Review of Charges for 2021/22 and in relation to the Registration Service, charges also for 2022/23 (Annex A);**
- (c) approve the final funding formula for schools for 2021/22 subject to the decision by the Secretary of State for Education (Annex B);**
- (d) approve the Financial Strategy for 2021/22 (Section 4.5);**
- (e) approve the Earmarked Reserves and General Balances Policy Statement 2020/21 (Section 4.6), including the creation of a new COVID-19 Reserve; and**
- (f) to note that the Leader of the Council will, following consultation with the Director of Finance and the Cabinet Member for Finance and Property, make any appropriate changes to the proposed budget.**

**Cabinet is RECOMMENDED to RECOMMEND Council to:**

- (g) a Medium Term Financial Strategy for 2021/22 to 2025/26 as set out in Section 4.1 (which incorporates changes to the existing Medium Term Financial Strategy as set out in Section 4.2);**
- (h) the council tax and precept calculations for 2021/22 set out in Section 4.3 and in particular:**
  - (i) a precept of £407,954,239;**
  - (ii) a council tax for band D equivalent properties of £1,573.11.**
  - (iii) approve a budget for 2021/22 as set out in Section 4.4**

In relation to the Capital and Investment Strategy and Capital Programme (Section 5);

**Cabinet is RECOMMENDED to recommend Council to:**

- (i) **approve the Capital and Investment Strategy for 2021/22 - 2030/31 (Section 5.1) including;**
  - (i) **the Minimum Revenue Provision Methodology Statement (Section 5.1 Annex 1);**
  - (ii) **the Prudential Indicators (Section 5.1 Annex 2) and**
- (j) **approve the Treasury Management Strategy Statement and Annual Investment Strategy for 2021/22 (Section 5.2); and**
  - (i) **approve that any further changes required to the 2021/22 Treasury Management Strategy be delegated to the Director of Finance in consultation with the Leader of the Council and the Cabinet Member for Finance and Property;**
  - (ii) **approve the Treasury Management Prudential Indicators; and**
- (k) **approve the Investment Strategy (Section 5.3);**
- (l) **approve the Property Strategy (Section 5.4);**
- (m) **approve the new capital proposals for inclusion in the Capital Programme as set out in Section 5.6**

## **Executive Summary**

1. This report is the culmination of the Budget and Business Planning process for 2021/22 to 2025/26 and sets out the Cabinet's proposed Corporate Plan and related revenue budget for 2021/22, medium term financial strategy to 2025/26 capital programme to 2030/31 and all supporting policies, strategies and information.

## **Introduction**

2. The Budget and Business Planning report to Council on 9 February 2021 will be set out in five sections:
  1. Leader of the Council's Overview
  2. Corporate Plan
  3. Chief Finance Officer's Statutory Report
  4. Revenue Budget Strategy
  5. Capital & Investment Strategy
3. This report sets out Cabinet's proposed Corporate Plan (Section 2), Revenue Budget Strategy (Section 4) and the Capital and Investment Strategy (Section 5). Alongside this, the report also sets out the Review of Charges for 2021/22 and the proposed funding formula for schools for 2021/22.
4. Cabinet's Corporate Plan and revenue and capital budget proposals take into consideration the latest information on the council's financial position outlined in this report and comments from the Performance Scrutiny Committee meetings on 18 December 2020 and 14 January 2021. Comments from the Performance Scrutiny Committee are included as Annex C to this report. In finalising the

proposals, Cabinet has also taken into consideration feedback from the public consultation on the Corporate Plan priorities, revenue budget proposals and council tax increase. An analysis of the responses to the consultation accompanies the budget proposals at Section 4.7.

5. Three strands of information which will have an impact on the proposed budget for 2021/22 remain outstanding:
  - The Final Local Government Finance Settlement
  - Confirmation of Council Tax Collection Fund position
  - Confirmation of Business Rates income including the collection fund position
6. Cabinet notes that, to enable this information to be incorporated into the budget proposed to Council on 9 February 2021, the Leader of the Council will, following consultation with the Director of Finance and the Cabinet Member for Finance and Property, make appropriate changes to the proposed budget (recommendation f).

## **Corporate Plan – Section 2**

7. A refreshed Corporate Plan will be presented to Council for approval on 9 February 2021, alongside the Revenue Budget Strategy and Capital and Investment Strategy. The Corporate Plan is a key document for the Council, setting out our future strategic direction and how this will be delivered.
8. The 2021/22 Corporate Plan reflects on this year's challenges and looks to refresh the supporting outcomes of the six overarching priorities:
  - We listen to our diverse residents so we can continuously improve our services and provide value for money
  - We tackle inequality, help people live safe and healthy lives and enable everyone to play an active part in their community
  - We provide services that enhance the quality of life and we take action to reduce the impact of climate change and protect the local environment
  - We strive to give every child a good start in life and protect everyone from neglect
  - We enable older and disabled people to live independently and care those in greatest need
  - We support a thriving and inclusive local economy that recovers strongly from the COVID-19 crises
9. Whilst the 2021 Corporate Plan is an annual refresh and not a full review it is proposed that a number of areas are strengthened within the plan, reflecting local priorities and the national context. These themes are:
  - Considering the youth offer for Oxfordshire, especially in the context of recovery from COVID-19 and its impact on children and young people (enhancing priority 4).

- More clearly reflecting the ambitions of the climate change action plan within the corporate plan, particularly in the context of the opportunities for a green recovery (enhancing priority 3).
  - Enhancing our focus on reducing health inequalities, healthy place shaping and working to reduce inequality and support those most vulnerable in our society (enhancing focus across a number of the current priorities or adding a new clearer priority).
  - A commitment to supporting the post COVID-19 recovery in line with the themes in the Restart, Recover, Renew report approved by Cabinet in June 2020.
10. In reflecting investments, savings and pressures the proposed budget takes account of the Councils **strategic risks** (as set out in the leadership risk register) – *the highest risks on the register include demand management, financial resilience, the impact of COVID-19 on local residents and safeguarding for young people.*
  11. The proposed budget and MTFS recognises the **long term impacts of the COVID-19** pandemic on the organisation and the residents of Oxfordshire, with particular regard to the requirements to plan for recovery (as set out in our strategic recovery plan).
  12. The proposed investments recognise our role as a significant local employer by protecting and enhancing our offer in terms of our use of **apprenticeships, training and development** to help support our local economy. Whilst service redesign may impact on some roles we are not seeking to prevent recruitment of traineeships as a cost management measure.
  13. The proposals recognise our ongoing commitment to modernisation and transformation, undertaking service redesign where necessary and investing in areas such as digital inclusion
  14. Cabinet is recommended to approve the Corporate Plan (recommendation a).

## Revenue Budget Strategy – Section 4

15. Section 4 sets out the proposed budget for 2021/22, the Council Tax Requirement for 2021/22 and 2021/22 council tax for band D equivalent properties, and the MTFS to 2025/26. It is comprised of the following sections:
  - 4.1 Detailed MTFS 2021/22 to 2025/26
  - 4.2 Investments, Pressures and Savings 2021/22 – 2025/26
  - 4.3 Council Tax and Precepts 2021/22
  - 4.4 Detailed Revenue Budget 2021/22
  - 4.5 Financial Strategy 2021/22
  - 4.6 Earmarked Reserves and General Balances Policy Statement 2021/22
  - 4.7 Budget Consultation Report
  - 4.8 Overarching Equality Impact Assessment

16. The following paragraphs set out the latest funding information, proposed investments, pressures and savings, plus changes from the funding and spending assumptions in the existing MTFS agreed in February 2020.

### **Funding Assumptions**

17. The Spending Review for 2021/22 was announced on 25 November 2020 and was followed by the Provisional Local Government Settlement on 17 December 2020. These announcements set out that:
1. There will be a freeze of public sector pay cost of living awards
  2. There will not be a reset of the business rates system in 2021/22
  3. The New Homes Bonus scheme will be continued for a further year in 2021/22, but there will be no legacy payments.
  4. Revenue Support Grant will increase in line with inflation.
  5. An additional £3bn Social Care grant in addition to the continuation of the existing Social Care Grant, Winter Pressures Grant and Improved Better Care Fund (iBCF).
  6. County Councils and Unitary authorities can raise an Adult Social Care Precept of up to 3% over 2021/22 and 2022/23. This is in addition to the council tax increase of 1.99% permitted without holding a referendum.
  7. There will be a further £3bn of funding to help address Covid-19 pressures in 2021/22 including:
    - £1.6bn for general additional expenditure pressures
    - Extending the current 75% Covid-19 sales fees and charges reimbursement scheme for a further 3 months in 2021.
    - £0.8bn to compensate local authorities for 75% of losses against irrecoverable business rates and council tax income.
    - £0.7bn for local authorities in recognition of the anticipated extra cost of Local Council Tax Support schemes in 2021/22 due to higher unemployment.

### **Government Grants**

18. The current MTFS assumed that the implementation of the Fairer Funding Review would result in a number of grants falling out in 2021/22 which, combined with business rate reset, would create a funding gap of £24.4m. The impact of the roll forward for 2021/22 confirmed by the Spending Review means that the starting point for the planning assumptions for 2021/22 is a broadly balanced budget with a small excess of £1.2m.
19. In addition, the Council's additional allocation of the additional Social Care Grant and New Homes Bonus for 2021/22 have been confirmed as £0.6m and £1.8m respectively. Both grants are unringfenced.
20. The Provisional Settlement included proposed allocations of £11.9m COVID-19 Emergency Funding and a further £4.9m for Local Council Tax Support. This is one off funding available for 2021/22 only and will not form part of the base budget. It is therefore proposed to hold this funding in a new COVID-19 reserve and drawn down the funding to meet the ongoing financial impact of COVID-19 as pressures and priorities emerge.

### **Business Rates**

21. The current MTFS assumed that the Business Rates reset would take place in April 2021 and that locally retained business rate growth of £4.7m would fall out. The Government has now confirmed that the Business Rates reset will not take place in April 2021 and the assumption is that this will now take place in April 2022. This moves the budget pressure from 2021/22 to 2022/23. Due to the economic impacts of COVID-19, there is an expectation that the amount of business rates related income will reduce by £2.0m compared to 2020/21. Final notification of Business Rates for 2021/22 will not be received from the City and District Councils until 31 January 2021. This information will be incorporated into the proposed budget for 2021/22 presented to Council on 9 February 2021.

### **Collection Funds and Tax Base**

22. The Business Rates and Council Tax collection funds are expected to record deficits in 2020/21. Deficits ordinarily need to be funded in the following year, but the Government has introduced legislation requiring deficits to be spread over the following three years. In addition to this, government will compensate local authorities for 75% losses against irrecoverable business rates and council tax income in 2021/22.
23. The existing MTFS assumes surpluses on the Council Tax Collection Fund of £5.0m per year. It is currently estimated that there will be a loss of £1.0m in 2021/22. The £6.0m Collection Fund Reserve created as part of the revised budget in 2020/21 is expected to be sufficient to manage this pressure although information on Collection Fund balances will not be received from the City and District Councils until late January 2021.
24. A deficit on the Business Rate Collection Fund is also expected. The Council has a Business Rate reserve which can be used to help manage any pressure from a deficit on the Business Rate Collection Fund. The proposed budget includes a £1.0m contribution to this reserve in 2021/22, increasing the reserve available to £2.0m.
25. Information on the Council Tax Collection Fund and Business Rate Collection Fund will be received from the City and District Councils by 31 January 2021. This information will be incorporated into the proposed budget for 2021/22 presented to Council on 9 February 2021.
26. Due to the economic impact of COVID-19, there has been an increase in the levels of those eligible for the Council Tax Reduction Scheme across Oxfordshire during 2020/21. Furthermore, the level of housebuilding has been lower than assumed due to restrictions in the early part of the first lockdown. These both have the impact of reducing the Council Tax Base and therefore the levels of Council Tax that will be received by the Council compared to the assumptions in the existing MTFS. The Council has received notified of the tax base from the City and District Council's which has confirmed lower growth equating to a shortfall of £3.0m in 2021/22 and a further estimate of £1.6m in 2022/23.

### **Council Tax and Adult Social Care Precept**

27. The current MTFS assumes Council tax increases of 1.99% for every year. The Spending Review confirmed that the referendum limit will remain at 2.00% for 2021/22.
28. The Spending Review included the option for the Council to raise Council Tax by up to an additional 3.00% to fund Adult Social Care which can be spread across 2021/22 and 2022/23. Each 1.00% increase in Council Tax generates additional funding of £4.0m. It is proposed to raise an Adult Social Care Precept of 1.00% in 2021/22 to meet additional costs of adult social care and defer the further 2.00% increase to 2022/23 to help meet anticipated pressures
29. Cabinet is recommended to recommend to Council to approve a council tax requirement (precept) for 2021/22 of £480.0m (Section 4.3) and approve a 2021/22 council tax for band D equivalent properties of £1,573.11 (recommendation h).

### **Spending Assumptions**

#### **Pay Inflation**

30. The existing MTFS assumed a pay award of 2.5% for 2021/22. The Spending Review confirmed a pause in pay rises for all local government employees except those earning under £24,000 per year who are guaranteed an increase of at least £250. This releases funding of approximately £4.0m.

#### **Investments and Pressures**

31. The Council has also identified budget pressures of £5.5m within services that will need to be funded in 2021/22 and opportunities to invest in Council priorities of £4.0m. The detailed pressures and investments are set out in Section 4.2 and a summary is provided in Table 1 below.
32. The total proposed for reinvestment in services is £9.5m in 2021/22, reducing by £0.2m in 2022/23.

**Table 1:**

|  | 2021/22<br>£m | 2022/23<br>£m | 2 year<br>total<br>£m |
|--|---------------|---------------|-----------------------|
| <b>Pressures</b>                       |               |               |                       |
| Children's Services                    | 1.4           | 0.0           | 1.4                   |
| Adult Services                         | 2.0           | 1.8           | 3.8                   |
| CDAI                                   | 0.6           | -0.6          | 0.0                   |
| COD&R                                  | 1.5           | -0.9          | 0.6                   |
| <b>Total Pressures</b>                 | <b>5.5</b>    | <b>0.3</b>    | <b>5.8</b>            |
| <b>Investments</b>                     |               |               |                       |
| Children's Services                    | 1.8           | -0.5          | 1.3                   |
| Adult Services                         | 1.3           | 0.0           | 1.3                   |
| Public Health                          | 0.2           | 0.0           | 0.2                   |
| Environment & Place                    | 0.4           | 0.0           | 0.4                   |
| COD&R                                  | 0.3           | 0.0           | 0.3                   |
| <b>Total Investments</b>               | <b>4.0</b>    | <b>-0.5</b>   | <b>3.5</b>            |
| <b>Total Pressures and Investments</b> | <b>9.5</b>    | <b>-0.2</b>   | <b>9.3</b>            |

**Updated Medium Term Financial Strategy**

33. After taking account of the updated funding position, including the proposed Adult Social Care precept, and new investments and pressures that have been identified this leaves a funding gap of £19.6m for 2021/22. A summary of the changes from the existing MTFS is set out in Table 2 below.

Table 2:

|   | 2021/22<br>£m | 2022/23<br>£m | 2023/24<br>£m | 2024/25<br>£m | 2025/26<br>£m |
|---|---------------|---------------|---------------|---------------|---------------|
| <b>MTFS Gap February 2020</b>   | <b>24.4</b>   | <b>0.0</b>    | <b>0.0</b>    | <b>0.0</b>    | <b>0.0</b>    |
| <b>Impact of Funding Roll Forward:</b>                                |               |               |               |               |               |
| Negative Revenue Support Grant not implemented                        | -5.2          | 5.2           |               |               |               |
| Business Rate not reset   | -5.4          | 5.4           |               |               |               |
| New Homes Bonus extra year  | -1.8          | 1.8           |               |               |               |
| Social Care Support Grant continues                                   | -12.0         | 0.0           |               |               |               |
| Fire Pension Grant continues  | -1.4          | 0.0           |               |               |               |
|   | <b>-25.8</b>  | <b>12.4</b>   | <b>0.0</b>    | <b>0.0</b>    | <b>0.0</b>    |
| <b>Impact of Spending Review:</b>                                     |               |               |               |               |               |
| Social Care Grant   | -0.6          | 0.0           |               |               |               |
| Pay inflation   | -4.0          | 0.0           |               |               |               |
|   | <b>-4.6</b>   | <b>0.0</b>    | <b>0.0</b>    | <b>0.0</b>    | <b>0.0</b>    |
| <b>Service Redesign Savings required to be made in existing MTFS:</b> |               |               |               |               |               |
| Savings to be delivered in MTFS                                       | 10.5          | 2.0           |               |               |               |
| Savings not delivered in 2020/21                                      | 4.1           | 0.0           |               |               |               |
|   | <b>14.6</b>   | <b>2.0</b>    | <b>0.0</b>    | <b>0.0</b>    | <b>0.0</b>    |
| <b>COVID-19 Impact:</b>   |               |               |               |               |               |
| Business Rates  | 2.0           | -2.0          | 0.0           | 0.0           | 0.0           |
| Council Tax Base and Collection Fund                                  | 3.1           | 5.6           | -1.3          | 0.0           | 0.0           |
|   | <b>5.1</b>    | <b>3.6</b>    | <b>-1.3</b>   | <b>0.0</b>    | <b>0.0</b>    |
| <b>New Pressures and Investments</b>                                  | <b>9.5</b>    | <b>-0.2</b>   | <b>0.0</b>    | <b>0.0</b>    | <b>0.0</b>    |
| <b>Inflation and other adjustments</b>                                | <b>0.4</b>    | <b>2.0</b>    | <b>2.0</b>    | <b>0.7</b>    | <b>0.2</b>    |
| <b>Adult Social Care Precept</b>                                      | <b>4.0</b>    | <b>8.2</b>    | <b>0.0</b>    | <b>0.0</b>    | <b>0.0</b>    |
| <b>MTFS Potential Gap before Savings Proposals</b>                    | <b>19.6</b>   | <b>11.6</b>   | <b>0.7</b>    | <b>0.7</b>    | <b>0.2</b>    |

34. In order to set a balanced budget for 2021/22 savings of £19.6m are required to be made.
35. Savings proposals of £19.6m were consulted on between 15 December 2020 and 13 January 2021. Respondents were generally supportive of the Council's proposals to prioritise and protect front line services while making savings through reducing staffing and making efficiencies.
36. A detailed summary of feedback on the proposals received through the budget consultation is set out in Section 4.7.

### Savings Proposals

37. Table 3 below provides a summary of savings by directorate. The detailed savings proposals are set out in Section 4.2.

**Table 3:**

| Directorate                                       | 2021/22<br>£m | 2022/23<br>£m | 2023/24<br>£m | 2024/25<br>£m | 2025/26<br>£m |
|---|---------------|---------------|---------------|---------------|---------------|
| Children's Services                               | -3.5          | -0.2          |               |               |               |
| Adult Services                                    | -5.5          | -0.1          |               |               |               |
| Public Health                                     | -0.3          | 0.0           |               |               |               |
| Environment & Place                               | -3.7          | -0.9          | -0.6          | -0.7          | -0.2          |
| Commercial Development, Assets & Investment       | -2.2          | -1.6          | -0.1          |               |               |
| Customers, Organisational Development & Resources | -1.1          | 0.2           |               |               |               |
| Strategic and Corporate Measures                  | -3.3          | 0.0           |               |               |               |
| <b>Total</b>                                      | <b>-19.6</b>  | <b>-2.6</b>   | <b>-0.7</b>   | <b>-0.7</b>   | <b>-0.2</b>   |

38. The Detailed Revenue Budget (Section 4.4) sets out the proposed changes to directorate budgets by service area.

### Earmarked Reserves and General Balances

39. Cabinet is recommended to approve the Earmarked Reserves and General Balances Policy Statement (Section 4.6) (recommendation e). This sets out the planned contributions to and from Earmarked Reserves and the proposed minimum level of General Balances for 2021/22,
40. The proposed budget for 2021/22 includes the use of £5.0m one-off funding available from the reserves allocation and contingency funding to increase existing reserves which will be used to support one-off costs associated with service redesign and organisational development:
- (i) £3.0m contribution to the Transformation Reserve to increase available balance to £5.2m
  - (ii) £2.0m contribution to the Redundancy Reserve to increase available balance to £3.6m
41. The risk assessed level for General Balances is £28.8m for 2021/22 which is equivalent to 6% of the proposed net operating budget. This is an increase of £5.4m from the risk assessed level for 2020/21 and is primarily due to the changing risk environment that has emerged as a result of the COVID-19 pandemic.

### Proposed MTFS

42. The detailed five-year MTFS to 2025/26 is set out in Section 4.1. This sets out a proposed balanced budget for 2021/22. There is a £9.0m funding shortfall for 2022/23 as a result of the implementation of the Fair Funding Review, the

Business Rate Reset and the ongoing impact of COVID-19 on the tax base and Collection Fund. The MTFS is balanced for the final three years from 2023/24 to 2025/26. Cabinet is recommended to recommend to Council to approve a budget for 2021/22 (recommendation i) and a Medium Term Financial Plan to 2025/26, based on the proposals set out in Section 4.2 (recommendation g).

43. The Financial Strategy (Section 4.5) sets out the assumptions for future funding covering the tax base growth, collection fund projections, the potential impact from Fairer Funding Review and the Business Rate reset. Cabinet is recommended to approve the Financial Strategy (recommendation d)
44. A summary of the MTFS for 2021/22 to 2025/26 is set out in table 4 below:

**Table 4:**

|  | 2021/22<br>£m | 2022/23<br>£m | 2023/24<br>£m | 2024/25<br>£m | 2025/26<br>£m |
|--|---------------|---------------|---------------|---------------|---------------|
| Opening Net Operating Budget             | 475.7         | 479.9         | 506.6         | 526.2         | 544.5         |
| Directorate Budgets:                     |               |               |               |               |               |
| Previously agreed budget changes         | 0.8           | 6.6           | 10.4          | 0.0           | 0.0           |
| Inflation                                | 1.2           | 6.0           | 6.0           | 6.0           | 6.0           |
| Service redesign savings                 | 14.6          | 2.0           | -0.2          | -0.9          | 0.0           |
| New Investments                          | 4.1           | -0.5          | 0.0           | 0.0           | 0.0           |
| New Pressures                            | 5.5           | 0.2           | 0.3           | 14.2          | 14.0          |
| New Savings                              | -16.4         | -2.6          | -0.7          | -0.7          | -0.2          |
|  | 9.8           | 11.7          | 15.8          | 18.6          | 19.8          |
| Grant Funding Changes                    | -17.7         | 21.7          | 1.1           | 0.0           | 0.0           |
| Corporate Measures                       | 12.1          | -6.7          | 2.7           | -0.4          | -0.9          |
| <b>Net Operating Budget</b>              | <b>479.9</b>  | <b>506.6</b>  | <b>526.2</b>  | <b>544.5</b>  | <b>563.4</b>  |
| Funded By:                               |               |               |               |               |               |
| Council Tax                              | 408.0         | 430.6         | 446.8         | 463.7         | 481.2         |
| Council Tax Collection Fund              | -1.0          | 0.0           | 2.0           | 2.0           | 2.0           |
| Business Rates                           | 75.0          | 67.1          | 68.4          | 69.8          | 71.2          |
| Business Rate Collection Fund            | -2.0          | 0.0           | 0.0           | 0.0           | 0.0           |
| <b>Total Funding</b>                     | <b>479.9</b>  | <b>497.6</b>  | <b>517.2</b>  | <b>535.5</b>  | <b>554.4</b>  |
| <b>Budget Surplus (-) or Deficit (+)</b> | <b>0.0</b>    | <b>9.0</b>    | <b>9.0</b>    | <b>9.0</b>    | <b>9.0</b>    |
| <b>Year on year</b>                      |               | <b>9.0</b>    | <b>0.0</b>    | <b>0.0</b>    | <b>0.0</b>    |

### Review of Charges 2021/22 and 2022/23 – Annex A

45. As part of the Budget & Business Planning process, services have reviewed their charges for 2021/22. There have been no changes to the Corporate Charging Policy from that agreed by Cabinet in January 2019 which requires services to operate a full cost recovery model except where legislation dictates a maximum charge. The expectation was that charges would increase by a minimum of 2.0%,

however the proposed increase should be higher where the market allows or where costs are not being fully recovered.

46. The Registration Service has also reviewed and proposed charges for 2022/23 which will enable the service to confirm the cost of services, including bookings for ceremonies such as marriages and civil partnerships, up to 31 March 2023.
47. The schedule of proposed charges for 2021/22 and, in relation to the Registration Service, charges for 2022/23 is set out at Annex A. Cabinet is recommended to approve the Review of Charges (recommendation b).

### **Dedicated Schools Grant 2021/22 – Annex B**

48. Dedicated Schools Grant (DSG) allocations for 2021/22 were announced on 17 December 2020. Oxfordshire's provisional allocation for 2021/22 is as set out in the table below. Of the additional funding, £20.2m relates to the inclusion of pay and pension grant in DSG.

**Table 5:**

| <b>Summary of Block Funding</b> | <b>2020/21<br/>£m</b> | <b>2021/22<br/>£m</b> |
|---------------------------------|-----------------------|-----------------------|
| Schools block                   | 394.692               | 429.15                |
| Central Services Schools block  | 4.126                 | 4.616                 |
| High Needs block                | 73.133                | 81.932                |
| Early Years block               | 38.639                | 39.276                |
| <b>Total</b>                    | <b>510.59</b>         | <b>554.97</b>         |

49. The Government has reiterated its long-term intention that schools' budgets should be set on the basis of a single, National Funding Formula (NFF). The detail of the School Funding Formula is set out in Annex B. Following consultation with Schools Forum on 12 January 2020 the proposed formula delivers the National Funding Formula to each school and transfers £1m from the Schools Block to the High Needs block
50. Cabinet is recommended to approve the final funding formula for 2021/22 subject to the decision by the Secretary of State for Education as set out in paragraphs 52 to 56 below (recommendation c).

### **Transfer from Schools Block to High Needs Block**

51. Dedicated Schools Grant (DSG) to Local Authorities is allocated in blocks. There are blocks of funding for Early Years, Schools, High Needs and Central School Services. The blocks are ringfenced for 2021/22 (meaning funding can only be spent on the services/provisions covered by the blocks).

52. The Department for Education (DfE) guidance allows for transfers up to 0.5% of their Schools Block funding into another block, with the approval of their schools forum. To make such a transfer, local authorities should consult with all local maintained schools and academies.
53. The consultation asked Schools whether they wished to support a transfer to the High Needs Block. Responses were limited, but of those that did respond, 64% did not support this. The School Forum in November 2020 voted on the transfer and unanimously did not agree to support a transfer from the Schools Block to the High Needs Block. Given the forecast overspend within the High Needs block (see paragraph 57), Oxfordshire appealed the decision with the Secretary of State. A disapplication request was submitted to transfer 0.5% or £2.0m of eligible funding from the Schools Block to High Needs.
54. At the meeting of Schools Forum on 12 January 2021, the proposed School Funding Formula for 2021/22 was presented. School Forum considered and agreed an option that delivered the National Funding Formula to schools in full and agreed a transfer from the Schools block to the High Needs block of £1m to contribute to the continuation of the one-off enhancement to High Needs Top-Up rates agreed for 2020/21. The £1m consists of £0.4m that is the residual funding after allocating the National Funding Formula in full to all schools and reversing the £0.66m contribution to the Growth Fund.
55. The decision of the Secretary of State is pending. A decision to allow the transfer of a further £1m will result in school funding allocations lower than the National Funding Formula by approximately £5,000 per school.

#### **High Needs DSG Forecast**

56. The forecast overspend on the High Needs block based on estimated growth and allowing for a funding increase of £7.5m, is expected to be £10.5m in 2021/22. If the one-off increase in top-up is repeated in 2021/22, this will add approximately £3m to the forecast overspend. The sufficiency project has identified expansion in special school places and resource bases that may reduce spend by £1.9m, giving a net forecast overspend of £11.7m.
57. The High Needs budget prospects remain of concern. The number of EHCPs maintained by Oxfordshire has risen by 16% from 4011 in Dec 2019 to 4635 in Dec 2020.
58. Although funding has increased by £7.5m for 2021/22, there is no reduction in demand. Comparative data shows that Oxfordshire support around the national average % of children with EHCPs in mainstream school and support a higher % in further education. Oxfordshire is an outlier for those children supported in independent specialist settings, at a rate of 16.1% compared to 10.1% nationally. As the independent settings are also the most expensive, this provision is likely to be driving the overspend.
59. The use of the independent sector is partly driven by capacity and partly by parental preference. In recognising the shortfall of in County places, the Council has allocated Capital funding to increase provision locally, including resource

bases at each new primary school and investment in additional places on existing sites including the rebuild & expansion of the Orion special school. These increases in provision are likely to reduce expenditure by £1.9m in 2021/22.

60. It will take many years before the use of independent schools can be reduced. With a few exceptions, children will receive an uninterrupted education in current settings and material reductions in expenditure will only be realised when the new Special Schools are open from 2023.
61. There are many new initiatives seeking to reduce spend in High Needs. These initiatives are managed under the SEND Transformation Project and feed into the Deficit Management Plan. Representatives from all education sectors have agreed to join the project as well as colleagues from the Clinical Commissioning Group and parent representative groups.
62. Part of the strategy is to support more learners in mainstream schools (although Oxfordshire is at the national average for the number of EHCP learners within mainstream schools). The funding strategy will be overhauled as part of the SEND Transformation project but with benchmarking indicating that Oxfordshire's mainstream and special schools are underfunded compared to statistical neighbours, this exercise may result in more pressure on the High Needs block.
63. The forecast High Needs DSG deficit as at 31 March 2021 is £22.5m (as set out in Section 4.6). Oxfordshire is forecasting increasing annual deficits driven by the growth in the learners supported. The strategic work continues in order to ensure that services are better structured in order to meet demand; despite this, it is unlikely that the deficit can be eradicated in the face of increasing numbers of children requiring support, parental preference and the dominant provider market.

## **Capital and Investment Strategy – Section 5**

64. The Capital and Investment Strategy (Section 5.1) is an overarching strategy that brings together the strategies that drive the Capital Programme (Section 5.5) and incorporate the Investment Strategy (Section 5.3) and the Treasury Management Strategy (Section 5.2).
65. This strategy satisfies the requirements as set out Prudential Code for Capital Finance in Local Authorities 2017 for authorities to prepare at least one Investment Strategy containing the disclosures and reporting requirements specified in the guidance each financial year. Cabinet is recommended to approve the Capital and Investment Strategy for 2021/22, including the Capital Prudential Indicators and Minimum Revenue Provision Policy Statement which form annexes to the strategy and the Investment Strategy (recommendation j).

66. Cabinet is recommended to approve the Treasury Management Strategy and Annual Investment Strategy for 2021/22 including the relevant Prudential Indicators and Specified Investment and Non-Specified Investment instruments as set out in paragraphs 56 to 61 of the strategy. To enable the Treasury Management team to operate effectively, Cabinet is also recommended to continue to delegate the authority to approve that any further changes required to the 2021/22 Treasury Management Strategy to the Director of Finance in consultation with the Leader of the Council and the Cabinet Member for Finance (recommendation k).
67. The Property Strategy (Section 5.4) has been reviewed and updated. The strategy sets out the Council's approach to property assets and will guide the Council's priorities for managing and developing the Council's estate over the next 5 years. Cabinet is recommended to approve the strategy (recommendation m).
68. The Pupil Place Plan and Highways Assets Management Plan will both be updated during 2021/22 for approval as part of the Budget and Business Planning process for 2022/23.
69. The Council's 10 year Capital Programme is derived from the priorities identified in the supporting strategies and sets out the agreed capital investment to deliver those priorities. The programme is refreshed annually and agreed by Council each February. The draft programme for 2021/22 to 2030/31 is attached at Section 5.5. Section 5.6 sets out the proposed changes to the existing Capital Programme. Cabinet is recommended to approve the new capital proposals for inclusion in the Capital Programme (recommendation n).
70. A summary of the proposed programme is set out in table 5 below:

**Table 6:**

| Strategy / Programme                        | Latest Programme<br>£m | Proposed Changes<br>£m | Total Programme<br>£m |
|---|------------------------|------------------------|-----------------------|
| Pupil Place Plan                            | 245.8                  | 14.2                   | 260.0                 |
| Major Infrastructure                        | 601.7                  | 16.2                   | 617.9                 |
| Highways Asset Management Plan              | 322.8                  | 15.2                   | 338.0                 |
| Property & Estates, and Investment Strategy | 84.3                   | -13.7                  | 70.6                  |
| ICT & Digital Infrastructure                | 27.3                   | 0.0                    | 27.3                  |
| Passported Funding                          | 90.8                   | 3.7                    | 94.5                  |
| Vehicles & Equipment                        | 0.8                    | 8.6                    | 9.4                   |
| Earmarked Reserves                          | 48.8                   | 0.0                    | 48.8                  |
| <b>Total Estimated Capital Programme</b>    | <b>1,422.3</b>         | <b>44.2</b>            | <b>1,466.5</b>        |

## **Financial Implications**

71. This report is mostly concerned with finance and the implications are set out in the annexes of the report. The Council is required under the Localism Act 2011 to set a council tax requirement for the authority. This report provides information which will lead to the council tax requirement being agreed in February 2020.

Comments checked by:

Lorna Baxter, Director of Finance, [lorna.baxter@oxfordshire.gov.uk](mailto:lorna.baxter@oxfordshire.gov.uk)

## **Legal Implications**

72. The Council is required to set a balanced budget taking account of working balances and any other available reserves before the commencement of the financial year to which it relates. The Local Government Act 2003, section 25 requires the Council's Section 151 Officer to report to the council on the robustness of the estimates made and the adequacy of the proposed financial reserves assumed in the budget calculations. This will be done at Council in February 2021 when the Budget is approved. The Council is required under the Localism Act 2011 to set a council tax requirement for the authority. This report provides information which will lead to the council tax requirement being agreed in February 2021, together with a budget for 2021/22, five-year medium term financial strategy and ten year capital programme.

Comments checked by:

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[Anita.Bradley@oxfordshire.gov.uk](mailto:Anita.Bradley@oxfordshire.gov.uk)

## **Equality Implications**

73. The Equality Act 2010 imposes a duty on local authorities that, when making decisions of a strategic nature, decision makers must exercise 'due regard to the need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.'
74. In developing budget proposals, services have considered the potential impact of change with respect to equality, diversity and inclusion, in line with our new framework: Including Everyone. Where a potential material service impact has been identified, an initial Equality Impact Assessment has been completed and these are available as background papers to this report. An overarching summary impact assessment, taking into account the overall impact of the budget proposals is published as Section 4.8.

## **Environmental Implications**

75. In 2019, OCC declared a climate emergency and committed to prioritising climate action in decision making. More recently, a climate action framework was approved that commits the council to:

- Being carbon neutral in its operations by 2030
  - Enabling a zero-carbon Oxfordshire by 2050.
76. In developing budget proposals, services were asked to assess how their plans affected the Council's ability to reduce its emissions from buildings, fleet, staff travel, purchased products and services (including construction), to enable emission reductions in maintained schools, and to enable reductions at a county-wide level.
  77. Proposals were identified that will help reduce carbon emissions, particularly those involving service digitalisation with potential reductions coming from a decrease in staff mileage.
  78. Consolidation of fleet management as proposed will allow for more effective management of the decarbonisation of the fleet and an overall reduction in staff and operational mileage.
  79. Further specific positive climate impact is assessed for improved recycling facilities at Drayton Highways Depot for tar bound materials and gully waste. These plans will see materials that have previously been disposed of as hazardous waste to re-enter the supply chain and reducing overall supply-chain emissions.
  80. Innovations such as the use of technology within the Home to School transport contract will help monitor and reduce contractor carbon emissions and encourage the transition to cleaner vehicles.
  81. Finally, changes to COMET fares will allow an increase in service reach in rural areas which has the potential to reduce private vehicles miles.
  82. No negative climate impacts were identified for the budget proposals submitted.

**Lorna Baxter, Director of Finance**

**Claire Taylor, Corporate Director of Customers and Organisational Development**

|          |              |  |
|----------|--------------|--|
| Annexes: | Annex A:     | Review of Charges 2021/22 and 2022/23        |
|          | Annex B:     | DSG Allocations 2021/22                      |
|          | Annex C:     | Comments from Performance Scrutiny Committee |
|          | Section 2.1: | Corporate Plan                               |
|          | Section 4.1: | Revenue Budget 2021/22 and MTFS to 2025/26   |
|          | Section 4.2: | Detailed MTFS to 2025/26                     |
|          | Section 4.3: | Council Tax and Precepts                     |
|          | Section 4.4: | Revenue Budget 2021/22                       |
|          | Section 4.5: | Financial Strategy 2021/22                   |

Section 4.6: Earmarked Reserves and General Balances  
Policy Statement 2021/22  
Section 4.7: Budget Consultation Report  
Section 4.8: Overarching Equalities Impact Assessment  
Section 5.1: Capital and Investment Strategy 2021/22  
Section 5.2: Treasury Management Strategy 2021/22  
Section 5.3: Investment Strategy 2021/22  
Section 5.4: Property Strategy  
Section 5.5: Proposed Capital Programme 2021/22 to  
2030/31  
Section 5.6: Proposed changes to the Capital Programme

Background papers: Equality Inclusion and Climate Impact Assessments  
(ECIAs):

- Highways – Routine and Reactive Maintenance
- Highways – Winter Maintenance
- ASC 22AS11 & 22AS12 – Care Home Activity
- ASC 22AS15 – Individual Reviews
- ASC 22AS10 – BCF and ACSN Pool 1% saving

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January 2021

**Review of Charges 2021/22**  
**Adult Services**

| Service Area            | Charge  | Unit  | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|-------------------------|---|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| <b>Daytime Support</b>  | 1:1 Support (3 hour session)  | 3 hour Session                                | 64.00               | 65.00                           | 2%          | 01/04/2021                         | Statutory                     | NB        |
|                         | 1:2 Active Support (3 hour session)   | 3 hour Session                                | 30.00               | 31.00                           | 3%          | 01/04/2021                         | Statutory                     | NB        |
|                         | 1:6 Respite & prevention (3 hour session)   | 3 hour Session                                | 21.00               | 21.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                         | 2:1 Support (3 hour session)  | 3 hour Session                                | 114.00              | 116.00                          | 2%          | 01/04/2021                         | Statutory                     | NB        |
|                         | Hire of Room (no equipment provided)  | per hour                                      | 20.00               | 20.50                           | 3%          | 01/04/2021                         | Statutory                     | ZR        |
|                         | Hire of Sensory Room  | per hour                                      | 3.38                | 3.45                            | 2%          | 01/04/2021                         | Statutory                     | NB or SR  |
|                         | Hourly cost of attendance outside of core hours                                       | per hour                                      | 23.00               | 24.00                           | 4%          | 01/04/2021                         | Statutory                     | NB        |
|                         | Lunchtime meal  | per meal                                      | 2.29                | 2.35                            | 3%          | 01/04/2021                         | Statutory                     | SR        |
|                         | Music, Art and Boom Groups  | per session                                   | 5.50                | 6.00                            | 9%          | 01/04/2021                         | Statutory                     | NB or SR  |
|                         | Service User Transport (single or return journey) where this is part of assessed need | Single or Return Journey                      | 20.00               | 20.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                         | SMILE   | per session                                   | 5.50                | 6.00                            | 9%          | 01/04/2021                         | Statutory                     | NB or SR  |
| <b>Money Management</b> | Court of Protection income  | Annual Management Fee Yr 1                    | 775.00              | 775.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                         |   | Category 3 Property Management                | 300.00              | 300.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                         |   | Category 4 Annual report                      | 216.00              | 216.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                         |   | Deputy for Health & Welfare                   | 555.00              | 555.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                         |   | Preparation of basic HMRC income tax return   | 70.00               | 70.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                         |   | Preparation of complex HMRC income tax return | 140.00              | 140.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                         |   | Section 12, Fixed cost direction of travel    | 40.00               | 40.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                         |   | Work up to court order date                   | 745.00              | 745.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                         |   | Yr2 & subsequent yrs                          | 650.00              | 650.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                         | Maximum charge per hour for work in relation to estates of deceased clients           | per hour                                      | 115.00              | 115.00                          | 0%          | 01/04/2021                         | Discretionary                 | SR        |

VAT Classes:

NB - Non Business

ZR - Zero Rated

SR - Standard Rated

EX - Exempt

**Adult Services**

| Service Area  | Charge  | Unit   | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|---|---|--------|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| <b>Urgent Response and Telecare Service:</b><br>telecare equipment and monitoring from a call centre. | URTS service - telecare level 1   | Weekly | 5.00                | 5.00                            | 0%          | 01/04/2021                         | Discretionary                 | ZR or SR  |
|   | URTS service - telecare level 2   | Weekly | 10.00               | 10.00                           | 0%          | 01/04/2021                         | Discretionary                 | ZR or SR  |
| <b>Arrangement fees</b>   | Annual charge for arranging homecare support for people who fund their own care   | Annual | 145.00              | 148.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|   | Weekly charge for arranging home care support for people who fund their own care. | Weekly | 4.12                | 4.22                            | 2%          | 01/04/2021                         | Discretionary                 | SR        |

VAT Classes:

NB - Non Business

ZR - Zero Rated

SR - Standard Rated

EX - Exempt

**Review of Charges 2021/22**  
**Children's Services**

| Service Area                        | Charge                           | Unit             | Current Charge<br>£ | Proposed Charge 2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|-------------------------------------|----------------------------------|------------------|---------------------|------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| <b>Corporate Parenting - ATTACH</b> | Additional Hours                 | per hour         | 62.50               | 65.00                        | 4%          | 01/04/2021                         | Discretionary                 | SR        |
|                                     | Assessment                       | Per Assessment   | 125.00              | 640.00                       | 412%        | 01/04/2021                         | Discretionary                 | SR        |
|                                     | Foundations for Attachment Group | Per Intervention | 800.00              | 820.00                       | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                     | Non-Violent Resistance Group     | Per Intervention | 1,000.00            | 1,020.00                     | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                     | Nurturing Attachments Group      | Per Intervention | 1,250.00            | 1,275.00                     | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                     | Stories for Attachment Group     | Per Intervention | 500.00              | 550.00                       | 10%         | 01/04/2021                         | Discretionary                 | SR        |
|                                     | Telephone Appointment            | Per Half Hour    | 60.00               | 62.00                        | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                     | Therapy                          | per hour         | 125.00              | 128.00                       | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                     | VIG                              | Per Intervention | 1,250.00            | 1,275.00                     | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                     | Compassion focused therapy group | Per Intervention |                     | 1,100.00                     | NEW         | 01/04/2021                         | Discretionary                 | SR        |
|                                     | Additional Hours                 | per hour         | 102.56              | 244.58                       | 138%        | 01/04/2021                         | Discretionary                 | SR        |
|                                     | Assessment                       | Per Assessment   | 73.53               | 222.56                       | 203%        | 01/04/2021                         | Discretionary                 | SR        |

## Children's Services

| Service Area                                  | Charge  | Unit                                   | Current Charge<br>£ | Proposed Charge 2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|---|---|--|---------------------|------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| <b>Corporate Parenting - Riverside Centre</b> | Climbing wall (tower) hire for one day within Oxfordshire | Per Day                                | 780.00              | 800.00                       | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|   | First Staff member per half day (up to 3.5 hours).        | Half day                               | 230.00              | 230.00                       | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|   | First Staff member per whole day (3.5hrs- 7hrs)           | Full day                               | 300.00              | 300.00                       | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|   | Hire of Premises (cost of the building per day)           | Per Day                                | 70.00               | 100.00                       | 43%         | 01/04/2021                         | Discretionary                 | SR        |
|   | Minibus hire to OCC approved groups                       | Per Day                                | 85.00               | 90.00                        | 6%          | 01/04/2021                         | Discretionary                 | SR        |
|   | Minibus per mile after first 100 miles per day            | Per mile                               | 0.25                | 0.30                         | 20%         | 01/04/2021                         | Discretionary                 | SR        |
|   | Recharge rate for SEND & Meadowbrook Schools              | per hour                               | 25.00               | 27.50                        | 10%         | 01/04/2021                         | Discretionary                 | SR        |
|   | Second staff member per half day                          | Half day                               | 170.00              | 170.00                       | 0%          | 01/04/2021                         | Discretionary                 | SR        |
| <b>Home to School Transport</b>               | Second Staff member per whole day                         | Full day                               | 240.00              | 240.00                       | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|   | Contributions To School Transport (Per annum)             | Over 3 Miles Pre and Post-16 Students  | 705.00              | 719.00                       | 2%          | 01/04/2021                         | Discretionary                 | ZR        |
|   |   | Under 3 Miles Pre and Post-16 Students | 378.00              | 386.00                       | 2%          | 01/04/2021                         | Discretionary                 | ZR        |

VAT Classes:

NB - Non Business

ZR - Zero Rated

SR - Standard Rated

EX - Exempt

**Review of Charges 2021/22**  
**Environment & Place**

| Service Area                                      | Charge  | Unit   | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective from | Discretionary<br>or Statutory | VAT Class |
|---|---|--|---------------------|---------------------------------|-------------|---------------------------------|-------------------------------|-----------|
| <b>Commons Registration<br/>Authority Charges</b> | Common searches   | Per additional land<br>parcel                                  | 1.00                | 1.32                            | 32%         | 01/04/2021                      | Discretionary                 | NB        |
|   | Common searches (new Con290<br>form due 14/15 or after)         | Initial Search   | 42.00               | 43.00                           | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|   | Corrective applications additional<br>inquiry stage para 6      | Per application  | 3,400.00            | 3,500.00                        | 3%          | 01/04/2021                      | Discretionary                 | NB        |
|   | Corrective applications additional<br>inquiry stage para 7      | Per application  | 2,800.00            | 2,900.00                        | 4%          | 01/04/2021                      | Discretionary                 | NB        |
|   | Corrective applications additional<br>inquiry stage para 8      | Per application  | 3,300.00            | 3,400.00                        | 3%          | 01/04/2021                      | Discretionary                 | NB        |
|   | Corrective applications additional<br>inquiry stage para 9      | Per application  | 3,400.00            | 3,500.00                        | 3%          | 01/04/2021                      | Discretionary                 | NB        |
|   | Corrective applications under<br>Commons Act 2006 Schedule 2    | Per application  | 1,080.00            | 1,110.00                        | 3%          | 01/04/2021                      | Discretionary                 | NB        |
|   | Landowner statements and<br>declarations (public rights of way) | Additional parcels<br>beyond 7                                 | 75.00               | 80.00                           | 7%          | 01/04/2021                      | Discretionary                 | EX        |
|   |   | Fee per application (3-<br>4 land parcels)                     | 315.00              | 325.00                          | 3%          | 01/04/2021                      | Discretionary                 | EX        |
|   |   | Fee per application (5-<br>7 land parcels)                     | 360.00              | 370.00                          | 3%          | 01/04/2021                      | Discretionary                 | EX        |
|   |   | Standard fee per<br>application (incl up to<br>2 land parcels) | 290.00              | 300.00                          | 3%          | 01/04/2021                      | Discretionary                 | EX        |
|   | Supply of Highway (rights of way)<br>related information        | Written response to<br>extensive enquiry                       | 70.00               | 72.00                           | 3%          | 01/04/2021                      | Discretionary                 | SR        |
|   |   | Written response to<br>standard enquiry                        | 50.00               | 52.00                           | 4%          | 01/04/2021                      | Discretionary                 | SR        |

VAT Classes:

NB - Non Business

ZR - Zero Rated

SR - Standard Rated

EX - Exempt

## Environment &amp; Place

| Service Area  | Charge   | Unit                                    | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective from | Discretionary<br>or Statutory | VAT Class |
|---|--|---|---------------------|---------------------------------|-------------|---------------------------------|-------------------------------|-----------|
| <b>Definitive Map and Commons</b>                   | As made, the Local Authorities (Recovery of Costs for Public Path Orders) Regulations 1993<br><a href="http://modgov.sefton.gov.uk/moderngov/Data/Cabinet%20Member%20-%20Technical%20Services%20(meeting)/20051109/Agenda/Item%2005.pdf">http://modgov.sefton.gov.uk/moderngov/Data/Cabinet%20Member%20-%20Technical%20Services%20(meeting)/20051109/Agenda/Item%2005.pdf</a><br>Recovery of costs under DoE | Orders confirmed unopposed              | 3,500.00            | 3,600.00                        | 3%          | 01/04/2021                      | Statutory                     | NB        |
|   |  | Orders confirmed - objections withdrawn | 4,000.00            | 4,100.00                        | 3%          | 01/04/2021                      | Statutory                     | NB        |
|   |  | Orders opposed - not proceeded with     | 4,225.00            | 4,325.00                        | 2%          | 01/04/2021                      | Statutory                     | NB        |
|   |  | Orders opposed - submitted to SoS       | 5,100.00            | 5,225.00                        | 2%          | 01/04/2021                      | Statutory                     | NB        |
| <b>Excess Charges/ Penalty Notices/ Enforcement</b> | Bus Lane Camera Enforcement  | Fines paid after 14 & up to 28 days     | 60.00               | 60.00                           | 0%          | 01/04/2021                      | Statutory                     | NB        |
|   |  | Fines paid within 14                    | 30.00               | 30.00                           | 0%          | 01/04/2021                      | Statutory                     | NB        |
|   | Excess Charge Notices  | Fines paid after 14 & up to 28 days     | 50.00               | 50.00                           | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|   |  | Fines paid within 14                    | 25.00               | 25.00                           | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|   | Penalty Charge Notices - higher contraventions   | Fines paid after 14 & up to 28 days     | 70.00               | 70.00                           | 0%          | 01/04/2021                      | Statutory                     | NB        |
|   |  | Fines paid within 14                    | 35.00               | 35.00                           | 0%          | 01/04/2021                      | Statutory                     | NB        |
|   | Penalty Charge Notices - lower contraventions  | Fines paid after 14 & up to 28 days     | 50.00               | 50.00                           | 0%          | 01/04/2021                      | Statutory                     | NB        |
|   |  | Fines paid within 14                    | 25.00               | 25.00                           | 0%          | 01/04/2021                      | Statutory                     | NB        |
| <b>Highways</b>                                     | Agreement for temporary traffic counter on highway   |   | 35.00               | 36.00                           | 3%          | 01/04/2021                      | Discretionary                 | NB        |
|   | Approving traffic Management plans and signage schedules   | per hour                                | 51.00               | 60.00                           | 18%         | 01/04/2021                      | Discretionary                 | NB        |
|   | Private access protection road markings  | Per application                         | 128.00              | 150.00                          | 17%         | 01/04/2021                      | Discretionary                 | NB        |

VAT Classes:

NB - Non Business

ZR - Zero Rated

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## Environment &amp; Place

| Service Area   | Charge   | Unit   | Current Charge<br>£   | Proposed Charge<br>2021/22<br>£   | Change<br>% | Proposed date<br>effective from | Discretionary<br>or Statutory | VAT Class |
|----------------|--|--|---|---|-------------|---------------------------------|-------------------------------|-----------|
| Highways cont. | Directional Signage - New Developments   | Agreement and authorisation/approval of sites and signs (per hour) | 62.00   | 65.00   | 5%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Design Services (per   | 62.00   | 65.00   | 5%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Installation   | 62.00   | 65.00   | 5%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Supervision (per hour)   |   |   |             |                                 |                               |           |
|                | Charge to public utilities for outstaying prescribed and/or reasonable periods for their works in the highway.   | Fixed under NRSWA.   | Various as per scale of charges   | Various as per scale of charges   | n/a         | 01/04/2021                      | Statutory                     | NB        |
|                | Commuted fee for licence of private apparatus in the highway, including the admin cost of maintaining the licence record (S50)                           |  | £880 inspection fee for the first 200m and an additional fee of £168 for every 200m thereafter. | £1,070 inspection fee (including the first 200m and then £172 for every 200m or part thereof. | 22%         | 01/04/2021                      | Statutory                     | NB        |
|                | Fixed Penalty Notice income from statutory undertakers for non-compliance with Sections 54, 55, 57, 70, 74 of the New Roads and Street Works Act (NRSWA) | Per Notice   | 120.00  | 120.00  | 0%          | 01/04/2021                      | Statutory                     | NB        |
|                |  | Discounted Rate  | 80.00   | 80.00   | 0%          | 01/04/2021                      | Statutory                     | NB        |
|                | Hoarding Consents  | Initial Licence - one month occupation                             | 138.00  | 141.00  | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                |  | Renewal - one month occupation                                     | 138.00  | 141.00  | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                |  | Retrospective Licence  | £225 + enforcement hourly rate  | £230 + hourly enforcement rate  | 2%          | 01/04/2021                      | Discretionary                 | NB        |

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|----------------|---|---|--------------------------------------|---|-------------|---------------------------------|-------------------------------|-----------|
| Highways cont. | Oversailing Consents - structures<br>oversailing the highway                                  | Licence   | 357.00                               | 365.00                                  | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                |   | Retrospective Licence   | £561 +<br>enforcement<br>hourly rate | £573 +<br>hourly<br>enforcement<br>rate | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                | Providing Pre contract information<br>on CTMP and general                                     | per hour  | 51.00                                | 60.00                                   | 18%         | 01/04/2021                      | Discretionary                 | NB        |
|                | Reinstatement of Trenches - Site<br>Supervision by Highways<br>Inspectors (Fixed charge under | Standard Charge for<br>Defect Inspections set<br>by Statutory Regulation                                    | 50.00                                | 50.00                                   | 0%          | 01/04/2021                      | Statutory                     | NB        |
|                |   | Standard Charge for<br>Sample Inspections<br>set by Statutory   | 50.00                                | 50.00                                   | 0%          | 01/04/2021                      | Statutory                     | NB        |
|                | Vehicle Crossings   | Residential Non-<br>classified Roads  | 160.00                               | 164.00                                  | 3%          | 01/04/2021                      | Discretionary                 | NB        |
|                |   | Residential Classified<br>Roads   | 265.00                               | 275.00                                  | 4%          | 01/04/2021                      | Discretionary                 | NB        |
|                |   | Multiple access and<br>commercial use Non-<br>classified Roads  | 505.00                               | 515.00                                  | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                |   | Multiple access and<br>commercial use<br>Classified Roads   | 665.00                               | 680.00                                  | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                |   | Temporary vehicle<br>crossing to allow<br>access to a new<br>development in<br>advance of formal            | 930.00                               | 950.00                                  | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                |   | Enforcement for non-<br>compliance with<br>vehicle crossing (non-<br>applications, not to<br>specification) | £51 per<br>hour                      | At Cost                                 | n/a         | 01/04/2021                      | Discretionary                 | NB        |

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|----------------|--|--|---------------------|---------------------------------|-------------|---------------------------------|-------------------------------|-----------|
| Highways cont. | Local Lead Flood Authority PRE-APP<br><10 dwellings  | Additional Written Response                      |                     | 340.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Meeting/Site Visit + Additional Written Response |                     | 690.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|                | Local Lead Flood Authority PRE-APP<br>10-24 Dwellings  | Additional Written Response                      |                     | 340.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Meeting/Site Visit + Additional Written Response |                     | 690.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|                | Local Lead Flood Authority PRE-APP<br>50-99 Dwellings  | Additional Written Response                      |                     | 690.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Meeting/Site Visit + Additional Written Response |                     | 1,030.00                        | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|                | Local Lead Flood Authority PRE-APP<br>100-199 Dwellings  | Additional Written Response                      |                     | 690.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Meeting/Site Visit Additional Written Response   |                     | 1,030.00                        | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|                | Local Lead Flood Authority PRE-APP<br>200-399 Dwellings or 1,000m2-4,999m2 B1-B8 (Business) or 1,000-3,499m2 A1 (Retail) Use | Additional Written Response                      |                     | 1,030.00                        | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Meeting/Site Visit Additional Written Response   |                     | 1,580.00                        | NEW         | 01/04/2021                      | Discretionary                 | SR        |

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|----------------|--|---|---------------------|---------------------------------|-------------|---------------------------------|-------------------------------|-----------|
| Highways cont. | Local Lead Flood Authority PRE-APP<br>400 or more Dwellings or 5,000m2<br>or more B1-B8 (Business) or<br>3,500m2 or more A1 (Retail) Use | Additional Written Response                         |                     | 1,440.00                        | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Meeting/Site Visit +<br>Additional Written Response |                     | 2,130.00                        | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|                | Design Work on Street Lighting for<br>New Developments   | 1 - 5 Columns<br>(Minimum Charge)                   | 815.00              | 840.00                          | 3%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | 6 - 15 Columns<br>(Minimum Charge)                  | 1,140.00            | 1,175.00                        | 3%          | 02/04/2021                      | Discretionary                 | SR        |
|                |  | 16 - 25 Columns<br>(Minimum Charge)                 | 1,430.00            | 1,475.00                        | 3%          | 03/04/2021                      | Discretionary                 | SR        |
|                |  | 26 - 50 Columns<br>(Minimum Charge)                 | 1,710.00            | 1,765.00                        | 3%          | 04/04/2021                      | Discretionary                 | SR        |
|                |  | Over 50 Columns<br>(Minimum Charge)                 | 2,280.00            | 2,350.00                        | 3%          | 05/04/2021                      | Discretionary                 | SR        |
|                | Re-submission of Design Work on<br>Street Lighting   | 1 - 25 columns                                      | 610.00              | 630.00                          | 3%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Above 25 columns                                    | 815.00              | 840.00                          | 3%          | 01/04/2021                      |                               | SR        |

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|----------------|--|--|---|--|-------------|---------------------------------|-------------------------------|-----------|
| Highways cont. | Filming Policy - On or in the vicinity of the Highway - Application Fee for permission to film | Advertising, maintenance of notices and exceptional staff time | £50 per hour  | Charge per hour at cost  | n/a         | 01/04/2021                      | Discretionary                 | NB        |
|                |  | Small - 1 - 10 crew  | £75 to £300 depending on number of days filming and complexity of project.        | £77 to £306 depending on the number of days filming and complexity of the project. | 3%          | 01/04/2021                      | Discretionary                 | NB        |
|                |  | Medium - 11 - 29 crew  | £300 to £1,200 depending on number of days filming and complexity of project.     | £306 to £1,244 depending on the number of days filming and complexity of project.  | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                |  | Large - 20 - 40 crew   | £500 to £2,000 depending on the number of days filming and complexity of project. | £510 - £2,040 depending on the number of days filming and complexity of project.   | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                |  | Large Plus - 41+ crew  | £2,000 minimum fee (fees above this rate are subject to negotiation)              | £2,040 minimum fee (fees above this level are subject to negotiation)              | 2%          | 01/04/2021                      | Discretionary                 | NB        |

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|----------------|---|---|---------------------------------|---------------------------------|-------------|---------------------------------|--------------------------------|-----------|
| Highways cont. | Oxfordshire Permit Scheme - Permit Fees   | Permit fee for working on the highway network.                              | Various as per scale of charges | Various as per scale of charges | n/a         | 01/04/2021                      | Discretionary                  | NB        |
|                | Application fee for S278 works (non statutory works promoters) to book space on the highway.  | Per application - Works involving excavation £245                           | 240.00                          | 245.00                          | 2%          | 01/04/2021                      | Discretionary                  | NB        |
|                |   | Per application -Works for Traffic Management only (no Retrospective Permit |                                 | 165.00                          | NEW         | 01/04/2021                      | Discretionary                  | NB        |
|                | Experimental Traffic Regulation Order   | Standard Experimental Traffic Regulation                                    |                                 | 230.00<br>3,255.00              | NEW<br>NEW  | 01/04/2021<br>01/04/2021        | Discretionary<br>Discretionary | NB<br>NB  |
|                | Temporary Traffic Regulation Orders (Please note no refunds are available for cancelled TTOs) | Routine Temporary TRO   | 2,040.00                        | 2,080.00                        | 2%          | 01/04/2021                      | Discretionary                  | NB        |
|                |   | Emergency Notice 1-5 Days   | 867.00                          | 885.00                          | 2%          | 01/04/2021                      | Discretionary                  | NB        |
|                |   | Emergency Notice 1-21 Days  | 1,428.00                        | 1,460.00                        | 2%          | 01/04/2021                      | Discretionary                  | NB        |
|                |   | Repeat Emergency Closure  | 1,428.00                        | 1,460.00                        | 2%          | 01/04/2021                      | Discretionary                  | NB        |
|                |   | Special Events - basic order  | 2,040.00                        | 2,080.00                        | 2%          | 01/04/2021                      | Discretionary                  | NB        |
|                |   | Advertising, maintenance of notices and                                     | At cost                         | At cost                         | n/a         | 01/04/2021                      | Discretionary                  | NB        |

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|----------------|---------------------------|---|--------------------------------|---------------------------------|-------------|---------------------------------|-------------------------------|-----------|
| Highways cont. | Traffic Regulation Orders | Standard Traffic Regulation Order   | 3,190.00                       | 3,255.00                        | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                |                           | Other consultation not requiring placing of a newspaper notice  | 1,640.00                       | 1,675.00                        | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                |                           | Other Consultation Requiring placing of a single newspaper notice and no input from legal team - includes pedestrian crossings; traffic calming schemes and | 1,840.00                       | 1,880.00                        | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                |                           | Parking permit exclusions requiring Traffic Regulation Order amendment arising from planning  | 2,250.00                       | 2,300.00                        | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                |                           | Advertising, maintenance of notices and   | At cost                        | At cost                         | n/a         | 01/04/2021                      | Discretionary                 | NB        |
|                | Cranes                    | Licence   | 410.00                         | 420.00                          | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                |                           | Retrospective Licence   | £561 + hourly enforcement rate | £572 + hourly enforcement rate  | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                | Scaffolding Licences      | Initial Licence - one month occupation  | 138.00                         | 150.00                          | 9%          | 01/04/2021                      | Discretionary                 | NB        |
|                |                           | Renewal - one month occupation  | 138.00                         | 150.00                          | 9%          | 01/04/2021                      | Discretionary                 | NB        |
|                |                           | Retrospective Licence   | £225 + enforcement hourly rate | £230 + hourly enforcement rate  | 2%          | 01/04/2021                      | Discretionary                 | NB        |

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|----------------|---|---|--|---------------------------------|-------------|---------------------------------|-------------------------------|-----------|
| Highways cont. | Tower Scaffolding Licences/Cherry Picker / Small Lift | Initial Licence 2 days occupation   | 113.00   | 116.00                          | 3%          | 01/04/2021                      | Discretionary                 | NB        |
|                |   | Renewal - 2 days occupation   | 113.00   | 116.00                          | 3%          | 01/04/2021                      | Discretionary                 | NB        |
|                |   | Retrospective Licence   | £225 + hourly enforcement rate                   | £230 + hourly enforcement rate  | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                | Highway Material Storage Licence                      | Enforcement for non-compliance / No consent for all licence fees that do not have existing prescribed enforcement fees. Change fee to "At cost" | Fine £153 + £51 per hour enforcement hourly rate | At Cost                         | n/a         | 01/04/2021                      | Discretionary                 | NB        |
|                |   | Licence   | 81.60  | 100.00                          | 23%         | 01/04/2021                      | Discretionary                 | NB        |
|                |   | Retrospective Licence   | £112.50 + enforcement hourly rate                | £150 + enforcement costs        | 33%         | 01/04/2021                      | Discretionary                 | NB        |
|                | Skip Licence  | Late renewal (more than 5 working days to be classed as new   | 72.00  | 75.00                           | 4%          | 01/04/2021                      | Discretionary                 | NB        |
|                |   | Licence   | 67.00  | 100.00                          | 49%         | 01/04/2021                      | Discretionary                 | NB        |
|                |   | Licence Renewal   | 67.00  | 100.00                          | 49%         | 01/04/2021                      | Discretionary                 | NB        |
|                |   | One day Licence   | 67.00  | 69.00                           | 3%          | 01/04/2021                      | Discretionary                 | NB        |
|                |   | Retrospective Licence   | £153 + hourly enforcement rate                   | £160 + hourly enforcement rate  | 5%          | 01/04/2021                      | Discretionary                 | NB        |
|                | Removal of unauthorised signs                         | Signs over 0.5 sq. metre in area  | 265.00   | 280.00                          | 6%          | 01/04/2021                      | Discretionary                 | NB        |
|                |   | Signs under 0.5 sq. metre in area   | 200.00   | 210.00                          | 5%          | 01/04/2021                      | Discretionary                 | NB        |

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|----------------|--|--|---------------------|---------------------------------|-------------|---------------------------------|-------------------------------|-----------|
| Highways cont. | Tourism Signs  | Assessing application and detailed site assessment | 285.00              | 320.00                          | 12%         | 01/04/2021                      | Discretionary                 | NB        |
|                |  | Design, manufacture & erection                     | Cost +15%           | Cost +20%                       | 5%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Maintenance & removal                              | 2/3 x (b) above     | 2/3 x (b) above                 | n/a         | 01/04/2021                      | Discretionary                 | SR        |
|                | Provision of CCTV coverage for legal/judicial proceedings (excluding requests in relation to the prevention or prosecution of crime) | Per request  |                     | 60.00                           | NEW         | 01/04/2021                      | Discretionary                 | EX        |
|                | Supply of Automatic Traffic Count Data to commercial organisations   | 1st Location - 1 week's data                       | 155.00              | 160.00                          | 3%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | 1st Location - additional weeks data               | 32.00               | 33.00                           | 3%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | 2nd and subsequent location - 1 weeks data         | 85.00               | 88.00                           | 4%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Collating Data from Multiple sites                 | 55.00               | 57.00                           | 4%          | 01/04/2021                      | Discretionary                 | SR        |
|                | Supply of Conveyancing 29 Highway Search Information   |  | 9,000.00            | 9,180.00                        | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                | Supply of Highway related information, including Personal Search Fees  | Con29 property search                              | 36.00               | 64.00                           | 78%         | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Extensive highway boundary extent                  | 88.00               | 155.00                          | 76%         | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Highway extent                                     | 36.00               | 64.00                           | 78%         | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Highway extent per additional question             | 12.50               | 15.00                           | 20%         | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Highway Extent research/survey                     | 385.00              | 640.00                          | 66%         | 01/04/2021                      | Discretionary                 | SR        |

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|----------------|--|--|---------------------|---------------------------------|-------------|---------------------------------|-------------------------------|-----------|
| Highways cont. | Supply of Manual Traffic Survey Data (when a commercial request to conduct a traffic survey is received) | Large Manual Classified Count                                | 655.00              | 670.00                          | 2%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Medium Manual Classified Count                               | 435.00              | 444.00                          | 2%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Small Manual Classified Count                                | 275.00              | 282.00                          | 3%          | 01/04/2021                      | Discretionary                 | SR        |
|                | Supply of Radar Speed Data to commercial organisations   | 1st Location - 1 week's data                                 | 155.00              | 160.00                          | 3%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | 1st Location - additional weeks data                         | 32.00               | 33.00                           | 3%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | 2nd and subsequent location - 1 weeks data                   | 85.00               | 88.00                           | 4%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | Collating Data from Multiple sites                           | 55.00               | 57.00                           | 4%          | 01/04/2021                      | Discretionary                 | SR        |
|                | Supply of traffic accident data (planning matter or other professional purpose)                          | first location / date range                                  | 160.00              | 164.00                          | 3%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | search of records to establish if there is any relevant data | 46.00               | 47.00                           | 2%          | 01/04/2021                      | Discretionary                 | SR        |
|                |  | second and each subsequent location / date range             | 92.00               | 94.00                           | 2%          | 01/04/2021                      | Discretionary                 | SR        |

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|--|---|--|---|---------------------------------|-----------------------------|---------------------------------|-------------------------------|---------------|----|
| On-Street Parking - Pay<br>and Display | Abingdon 8am-6pm (excl.<br>Sundays, B Hols.) 1984 Act   | 1 hour   | 0.60  | 0.80                            | 33%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  |   | 2 hours (the maximum)  | 1.00  | 1.20                            | 20%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  |   | Visitor permit (24   | 1.00  | 1.20                            | 20%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  | Henley 8am-6pm (excl. Sundays,<br>B Hols.)  | 1 hour   | 0.60  | 0.70                            | 17%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  |   | 2 hours (the maximum)  | 1.00  | 1.20                            | 20%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  |   | Visitors permit (24  | 1.00  | 1.20                            | 20%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  | Oxford City Centre - Central Area   | 1 hour   | 4.60  | 5.70                            | 24%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  |   | 2 hours  | 7.40  | 8.90                            | 20%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  |   | Saturday 1 hour  | 4.60  | 5.70                            | 24%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  |   | Saturday 2 hours   | 7.40  | 8.90                            | 20%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  |   | Saturday evenings  | 4.60  | 5.70                            | 24%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  |   | Sunday - Friday  | 4.60  | 5.70                            | 24%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  | Oxford City Centre - Outer Areas  | 1 hour   | 3.20  | 3.90                            | 22%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  |   | 3 hours  | 4.20  | 5.00                            | 19%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  |   | Evenings/Sundays   | 3.20  | 3.90                            | 22%                         | 01/04/2021                      | Discretionary                 | NB            |    |
|  |   | Vehicle Removal Charge   |   | 105.00                          | 105.00                      | 0%                              | 01/04/2021                    | Discretionary | NB |
|  |   | Wallingford 8am-6pm (excl.<br>Sundays, Bank holidays)            | 1.5 hours (the<br>maximum)  | 0.40                            | 0.50                        | 25%                             | 01/04/2021                    | Discretionary | NB |
|  |   | Abingdon - Excess Charge Notices                                 | Excess Charge fees<br>for contravention of<br>parking regulations<br>NEW CHARGE IS £60<br>DISCOUNTED TO £30 | £50<br>discounted<br>to £25     | £60<br>discounted<br>to £30 | 20%                             | 01/04/2021                    | Discretionary |    |
|  |   | Henley - Excess Charge Notices                                   | Excess Charge fees<br>for contravention of<br>parking regulations<br>NEW CHARGE IS<br>£60 DISCOUNTED TO     | £50<br>discounted<br>to £25     | £60<br>discounted<br>to £30 | 20%                             | 01/04/2021                    | Discretionary | NB |
|  |   | Wallingford - Excess Charge<br>Notices                           | Excess Charge fees<br>for contravention of<br>parking regulations   | £50<br>discounted<br>to £25     | £60<br>discounted<br>to £30 | 20%                             | 01/04/2021                    | Discretionary | NB |
|  | Parking bay suspension (non Pay<br>and Display) - charge for the<br>suspension of a parking bay | Cost is per bay for the<br>first day and £10 per<br>bay for each |   | 30.00                           | NEW                         | 01/04/2021                      | Discretionary                 | EX            |    |

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## Environment &amp; Place

| Service Area                                     | Charge  | Unit  | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective from | Discretionary<br>or Statutory | VAT Class |
|--|---|---|---------------------|---------------------------------|-------------|---------------------------------|-------------------------------|-----------|
| <b>On-Street Parking - Pay and Display cont.</b> | Suspension of Parking Bay - Pay and Display                   | per bay charged at £30 for first day and £10 for each subsequent day + loss of income for each bay determined by income level for the previous 12 months. |                     | 30.00                           | NEW         | 01/04/2021                      | Discretionary                 | EX        |
| <b>Park and Ride</b>                             | Park and Ride Car Park charges - Thornhill & Water Eaton only | Up to 1 hr  | free                | free                            | n/a         | 01/04/2021                      | Discretionary                 | NB        |
|  |   | 1-11 hrs  | 2.00                | 2.00                            | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|  |   | 11-24 hrs   | 4.00                | 4.00                            | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|  |   | 24-48 hrs   | 8.00                | 8.00                            | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|  |   | 48-72 hrs   | 12.00               | 12.00                           | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|  |   | Annual Season ticket  | 300.00              | 300.00                          | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|  |   | Excess Notices - Fines paid after 14 & up to 28 days  | 100.00              | 100.00                          | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|  |   | Excess Notices - Fines paid within 14 days  | 50.00               | 50.00                           | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|  |   | Monthly Season ticket   | 30.00               | 30.00                           | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|  |   | Quarterly Season  | 85.00               | 85.00                           | 0%          | 01/04/2021                      | Discretionary                 | NB        |
| <b>Parking Permits</b>                           | Abingdon Residents Parking (per annum)                        | Parking permit  | 120.00              | 120.00                          | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|  |   | Visitors permits - First  | free                | free                            | n/a         | 01/04/2021                      | Discretionary                 | NB        |
|  |   | Visitors permits - 2nd 25 (total cost)  | 25.00               | 25.00                           | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|  | Henley Residents Parking (per annum)                          | Parking permit  | 100.00              | 100.00                          | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|  |   | Visitors permits - First  | free                | free                            | n/a         | 01/04/2021                      | Discretionary                 | NB        |
|  |   | Visitors permits - 2nd 25 (total cost)  | 25.00               | 25.00                           | 0%          | 01/04/2021                      | Discretionary                 | NB        |

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## Environment &amp; Place

| Service Area                 | Charge   | Unit  | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective from | Discretionary<br>or Statutory | VAT Class |
|------------------------------|--|---|---------------------|---------------------------------|-------------|---------------------------------|-------------------------------|-----------|
| <b>Parking Permits cont.</b> | Oxford (per annum)   | Business Permits - 3 months                           | 40.00               | 40.00                           | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |  | Business Permits - 6 months                           | 75.00               | 75.00                           | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |  | Business Permits - 9 months                           | 115.00              | 115.00                          | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |  | Business permits -                                    | 150.00              | 150.00                          | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |  | Business Permits - Change of Vehicle                  | 15.00               | 15.00                           | 0%          | 01/04/2021                      | Discretionary                 |           |
|                              |  | Oxford residents (excl. Kassam stadium) 1st & 2nd Car | 65.00               | 65.00                           | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |  | Oxford residents (excl. Kassam stadium) 3rd           | 130.00              | 130.00                          | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |  | Oxford residents (excl. Kassam stadium) 4th           | 200.00              | 200.00                          | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |  | Oxford residents (Kassam stadium area)                | 16.00               | 16.00                           | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |  | Traders permits per                                   | 25.00               | 25.00                           | 0%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |  | Visitors permits - First                              | free                | free                            | n/a         | 01/04/2021                      | Discretionary                 | NB        |
|                              |  | Visitors permits - 2nd 25 (total cost)                | 25.00               | 25.00                           | 0%          | 01/04/2021                      | Discretionary                 | NB        |
| <b>Supported Transport</b>   | Comet Bus - Transport from your door to destination - for anyone without access to suitable public transport | Exclusive use - Five mile journey                     | 7.00                | 8.50                            | 21%         | 01/04/2021                      | Discretionary                 | NB        |
|                              | Comet Bus - Transport from your door to destination - for anyone without access to suitable public transport | Organisations/groups - Per hour                       | 20.00               | 25.00                           | 25%         | 01/04/2021                      | Discretionary                 | NB        |
|                              | Comet Bus - Transport from your door to destination - for anyone without access to suitable public transport | Shared travel - Five mile journey                     | 3.50                | 4.00                            | 14%         | 01/04/2021                      | Discretionary                 | NB        |

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| Service Area                                       | Charge   | Unit  | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective from | Discretionary<br>or Statutory | VAT Class |
|--|--|---|---------------------|---------------------------------|-------------|---------------------------------|-------------------------------|-----------|
| <b>Waste Management</b>                            | Chargeable waste scheme at Household Waste Recycling                         | Disposal of Large Scale DIY Waste   | 1.50                | 1.50                            | 0%          | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Plaster/plasterboard per bag  | 2.50                | 2.50                            | 0%          | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Plasterboard sheet up to 2m x 1m  | 10.00               | 10.00                           | 0%          | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Standard motorcycle and car tyres   | 5.00                | 5.00                            | 0%          | 01/04/2021                      | Discretionary                 | SR        |
| <b>Pre-Application Charges for Highways Advice</b> | Charging for work of officers in Growth & Place to other organisations       | Group Manager day rate  |                     | 705.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Officer Day Rate  |                     | 426.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Principal Officer Day   |                     | 534.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Senior Officer Day  |                     | 508.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Team Leader day rate  |                     | 572.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|  | Provision of Pre-Submission advice service to Section 38 and 278 agreements. | Each written response following up additional meeting/site visit                                      |                     | 250.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Follow up 1 hour  |                     | 250.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Follow up site meeting  |                     | 500.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Development proposal up to highway scheme value up to £500k 2 hour Meeting/scheme review/short report |                     | 3,500.00                        | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Development proposal up to highway scheme value greater than £500k 2 hour Meeting/scheme              |                     | 5,000.00                        | NEW         | 01/04/2021                      | Discretionary                 | SR        |

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|--|--|---|---------------------|---------------------------------|-------------|---------------------------------|-------------------------------|-----------|
| <b>Pre-Application Charges for Highways Advice cont.</b> | To recover costs associated with providing additional meetings/site visits/written reports over and above standard Pre-application charges for Highway Advice. | Follow up meeting   |                     | 250.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Follow up site meeting  |                     | 500.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Written response additional to follow up meeting/site meeting |                     | 250.00                          | NEW         | 01/04/2021                      | Discretionary                 | SR        |
|  | < 10 dwellings   | Meeting/Site Visit + Additional Written Response              | 300.00              | 310.00                          | 3%          | 01/04/2021                      | Discretionary                 | SR        |
|  | 10-24 Dwellings:   | Additional Written Response                                   | 360.00              | 370.00                          | 23%         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Meeting/Site Visit + Additional Written Response              | 500.00              | 600.00                          | 20%         | 01/04/2021                      | Discretionary                 | SR        |
|  | 25-49 Dwellings  | Additional Written Response                                   | 500.00              | 615.00                          | 23%         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Meeting/Site Visit + Additional Written                       | 750.00              | 920.00                          | 23%         | 01/04/2021                      | Discretionary                 | SR        |
|  | 50-99 Dwellings  | Additional Written Response                                   | 1,000.00            | 1,225.00                        | 23%         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Meeting/Site Visit + Additional Written                       | 1,500.00            | 1,840.00                        | 23%         | 01/04/2021                      | Discretionary                 | SR        |
|  | 100-199 Dwellings  | Additional Written Response                                   | 1,750.00            | 2,145.00                        | 23%         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Meeting/Site Visit + Additional Written                       | 2,250.00            | 2,755.00                        | 22%         | 01/04/2021                      | Discretionary                 | SR        |
|  | 200-399 Dwellings or 1,000m2-4,999m2 B1-B8 (Business) or 1,000-3,499m2 A1 (Retail) Use   | Additional Written Response                                   | 2,500.00            | 3,060.00                        | 22%         | 01/04/2021                      | Discretionary                 | SR        |
|  |  | Meeting/Site Visit + Additional Written                       | 3,000.00            | 3,680.00                        | 23%         | 01/04/2021                      | Discretionary                 | SR        |

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## Environment &amp; Place

| Service Area   | Charge  | Unit                                    | Current Charge<br>£                                     | Proposed Charge<br>2021/22<br>£                         | Change<br>% | Proposed date<br>effective from | Discretionary<br>or Statutory | VAT Class |
|--|---|---|---|---|-------------|---------------------------------|-------------------------------|-----------|
| <b>Pre-Application Charges for Highways Advice cont.</b> | 400 or more Dwellings or 5,000m2 or more B1-B8 (Business) or 3,500m2 or more A1 (Retail) Use            | Additional Written Response             | 3,500.00  | 4,290.00  | 23%         | 01/04/2021                      | Discretionary                 | SR        |
|  |   | Meeting/Site Visit + Additional Written | 4,250.00  | 5,200.00  | 22%         | 01/04/2021                      | Discretionary                 | SR        |
| <b>Supported Transport</b>                               | Home to School Transport - DBS Vetting and Safeguard Training   | Per application                         |   | 119.00  | New         | 01/04/2021                      | Discretionary                 | NB        |
|  | Home to School Transport - Missed DBS Appointments  | Per Missed Appointment                  |   | 25.00   | New         | 01/04/2021                      | Discretionary                 | NB        |
| <b>Innovation Hub - Other</b>                            | Charging for work of officers in innovation & research projects to other organisations.                 | Group Manager day rate                  | 594.00  | 610.50  | 3%          | 01/04/2021                      | Discretionary                 | SR        |
|  |   | Lead Area Specialist day rate           | 420.00  | 431.50  | 3%          | 01/04/2021                      | Discretionary                 | SR        |
|  |   | Support Officer                         | 390.00  | 401.00  | 3%          | 01/04/2021                      | Discretionary                 | SR        |
|  |   | Team Leader day rate                    | 461.00  | 474.00  | 3%          | 01/04/2021                      | Discretionary                 | SR        |
| <b>Planning Regulation</b>                               | Charging administration fee for managing & monitoring S.106 agreements relating to planning permissions | Up to £10,000                           | 100.00  | 120.00  | 20%         | 01/04/2021                      | Discretionary                 | NB        |
|  |   | £10,001 - £25,000                       | 250.00  | 300.00  | 20%         | 01/04/2021                      | Discretionary                 | NB        |
|  |   | £150,001 - £500,000                     | 3,750.00  | 4,500.00  | 20%         | 01/04/2021                      | Discretionary                 | NB        |
|  |   | £25,001 - £50,000                       | 500.00  | 600.00  | 20%         | 01/04/2021                      | Discretionary                 | NB        |
|  |   | £50,001 - £150,000                      | 1,500.00  | 1,800.00  | 20%         | 01/04/2021                      | Discretionary                 | NB        |
|  |   | £500,001-£1,000,000                     | 5,000.00  | 6,000.00  | 20%         | 01/04/2021                      | Discretionary                 | NB        |
|  |   | £1,000,001 - £2,000,000                 | 0.5% of contribution cost                               | 0.6% of contribution cost                               |             | 01/04/2021                      | Discretionary                 | NB        |
|  |   | Over £2,000,000                         | £10,000 plus 0.05% of any contribution in excess of £2m | £12,000 plus 0.05% of any contribution in excess of £2m |             | 01/04/2021                      | Discretionary                 | NB        |
|  | Charging for Monitoring of Minerals Sites   | Active Sites                            | 397.00  | 397.00  | 0%          | 01/04/2021                      | Statutory                     | NB        |
| VAT Classes:   |   | Dormant Sites                           | 132.00  | 132.00  | 0%          | 01/04/2021                      | Statutory                     | NB        |

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|------------------------------|---|--|---------------------|---------------------------------|-------------|---------------------------------|-------------------------------|-----------|
| Planning Regulation<br>cont. | Cover Administration and<br>Supervision Costs for S.38 &<br>S.278 agreements relating to new<br>developments              | Minimum Charge   | 2,202.00            | 2,250.00                        | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |   | Percentage of Capital  | 9%                  | 10%                             | 1%          | 01/04/2021                      | Discretionary                 | NB        |
|                              | Protected Species Advice -<br>Specialist Officer  | Hourly Rate  | 51.40               | 59.95                           | 17%         | 01/04/2021                      | Discretionary                 | NB        |
|                              | To contribute to cost of deciding<br>on minerals and waste<br>development control application &<br>County Council's own   | Extended Searches  | 93.00               | 95.00                           | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |   | Standard Searches  | 55.00               | 56.50                           | 3%          | 01/04/2021                      | Discretionary                 | NB        |
|                              | To contribute to cost of providing<br>pre-application advice to<br>applicants/developers - Minor<br>Developments          | Meeting and follow-up<br>written response                              | 297.00              | 500.00                          | 68%         | 01/04/2021                      | Discretionary                 | NB        |
|                              |   | Specialist officers to<br>attend meetings (per<br>additional officers) | 75.00               | 76.50                           | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |   | Written response   | 207.00              | 350.00                          | 69%         | 01/04/2021                      | Discretionary                 | NB        |
|                              | To contribute to cost of providing<br>pre-application advice to<br>applicants/developers -Major<br>Developments           | Meeting and follow-up<br>written response                              | 590.00              | 1,000.00                        | 69%         | 01/04/2021                      | Discretionary                 | NB        |
|                              |   | Specialist officers to<br>attend meetings (per<br>additional officers) | 75.00               | 76.50                           | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |   | Written response   | 297.00              | 700.00                          | 136%        | 01/04/2021                      | Discretionary                 | NB        |
|                              | To contribute to cost of providing<br>pre-application advice to<br>developers of larger developments<br>(bespoke service) | Locality Manager - day<br>rate   | 606.00              | 618.00                          | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |   | Principal Planner - day  | 470.00              | 480.00                          | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                              |   | Senior Planner - day   | 428.00              | 437.00                          | 2%          | 01/04/2021                      | Discretionary                 | NB        |
|                              | To contribute to cost of providing<br>the development control service   | Clearance of<br>conditions on planning                                 | 116.00              | 116.00                          | 0%          | 01/04/2021                      | Statutory                     | NB        |

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| Service Area                 | Charge   | Unit   | Current Charge<br>£  | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective from | Discretionary<br>or Statutory | VAT Class |
|------------------------------|--|--|----------------------|---------------------------------|-------------|---------------------------------|-------------------------------|-----------|
| Planning Regulation<br>cont. | To recover the actual reasonable<br>cost of Historic Environment<br>Record (HER) consultations | Charge for digitised<br>HER data to<br>commercial<br>organisations based<br>on the recovery of<br>costs and the number<br>of records. Minimum<br>Charge (no maximum<br>charge) | 104.00               | 107.00                          | 3%          | 01/04/2021                      | Discretionary                 | NB        |
|                              | To recover the actual reasonable<br>cost of monitoring fieldwork.                              | Additional visits  | 80.00                | 126.00                          | 58%         | 01/04/2021                      | Discretionary                 | NB        |
|                              |  | Charge for monitoring<br>of archaeological<br>fieldwork based upon<br>the number of visits .<br>Minimum charge for   | £52.00 to<br>£260.00 | 235.00                          |             | 01/04/2021                      | Discretionary                 | NB        |
|                              | Specialist advice from<br>Environment and Heritage officers<br>to third parties and projects   | Group Manager - Day<br>rate  |                      | 745.00                          |             | 01/04/2021                      | Discretionary                 | SR        |
|                              |  | Principal Officer - Day  |                      | 474.00                          |             | 01/04/2021                      | Discretionary                 | NB        |
|                              |  | Team Leader - Day  |                      | 530.00                          |             | 01/04/2021                      | Discretionary                 | NB        |
|                              |  | Technical Officer - Day<br>Rate  |                      | 410.00                          |             | 01/04/2021                      | Discretionary                 | NB        |

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**Review of Charges 2021/22**  
**Commercial Development, Assets and Investment**

| <b>Service Area</b>           | <b>Charge</b>  | <b>Unit</b>                  | <b>Current Charge<br/>£</b> | <b>Proposed Charge<br/>2021/22<br/>£</b> | <b>Change<br/>%</b> | <b>Proposed date<br/>effective<br/>from</b> | <b>Discretionary<br/>or Statutory</b> | <b>VAT Class</b> |
|-------------------------------|--|------------------------------|-----------------------------|--|---------------------|---|---------------------------------------|------------------|
| <b>Educational Appeals</b>    | Academies - Admissions - Lodged                        | Per hour if exceeds 25 hours | 40.00                       | 41.00                                    | 3%                  | 01/04/2021                                  | Discretionary                         | SR               |
|                               | Academies - Admissions - Lodged                        | per appeal                   | 20.00                       | 20.00                                    | 0%                  | 01/04/2021                                  | Discretionary                         | SR               |
|                               | Academies - Admissions - Lodged & Listed               | per appeal                   | 100.00                      | 102.00                                   | 2%                  | 01/04/2021                                  | Discretionary                         | SR               |
|                               | Academies - Exclusions                                 | Per exclusion up to 25 hours | 1,268.00                    | 1,293.00                                 | 2%                  | 01/04/2021                                  | Discretionary                         | SR               |
|                               | Academies -Admissions- Full Service including Clerking | For each appeal per day      | 196.00                      | 199.00                                   | 2%                  | 01/04/2021                                  | Discretionary                         | SR               |
| <b>Governance</b>             | Councillor Complaints - South Northants                | per hour                     | 100.00                      | 100.00                                   | 0%                  | 01/04/2021                                  | Discretionary                         | SR               |
| <b>Information Management</b> | Information advice                                     | per hour                     | 50.00                       | 50.00                                    | 0%                  | 01/04/2021                                  | Discretionary                         | SR               |
|                               | Risk Assessments                                       | Per assessment (est 10hrs)   | 500.00                      | 500.00                                   | 0%                  | 01/04/2021                                  | Discretionary                         | SR               |
|                               | Information Sharing Agreement                          | Per assessment (est 15hrs)   | 750.00                      | 750.00                                   | 0%                  | 01/04/2021                                  | Discretionary                         | SR               |
| <b>Legal Services</b>         | Academies  | Hour                         | 153.00                      | 153.00                                   | 0%                  | 01/04/2021                                  | Discretionary                         | SR               |
|                               | Legal Hub (OUTS)                                       | Hour                         | 100.00                      | 100.00                                   | 0%                  | 01/04/2021                                  | Discretionary                         | SR               |
|                               | Legal Hub (OUTS) - apprentices                         | Hour                         | 85.00                       | 85.00                                    | 0%                  | 01/04/2021                                  | Discretionary                         | SR               |
|                               | Litigation costs                                       | Hour                         | 195.00                      | 195.00                                   | 0%                  | 01/04/2021                                  | Discretionary                         | SR               |
|                               | Schools  | Hour                         | 90.00                       | 90.00                                    | 0%                  | 01/04/2021                                  | Discretionary                         | SR               |
|                               | Section 106 and other Charges (OUTS)                   | Hour                         | 195.00                      | 195.00                                   | 0%                  | 01/04/2021                                  | Statutory & Discretionary             | SR               |
|                               | Town Councils  | Hour                         | 95.00                       | 95.00                                    | 0%                  | 01/04/2021                                  | Discretionary                         | SR               |
|                               | West Berks/Probation, Thames, Henley TC                | Hour                         | 95.00                       | 95.00                                    | 0%                  | 01/04/2021                                  | Discretionary                         | SR               |

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## Commercial Development, Assets and Investment

| Service Area              | Charge  | Unit  | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|---------------------------|---|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Fire and Rescue Service   | Fire Reports  | Insurance Interviews  | 89.00               | 91.00                           | 2%          | 01/04/2021                         | Discretionary                 | NB        |
|                           |   | Preparation of a Fire Investigation Report - full report or one involving extensive enquiries, photographs etc                      | 430.00              | 440.00                          | 2%          | 01/04/2021                         | Discretionary                 | NB        |
|                           |   | Preparation of a Fire Investigation Report - full report or one on major incidents requiring extensive protracted investigation etc | 630.00              | 645.00                          | 2%          | 01/04/2021                         | Discretionary                 | NB        |
|                           |   | Preparation of a Fire Investigation Report - short or extracted   | 320.00              | 330.00                          | 3%          | 01/04/2021                         | Discretionary                 | NB        |
|                           |   | Preparation of Fire Report  | free                | free                            | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                           | Special Services  | Aerial Ladder Platform per hour or part hour excluding petrol   | 264.25              | 269.50                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                           |   | Personnel, regardless of rank, per hour or part hour.   | 19.16               | 19.55                           | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                           |   | Vehicles/appliances exceeding 2 tons (unladen) per hour or part hour  | 175.50              | 179.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                           |   | Vehicles/appliances NOT exceeding 2 tons (unladen) per hour or part hour  | 69.15               | 70.50                           | 2%          | 01/04/2021                         | Discretionary                 | SR        |
| Gypsy & Traveller Service | Rent for nine additional plots at Redbridge   | Weekly site rental  | 103.00              | 106.00                          | 3%          | 01/04/2021                         | Discretionary                 | EX        |
|                           | Weekly rent of plot to site resident (there are 89 plots across the 6 Oxfordshire sites). | Weekly site rental  | 79.00               | 81.00                           | 3%          | 01/04/2021                         | Discretionary                 | EX        |

VAT Classes:

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## Commercial Development, Assets and Investment

| Service Area                    | Charge  | Unit    | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|---------------------------------|---|---------|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Trading Standards -<br>Licenses | Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed (Explosive Goods Act 1875 and 1923)  | 1 year  | 109.00              | 109.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                 |   | 2 years | 141.00              | 141.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                 |   | 3 years | 173.00              | 173.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                 |   | 4 years | 206.00              | 206.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                 |   | 5 years | 238.00              | 238.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                 | Licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed<br>Licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed<br>(Explosive Goods Act 1875 and 1923) | 1 year  | 185.00              | 185.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                 |   | 2 years | 243.00              | 243.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                 |   | 3 years | 304.00              | 304.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                 |   | 4 years | 374.00              | 374.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                 |   | 5 years | 423.00              | 423.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                 | Renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed (Explosive Goods Act 1875 and 1923)   | 1 year  | 86.00               | 86.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                 |   | 2 years | 147.00              | 147.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                 |   | 3 years | 206.00              | 206.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                 |   | 4 years | 266.00              | 266.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                 |   | 5 years | 326.00              | 326.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |

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## Commercial Development, Assets and Investment

| Service Area                          | Charge  | Unit   | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|---------------------------------------|---|--|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Trading Standards -<br>Licenses cont. | Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed (Explosive Goods Act 1875 and 1923) | 1 year   | 54.00               | 54.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       |   | 2 years  | 86.00               | 86.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       |   | 3 years  | 120.00              | 120.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       |   | 4 years  | 152.00              | 152.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       |   | 5 years  | 185.00              | 185.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       | Statutory Charge for issuing a licence to store petroleum under Dangerous Substances and Explosive Atmospherics Regulations 2002  | Not exceeding 2,500 litres                         | 44.00               | 44.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       |   | Exceeding 2,500 litres but less than 50,000 litres | 60.00               | 60.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       |   | Over 50,000 litres                                 | 125.00              | 125.00                          | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       | Varying a licence under Explosive Goods Act 1875 and 1923   | Varying name or address                            | 36.00               | 36.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       |   | Transfer of licence/registration                   | 36.00               | 36.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       |   | Replacement of licence/registration                | 36.00               | 36.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |

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## Commercial Development, Assets and Investment

| Service Area              | Charge  | Unit  | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|---------------------------|---|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Trading Standards - Other | Achieving Best Evidence (ABE) Interview Service - Income received from other local authorities requesting this Service to carryout ABE interviews on their behalf | Time charged per hour, per officer                            | 72.00               | 74.00                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                           | Additional Business Support (per hour)  |   | 72.00               | 74.00                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                           | Buy with Confidence Trader Approval scheme  | First year total for 1-5 employees                            | 450.00              | 450.00                          | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                           |   | First year total for 20-49 employees                          | 850.00              | 850.00                          | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                           |   | First year total for 6-20 employees                           | 650.00              | 650.00                          | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                           |   | Renewal Fee (from 2018/19) for 1-5 employees                  | 300.00              | 300.00                          | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                           |   | Renewal Fee (from 2018/19) for 20-49 employees                | 600.00              | 600.00                          | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                           |   | Renewal Fee (from 2018/19) for 6-20 employees                 | 450.00              | 450.00                          | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                           |   | Renewal Fee (members prior to April 2017) for 1-5 employees   | 150.00              | 180.00                          | 20%         | 01/04/2021                         | Discretionary                 | SR        |
|                           |   | Renewal Fee (members prior to April 2017) for 20-49 employees | 300.00              | 360.00                          | 20%         | 01/04/2021                         | Discretionary                 | SR        |
|                           |   | Renewal Fee (members prior to April 2017) for 6-20 employees  | 220.00              | 265.00                          | 20%         | 01/04/2021                         | Discretionary                 | SR        |

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## Commercial Development, Assets and Investment

| Service Area                       | Charge  | Unit   | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|------------------------------------|---|--|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Trading Standards - Other<br>cont. | Carrying Agent for imported dogs, cats and other mammals: Includes local authorities within TSSE region (excl Isle of Wight), Warwickshire, Gloucestershire, Northamptonshire and Wiltshire where the pick-up and destination locations are within the areas identified above | Bank Holidays  | 536.50              | 552.00                          | 3%          | 01/04/2021                         | Discretionary                 | NB        |
|                                    |   | Monday to Friday   | 268.50              | 276.00                          | 3%          | 01/04/2021                         | Discretionary                 | NB        |
|                                    |   | Saturday and Sunday  | 403.00              | 414.00                          | 3%          | 01/04/2021                         | Discretionary                 | NB        |
|                                    | Hire of cattle crush (mobile unit taken to farms / sites for the safe handling of cattle when conducting welfare checks):   | Oxfordshire businesses - First day                                   | 301.50              | 310.00                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                    |   | Non-Oxfordshire businesses - Additional fee for re-location per hour | 18.50               | 19.00                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                    |   | Non-Oxfordshire businesses - First day                               | 360.50              | 370.50                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                    |   | Non-Oxfordshire businesses - Subsequent days                         | 90.25               | 92.75                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                    |   | Oxfordshire businesses - Additional fee for re-location per hour     | 18.50               | 19.00                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                    |   | Oxfordshire businesses - Subsequent days                             | 92.00               | 94.50                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |

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## Commercial Development, Assets and Investment

| Service Area                       | Charge   | Unit   | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|------------------------------------|--|--|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Trading Standards - Other<br>cont. | Petroleum Environmental Searches   |  | 144.00              | 148.00                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                    | Petroleum Vapour Recovery Services (TBC). Income received from those local authorities where an agreement exists for the provision of vapour recovery services by the Council. Based on a percentage of the relevant permit fee              | Annual Subsistence Charge - PVR Stage 1 (low risk)       | 63.20               | 63.20                           | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                                    |  | Annual Subsistence Charge - PVR Stage 1 and 2 (low risk) | 90.40               | 90.40                           | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                                    |  | Application - PVR Stage 1                                | 124.00              | 124.00                          | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                                    |  | Application - PVR Stage 1 and 2                          | 205.60              | 205.60                          | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                                    |  | Transfer - Standard Process Partial Transfer             | 397.60              | 397.60                          | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                                    |  | Transfer - Standard Process Transfer                     | 135.20              | 135.20                          | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                                    | Primary Authority agreement  | 10 hours support and registration fee                    | 792.00              | 814.00                          | 3%          | 01/04/2021                         | Discretionary                 | NB        |
| Trading Standards - Other          | Carrying out any of the following activities which produce products which are placing on the market for use in feed - processing of crude vegetable oil, oleochemical manufacturing of fatty acids, manufacturing of biodiesel, fat blending |  |                     | 451.00                          | NEW         | 01/04/2021                         | Discretionary                 | NB        |
| Trading Standards - Other          | Manufacture, or manufacture and placing on the market of additives and/or premixtures  |  |                     | 451.00                          | NEW         | 01/04/2021                         | Discretionary                 | NB        |
| Trading Standards - Other          | Placing on the market of additives and/or premixtures  |  |                     | 226.00                          | NEW         | 01/04/2021                         | Discretionary                 | NB        |

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## Commercial Development, Assets and Investment

| Service Area   | Charge  | Unit   | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|--|---|--|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Trading Standards -<br>Verifying weights and<br>measures | Capacity measures                                       | Average quantity measures  | 31.75               | 32.60                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Average quantity templates<br>- First item   | 54.50               | 56.00                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Cubic ballast measures   | 195.00              | 200.00                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Second and subsequent<br>items   | 21.50               | 22.10                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  | Length measures   | 1 litre or less - First item   | 7.25                | 7.45                            | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | 3 metres or less - First item  | 11.50               | 11.85                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Second and subsequent<br>items   | 5.75                | 5.95                            | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  | Measuring instruments - Intoxicating<br>liqueur         | 150ml or less - First item   | 19.00               | 19.50                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Above 150ml - First item   | 23.25               | 23.90                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Second and subsequent<br>items   | 15.50               | 15.95                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  | Measuring instruments for Liquid fuel<br>and Lubricants | Per Nozzle - First item  | 130.50              | 134.00                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Second and subsequent<br>items on same site  | 81.50               | 83.75                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Testing of credit card<br>acceptor (per unit,<br>regardless of number of<br>nozzles etc) | 88.75               | 91.25                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Testing peripheral<br>electronic equipment on a<br>separate visit (per site)             | 88.75               | 91.25                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  | Pharmaceutical measures at<br>manufacturers premises    | 6 graduations  | 2.50                | 2.55                            | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | 7 to 10 graduations  | 3.50                | 3.60                            | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | 0-50 items - 5 graduations   | 3.15                | 3.25                            | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | 100+ items - 5 graduations   | 2.40                | 2.45                            | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | 50-100 items - 5<br>graduations  | 2.50                | 2.60                            | 4%          | 01/04/2021                         | Discretionary                 | SR        |

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## Commercial Development, Assets and Investment

| Service Area   | Charge  | Unit                                    | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|--|---|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Trading Standards -<br>Verifying weights and<br>measures | Surcharge for testing outside normal hours (Outside 8:30-17:00, Monday to Friday and on Saturday) | Non Trading Standards Officer, per hour | 9.25                | 9.50                            | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Trading Standards Officer, per hour     | 13.75               | 14.15                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  | Surcharge for testing outside normal hours (Sunday and Bank Holidays)                             | Non Trading Standards Officer, per hour | 18.50               | 19.00                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Trading Standards Officer, per hour     | 26.50               | 27.25                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  | Testing fees - weights and measures   | Hourly Rate                             | 88.75               | 91.20                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  | Weighing instruments  | 49Kg or less - First item               | 88.75               | 91.20                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Over 1,000kg to 10t - First item        | 237.25              | 243.75                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Over 10t to 60t - First item            | 394.75              | 405.75                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Over 50Kg to 1,000kg - First item       | 115.00              | 118.00                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Reduced fee for 3 items or more         | 69.00               | 70.90                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Reduced fee for second item             | 190.75              | 196.00                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  | Weights   | 500mg - 5Kg - First item                | 7.25                | 7.45                            | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Below 500mg and above 5KG - First item  | 11.50               | 11.80                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|  |   | Second and subsequent items             | 6.00                | 6.15                            | 3%          | 01/04/2021                         | Discretionary                 | SR        |
| School Meals   | Adults  | per meal                                | 3.40                | 3.40                            | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|  | Pupils  | per meal                                | 2.40                | 2.40                            | 0%          | 01/04/2021                         | Discretionary                 | NB        |

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**Review of Charges 2021/22**  
**Customers, Organisational Development & Resources**

| Service Area             | Charge                                     | Unit  | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|--------------------------|--|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| <b>Coroner's Service</b> | Coroners Fees for disclosure after inquest | Document disclosed by a coroner as a paper copy:<br>- additional charge for each subsequent page                                    | 0.50                | 0.50                            | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                          |  | Document disclosed by a coroner as a paper copy:<br>- document of 10 pages or less  | 5.00                | 5.00                            | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                          |  | Document disclosed in any other medium, other than by email or as a paper copy - fee per document                                   | 5.00                | 5.00                            | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                          |  | No fee shall be payable where a document is disclosed by email by a coroner to an interested person                                 | free                | free                            | n/a         | 01/04/2021                         | Statutory                     | NB        |
|                          |  | Transcription of an inquest hearing:<br>- copy consisting of 360 words or less  | 6.20                | 6.20                            | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                          |  | Transcription of an inquest hearing:<br>- copy consisting of between 1,440 words or more - each additional 72 words or part thereof | 0.70                | 0.70                            | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                          |  | Transcription of an inquest hearing:<br>- copy consisting of between 1,440 words or more - first 1,440 words                        | 13.10               | 13.10                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                          |  | Transcription of an inquest hearing:<br>- copy consisting of between 361 words and up to and including 1,439 words                  | 13.10               | 13.10                           | 0%          | 01/04/2021                         | Statutory                     | NB        |

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## Customers, Organisational Development &amp; Resources

| Service Area    | Charge                | Unit   | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|-----------------|-----------------------|--|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| History Service | Administrative Charge | Minimum charge for providing an invoice for any service  | 30.00               | 30.00                           | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                 | Certificates          | Per Copy - Baptism Certificates  | 14.00               | 14.00                           | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                 |                       | Per Copy - Electoral register search certified letter  | 12.00               | 14.00                           | 17%         | 01/04/2021                         | Discretionary                 | SR        |
|                 |                       | Per Copy - Marriage Certificates   | 11.00               | 14.00                           | 27%         | 01/04/2021                         | Discretionary                 | NB        |
|                 |                       | Per Copy - Motor Vehicle Registration copies   | 12.00               | 14.00                           | 17%         | 01/04/2021                         | Discretionary                 | SR        |
|                 | Computer Printouts    | Self Service Copying - per A3 copy   | 0.50                | 0.60                            | 20%         | 01/04/2021                         | Discretionary                 | SR        |
|                 |                       | Self Service Copying - per A4 copy   | 0.25                | 0.30                            | 20%         | 01/04/2021                         | Discretionary                 | SR        |
|                 |                       | Staff Operated Copying - per A3 copy   | 0.80                | 0.90                            | 13%         | 01/04/2021                         | Discretionary                 | SR        |
|                 |                       | Staff Operated Copying - per A4 copy   | 0.80                | 0.90                            | 13%         | 01/04/2021                         | Discretionary                 | SR        |
|                 | Copies of Recordings  | From Oral History (per CD)   | 18.00               | 19.00                           | 6%          | 01/04/2021                         | Discretionary                 | SR        |
|                 | Digital Imaging       | Plain paper Digital Prints (pre-existing image) - per copy on A4                                 | 6.40                | 8.00                            | 25%         | 01/04/2021                         | Discretionary                 | SR        |
|                 |                       | Digital copying permit (per day)   | 7.00                | 8.00                            | 14%         | 01/04/2021                         | Discretionary                 | SR        |
|                 |                       | Digital copying permit (per week)  | 20.00               | 23.00                           | 15%         | 01/04/2021                         | Discretionary                 | SR        |
|                 |                       | Plain paper Digital Prints (pre-existing image) - per copy on A3                                 | 6.40                | 8.00                            | 25%         | 01/04/2021                         | Discretionary                 | SR        |
|                 |                       | Electronic files (automated scan of Archive, microform, or delicate sources) - per sheet scanned | 1.60                | 1.70                            | 6%          | 01/04/2021                         | Discretionary                 | SR        |

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## Customers, Organisational Development &amp; Resources

| Service Area          | Charge                | Unit   | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|-----------------------|-----------------------|--|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| History Service cont. | Digital Imaging cont. | Electronic files<br>(automated scan, Local<br>Studies sources) - per<br>sheet scanned          | 0.80                | 0.90                            | 13%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |                       | Electronic files<br>(created to order,<br>compressed) - per image<br>2500 pixels               | 10.50               | 12.00                           | 14%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |                       | Electronic files<br>(created to order,<br>uncompressed) - per image<br>3200 pixels and above   | 14.80               | 16.00                           | 8%          | 01/04/2021                         | Discretionary                 | SR        |
|                       |                       | Electronic files<br>(digitised Tithe Maps) - per<br>image                                      | 14.80               | 16.00                           | 8%          | 01/04/2021                         | Discretionary                 | SR        |
|                       |                       | Electronic files<br>(pre-existing image,<br>compressed) - per image<br>2250 pixels             | 6.40                | 8.00                            | 25%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |                       | Electronic files<br>(pre-existing image,<br>compressed) - per image<br>700 pixels              | 1.60                | 1.70                            | 6%          | 01/04/2021                         | Discretionary                 | SR        |
|                       |                       | Electronic files<br>(pre-existing image,<br>uncompressed) - per image<br>3200 pixels and above | 10.50               | 12.00                           | 14%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |                       | Photo paper Digital Prints<br>(created to order) - per<br>copy on A3 paper                     | 14.80               | 16.00                           | 8%          | 01/04/2021                         | Discretionary                 | SR        |
|                       |                       | Photo paper Digital Prints<br>(created to order) - per<br>copy on A4 (or smaller)              | 14.80               | 16.00                           | 8%          | 01/04/2021                         | Discretionary                 | SR        |
|                       |                       | Photo paper Digital Prints<br>(pre-existing image) - per<br>copy A3                            | 10.50               | 12.00                           | 14%         | 01/04/2021                         | Discretionary                 | SR        |

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## Customers, Organisational Development &amp; Resources

| Service Area          | Charge  | Unit  | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|-----------------------|---|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| History Service cont. | Digital Imaging cont.   | Photo paper Digital Prints (pre-existing image) - per copy A4   | 10.50               | 12.00                           | 14%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |   | Plain paper Digital Prints (created to order) - per copy on A3  | 10.50               | 12.00                           | 14%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |   | Plain paper Digital Prints (created to order) - per copy on A4  | 10.50               | 12.00                           | 14%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |   | Transfer to CD-R  | 6.00                | 6.50                            | 8%          | 01/04/2021                         | Discretionary                 | SR        |
|                       | Microform Copying   | a) Self Service Copying - per A3 copy                           | 0.80                | 0.90                            | 13%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |   | a) Self Service Copying - per A4 copy                           | 0.80                | 0.90                            | 13%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |   | b) Copying by Staff - per A3 copy                               | 1.60                | 1.70                            | 6%          | 01/04/2021                         | Discretionary                 | SR        |
|                       |   | b) Copying by Staff - per A4 copy                               | 1.60                | 1.70                            | 6%          | 01/04/2021                         | Discretionary                 | SR        |
|                       | Minimum Charge  | Minimum charge for providing copies                             | 5.30                | 6.00                            | 13%         | 01/04/2021                         | Discretionary                 | SR        |
|                       | Oxfordshire History Service Lecture Fees plus travel at current OCC rates | Per event   | 70.00               | 66.00                           | -6%         | 01/04/2021                         | Discretionary                 | SR        |
|                       | Photocopies   | All Archive Documents and Delicate Documents- per A4 or A3 copy | 1.60                | 1.70                            | 6%          | 01/04/2021                         | Discretionary                 | SR        |
|                       |   | Local Studies - Staff operated copying - per A4 copy            | 0.80                | 0.90                            | 13%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |   | Local Studies - Staff operated copying- per A3 copy             | 0.80                | 0.90                            | 13%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |   | Self Service Copying - per A3 copy                              | 0.50                | 0.60                            | 20%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |   | Self Service Copying - per A4 copy                              | 0.25                | 0.30                            | 20%         | 01/04/2021                         | Discretionary                 | SR        |

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|-----------------------|-------------------|--|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| History Service cont. | Postage & Packing | Reinforced Envelope in reinforced C4 envelope  | 3.00                | 3.50                            | 17%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |                   | Air Mail - additional to basic cost  | 3.00                | 3.50                            | 17%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |                   | Cardboard Tube - Copies supplied in 450mm cardboard tube   | 6.00                | 7.00                            | 17%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |                   | Disc Mailer - CR-ROM supplied in disc mailer   | 6.00                | 7.00                            | 17%         | 01/04/2021                         | Discretionary                 | SR        |
|                       | Reproduction Fees | Broadcast Media (multi-platform, including streaming and online catchup servers) One programme, unlimited transmissions, one country (EU = one country)<br>- per image used, 0-6 years     | 77.00               | 79.00                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                       |                   | Broadcast Media (multi-platform, including streaming and online catchup servers) One programme, unlimited transmissions, one country (EU = one country)<br>- per image used, in perpetuity | 128.00              | 131.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                       |                   | Broadcast Media (multi-platform, including streaming and online catchup servers) One programme, unlimited transmissions, worldwide<br>- per image used, 0-6 years                          | 194.00              | 198.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |

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| Service Area                      | Charge                  | Unit  | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|-----------------------------------|-------------------------|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| History Service cont.             | Reproduction Fees cont. | Broadcast Media<br>(multi-platform, including<br>streaming and online catchup<br>servers) One programme,<br>unlimited transmissions,<br>worldwide<br>- per image used, in<br>perpetuity | 317.00              | 324.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                         | Publication Commercial - Per<br>extra instance of an image  | 19.00               | 19.50                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                         | Publication Commercial - Per<br>image   | 45.00               | 46.00                           | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                         | Publication Commercial<br>Internal Use Commercial -<br>For use within organisation  | 26.00               | 26.00                           | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                         | Publication Commercial<br>Internal Use Commercial -<br>Use on a website (per year)<br>- per image   | 62.00               | 63.30                           | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                         | Publication: academic - Per<br>image used (11-15 images)  | 7.00                | 7.20                            | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                         | Publication: academic - Per<br>image used (16-20 images)  | 6.25                | 6.40                            | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                         | Publication: academic - Per<br>image used (1st image)   | 14.80               | 15.10                           | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                         | Publication: academic - Per<br>image used (2 images)  | 11.10               | 11.40                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                         | Publication: academic - Per<br>image used (21-40 images)  | 3.90                | 4.00                            | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                         | Publication: academic - Per<br>image used (3 images)  | 9.90                | 10.10                           | 2%          | 01/04/2021                         | Discretionary                 | SR        |
| VAT Classes:<br>NB - Non Business |                         | Publication: academic - Per<br>image used (4 images)  | 9.20                | 9.40                            | 2%          | 01/04/2021                         | Discretionary                 | SR        |

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|-----------------------------------|---------------------------|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| History Service cont.             | Reproduction Fees cont.   | Publication: academic - Per image used (41-60 images)   | 3.10                | 3.20                            | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                           | Publication: academic - Per image used (5 images)   | 8.90                | 9.10                            | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                           | Publication: academic - Per image used (61 or more images)  | 2.70                | 2.80                            | 4%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                           | Publication: academic - Per image used (6-10 images)  | 8.20                | 8.40                            | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                           | Publication: local individuals, organisations and partners - Per use of one or more images  | 20.00               | 20.00                           | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   | Research Enquires         | Higher rate for businesses and profit-making organisations - per hour (or pro-rata) Minimum 30 minutes £30. Maximum 2 hours £120. | 65.00               | 70.00                           | 8%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |                           | Written reply to each enquiry - per hour (or pro-rata) Minimum 30 minutes £20, Maximum 2 hours £80.                               | 40.00               | 40.00                           | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   | USB memory sticks         | per 4Bb-8Gb stick   | 7.00                | 7.00                            | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   | Use of Premises           | Location fee for use of Oxfordshire History Centre premises for film / TV / broadcast purposes - per hour or part hour            | 62.00               | 70.00                           | 13%         | 01/04/2021                         | Discretionary                 | EX        |
| Library Service                   | Audio Visual Hire Charges | a) DVDs (Per Week) - Band 1   | 1.30                | 1.60                            | 23%         | 01/04/2021                         | Discretionary                 | NB        |
|                                   |                           | a) DVDs (Per Week) - Band 3   | 2.60                | 3.00                            | 15%         | 01/04/2021                         | Discretionary                 | NB        |
|                                   |                           | a) DVDs (Per Week) - Band 4   | 4.00                | 4.50                            | 13%         | 01/04/2021                         | Discretionary                 | NB        |
| VAT Classes:<br>NB - Non Business |                           | d) Music CDs (per Week) - Band 1  | 1.30                | 1.60                            | 23%         | 01/04/2021                         | Discretionary                 | NB        |

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## Customers, Organisational Development &amp; Resources

| Service Area | Charge                       | Unit   | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|--------------|------------------------------|--|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
|              |                              | d) Music CDs (per Week) - Band 2 & 3   | 2.60                | 4.80                            | 85%         | 01/04/2021                         | Discretionary                 | NB        |
|              |                              | g) Audio Books and Language Packs on CD (3 weeks): - Band 1  | 1.60                | 1.80                            | 13%         | 01/04/2021                         | Discretionary                 | NB        |
|              |                              | g) Audio Books and Language Packs on CD (3 weeks): - Band 2 & 3  | 2.60                | 3.20                            | 23%         | 01/04/2021                         | Discretionary                 | NB        |
|              |                              | g) Audio Books and Language Packs on CD (3 weeks): - Children in care, foster carers and people with reading impairment are exempt | Exempt              | Exempt                          | n/a         | 01/04/2021                         | Discretionary                 |           |
|              |                              | j) CD-ROM (per Week) - Band 1  | 1.65                | 2.00                            | 21%         | 01/04/2021                         | Discretionary                 | NB        |
|              |                              | Charge for lost/damaged AV   | Various             | Various                         | n/a         | 01/04/2021                         | Discretionary                 | SR        |
|              | Audio CDs late return charge | Weekly charge - Band 1 (maximum charge per item £5.40)   |                     | 1.60                            | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|              |                              | weekly charge - Band 2/3 (maximum charge per item £9.60)   |                     | 3.20                            | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|              | CD-ROM late return charge    | weekly charge (maximum charge per item £6.00)  |                     | 2.00                            | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|              | DVDs late return charge      | weekly charge - Band 1 (maximum per item £4.80)  |                     | 1.60                            | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|              |                              | weekly charge - Band 2/3 (maximum per item £9)   |                     | 3.00                            | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|              |                              | weekly charge - Band 4 (maximum per item £13.50)   |                     | 4.50                            | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|              | Music CDs late return charge | weekly charge - (Band 1) (maximum charge per item £4.80)   |                     | 1.60                            | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|              |                              | weekly charge - (Band 2/3) (maximum charge per item £4.80)   |                     | 3.00                            | 0%          | 01/04/2021                         | Discretionary                 | SR        |

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## Customers, Organisational Development &amp; Resources

| Service Area          | Charge                                       | Unit  | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|-----------------------|--|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Library Service cont. | Hire of Accommodation                        | Hire of space Full day commercial use   | 106.00              | 110.00                          | 4%          | 01/04/2021                         | Discretionary                 |           |
|                       |  | Hire of space Full day community use  | 53.00               | 55.00                           | 4%          | 01/04/2021                         | Discretionary                 | EX        |
|                       |  | Hire of space Half day commercial use   | 70.00               | 75.00                           | 7%          | 01/04/2021                         | Discretionary                 | EX        |
|                       |  | Hire of space Half day community use  | 28.00               | 30.00                           | 7%          | 01/04/2021                         | Discretionary                 |           |
|                       | Internet Service                             | A3 BW & Colour  | 0.50                | 0.60                            | 20%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |  | A4 BW & Colour  | 0.25                | 0.30                            | 20%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |  | Sales of headphones   | 2.55                | 2.55                            | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                       |  | Sales of memory sticks  | 7.00                | 7.00                            | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                       | Library Overdue Charges for Static Libraries | Adults - per day library open during first week (daily rate)                                  | 0.35                | 0.35                            | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                       |  | Adults - maximum per item   | 5.30                | 6.50                            | 23%         | 01/04/2021                         | Discretionary                 | NB        |
|                       |  | Charge for lost/damaged books (Recommended retail price plus processing fee where applicable) | Various             | Various                         | n/a         | 01/04/2021                         | Discretionary                 | NB        |
|                       |  | Children - maximum per item   | 2.40                | 2.90                            | 21%         | 01/04/2021                         | Discretionary                 | NB        |
|                       |  | Children - per day library open during first week (daily rate)                                | 0.06                | 0.06                            | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                       |  | Children in public care   | Exempt              | Exempt                          | n/a         | 01/04/2021                         | Discretionary                 | NB        |
|                       |  | Institutions - maximum per item   | 5.30                | 6.50                            | 23%         | 01/04/2021                         | Discretionary                 | NB        |
|                       |  | Institutions - per day library open during first week (daily rate)                            | 0.35                | 0.35                            | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                       | Library Reservation Fees                     | a) Book / Audio Books Reservations - Standard charge  | 1.15                | 1.30                            | 13%         | 01/04/2021                         | Discretionary                 | NB        |
|                       |  | a) Book / Audio Books Reservations - Under 18s (Incl children in public care)                 | Exempt              | Exempt                          | n/a         | 01/04/2021                         | Discretionary                 |           |

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|-----------------------|--------------------------------|--|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Library Service cont. | Library Reservation Fees cont. | b) Items supplied from outside Oxfordshire - Standard charge   | 9.00                | 10.00                           | 11%         | 01/04/2021                         | Discretionary                 | NB        |
|                       |                                | c) Audio Visual Reservations (excluding Audio Books): - Concessionary rate                                     | 0.65                | 0.65                            | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                       |                                | c) Audio Visual Reservations (excluding Audio Books): - Standard charge  | 1.15                | 1.30                            | 13%         | 01/04/2021                         | Discretionary                 | NB        |
|                       |                                | Items supplied by the British Library and Universities   | 18.00               | 20.00                           | 11%         | 01/04/2021                         | Discretionary                 | NB        |
|                       | Microform Copying              | a) self service copying  | 0.80                | 0.90                            | 13%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |                                | b) staff service   | 1.60                | 1.70                            | 6%          | 01/04/2021                         | Discretionary                 | SR        |
|                       | Photocopying                   | A3 BW & Colour   | 0.50                | 0.60                            | 20%         | 01/04/2021                         | Discretionary                 | SR        |
|                       |                                | A4 BW & Colour   | 0.25                | 0.30                            | 20%         | 01/04/2021                         | Discretionary                 | SR        |
|                       | Replacement of Library Tickets | per ticket   | 3.15                | 3.15                            | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                       | Vocal/Orchestral Play sets     | - Orchestral Sets Non Oxfordshire Borrowers  | 42.00               | 51.00                           | 21%         | 01/04/2021                         | Discretionary                 | NB        |
|                       |                                | - Orchestral Sets Oxfordshire Borrowers  | 32.00               | 40.00                           | 25%         | 01/04/2021                         | Discretionary                 | NB        |
|                       |                                | - Play Sets  | 5.70                | 6.00                            | 5%          | 01/04/2021                         | Discretionary                 | NB        |
|                       |                                | a) Booking Fee per 4 month loan Oxfordshire Borrowers - per score with performance time of 5 minutes or less   | 0.80                | 0.90                            | 13%         | 01/04/2021                         | Discretionary                 | NB        |
|                       |                                | a) Booking Fee per 4 month loan Oxfordshire Borrowers - per score with performance time of more than 5 minutes | 1.90                | 2.20                            | 16%         | 01/04/2021                         | Discretionary                 | NB        |

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|-----------------------|------------------------------------|--|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Library Service cont. | Vocal/Orchestral Play sets cont.   | a) Booking Fee per 4 month loan Non Oxfordshire Borrowers - per score with performance time of more than 5 minutes | 3.20                | 3.60                            | 13%         | 01/04/2021                         | Discretionary                 | NB        |
|                       |                                    | a) Booking Fee per 4 month loan Non Oxfordshire Borrowers - per score with performance time of 5 minutes or less   | 1.50                | 1.70                            | 13%         | 01/04/2021                         | Discretionary                 | NB        |
|                       |                                    | b) Overdue charge - per playset, per day library open during first week (daily rate) (maximum £5.70)               | 0.60                | 0.35                            | -42%        | 01/04/2021                         | Discretionary                 | NB        |
|                       |                                    | b) Overdue charge - per week or part week, per loan, vocal or orchestral   | 13.70               | 15.00                           | 9%          | 01/04/2021                         | Discretionary                 | NB        |
|                       |                                    | c) Administration fee for performance sets supplied from outside Oxfordshire.                                      | 7.65                | 8.00                            | 5%          | 01/04/2021                         | Discretionary                 | NB        |
| Museum Service        | Conservation & Exhibition Services | a) MRC Remedial conservation - per hour  | 63.50               | 65.00                           | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                       |                                    | c) Specialist Climate Controlled Collections Storage and Care per year - Large Item (c.0.5 cubic meters)           | 440.00              | 450.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                       |                                    | c) Specialist Climate Controlled Collections Storage and Care per year - Medium Item (c 20x20x20cm)                | 251.00              | 256.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                       |                                    | c) Specialist Climate Controlled Collections Storage and Care per year - Small Item (c.10x10x10cm)                 | 126.00              | 129.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |

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|----------------------|--|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Museum Service cont. | Conservation & Exhibition Services cont. | d) General Collections storage and Care per year - Large Item                                     | 502.00              | 512.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |  | e) Environmental Monitoring (per month) - for 3 thermohygrographs                                 | 59.00               | 60.50                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |  | f) Conservation Advice per hour   | 59.00               | 60.50                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |  | f) Conservation Advice per hour - per day   | 471.00              | 483.00                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |  | f) Conservation Advice per hour - per half-day  | 236.00              | 242.00                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |  | g) Museum Pest Management plus materials - per day  | 471.00              | 483.00                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |  | g) Museum Pest Management plus materials - per half day   | 236.00              | 242.00                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |  | g) Museum Pest Management plus materials - per hour   | 59.00               | 60.50                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |  | h) Hire of display equipment - Cases - per day  | 21.00               | 22.00                           | 5%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |  | h) Hire of display equipment - Cases - per month  | 225.00              | 230.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |  | h) Hire of display equipment - Cases - per week   | 102.00              | 104.50                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |  | i) Training - per day   | 471.00              | 483.00                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |  | i) Training - per half day  | 236.00              | 242.00                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |  | k) Documentation and storage of archaeological archives -per archaeological storage box (0.022m3) | 68.50               | 70.00                           | 2%          | 01/04/2021                         | Discretionary                 | SR        |

VAT Classes:

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## Customers, Organisational Development &amp; Resources

| Service Area         | Charge                                   | Unit  | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|----------------------|--|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Museum Service cont. | Conservation & Exhibition Services cont. | k) Documentation and storage of archaeological archives- site archive up to 3 archaeological storage boxes ((0.022m3) | 105.00              | 107.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |  | Loan of datalogger and printout per period up to 2 months   | 59.00               | 60.50                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      | Hire of Accommodation                    | a) Oxfordshire Museum - Exhibition Gallery - per week   | 210.00              | 215.00                          | 2%          | 01/04/2021                         | Discretionary                 | EX        |
|                      |  | b) Brewhouse - Exhibition Gallery - 1/2 day Commercial Use  | 70.00               | 72.00                           | 3%          | 01/04/2021                         | Discretionary                 | EX        |
|                      |  | b) Brewhouse - Exhibition Gallery - 1/2 day Community Use   | 28.00               | 28.50                           | 2%          | 01/04/2021                         | Discretionary                 | EX        |
|                      |  | b) Brewhouse - Exhibition Gallery - per day - Commercial Use  | 106.00              | 109.00                          | 3%          | 01/04/2021                         | Discretionary                 | EX        |
|                      |  | b) Brewhouse - Exhibition Gallery - per day - Community Use   | 53.00               | 54.00                           | 2%          | 01/04/2021                         | Discretionary                 | EX        |
|                      |  | b) Brewhouse - Exhibition Gallery - per month   | 273.00              | 278.00                          | 2%          | 01/04/2021                         | Discretionary                 | EX        |
|                      |  | c) Coachhouse - 1/2 day Commercial Use  | 83.00               | 86.00                           | 4%          | 01/04/2021                         | Discretionary                 | EX        |
|                      |  | c) Coachhouse - 1/2 day Community Use   | 39.00               | 40.00                           | 3%          | 01/04/2021                         | Discretionary                 | EX        |
|                      |  | c) Coachhouse - per day - Commercial Use  | 146.00              | 150.00                          | 3%          | 01/04/2021                         | Discretionary                 | EX        |
|                      |  | c) Coachhouse - per day - Community Use   | 65.00               | 66.50                           | 2%          | 01/04/2021                         | Discretionary                 | EX        |
|                      |  | d) MRC Education Lecture Room - 1/2 day Community Use   | 28.00               | 28.50                           | 2%          | 01/04/2021                         | Discretionary                 | EX        |
|                      |  | d) MRC Education Lecture Room - per day - Community Use   | 55.00               | 54.00                           | -2%         | 01/04/2021                         | Discretionary                 | EX        |

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|----------------------|-----------------------------|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Museum Service cont. | Hire of Accommodation cont. | e) Provision of staff to support - activities of hirer per hour - during Museum open hours  | 22.50               | 23.00                           | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |                             | e) Provision of staff to support - activities of hirer per hour - out of Museum open hours  | 35.00               | 36.00                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |                             | f)Coach House charge for use outside normal hours plus staffing as necessary Commercial use up to 3 hours   | 77.00               | 79.00                           | 3%          | 01/04/2021                         | Discretionary                 | EX        |
|                      |                             | f)Coach House charge for use outside normal hours plus staffing as necessary Education use up to 3 hours  | 52.00               | 53.00                           | 2%          | 01/04/2021                         | Discretionary                 | EX        |
|                      |                             | Location fee for use of Oxfordshire Museum/Museums Resource Centre or Swalcliffe Barn premises for film / TV / broadcast purposes per hour or part hour | 62.00               | 64.00                           | 3%          | 01/04/2021                         | Discretionary                 | EX        |
|                      | Learning & Access           | Facilitated Community Group Visits to The Oxfordshire Museum - per group during normal opening hours  | 27.00               | 27.50                           | 2%          | 01/04/2021                         | Discretionary                 | NB        |
|                      |                             | Family Learning Drop In at The Oxfordshire Museum - per child costs supported by Friends of Museum  | 2.00                | 2.00                            | 0%          | 01/04/2021                         | Discretionary                 | NB        |

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|----------------------|-------------------------|--|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Museum Service cont. | Learning & Access cont. | Family Learning Drop In at The Oxfordshire Museum - per family of up to 3 children<br>Costs supported by Friends of Museum | 5.00                | 5.00                            | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                      |                         | Outreach School Sessions KS1 (approximately 1.25 hours) - up to 30 children  | 99.00               | 101.50                          | 3%          | 01/04/2021                         | Discretionary                 | NB        |
|                      |                         | Outreach School Sessions KS2 (approximately 1.5 hours) - up to 30 children   | 120.00              | 123.00                          | 3%          | 01/04/2021                         | Discretionary                 | NB        |
|                      |                         | Reminiscence Box Loans - per 2 week loan   | 24.00               | 24.50                           | 2%          | 01/04/2021                         | Discretionary                 | NB        |
|                      |                         | Reminiscence sessions - Maximum 15 participants  | 24.00               | 24.50                           | 2%          | 01/04/2021                         | Discretionary                 | NB        |
|                      |                         | School Box Loans - per term  | 35.00               | 36.00                           | 3%          | 01/04/2021                         | Discretionary                 | NB        |
|                      |                         | School Sessions at The Oxfordshire Museum - up to 30 children  | 85.00               | 87.00                           | 2%          | 01/04/2021                         | Discretionary                 | NB        |
|                      | Microform Copying       | Copying by Staff - per A3 copy   | 1.60                | 1.70                            | 6%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |                         | Copying by Staff - per A4 copy   | 1.60                | 1.70                            | 6%          | 01/04/2021                         | Discretionary                 | SR        |
|                      | MRC Digital Imaging     | Plain paper Digital Prints (pre-existing image) - per copy on A3   | 6.40                | 8.00                            | 25%         | 01/04/2021                         | Discretionary                 | SR        |
|                      |                         | Electronic files (pre-existing image, compressed) - per image 700 pixels   | 1.60                | 1.70                            | 6%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |                         | '- Use of Digital Camera/USB Memory Stick per day  | 7.00                | 8.00                            | 14%         | 01/04/2021                         | Discretionary                 | SR        |
|                      |                         | '- Use of Digital Camera/USB Memory Stick per week   | 20.00               | 23.00                           | 15%         | 01/04/2021                         | Discretionary                 | SR        |

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| Service Area         | Charge                    | Unit  | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|----------------------|---------------------------|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Museum Service cont. | MRC Digital Imaging cont. | Electronic files<br>(automated scan or pre-existing scans) - per sheet scanned              | 1.60                | 1.70                            | 6%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Electronic files<br>(photographed to order, uncompressed) - per image 3200 pixels and above | 14.80               | 28.00                           | 89%         |                                    | Discretionary                 | SR        |
|                      |                           | Electronic files<br>(photographed to order, compressed) - per image 2500 pixels             | 10.50               | 24.00                           | 129%        | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Electronic files<br>(pre-existing image, compressed) - per image 2250 pixels                | 6.40                | 8.00                            | 25%         | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Electronic files<br>(pre-existing image, uncompressed) - per image 3200 pixels and above    | 10.50               | 12.00                           | 14%         | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Internal Use Commercial -<br>For use within organisation                                    | 26.00               | 26.60                           | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Photo paper Digital Prints<br>(photographed to order) -<br>per copy on A3 paper             | 14.80               | 28.00                           | 89%         | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Photo paper Digital Prints<br>(photographed to order) -<br>per copy on A4 (or smaller)      | 14.80               | 28.00                           | 89%         | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Photo paper Digital Prints<br>(pre-existing image) - per<br>copy A3                         | 10.50               | 12.00                           | 14%         | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Photo paper Digital Prints<br>(pre-existing image) - per<br>copy A4                         | 10.50               | 12.00                           | 14%         | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Plain paper Digital Prints<br>(photographed to order) -<br>per copy on A4                   | 10.50               | 24.00                           | 129%        | 01/04/2021                         | Discretionary                 | SR        |

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| Service Area         | Charge                    | Unit  | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|----------------------|---------------------------|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Museum Service cont. | MRC Digital Imaging cont. | Plain paper Digital Prints<br>(photographed to order) -<br>per copy on A3   | 10.50               | 24.00                           | 129%        | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Plain paper Digital Prints<br>(pre-existing image) - per<br>copy on A4  | 6.40                | 8.00                            | 25%         | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Publication Commercial - Per<br>extra instance of an image  | 19.00               | 19.50                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Publication Commercial - Per<br>image   | 45.00               | 46.00                           | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Transfer to CD-R  | 6.00                | 6.20                            | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      | MRC Reproduction Fees     | One programme, unlimited<br>transmissions,<br>one country (EU = one<br>country)<br>- per image used, 0-6 years        | 77.00               | 79.00                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | One programme, unlimited<br>transmissions,<br>one country (EU = one<br>country)<br>- per image used, in<br>perpetuity | 128.00              | 131.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | One programme, unlimited<br>transmissions,<br>worldwide<br>- per image used, 0-6 years                                | 194.00              | 198.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | One programme, unlimited<br>transmissions,<br>worldwide<br>- per image used, in<br>perpetuity                         | 317.00              | 324.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Publication: academic - Per<br>image used (11-15 images)  | 7.00                | 7.20                            | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                      |                           | Publication: academic - Per<br>image used (16-20 images)  | 6.25                | 6.40                            | 2%          | 01/04/2021                         | Discretionary                 | SR        |

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|-----------------------------------|--|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Museum Service cont.              | MRC Digital Imaging cont.                                  | Publication: academic - Per image used (1st image)  | 14.80               | 15.10                           | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |  | Publication: academic - Per image used (2 images)   | 11.10               | 11.40                           | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |  | Publication: academic - Per image used (21-40 images)   | 3.90                | 4.00                            | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |  | Publication: academic - Per image used (3 images)   | 9.90                | 10.10                           | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |  | Publication: academic - Per image used (4 images)   | 9.20                | 9.40                            | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |  | Publication: academic - Per image used (41-60 images)   | 3.10                | 3.20                            | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |  | Publication: academic - Per image used (5 images)   | 8.90                | 9.10                            | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |  | Publication: academic - Per image used (61 or more images)  | 2.70                | 2.80                            | 4%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |  | Publication: academic - Per image used (6-10 images)  | 8.20                | 8.40                            | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   |  | Publication: local individuals, organisations and partners - Per use of one or more images  | 20.00               | 20.00                           | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                                   | Museums Service Research Enquires                          | - higher rate for businesses and profit-making organisations - per hour (or pro-rata) Minimum 30 minutes £35. Maximum 2 hours £140. | 62.00               | 70.00                           | 13%         | 01/04/2021                         | Discretionary                 | SR        |
|                                   |  | - written reply to each enquiry - per hour (or pro-rata) Minimum 30 minutes £20, Maximum 2 hours £80.                               | 41.00               | 40.00                           | -2%         | 01/04/2021                         | Discretionary                 | SR        |
| VAT Classes:<br>NB - Non Business | Oxfordshire Museum Lecture Fees plus travel at current OCC | Per event   | 66.00               | 66.00                           | 0%          | 01/04/2021                         | Discretionary                 | SR        |

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|----------------------|---|--|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Museum Service cont. | Postage & Packing   | Disc Mailer - CR-ROM<br>supplied in<br>disc mailer             | 6.00                | 7.00                            | 17%         | 01/04/2021                         | Discretionary                 | SR        |
|                      |   | Air Mail - additional to basic<br>cost                         | 3.00                | 3.50                            | 17%         | 01/04/2021                         | Discretionary                 | SR        |
|                      |   | Cardboard Tube - Copies<br>supplied in<br>450mm cardboard tube | 6.00                | 7.00                            | 17%         | 01/04/2021                         | Discretionary                 | SR        |
|                      |   | Reinforced Envelope in<br>reinforced<br>C4 envelope            | 3.00                | 3.50                            | 17%         | 01/04/2021                         | Discretionary                 | SR        |
|                      | Administrative Charge   | Minimum charge for<br>providing an invoice for any<br>service  | 30.00               | 30.00                           | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                      | Use of Oxfordshire Museum<br>Garden for Wedding Photography   | Per event  | 95.00               | 97.00                           | 2%          | 01/04/2021                         | Discretionary                 | EX        |
| Registration Service | Amendment Fee for all Marriage<br>and Civil partnership ceremonies  | per amendment  | 60.00               | 60.00                           | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                      | Amendment Fee for other Civil<br>ceremonies- If the fee for other<br>civil ceremonies attracts VAT so<br>does the amendment fee | per amendment  | 60.00               | 60.00                           | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                      | Births, Deaths Certificates (   | from a current register  | 11.00               | 11.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                      | Marriage inc line 24-46)  | from a deposited register                                      | 11.00               | 11.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                      |   | on day of registration   | 11.00               | 11.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                      | Short Birth Certificate   | from a current register  | 11.00               | 11.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                      |   | from a deposited register                                      | 11.00               | 11.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                      |   | on day of registration   | 11.00               | 11.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                      | Space 17 addition   | Per application  | 40.00               | 40.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                      | Commemorative Certificates  | per certificate  | 10.00               | 10.00                           | 0%          | 01/04/2021                         | Statutory                     | SR        |
|                      | Consideration for a correction  | Per application  | 75.00               | 75.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                      | Consideration for a correction (RG<br>involvement)  | Per application  | 90.00               | 90.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                      | Consideration of Foreign Divorce  | Per application  | 50.00               | 50.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                      | Consideration of Foreign Divorce<br>(RG involvement)  | Per application  | 75.00               | 75.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |

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|---------------------------------------|--|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| <b>Registration Service<br/>cont.</b> | Conversion of a Civil Partnership<br>into Marriage   | Standard Service  | 45.00               | 45.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       |  | Two stage procedure on<br>other premises - completing<br>the declaration  | 27.00               | 27.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       |  | Two stage procedure on<br>other premises -signing the<br>declaration in a religious<br>registered for marriage of<br>same sex couples | 91.00               | 91.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       | Statutory Priority Certificate   | Per application   | 35.00               | 35.00                           | 0%          | 01/04/2021                         | Statutory                     | SR        |
|                                       | Licence for approved premises  | 3 year licence  | 2,200.00            | 2,250.00                        | 2%          | 01/04/2021                         | Discretionary                 | NB        |
|                                       | Marriage & Civil partnership fees<br>at former Register Office Marriage<br>rooms Monday - Friday during<br>office hours and Saturday<br>mornings between 9.00am and 12<br>noon. ( Includes the cost of one | Abingdon- Roysse Court<br>(Mon -Fri)  | 310.00              | 325.00                          | 5%          | 01/04/2021                         | Discretionary                 | NB        |
|                                       |  | Attending chapel  | 97.00               | 97.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       |  | Banbury Bodicote House  | 310.00              | 325.00                          | 5%          | 01/04/2021                         | Discretionary                 | NB        |
|                                       |  | Bicester - Garth Park   | 310.00              | 325.00                          | 5%          | 01/04/2021                         | Discretionary                 | NB        |
|                                       |  | Dexter Room Sat AM  | 310.00              | 325.00                          | 5%          | 01/04/2021                         | Discretionary                 | NB        |
|                                       |  | Dexter Room Tues-Fri  | 310.00              | 325.00                          | 5%          | 01/04/2021                         | Discretionary                 | NB        |
|                                       |  | Didcot - Broadway Room  | 310.00              | 325.00                          | 5%          | 01/04/2021                         | Discretionary                 | NB        |
|                                       |  | Henley - Regatta Court  | 310.00              | 325.00                          | 5%          | 01/04/2021                         | Discretionary                 | NB        |
|                                       |  | Witney - Windrush Rooms   | 310.00              | 325.00                          | 5%          | 01/04/2021                         | Discretionary                 | NB        |
|                                       |  | Oxford - Tidmarsh Lane  |                     | 325.00                          | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                                       |  | RO (Tues only)  | 57.00               | 57.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                                       |  | Total for all district Offices<br>(Sat pm)  | 585.00              | 600.00                          | 3%          | 01/04/2021                         | Discretionary                 | NB        |
|                                       |  | Total for all district Offices<br>(Sun and BH)  | 650.00              | 665.00                          | 2%          | 01/04/2021                         | Discretionary                 | NB        |
|                                       | Non refundable booking fee   | Per Ceremony  |                     | 150.00                          | NEW         | 01/04/2021                         | Discretionary                 | EX        |
|                                       | Marriages and Civil Partnerships<br>at Approved Venues (9.00am to<br>5.30pm)   | Monday - Saturday   | 600.00              | 630.00                          | 5%          | 01/04/2021                         | Discretionary                 | NB        |
| VAT Classes:                          |  | Sunday & Bank Holiday   | 650.00              | 665.00                          | 2%          | 01/04/2021                         | Discretionary                 | NB        |

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|-------------------------------|--|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Registration Service<br>cont. | Marriages at Approved Venues<br>(on or after 6pm)  | Monday - Saturday   | 670.00              | 705.00                          | 5%          | 01/04/2021                         | Discretionary                 | NB        |
|                               |  | Sunday & Bank Holiday   | 730.00              | 765.00                          | 5%          | 01/04/2021                         | Discretionary                 | NB        |
|                               | Notice of Marriages and Civil<br>Partnership   | Extended 70 day Notice for<br>foreign Nationals ( for 1<br>person)    | 47.00               | 47.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                               |  | Notice of Marriage/Civil<br>Partnership (for 1 person)                | 35.00               | 35.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                               | Other Civil Ceremonies ( Naming<br>Ceremonies, Renewal of Vows,<br>Partnership/Commitment<br>Ceremonies) at Registration   | Individual Citizenship<br>Ceremonies (Oxford Register<br>Office only) | 235.00              | 285.00                          | 21%         | 01/04/2021                         | Discretionary                 | SR        |
|                               |  | Monday - Friday   | 275.00              | 280.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                               |  | Saturday  | 310.00              | 315.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                               |  | Sunday & Bank Holiday   | 320.00              | 325.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                               | Other Civil Ceremonies (Naming<br>Ceremonies, Renewal of Vows,<br>Partnership/Commitment<br>Ceremonies) at Approved venues   | Monday - Friday   | 275.00              | 280.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                               |  | Saturday  | 310.00              | 315.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                               |  | Sunday & Bank Holiday   | 320.00              | 325.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                               | Other Civil Ceremonies (Naming<br>Ceremonies, Renewal of Vows,<br>Partnership/Commitment<br>Ceremonies) at venues not<br>approved by Oxfordshire County<br>Council | Group Citizenship Ceremony<br>at County Hall                          | 80.00               | 80.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
|                               |  | Monday - Friday   | 400.00              | 410.00                          | 3%          | 01/04/2021                         | Discretionary                 | SR        |
|                               |  | Saturday  | 410.00              | 420.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                               |  | Sunday & Bank Holiday   | 420.00              | 430.00                          | 2%          | 01/04/2021                         | Discretionary                 | SR        |
|                               |  | Your day your way ceremony  | 720.00              | 755.00                          | 5%          | 01/04/2021                         | Discretionary                 | NB/SR     |
|                               | Searches in indexes  | General Search  | 18.00               | 18.00                           | 0%          | 01/04/2021                         | Statutory                     | NB        |
| Customer Service Centre       | Concessionary Fares  | Card issue and admin  | 10.00               | 10.00                           | 0%          | 01/04/2021                         | Discretionary                 | NB        |
|                               | Disabled Parking   | Card issue and admin,<br>assessment service                           | 10.00               | 10.00                           | 0%          | 01/04/2021                         | Discretionary                 | NB        |

VAT Classes:

NB - Non Business

ZR - Zero Rated

SR - Standard Rated

EX - Exempt

## Customers, Organisational Development &amp; Resources

| Service Area    | Charge                        | Unit  | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|-----------------|-------------------------------|---|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Human Resources | Job Evaluations for Academies | Ad-Hoc/ Re-evaluation of a Role per role              | 164.00              | 164.00                          | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                 |                               | Rate per hour if it takes more than 25 hours per role | 246.00              | 246.00                          | 0%          | 01/04/2021                         | Discretionary                 | SR        |
| Music Service   | Charges to schools            | Adults  | 118.00              | 118.00                          | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Curriculum (per hour)                                 | 65.00               | 65.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | First Access (60 or 45 minutes)                       | 1,550.00            | 1,550.00                        | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Play On (1 hour)                                      | 1,850.00            | 1,850.00                        | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Play On (30 minutes)                                  | 930.00              | 930.00                          | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Play On (40 minutes)                                  | 1,230.00            | 1,230.00                        | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | summer fun  | 118.00              | 118.00                          | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Transport Zone 1                                      | 100.00              | 100.00                          | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Transport Zone 2                                      | 85.00               | 85.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Transport Zone 3                                      | 70.00               | 70.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Transport Zone 4                                      | 45.00               | 45.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 | Ensembles                     | workshops   | 13.00               | 13.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Choir Primary   | 45.00               | 45.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | CMS Pass  | 159.00              | 159.00                          | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | County Level Ensemble 1 hours                         | 50.00               | 50.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | County Level Ensemble 1.5 hours                       | 60.00               | 60.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | County Level Ensemble 2 hours                         | 87.00               | 87.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Full membership CMS lessons - Central Music School    | 105.00              | 105.00                          | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Full membership Standard Ensemble lessons             | 76.00               | 76.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Secondary Choir Activity                              | 55.00               | 55.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Single ensemble - OCMS lessons                        | 55.00               | 55.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 | Group Tuition                 | Group of 2 (20 minutes)                               | 10.20               | 10.20                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Group of 2 (30 minutes)                               | 15.00               | 15.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                 |                               | Group of 3-4 (20 minutes)                             | 7.20                | 7.20                            | 0%          | 01/04/2021                         | Discretionary                 | EX        |

VAT Classes:

NB - Non Business

ZR - Zero Rated

SR - Standard Rated

EX - Exempt

## Customers, Organisational Development &amp; Resources

| Service Area        | Charge                         | Unit   | Current Charge<br>£ | Proposed Charge<br>2021/22<br>£ | Change<br>% | Proposed date<br>effective<br>from | Discretionary<br>or Statutory | VAT Class |
|---------------------|--------------------------------|--|---------------------|---------------------------------|-------------|------------------------------------|-------------------------------|-----------|
| Music Service cont. | Hire                           | Hire of Instruments (All other instruments on offer) | 48.00               | 48.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     |                                | Hire of Instruments (Violin, Viola and Guitars only) | 27.00               | 27.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     |                                | Instrument Purchase Charge                           | 75.00               | 75.00                           | 0%          | 01/04/2021                         | Discretionary                 | SR        |
|                     |                                | Oxfordshire County Youth orchestra                   | 799.00              | 799.00                          | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     |                                | Oxfordshire schools orchestra                        | 575.00              | 575.00                          | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     |                                | Oxfordshire Schools Symphony Orchestra               | 875.00              | 875.00                          | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     |                                | Oxfordshire Youth Music Theatre                      | 500.00              | 500.00                          | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     | Individual Tuition             | Individual 40 minutes                                | 39.00               | 39.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     |                                | Individual 20 minutes                                | 19.20               | 19.20                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     |                                | Individual 30 Minutes                                | 29.00               | 29.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     |                                | Individual 45 minutes                                | 44.00               | 44.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     |                                | Individual 60 minutes                                | 59.00               | 59.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     | Late cancellation Charge       | Late Cancellation fee                                | 45.00               | 45.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     | Extra late cancellation Charge | Very late cancellation fee                           | 55.00               | 55.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     | Other Charges                  | Key stage 1 festival                                 | 4.00                | 4.00                            | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     |                                | launchpad band                                       | 13.00               | 13.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     |                                | Primary Pop  | 4.00                | 4.00                            | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     |                                | spotlight talent                                     | 4.00                | 4.00                            | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     | Own teacher accompanist        | Accompanist own teacher                              | 30.00               | 30.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |
|                     | Not own teacher accompanist    | Accompanist Oxfordshire County Music Service teacher | 45.00               | 45.00                           | 0%          | 01/04/2021                         | Discretionary                 | EX        |

VAT Classes:

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EX - Exempt

**Review of Charges 2022/23**  
**Customers, Organisational Development & Resources**

| Service Area                | Charge   | Unit  | Proposed Charge 2021/22 £ | Proposed Charge 2022/23 £ | Change % | Proposed date effective from | Discretionary or Statutory | VAT Class |
|-----------------------------|--|---|---------------------------|---------------------------|----------|------------------------------|----------------------------|-----------|
| <b>Registration Service</b> | Amendment Fee for all Marriage and Civil partnership ceremonies  | per amendment   | 60.00                     | 60.00                     | 0%       | 01/04/2022                   | Discretionary              | NB        |
|                             | Amendment Fee for other Civil ceremonies- If the fee for other civil ceremonies attracts VAT so does the amendment fee | per amendment   | 60.00                     | 60.00                     | 0%       | 01/04/2022                   | Discretionary              | SR        |
|                             | Births, Deaths Certificates ( Marriage inc line 24-46)   | from a current register   | 11.00                     | 11.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                             |  | from a deposited register   | 11.00                     | 11.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                             |  | on day of registration  | 11.00                     | 11.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                             | Short Birth Certificate  | from a current register   | 11.00                     | 11.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                             |  | from a deposited register   | 11.00                     | 11.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                             |  | on day of registration  | 11.00                     | 11.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                             | Space 17 addition  | Per application   | 40.00                     | 40.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                             | Commemorative Certificates   | per certificate   | 10.00                     | 10.00                     | 0%       | 01/04/2022                   | Statutory                  | SR        |
|                             | Consideration for a correction   | Per application   | 75.00                     | 75.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                             | Consideration for a correction (RG involvement)  | Per application   | 90.00                     | 90.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                             | Consideration of Foreign Divorce   | Per application   | 50.00                     | 50.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                             | Consideration of Foreign Divorce (RG involvement)  | Per application   | 75.00                     | 75.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                             | Conversion of a Civil Partnership into Marriage  | Standard Service  | 45.00                     | 45.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                             |  | Two stage procedure on other premises - completing the declaration  | 27.00                     | 27.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                             |  | Two stage procedure on other premises -signing the declaration in a religious registered for marriage of same sex couples | 91.00                     | 91.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                             | Statutory Priority Certificate   | Per application   | 35.00                     | 35.00                     | 0%       | 01/04/2022                   | Statutory                  | SR        |

VAT Classes:

NB - Non Business

ZR - Zero Rated

SR - Standard Rated

EX - Exempt

## Customers, Organisational Development &amp; Resources

| Service Area               | Charge   | Unit   | Proposed Charge 2021/22 £ | Proposed Charge 2022/23 £ | Change % | Proposed date effective from | Discretionary or Statutory | VAT Class |
|----------------------------|--|--|---------------------------|---------------------------|----------|------------------------------|----------------------------|-----------|
| Registration Service cont. | Licence for approved premises  | 3 year licence   | 2,250.00                  | 2,325.00                  | 3%       | 01/04/2022                   | Discretionary              | NB        |
|                            | Marriage & Civil partnership fees at former Register Office Marriage rooms Monday - Friday during office hours and Saturday mornings between 9.00am and 12 noon. ( Includes the cost of one certificate) | Abingdon- Roysse Court (Mon -Fri)                            | 325.00                    | 335.00                    | 3%       | 01/04/2022                   | Discretionary              | NB        |
|                            |  | Attending chapel   | 97.00                     | 97.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                            |  | Banbury Bodicote House                                       | 325.00                    | 335.00                    | 3%       | 01/04/2022                   | Discretionary              | NB        |
|                            |  | Bicester - Garth Park  | 325.00                    | 335.00                    | 3%       | 01/04/2022                   | Discretionary              | NB        |
|                            |  | Dexter Room Sat AM   | 325.00                    | 335.00                    | 3%       | 01/04/2022                   | Discretionary              | NB        |
|                            |  | Dexter Room Tues-Fri   | 325.00                    | 335.00                    | 3%       | 01/04/2022                   | Discretionary              | NB        |
|                            |  | Didcot - Broadway Room                                       | 325.00                    | 335.00                    | 3%       | 01/04/2022                   | Discretionary              | NB        |
|                            |  | Henley - Regatta Court                                       | 325.00                    | 335.00                    | 3%       | 02/04/2022                   | Discretionary              | NB        |
|                            |  | Witney - Windrush Rooms                                      | 325.00                    | 335.00                    | 3%       | 01/04/2022                   | Discretionary              | NB        |
|                            |  | Oxford - Tidmarsh Lane                                       | 325.00                    | 335.00                    | 3%       | 01/04/2022                   | Discretionary              | NB        |
|                            |  | RO (Tues only)   | 57.00                     | 57.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                            |  | Total for all district Offices (Sat pm)                      | 600.00                    | 650.00                    | 8%       | 01/04/2022                   | Discretionary              | NB        |
|                            |  | Total for all district Offices (Sun and BH)                  | 665.00                    | 690.00                    | 4%       | 01/04/2022                   | Discretionary              | NB        |
|                            | Non refundable booking fee   | Per Ceremony   | 150.00                    | 175.00                    | 17%      | 01/04/2022                   | Discretionary              | EX        |
|                            | Marriages and Civil Partnerships at Approved Venues (9.00am to 5.30pm)   | Monday - Saturday  | 630.00                    | 650.00                    | 3%       | 01/04/2022                   | Discretionary              | NB        |
|                            |  | Sunday & Bank Holiday  | 665.00                    | 690.00                    | 4%       | 01/04/2022                   | Discretionary              | NB        |
|                            | Marriages at Approved Venues (on or after 6pm)   | Monday - Saturday  | 705.00                    | 730.00                    | 4%       | 01/04/2022                   | Discretionary              | NB        |
|                            |  | Sunday & Bank Holiday  | 765.00                    | 790.00                    | 3%       | 01/04/2022                   | Discretionary              | NB        |
|                            | Notice of Marriages and Civil Partnership  | Extended 70 day Notice for foreign Nationals ( for 1 person) | 47.00                     | 47.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                            |  | Notice of Marriage/Civil Partnership (for 1 person)          | 35.00                     | 35.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |

VAT Classes:

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## Customers, Organisational Development &amp; Resources

| Service Area               | Charge  | Unit  | Proposed Charge 2021/22 £ | Proposed Charge 2022/23 £ | Change % | Proposed date effective from | Discretionary or Statutory | VAT Class |
|----------------------------|---|---|---------------------------|---------------------------|----------|------------------------------|----------------------------|-----------|
| Registration Service cont. | Other Civil Ceremonies ( Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at Registration Offices | Individual Citizenship Ceremonies (Oxford Register Office only) | 285.00                    | 295.00                    | 4%       | 01/04/2022                   | Discretionary              | SR        |
|                            |   | Monday - Friday   | 280.00                    | 290.00                    | 4%       | 01/04/2022                   | Discretionary              | SR        |
|                            |   | Saturday  | 315.00                    | 325.00                    | 3%       | 01/04/2022                   | Discretionary              | SR        |
|                            |   | Sunday & Bank Holiday   | 325.00                    | 335.00                    | 3%       | 01/04/2022                   | Discretionary              | SR        |
|                            | Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at Approved venues       | Monday - Friday   | 280.00                    | 290.00                    | 4%       | 01/04/2022                   | Discretionary              | SR        |
|                            |   | Saturday  | 315.00                    | 325.00                    | 3%       | 01/04/2022                   | Discretionary              | SR        |
|                            |   | Sunday & Bank Holiday   | 325.00                    | 335.00                    | 3%       | 01/04/2022                   | Discretionary              | SR        |
|                            |   | Group Citizenship Ceremony at County Hall                       | 80.00                     | 80.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |
|                            |   | Monday - Friday   | 410.00                    | 425.00                    | 4%       | 01/04/2022                   | Statutory                  | SR        |
|                            |   | Saturday  | 420.00                    | 435.00                    | 4%       | 01/04/2022                   | Statutory                  | SR        |
|                            |   | Sunday & Bank Holiday   | 430.00                    | 445.00                    | 3%       | 01/04/2022                   | Statutory                  | SR        |
|                            |   | Your day your way ceremony                                      | 755.00                    | 760.00                    | 1%       | 01/04/2022                   | Statutory                  | NB/SR     |
|                            | Searches in indexes   | General Search  | 18.00                     | 18.00                     | 0%       | 01/04/2022                   | Statutory                  | NB        |

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SR - Standard Rated

EX - Exempt

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## **Formal Approval of School Funding Formula 2021/22**

### **Report by Director for Children's Services**

#### **Executive Summary**

1. The final funding formula for schools and academies for 2021/22 needs to be formally approved politically before submission to the DfE by 21 January 2021. Schools Forum has been consulted in development of the funding formula for 2021/22 as a statutory consultee, but the decision on the final formula is made by the local authority.
2. The decision this year includes the request made to the Secretary of State for permission to transfer 0.5% (£2m) from the Schools block to support High Needs expenditure. The decision on Schools Funding will therefore be made subject to the approval of the Secretary of State. The deadline to confirm school budget shares to maintained schools is 28 February 2021.

#### **Introduction**

3. The local authority is required to set the pre-16 funding formula for each financial year, for all maintained schools and academies (including free schools, studio schools and university technical colleges), after consultation with Schools and Schools Forum about any proposed changes.
4. The local authority is responsible for making the final decisions on the formula but must gain political approval before the final formula for the 2021/22 financial year is submitted to the Department for Education (DfE) on 21 January 2021.

#### **The National Funding Formula**

5. In 2018/19 the government implemented national funding formulae for the Schools, High Needs and the Central Services Schools Block (CSSB) with local discretion on implementation up to and including for 2021/22.
6. 2018/19 saw the introduction of the national funding formula (NFF) for schools. This reform meant that for the first time, school funding was distributed to Local Authorities according to a formula based on the individual needs and characteristics of every school in the country. Local Authorities continue to be responsible for distributing money between schools.
7. Oxfordshire has consulted with all schools and academies and Schools Forum annually and it was agreed to implement the NFF as closely as possible and this has been achieved within the overall envelope of funding. 2021/22 will be the fourth year of the journey to implement the NFF as closely as possible, subject to affordability.

8. The DfE has made some changes to the National Funding Formula for 2021-22, as follows:

- a) Uplift of Pupil Related Factors by 3% except the Free School Meals factor which is increased by inflation
- b) The Teachers and Pensions Grants have now been rolled into the Formula. Funding will increase to reflect these grants, so there will no longer be separate funding.
- c) The Minimum per-pupil Level of Funding (MPPL), a compulsory factor, is adjusted to reflect the impact of the pay & pension grants. The MPPL rates are:

Primary £4,180 including grants

Secondary £5,415 including grants. KS3 is £5,215 with grants. KS4 is £5,715 with grants.

- d) Deprivation funding allocated on Income Deprivation Affecting Children Index (IDACI) data is now based on the updated 2019 dataset and that has impacted on funding for schools.
- e) Funding Floor / Minimum Funding Guarantee (MFG) – the MFG can be set between +0.5% and +2% dependant on affordability.
- f) Continuation of the removal of the cap (ceiling) on any gains so full funding can flow to schools subject to affordability.
- g) Sparsity - Small & remote schools (meeting specified criteria) get an increase in the NFF from a maximum of £26,600 (2020-21) to £45,000 (2021-22) for Primary, and from a maximum of £67,600 (2020-21) to £70,000 for Secondary.

### **Outcome of Consultation with Schools and Schools Forum**

- 9. Consultation with schools was carried out from 19 October 2020 to 9 November 2020. The results of the consultation were discussed at the School Forum meeting on 11 November 2020.
- 10. As Oxfordshire is implementing the NFF as closely as possible, there was no need to consult on this decision. Schools were consulted on the possibility of a block transfer to High Needs and on options for adjusted the national funding

formula if the funding allocation was too little to implement the NFF in full of if more funding was available.

### Consultation on Transfer to High Needs Block

11. Dedicated Schools Grant (DSG) to Local Authorities is allocated in blocks. There are blocks of funding for Early Years, Schools, High Needs and Central School Services. The blocks are ringfenced for 2021/22 (meaning funding can only be spent on the services/provisions covered by the blocks).
  - However, the DfE guidance allows for some transfer between blocks as stated below: The Schools Block will be ring-fenced in 2021 to 2022, but local authorities will retain limited flexibility, to transfer up to 0.5% of their Schools Block funding into another block, with the approval of their schools forum.
  - To make such a transfer, local authorities should consult with all local maintained schools and academies and the schools forum should take into account the views of the schools responding before giving their approval.
12. Spend on High Needs is expected to exceed the grant funding available in 2021-22 by between £11m to £12m and the deficit is expected to increase over the medium term.
13. The consultation asked Schools whether they wished to support a transfer to the High Needs Block. Responses were limited, but of those that did respond, 64% did not support this. The draft Minutes from Schools Forum record the following:

All present Schools Forum members voted and ***unanimously did not agree*** to support a transfer from the Schools Block to the High Needs Block.

### High Needs Block: Disapplication request

14. As Schools Forum did not support the transfer from the Schools block and given the forecast overspend within the High Needs block, Oxfordshire have appealed the decision with the Secretary of State. A disapplication request was submitted to transfer 0.5% or £2.0m from the Schools Block by the DfE deadline of 20 November 2020.
15. The timescale for the Secretary of State to respond to the disapplication request is unknown.

### **Oxfordshire Funding Formula**

16. The School Funding Formula for 2021/22, has been modelled to replicate the NFF.
17. In line with timescales in previous years, the DSG settlement was announced on 17 December 2020.
18. At the meeting of Schools Forum on 12 January 2021, Forum were presented with the proposed School Funding Formula. School Forum considered and agreed an option that delivered the National Funding Formula to schools in full and agreed a transfer from the Schools block to the High Needs block of £1m to contribute to the continuation of the one-off enhancement to High Needs Top-Up rates agreed for 2020-21. The £1m consists of £0.4m that is the residual funding after allocating the National Funding Formula in full to all schools and reversing the £0.66m contribution to the Growth Fund.
19. Schools Forum also agreed the proposed Formula should the Secretary of State agree the block transfer request. This would transfer a further £1m to the High Needs block and would reduce Schools funding below the National Funding Formula level. This reduction would be achieved by decreasing the Lump Sum factor of the formula by approximately £5k.
20. The full formula factor rates for Oxfordshire are shown in Appendix A, which includes the £1m transfer to High Needs agreed by Schools Forum. The table at the bottom of the Annex shows the reduced Lump Sum factor rate should the disapplication request be agreed by the Secretary of State. The amounts allocated by each factor in the annexes are subject to further checks and amendments leading up to and following submission to the DfE by 21 January 2021.

### **Financial and Staff Implications**

21. The report deals with the funding formula for schools and academies for 2021/22 and there are no further financial or staffing implications discussed in this report. Schools and academies are responsible for managing the deployment of the delegated funding they receive.

### **Equalities Implications**

22. Where the local authority continues to have discretion in funding decisions made, priority will be given to the needs of vulnerable pupils and the Council's aims of raising attainment, narrowing the attainment gap and safeguarding children.

Kevin Gordon  
Director for Children's Services

Contact Officers:

Sarah Fogden, Finance Business Partner 07557 082613  
January 2021

## **Appendix A - Schools Funding Formula**

### **2021/22**

| <b>Funding Factors - Full National Funding Formula (NFF) with ACA</b>   | <b>NFF<br/>Primary<br/>Unit Value<br/>2021-22</b> | <b>NFF<br/>Secondary<br/>Unit Value<br/>2021-22</b> |
|---|---|---|
| Area Cost Adjustment (ACA) – A multiplier that is applied to basic per pupil, additional needs and formula elements of school led funding for Oxfordshire | 1.02216   | 1.02216   |
| <b>1. Basic per-pupil funding</b>   |   |   |
| Age Weighted Pupil Unit (AWPU) - Basic Entitlement  | £3,192.21   |   |
| Age Weighted Pupil Unit (AWPU) - Basic Entitlement KS3  |   | £4,501.59   |
| Age Weighted Pupil Unit (AWPU) - Basic Entitlement KS4  |   | £5,072.98   |
| <b>2. Deprivation</b>   |   |   |
| Free School Meal eligibility  | £470.19   | £470.19   |
| Ever6 FSM   | £587.74   | £858.61   |
| Targeted Deprivation – IDACI Band F   | £219.76   | £316.87   |
| Targeted Deprivation – IDACI Band E   | £265.76   | £424.20   |
| Targeted Deprivation – IDACI Band D   | £419.09   | £592.85   |
| Targeted Deprivation – IDACI Band C   | £454.86   | £643.96   |
| Targeted Deprivation – IDACI Band B   | £485.53   | £695.07   |
| Targeted Deprivation – IDACI Band A   | £633.74   | £884.17   |
| <b>4. English as an additional Language (EAL)</b>   | £562.19   | £1,517.91   |
| <b>5. Pupil Mobility</b>  | £919.94   | £1,318.59   |
| <b>6. Low Prior Attainment</b>  | £1,119.27   | £1,696.79   |
| <b>7. Lump sum – as NFF (amended for 0.5% transfer)</b>   | <b>£120,410.45</b>                                | <b>£120,410.45</b>                                  |
| <b>8. Sparsity</b>  | £45,997.20  | £71,551.20  |
| <b>10. Split Sites - (ACA not applicable)</b>   | 2 Academies at £30,000                            |   |
| <b>11. Rates</b>  | As Actual Rates                                   |   |
| <b>13. Exceptional Premises factors</b>   | As Actual Rents                                   |   |
| <b>14. Minimum per pupil level (MPPL)</b>   | £4,180  | £5,415  |
| - Key Stage 3   |   | £5,215  |
| - Key Stage 4   |   | £5,715  |
| <b>Minimum Funding Guarantee (MFG)</b>  | 2%  | 2%  |
| <b>Growth Fund Contribution</b>   | £0  | £0  |

|   | £m     |
|---|--------|
| <b>DSG Schools Block Funding</b>  | £429.1 |
| <b>Total Funding allocated through the Schools Funding Formula as NFF</b> | £428.1 |
| <b>Balance - Transfer to the High Needs Block</b>                         | £1.0   |
| <b>Transfer as a percentage of eligible Funding</b>                       | 0.25%  |

|  | £000   |
|--|--------|
| <b>Lump sum revised Factor Value to achieve extra £1m</b>          | £115.3 |
|  | £m     |
| <b>DSG Schools Block Funding</b>                                   | £429.1 |
| <b>Total Funding allocated through the Schools Funding Formula</b> | £427.1 |
| <b>Balance - Transfer to the High Needs Block</b>                  | £2.0   |
| <b>Transfer as a percentage of eligible Funding</b>                | 0.50%  |



## **Performance Scrutiny Committee's Commentary for the Cabinet meeting on 19 January 2021**

### **Performance Scrutiny Committee 18 December 2020**

The Committee considered the revenue savings, pressures and investment proposals for 2021/22 to 2025/26 and the proposed themes for inclusion within the refreshed corporate plan at its meeting on 18 December 2020.

#### **Corporate Plan**

There needs to be a closer alignment between the Corporate Plan and the budget proposals so that Members can see how the budget is being used to meet the priorities.

#### **Adult Services**

There was concern expressed at the reduced provision of step-down beds and increasing use of home care provision and whether there is likely to be a greater risk for those being discharged from hospital as a result.

Members shared officers' concern about the likely long-term effects of long-COVID, perhaps leading to much greater pressures in 2022/23.

Given the savings being projected through the increasing switch to home care the Committee would like to see the Council being in a position to support more people and to support them from an earlier stage.

#### **Children's Services**

Members welcomed the fact that the £400,000 investment in SEND remains in the budget for 2021/22 even though this year's spend was not drawn down due to COVID-19.

The Committee agreed that the new Council elected next year should take a look at the projected savings in the area of School Transport to ensure that the provision made is sustainable.

The Committee was reassured that plans for a new children's home have not been shelved but that they are simply being reviewed to ensure that they meet the needs. Members would like to see a reduction in the numbers being provided for out-of-county.

Members were supportive of increased funding for apprenticeships to recognise that young people will need more support following the effects of COVID-19.

Members also asked for assurances that the reduction in management by combining Early Years Teams will not reduce the level of support available for schools.

#### **Public Health**

The Committee supports the issue being raised nationally that increased government support is needed to finance greater costs that local authorities incur in services commissioned with the NHS following the pay award.

Members asked the Director for Public Health to ensure that programmes related to domestic abuse are well coordinated with the work of the Police and Crime Commissioner, who has a large budget for this issue, as well as the work of the city and district councils.

The Committee would like to see the additional £1m in the Youth Offer being targeted at tackling inequality and were pleased to hear that discussions have already taken place between Public Health and Children's Services as to how to best do that.

Members were assured that the savings under accident prevention were the result of eliminating duplication with other partners and that programmes will continue in this area.

### **Environment and Place**

Members welcomed the extension of the street permit system and the increased level of cost recovery in fees charged to developers.

It was noted that the issue of drain clearance is more critical in rural areas and there was a request to use the increased funding to improve the frequency of clearances in problem areas. Members themselves should be consulted more in prioritisation as they are well aware of the problem locations in their division.

Members welcomed the moves to co-design 20 mph speed limit areas with parish councils and community groups and hoped that parish council funds could be used to support these.

### **Customers, Organisational Development and Resources**

Concern was expressed at the reduction in the book fund and the fact that this is an annual occurrence. Members asked that the libraries be protected, especially as it provides a particularly valuable service for disadvantaged people.

### **Commercial Development, Assets and Investments**

Members asked that the issues surrounding leisure centre joint use agreements, which are a major headache for the schools involved, be resolved as soon as possible.

It was noted that proposals relating to the use of council property have been promised for 10 or 12 years and, while understanding that this has been difficult year in which to progress proposals, Members would like to see movement on this soon.

The importance of enforcing HGV limits was emphasised and Members were concerned at the small reduction in staffing for enforcement officers when the current level of enforcement is not seen to be adequate.

## **Corporate Measures**

Members welcomed the saving in relation to the new approach on insurance, which also see savings for schools, and were reassured that it has been achieved without any increase in risk.

The Committee also received assurances that staffing levels are sufficient, and are being monitored regularly, to ensure that the capacity is there to carry out the various change programmes.

## **Performance Scrutiny Committee 14 January 2021**

The Committee considered the Capital and Investment Strategy including:

- Treasury Management Strategy 2021/22
- Investment Strategy 2021/22
- Property Strategy
- Proposed Capital Programme 2021/22 to 2030/31
- Proposed changes to the Capital Programme

### **Treasury Management Strategy 2021/22**

Members asked for consideration to be given to increasing the investment in externally managed funds from £100m to £125m as it appears that there is sufficient long term cash available to support this. It was noted that these investments generate a higher rate of return than in-house investments.

### **Investment Strategy 2021/22 and Property Strategy**

Members welcomed the increased focus on the property estate and were supportive of the approach set out in the Investment Strategy 2021/22 and Property Strategy. However, Members requested earlier engagement with local Members about opportunities to develop Council owned sites within their areas.

Members also urged more partnership working with City and District Councils when considering the use and development of Council assets.

Members noted that there is a tension between reducing the amount of property and people having to travel further when considering climate change concerns.

### **Proposed Capital Programme and Proposed Changes to the Capital Programme**

The Committee welcomed the proposed additions to the programme.

The Committee received assurances that the proposed investment in Property set out in the Proposed ten year Capital Programme is adequate to meet the current requirements. However, condition survey work is being undertaken on the Council's estate and further proposals for investment may be brought forward in future years.

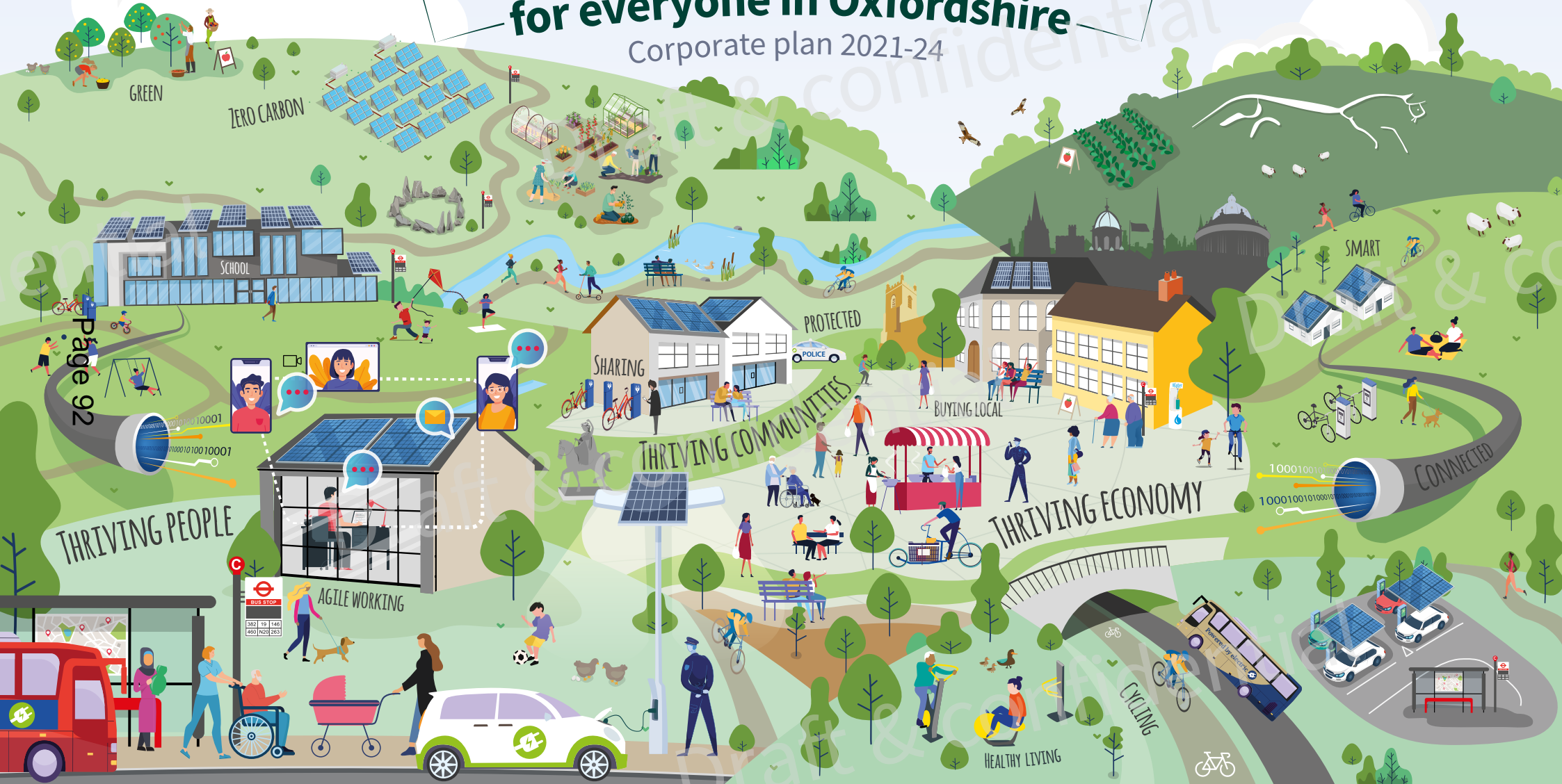
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# **Section 2**

# **Corporate Plan**

# Thriving communities for everyone in Oxfordshire

Corporate plan 2021-24



OXFORDSHIRE  
COUNTY COUNCIL

## About this plan

Our Corporate Plan sets out our vision for thriving communities for everyone in Oxfordshire. It explains the priorities and focus for us to achieve our vision.

We live in a diverse and dynamic county with nearly 700,000 residents. Along with the historic city of Oxford and large town of Banbury, the county has a thriving network of villages and market towns. They are home to around 40% of the population, making Oxfordshire the most rural county in the south-east.

Our population is growing and, overall, we are a healthy and wealthy county. We know there are opportunities to make sure all residents and communities in Oxfordshire have the same opportunities to thrive.

To achieve our vision, we focus on three 'thriving' themes: people, communities and economy, across which runs our commitment to a zero-carbon future. This plan explains how we will realise our vision and how we measure progress.



## Leader's foreword

Your county council is shaping Oxfordshire's future – along with our partners such as the NHS, district councils, businesses, universities, voluntary groups and, most importantly the communities we all exist to serve.

Our focus for 2021 will be strengthening our approach towards climate action, an enhanced focus on addressing inequality, developing our youth offer and delivering our COVID-19 recovery strategy.

The pandemic has been a huge focus across all of our teams in 2020 and early 2021 as we have sought to keep crucial services delivering to a high standard with many staff working from home. Our public health team has been central to the county's response, working with key staff in social care, education and others and helping local businesses and communities through difficult times.

For the future we continue to invest in a sustainable transport system so our local economy and public services can thrive and thus reduce ill-health, neglect and loneliness. That means helping individual people and creating better places to live for all – healthier places for thriving communities.

Climate change is our other big priority, which influences everything we do. The county council has halved its carbon emissions since 2008; now we must get to zero by 2030. Our ambition is inspired by Oxfordshire's strong environmental credentials, with the best recycling rates in the country.

But these changes will only happen if we work together with communities. Please join us to shape a healthier Oxfordshire for everyone as we emerge from the pandemic and focus on the future!

Councillor Ian Hudspeth  
Leader of Oxfordshire County Council





# Thriving communities for everyone in Oxfordshire

## Thriving people

**1** We strive to give every child a good start in life and protect everyone from neglect.

**2** We enable older and disabled people to live independently and care for those in greatest need.

- Support families that need extra help to thrive.
- Improve educational attainment, including for children with special needs.
- Join up social care with the NHS to keep people out of hospital.
- Work with the police and others to keep young people safe.

## Thriving communities

**3** We tackle inequality, help people live safe and healthy lives and enable everyone to play an active part in their community.

**4** We provide services that enhance quality of life and we take action to reduce the impact of climate change and protect the local environment.

- Design places that encourage healthy and active lives.
- Reduce carbon emissions to tackle climate change.
- Improve air quality.

## Thriving economy

**5** We support a thriving and inclusive local economy that recovers strongly from the COVID crises.

- Secure government investment in sustainable connectivity and affordable zero-carbon housing.
- Maintain the county's roads and infrastructure.
- Connect rural homes and businesses to broadband.
- Promote Oxfordshire as a place to invest.

**6** We listen to our diverse residents so we can continuously improve our services and provide value for money

- Improve customer service, particularly online.
- Involve people in designing better services.
- Work closely with our public, private and voluntary sector partners.
- Give communities more say in local services, such as libraries.





## Thriving communities

**We tackle inequality, help people live safe and healthy lives and enable everyone to play an active part in their community**



We have high life expectancy: 81.6 for men and 84.7 for women.



Rates of adults participating in physical exercise in Oxfordshire are higher than regional and national averages.



Smoking rates are down almost 6% to 10.1% of adults since 2011.



### SPOTLIGHT ON... Preventing drop-offs near schools to improve air quality

The school run is known to have a major impact on air quality around schools. The council is working with five Oxfordshire schools and Sustrans, the walking and cycling charity that manages the National Cycle Network, on a pilot project to restrict traffic outside schools.

School Streets has already been successfully trialled in other parts of the country, and several Oxfordshire schools expressed interest in being part of the pilot.

### The challenges

- There is a life expectancy gap of 8.3 years for men and for women between the most and least deprived areas.
- Child poverty has increased from 10.5% in 2017/18 to 11% in 2018/19.
- 59% of people aged 18 or over in Oxfordshire are classed as overweight or obese 2017/18.

### CLIMATE CHANGE COMMITMENT

Increased walking and cycling will have a positive impact on climate change.

Supporting active lifestyles is essential to improving residents' health.



## What we will do

- Focus on reducing the health gap between different communities.
- Encourage community-run services and self-help initiatives, amongst parish councils, town councils voluntary and community groups.
- Encourage people to live healthy lives and provide services which support healthy choices.
- Help people to stay safe and well in their own homes.

### Measuring success

- People are helped to live safe and healthy lives.
- People play an active part in their community.



## Thriving communities

**We provide services that enhance quality of life and we take action to reduce the impact of climate change and protect the local environment**



Communities and volunteers support our 44 libraries.



We are one of the highest performing local authorities areas in England for recycling and waste management with more than 58% of our household waste recycled, composted or re-used.



Adults participating in active travel has increased from 40% to 44% since 2015/16.



### SPOTLIGHT ON... Park and Charge for electric vehicles

Oxfordshire has one of the highest adoption rates of electric vehicles (EVs) in the country. The county is working in partnership with the districts, city and commercial partners to ensure Oxfordshire develops a comprehensive network of chargers to enable this transition to EVs.

One example is Park and Charge, an Innovate UK funded project that will install approximately 280 EV charging points in 24 council car parks across the county.

## Quality of life and environment in Oxfordshire



Communities and volunteers support our 44 libraries.



We are one of the highest performing local authorities areas in England for recycling and waste management with more than 58% of our household waste recycled, composted or re-used.



Adults participating in active travel has increased from 40% to 44% since 2015/16.

### The challenges

- We must respond to the climate emergency.
- Pressure on the highway network caused by high use of our 2,578 miles of road.
- We have precious natural resources to protect; such as 480 sites designated for their wildlife value at local, national or international level, 146 protected species and 26% of land within an Area of Outstanding Natural Beauty.
- Air quality is a particular issue in Oxford city.

Climate action will be prioritised in decision making and we will be carbon neutral by 2030.

## What we will do

- Design places that encourage healthy and active lives, including cycling and walking routes.
- Provide library, cultural, museum and music services.
- Reduce carbon emissions from council buildings and activities.
- Respond to emergencies, maintain trading standards and safeguard our residents.
- Help people stay safe on our roads.
- Protect the local environment.

### Measuring success

- People are helped to live safe and healthy lives.
- Our quality of life in Oxfordshire is enhanced.
- Our local environment is protected and climate change tackled.

### CLIMATE CHANGE COMMITMENT

Addressing air quality and reducing waste will have a positive impact on climate change.



Thriving people

**We strive to give every child a good start in life and protect everyone from neglect**

## Children in Oxfordshire



Between mid-2017 to mid-2018 there were 7,402 births.



Proportion of pupils attaining a “strong” pass in English and Maths is above national averages at 47.4% (national average 46.7%).



Compared with England, Oxfordshire had a higher proportion of people aged 0-4, 15-19 and 20-24 in 2015/16.

## What we will do

- Support families that need extra help to thrive.
- Improve educational attainment, including for children with special needs.
- Provide children’s social care, including child protection, looked after children, adoption and fostering.

## Measuring success

- Children are given a good start in life.
- Children are able to reach their potential.



Thriving people

**We enable older and disabled people to live independently and care for those in greatest need**

## Adults in Oxfordshire



Rural districts have a much higher proportion of older people compared to the city, 20% compared to 12%.



People live longer lives in good health than elsewhere in the country.



38,300 (9%) of people aged 16-64 have a disability that limits their ability to work.

## What we will do

- Provide support and care services for our residents as they live independently.
- Promote healthy lives for older people and support them to stay healthy, active and well.
- Support people to access travel and transport to enable them to live independently.

## Measuring success

- Care services support independent living.

## The challenges

- The need for children’s social care has risen. 80% rise in children in care since 2011.
- Those with special educational needs and disability support increased by 9% between 2017 and 2018.
- Census data suggests around 1,300 young people aged under 16 provide unpaid care in Oxfordshire.



**Our children’s services are rated ‘Good’ by Ofsted.**



Providing early help is essential for families to thrive.

## CLIMATE CHANGE COMMITMENT

Enabling schools to reduce their carbon emissions will have positive impact on climate change.



## SPOTLIGHT ON...

### Focusing on independent living

Adult social workers are taking a new ‘strengths-based’ approach to helping older and disabled people live independent lives. They are focusing on a person’s strengths rather than starting with ‘needs’, while making sure not to ignore the real challenges some people face.

The approach tries to draw out the persons own strengths and capabilities, and work with them to explore how their family, social network and available community resources can support and promote their wellbeing.



## CLIMATE CHANGE COMMITMENT

Investing in community energy will have positive impact on climate change.

## The challenges

- Population of over 85s is expected to increase by 34% by 2027.
- 18,071 carers reported by 66 (out of 70) GP practices in Oxfordshire in September 2019.
- Over 5,500 adults with learning difficulties and people aged 65+ supported by adult social care.
- We have challenges with recruiting and retaining staff because of the relatively high cost of living in Oxfordshire.

Tackling our workforce challenge will help us support an increasingly older population.



## Helping families keep children safer

Children’s services is adopting a pioneering approach that will radically change the way children’s social care operates and start to reduce the growing number of children in care.

The new family safeguarding model involves children’s social workers working in small integrated teams, centred around individual families in need, alongside experts providing specialist mental health, drugs and alcohol and domestic abuse services.





Thriving  
economy

**We support a thriving  
and inclusive local  
economy that  
recovers strongly  
from the COVID crises**

## Oxfordshire's economy



Our economy generates £21.9bn of output per year from 400,000 jobs and more than 30,000 businesses.



6,830 apprenticeships started in Oxfordshire and 4,640 apprenticeships were completed in 2017-18.



Average earnings increased from £34,000 to £39,000 in 2020.

## What we will do

- Secure government investment in transport and affordable housing.
- Connect rural homes and businesses to broadband.
- Promote Oxfordshire as a place to invest.
- Work with others to support skills development, business growth and employment.
  - Delivery of key infrastructure for Oxfordshire including highways and housing.

## Measuring success

- Everyone has access to good homes and jobs.
- Businesses are able to grow and develop.
- People and communities have excellent transport and broadband connections.

## CLIMATE CHANGE COMMITMENT

Reprioritising road space for low carbon travel will have positive impact on climate change.

A connected Oxfordshire supports sustainable growth.

## Climate Action

## SPOTLIGHT ON...

### Local Energy Oxfordshire (Project LEO)

LEO is a national demonstration project to tackle energy challenges within communities. It finds ways to invest in zero-carbon energy solutions that are only possible across multiple homes, schools or businesses.

The council will deliver a new 'energy insights' tool to identify potential for energy generation and energy efficiency across the county, while Oxfordshire's Low Carbon Hub is developing new community-owned energy projects through its Smart and Fair Neighbourhood programme.

This strong Oxfordshire coalition involving the public sector, community, academia and private sector, is a model for addressing systemic energy challenges.

## Climate action in Oxfordshire

Oxfordshire County Council is committed to being carbon neutral in its operations by 2030, and to enabling a zero-carbon Oxfordshire by 2050.

The council's corporate emissions decreased 56% from 2010 to 2019.

## Measuring success

Our local environment is protected and climate change tackled

## What we will do In our organisation

- Make Climate Action a top priority in all decision making.
- Make our corporate estate carbon neutral by 2030.
- Maximise solar generation on our buildings and land.
- Buy local green power for our estate.
- Electrify our vehicles.
- Support our staff to use zero carbon travel options.
- Challenge our suppliers to match our ambition.

## In Oxfordshire

- Manage land to capture carbon.
- Enable schools to reduce their carbon.
- Reduce carbon from your streetlighting.
- Provide charging points for your electric car.
- Invest in cycle paths and safe walking routes.
- Reprioritise road space for low carbon travel.
- Invest in community energy.
- Support our communities to take Climate Action.
- Team up with innovators to test new solutions.
- Work with our partners so we all achieve more.
- Keep you informed on our Climate Action plans and progress.



## Superfast broadband across the county

Our broadband programme has expanded superfast broadband availability from 69% of Oxfordshire properties in 2014 to 98% today. Take up by residents and business is amongst the highest in the country at over 75%.

By 2022, 900 businesses and 800 residential premises in the most rural areas of the county will have access to full fibre broadband.

## The challenges

- Average house prices in Oxfordshire increased, making Oxford the least affordable city for housing.
- Rents are high and there is a demand for affordable housing.
- Our road network is under pressure with population growth.
- The rural nature of Oxfordshire, combined with 82% of residents working within the county, means roads are still essential for people to access work, school and other services.

# Making Oxfordshire a healthier place to live

## Including Everyone

## Our **Including** Everyone Framework

Leading the field in equality and diversity in our workplace, inclusive service delivery and tackling disadvantage in the communities we serve

### SPOTLIGHT ON...

#### Public Health team

The Public Health team worked with Living Streets and schools to deliver our year-round, walk to school challenge. Many more children travelled to school by foot, bike or scooter, with 5,000 pupils and their families choosing healthier and cleaner ways to travel.

Walk to School Week is an extension of the Walk Once a Week (WOW) project. In May 2019, more than 60 primary schools took part in Walk to School Week to promote exercise, improve road safety and reduce congestion. As a result of the interest generated by WOW, the Public Health team is developing more projects to increase active transport for school children.



#### Public Health in Oxfordshire

- Oxfordshire has a healthy population overall, with a few deprived areas where people have poor health.
- There is a 15 year life expectancy gap between the most deprived and least deprived areas in the county.
- “Healthy place shaping” can improve community health by redesigning areas where people live and travel; engaging residents, and in finding new ways of delivering services.

#### The challenges

- There has traditionally been a focus on changing individual’s lifestyles. Partners should collaborate to create communities where people can make healthier choices.
- Meaningful change needs real community involvement, which needs collaboration to create communities people value.

#### What we will do

- ‘Healthy place shaping’ is about designing healthy behaviours into the way places are planned and services delivered, ranging from cycling routes to opportunities for social interaction.
- The Public Health team will strengthen and develop partnership working across communities and organisations to maximise opportunities to embed healthy place shaping into everyday practice so there is a health benefit for all Oxfordshire’s residents.



- We work with communities to help them thrive
- We work with partners to tackle disadvantage in our communities.



- Our information and buildings are accessible for all
- Our services use good data and engage with users to plan and meet their different needs.



- Our workforce is inclusive, reflecting the diversity of the communities we serve
- Our staff have the values, skills and knowledge to be inclusive.

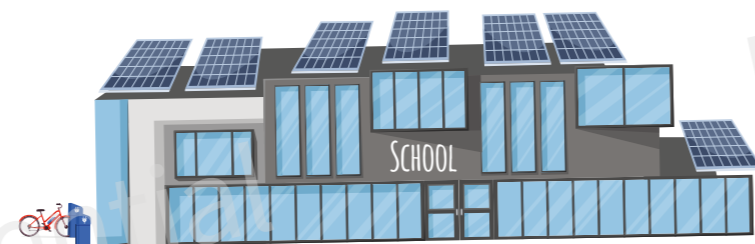
### UNDERPINNING PRINCIPLES

Inclusion is everyone’s responsibility

We listen and learn together

Flexibility supports diverse needs

Diversity is embraced and celebrated



**The Restart, Recover, Renew Strategy outlines the council's approach to post-COVID planning and recovery.**

Priority 6 of this corporate plan will reflect the council's commitment to supporting local economic recovery from the pandemic as expressed in the recovery strategy. It is recognised that recovery and renewal will encompass more

that the local economy; as such the social, health, community and cultural themes associated with recovery will be recognised within the various corporate plan priorities and the outcomes framework.

## Making it happen

# Listening to residents and improving what we do



## SPOTLIGHT ON...

### Councillor Priority Fund

Residents can influence local spending through their councillor. The Councillor Priority Fund enables councillors the opportunity to fund projects that matter most to their local community. The fund has successfully supported hundreds of local community projects over the last two years and is highly valued by our residents. Therefore, we have committed to continuing the fund for another year.

During 2019/20, there were over 200 different community and charity groups that received funding, with more than half of projects providing support in response to COVID-19.

### What we will do

- Improve customer services, particularly online.
- Give communities more say in local services, such as libraries.
- Involve people in designing better services.
- Work closely with our public, private and voluntary sector partners.

### Measuring success

- Our services improve.



### We would like to hear from you:

We have opportunities for you to feed in your views through our Facebook and Twitter pages, through your local councillor, in public meetings and through our consultation. Find out more by visiting our website.

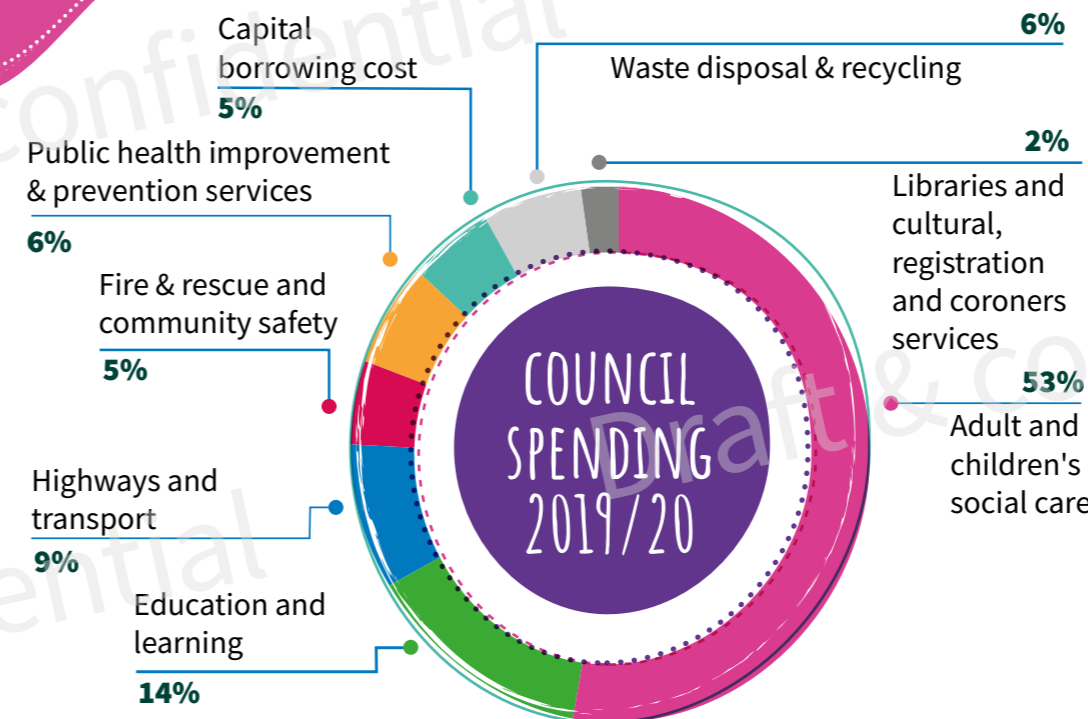
### Want to get more involved?

We have opportunities for volunteering and having a say in the services you receive. Contact us for more information.



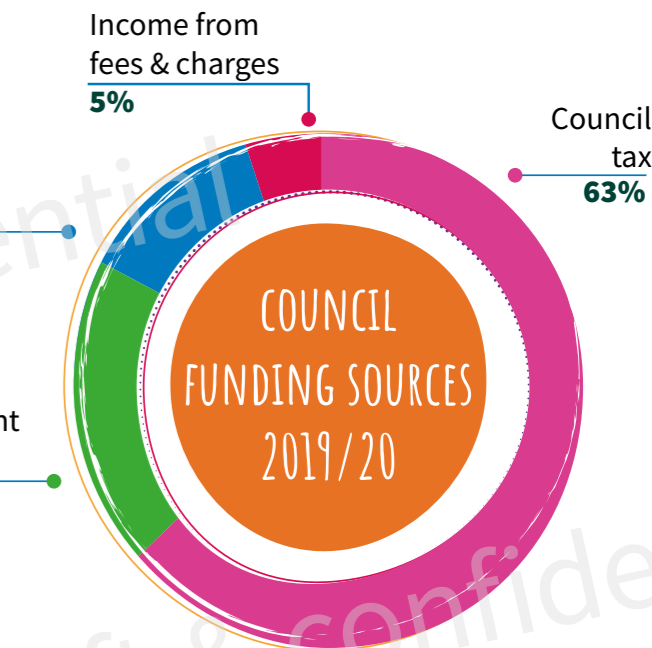
## Making it happen

# Providing the best value for public money



### Why we are changing

The council must be ready to meet future challenges, such as long-term financial pressures and growing demand for services. That means investing in prevention, redesigning services, reducing our energy consumption, and improving the way the organisation runs.



### Measuring success

- We deliver value for money.
- We make the savings agreed in the Medium Term Financial Plan.



## Making it happen

1

### Thriving people

We strive to give every child a good start in life and protect everyone from neglect.

2

### Thriving people

We enable older and disabled people to live independently and care for those in greatest need.

3

### Thriving communities

We tackle inequality, help people live safe and healthy lives and enable everyone to play an active part in their community.

4

### Thriving communities

We provide services that enhance quality of life and we take action to reduce the impact of climate change and protect the local environment.

5

### Thriving communities

We support a thriving and inclusive local economy that recovers strongly from the COVID crises.

6

We listen to our diverse residents so we can continuously improve our services and provide value for money

## Outcomes framework and performance management reporting

The six overarching priorities and the key themes and developments are reflected in the outcomes framework for 2021/22, which will set out the performance indicators and measures to enable us to assess and report on our performance against these priorities.

The council will continue to report on the extent to which we are meeting our targets in our monthly business management and monitoring reports. Any revisions to the outcomes framework will also be communicated via those reports in the usual way.

A quarterly workforce report is received by Cabinet and covers matters relating to organisational development programmes and staffing matters.

The business management and monitoring reports are joint reports containing the progress made against the corporate measures, leadership risk updates and finance reporting. These reports are reviewed by the council's senior management team, Performance Scrutiny Committee and Cabinet on a monthly basis.

## INVESTING IN DIGITAL AGILITY



We will focus on providing services when and where they are needed. By investing in new technologies that

will allow remote, secure access we can reduce costs on travel, expensive infrastructure and get services right into communities. Our continued improvement to online services will also expand 24/7 access.

Since March, with our help, over 3,500 colleagues have delivered services from their own homes. We will continue to innovate, finding ways to enable our remote teams to collaborate and work together going forward.



## SPOTLIGHT ON...

### Bringing customer service to communities

Oxfordshire's libraries do a lot more than simply offer books for loan. Our teams are now trained to help members of the public to access public services online, apply for a disabled parking permit and so much more. At our libraries, residents can enjoy a range of activities and events in a safe, community space. By broadening the library offer, Oxfordshire County Council can continue to operate a network of 44 libraries across the county, despite the pressure on local government finances.



## Actions list

### We will work with partners to

- ☐ Engage with local people and organisations to understand what they need and how best to support them to meet these needs.
- ☐ Work through our councillors to understand local issues and priorities.
- ☐ Develop a new approach to working in different localities across Oxfordshire that improves people's lives and addresses inequalities.

## WORKING WITH PARTNERS ACROSS OXFORDSHIRE

- We work collectively with partners to achieve the best possible outcomes, including the NHS to improve health and social care; the police and probation service to keep people safe; business innovators to improve travel in the county; and the voluntary and community sector to understand and meet local needs.
- We also work with other councils across Oxfordshire, and beyond, including our unique partnership with Cherwell District Council. Staff across both councils are constantly finding new ways to improve services and reduce costs.
- We are addressing long-term challenges, from childhood obesity to supporting an ageing population. Services serving the same customers, such as leisure and libraries, and trading standards and environmental health, work more closely together than ever before.
- Savings of nearly £1m have already been made or are in the pipeline as a result of joint management arrangements.
- We want to improve partnership working with the other Oxfordshire districts to improve outcomes and customer experience.

To find out more about how you can take part in local democracy by asking questions or making statements at council meetings, visit:

**[www.oxfordshire.gov.uk/council](http://www.oxfordshire.gov.uk/council)**

Have your say in consultations about changes to council services or policies at:

**[www.consultations.oxfordshire.gov.uk](http://www.consultations.oxfordshire.gov.uk)**

You can apply, book, find, report and pay for a range of services on the county council website:

**[www.oxfordshire.gov.uk](http://www.oxfordshire.gov.uk)**



### Contact us

**[oxfordshire.gov.uk/contact-us](http://oxfordshire.gov.uk/contact-us)**

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### Stay in touch:

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**OXFORDSHIRE  
COUNTY COUNCIL**

# **Section 4**

# **Revenue Budget Strategy**

**Medium Term Financial Strategy 2021/22 - 2025/26**

**Summary**

|  | 2021/22            |                     |                 | 2022/23              |                     |                 | 2023/24              |                     |                 | 2024/25              |                     |                 | 2025/26              |                     |                 |
|--|--------------------|---------------------|-----------------|----------------------|---------------------|-----------------|----------------------|---------------------|-----------------|----------------------|---------------------|-----------------|----------------------|---------------------|-----------------|
|  | Agreed Base Budget | Proposed Allocation | Proposed Budget | Proposed Base Budget | Proposed Allocation | Proposed Budget | Proposed Base Budget | Proposed Allocation | Proposed Budget | Proposed Base Budget | Proposed Allocation | Proposed Budget | Proposed Base Budget | Proposed Allocation | Proposed Budget |
|  | £000               | £000                | £000            | £000                 | £000                | £000            | £000                 | £000                | £000            | £000                 | £000                | £000            | £000                 | £000                | £000            |
| <b>Directorate Budgets</b>                     |                    |                     |                 |                      |                     |                 |                      |                     |                 |                      |                     |                 |                      |                     |                 |
| Children's Services                            | 130,674            | 8,486               | 139,160         | 139,160              | 2,305               | 141,465         | 141,465              | -246                | 141,219         | 141,219              | -945                | 140,274         | 140,274              |                     | 140,274         |
| Adult Services                                 | 194,047            | 3,721               | 197,768         | 197,768              | 9,774               | 207,542         | 207,542              |                     | 207,542         | 207,542              |                     | 207,542         | 207,542              |                     | 207,542         |
| Public Health                                  | 0                  | 230                 | 230             | 230                  |                     | 230             | 230                  |                     | 230             | 230                  |                     | 230             | 230                  |                     | 230             |
| Environment & Place                            | 64,262             | -2,732              | 61,530          | 61,530               | -2,940              | 58,590          | 58,590               | -1,329              | 57,261          | 57,261               | -678                | 56,583          | 56,583               | -160                | 56,423          |
| Customers, Organisational                      | 33,187             | -796                | 32,391          | 32,391               | -740                | 31,651          | 31,651               |                     | 31,651          | 31,651               |                     | 31,651          | 31,651               |                     | 31,651          |
| Development & Resources                        |                    |                     |                 |                      |                     |                 |                      |                     |                 |                      |                     |                 |                      |                     |                 |
| Commercial Development, Assets and Investment  | 50,794             | -421                | 50,373          | 50,373               | -3,121              | 47,252          | 47,252               | -755                | 46,497          | 46,497               | -945                | 45,552          | 45,552               |                     | 45,552          |
| Inflation and Other Adjustments <sup>(1)</sup> | -5,464             | 5,464               | 0               | 0                    | 6,000               | 6,000           | 6,000                | 18,158              | 24,158          | 24,158               | 21,171              | 45,329          | 45,329               | 19,994              | 65,323          |
| <b>Directorate Budgets</b>                     | <b>467,500</b>     | <b>13,952</b>       | <b>481,452</b>  | <b>481,452</b>       | <b>11,278</b>       | <b>492,730</b>  | <b>492,730</b>       | <b>15,828</b>       | <b>508,558</b>  | <b>508,558</b>       | <b>18,603</b>       | <b>527,161</b>  | <b>527,161</b>       | <b>19,834</b>       | <b>546,995</b>  |
| <b>Strategic Measures</b>                      |                    |                     |                 |                      |                     |                 |                      |                     |                 |                      |                     |                 |                      |                     |                 |
| Capital Financing                              |                    |                     |                 |                      |                     |                 |                      |                     |                 |                      |                     |                 |                      |                     |                 |
| - Principal                                    | 9,049              | -462                | 8,587           | 8,587                | 2,848               | 11,435          | 11,435               | 1,700               | 13,135          | 13,135               | 2,314               | 15,449          | 15,449               | 1,484               | 16,933          |
| - Interest                                     | 15,028             | 90                  | 15,118          | 15,118               | 75                  | 15,193          | 15,193               | 618                 | 15,811          | 15,811               | 313                 | 16,124          | 16,124               | -161                | 15,963          |
| Interest on Balances                           | -10,449            | -396                | -10,845         | -10,845              | -2,671              | -13,516         | -13,516              | -1,142              | -14,658         | -14,658              | 140                 | -14,518         | -14,518              | 214                 | -14,304         |
| Un-Ringfenced Specific Grants                  | -27,030            | -17,761             | -44,791         | -44,791              | 21,740              | -23,051         | -23,051              | 1,058               | -21,993         | -21,993              |                     | -21,993         | -21,993              |                     | -21,993         |
| Contingency                                    | 4,858              | 725                 | 5,583           | 5,583                | 5,000               | 10,583          | 10,583               |                     | 10,583          | 10,583               |                     | 10,583          | 10,583               |                     | 10,583          |
| Insurance Recharge                             | 2,942              | -1,662              | 1,280           | 1,280                |                     | 1,280           | 1,280                |                     | 1,280           | 1,280                |                     | 1,280           | 1,280                |                     | 1,280           |
| OxLEP  | 0                  |                     | 0               | 0                    |                     | 0               | 0                    |                     | 0               | 0                    |                     | 0               | 0                    |                     | 0               |
| Public Health Saving                           | -425               |                     | -425            | -425                 | 425                 | 0               | 0                    |                     | 0               | 0                    |                     | 0               | 0                    |                     | 0               |
| <b>Total Strategic Measures</b>                | <b>-6,027</b>      | <b>-19,466</b>      | <b>-25,493</b>  | <b>-25,493</b>       | <b>27,417</b>       | <b>1,924</b>    | <b>1,924</b>         | <b>2,234</b>        | <b>4,158</b>    | <b>4,158</b>         | <b>2,767</b>        | <b>6,925</b>    | <b>6,925</b>         | <b>1,537</b>        | <b>8,462</b>    |
| <b>Contributions to/from reserves</b>          |                    |                     |                 |                      |                     |                 |                      |                     |                 |                      |                     |                 |                      |                     |                 |
| General Balances                               | 4,591              | -4,591              | 0               | 0                    | 1,000               | 1,000           | 1,000                |                     | 1,000           | 1,000                |                     | 1,000           | 1,000                |                     | 1,000           |
| Prudential Borrowing Costs                     | 2,200              |                     | 2,200           | 2,200                |                     | 2,200           | 2,200                |                     | 2,200           | 2,200                |                     | 2,200           | 2,200                |                     | 2,200           |
| Budget Equalisation Reserve                    | 0                  |                     | 0               | 0                    | 2,754               | 2,754           | 2,754                | 1,532               | 4,286           | 4,286                | -3,134              | 1,152           | 1,152                | -2,472              | -1,320          |
| Budget Prioritisation Reserve                  | 4,441              | -2,618              | 1,823           | 1,823                |                     | 1,823           | 1,823                |                     | 1,823           | 1,823                |                     | 1,823           | 1,823                |                     | 1,823           |
| Transformation Reserve                         | 0                  | 3,000               | 3,000           | 3,000                | -3,000              | 0               | 0                    |                     | 0               | 0                    |                     | 0               | 0                    |                     | 0               |
| Business Rates Reserve                         | 0                  | 1,000               | 1,000           | 1,000                | -1,000              | 0               | 0                    |                     | 0               | 0                    |                     | 0               | 0                    |                     | 0               |
| Covid 19 Reserve                               | 0                  | 16,821              | 16,821          | 16,821               | -16,821             | 0               | 0                    |                     | 0               | 0                    |                     | 0               | 0                    |                     | 0               |
| Demographic Risk Reserve                       | 3,000              |                     | 3,000           | 3,000                | 1,000               | 4,000           | 4,000                |                     | 4,000           | 4,000                |                     | 4,000           | 4,000                |                     | 4,000           |
| Collection Fund Reserve                        | 0                  | -6,000              | -6,000          | -6,000               | 6,000               | 0               | 0                    |                     | 0               | 0                    |                     | 0               | 0                    |                     | 0               |
| Redundancy Reserve                             | 0                  | 2,000               | 2,000           | 2,000                | -2,000              | 0               | 0                    |                     | 0               | 0                    |                     | 0               | 0                    |                     | 0               |
| Insurance Reserve                              | 0                  | 100                 | 100             | 100                  | 100                 | 200             | 200                  |                     | 200             | 200                  |                     | 200             | 200                  |                     | 200             |
| <b>Total Contributions to/from reserves</b>    | <b>14,232</b>      | <b>9,712</b>        | <b>23,944</b>   | <b>23,944</b>        | <b>-11,967</b>      | <b>11,977</b>   | <b>11,977</b>        | <b>1,532</b>        | <b>13,509</b>   | <b>13,509</b>        | <b>-3,134</b>       | <b>10,375</b>   | <b>10,375</b>        | <b>-2,472</b>       | <b>7,903</b>    |
| <b>Budget Shortfall</b>                        | <b>0</b>           | <b>0</b>            | <b>0</b>        | <b>0</b>             | <b>-9,003</b>       | <b>-9,003</b>   | <b>-9,003</b>        |                     | <b>-9,003</b>   | <b>-9,003</b>        |                     | <b>-9,003</b>   | <b>-9,003</b>        |                     | <b>-9,003</b>   |
| <b>Net Operating Budget</b>                    | <b>475,705</b>     | <b>4,198</b>        | <b>479,903</b>  | <b>479,903</b>       | <b>17,725</b>       | <b>497,628</b>  | <b>497,628</b>       | <b>19,594</b>       | <b>517,222</b>  | <b>517,222</b>       | <b>18,236</b>       | <b>535,458</b>  | <b>535,458</b>       | <b>18,899</b>       | <b>554,357</b>  |

(1) Adjustment for inflation and other items that have not yet been allocated by Directorate including demography, demand and priorities

# **Medium Term Financial Strategy 2021/22 - 2025/26**

## **Financing**

|  | INDICATIVE POSITION     |                             |                         |                              |                             |                         |                              |                             |                         |                              |                             |                         |                              |                             |                         |
|--|-------------------------|-----------------------------|-------------------------|------------------------------|-----------------------------|-------------------------|------------------------------|-----------------------------|-------------------------|------------------------------|-----------------------------|-------------------------|------------------------------|-----------------------------|-------------------------|
|  | 2021/22                 |                             |                         | 2022/23                      |                             |                         | 2023/24                      |                             |                         | 2024/25                      |                             |                         | 2025/26                      |                             |                         |
|  | Proposed Budget<br>£000 | Proposed Allocation<br>£000 | Proposed Budget<br>£000 | Proposed Base Budget<br>£000 | Proposed Allocation<br>£000 | Proposed Budget<br>£000 | Proposed Base Budget<br>£000 | Proposed Allocation<br>£000 | Proposed Budget<br>£000 | Proposed Base Budget<br>£000 | Proposed Allocation<br>£000 | Proposed Budget<br>£000 | Proposed Base Budget<br>£000 | Proposed Allocation<br>£000 | Proposed Budget<br>£000 |
| Net Operating Budget                     | 475,705                 | 4,198                       | 479,903                 | 479,903                      | 17,725                      | 497,628                 | 497,628                      | 19,594                      | 517,222                 | 517,222                      | 18,236                      | 535,458                 | 535,458                      | 18,899                      | 554,357                 |
| <b>Funded by:</b>                        |                         |                             |                         |                              |                             |                         |                              |                             |                         |                              |                             |                         |                              |                             |                         |
| <b>Government Grant</b>                  |                         |                             |                         |                              |                             |                         |                              |                             |                         |                              |                             |                         |                              |                             |                         |
| - Revenue Support Grant                  | 0                       |                             | 0                       | 0                            |                             | 0                       | 0                            |                             | 0                       | 0                            |                             | 0                       | 0                            |                             | 0                       |
| - Business Rates Top-up                  | -40,546                 |                             | -40,546                 | -40,546                      | 5,060                       | -35,486                 | -35,486                      | -710                        | -36,196                 | -36,196                      | -724                        | -36,920                 | -36,920                      | -738                        | -37,658                 |
| <b>Total Government Grant</b>            | -40,546                 | 0                           | -40,546                 | -40,546                      | 5,060                       | -35,486                 | -35,486                      | -710                        | -36,196                 | -36,196                      | -724                        | -36,920                 | -36,920                      | -738                        | -37,658                 |
| <b>Business Rates</b>                    |                         |                             |                         |                              |                             |                         |                              |                             |                         |                              |                             |                         |                              |                             |                         |
| - Business Rates local share             | -34,424                 |                             | -34,424                 | -34,424                      | 2,857                       | -31,567                 | -31,567                      | -631                        | -32,198                 | -32,198                      | -644                        | -32,842                 | -32,842                      | -657                        | -33,499                 |
| - Collection Fund Surplus/Deficit        | -701                    | 2,701                       | 2,000                   | 2,000                        | -2,000                      | 0                       | 0                            |                             | 0                       | 0                            |                             | 0                       | 0                            |                             | 0                       |
| <b>Total Business Rates</b>              | -35,125                 | 2,701                       | -32,424                 | -32,424                      | 857                         | -31,567                 | -31,567                      | -631                        | -32,198                 | -32,198                      | -644                        | -32,842                 | -32,842                      | -657                        | -33,499                 |
| Council Tax Surpluses                    | -8,610                  | 9,610                       | 1,000                   | 1,000                        | -1,000                      | 0                       |                              | -2,000                      | -2,000                  | -2,000                       |                             | -2,000                  | -2,000                       |                             | -2,000                  |
| Care Leavers Discount                    | 21                      |                             | 21                      | 21                           |                             | 21                      | 21                           |                             | 21                      | 21                           |                             | 21                      | 21                           |                             | 21                      |
| <b>COUNCIL TAX REQUIREMENT</b>           | <b>391,445</b>          | <b>16,509</b>               | <b>407,954</b>          | <b>407,954</b>               | <b>22,642</b>               | <b>430,596</b>          | <b>430,596</b>               | <b>16,253</b>               | <b>446,849</b>          | <b>446,849</b>               | <b>16,868</b>               | <b>463,717</b>          | <b>463,717</b>               | <b>17,504</b>               | <b>481,221</b>          |
| <b>Council Tax Calculation</b>           |                         |                             |                         |                              |                             |                         |                              |                             |                         |                              |                             |                         |                              |                             |                         |
| Council Tax Base                         |                         |                             | 259,330                 |                              |                             | 263,220                 |                              |                             | 267,826                 |                              |                             | 272,513                 |                              |                             | 277,282                 |
| Council Tax (Band D equivalent)          |                         |                             | £1,573.11               |                              |                             | £1,635.88               |                              |                             | £1,668.43               |                              |                             | £1,701.63               |                              |                             | £1,735.49               |
| <b>Increase in Council Tax (precept)</b> |                         |                             | 4.2%                    |                              |                             | 5.6%                    |                              |                             | 3.8%                    |                              |                             | 3.8%                    |                              |                             | 3.8%                    |
| <b>Increase in Band D Council Tax</b>    |                         |                             | 2.99%                   |                              |                             | 3.99%                   |                              |                             | 1.99%                   |                              |                             | 1.99%                   |                              |                             | 1.99%                   |

## Budget Changes Summary 2021/22 - 2025/26

| Directorate  | 2021/22<br>£000 | 2022/23<br>£000 | 2023/24<br>£000 | 2024/25<br>£000 | 2025/26<br>£000 | Total<br>£000  |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|
| <b>Previously Agreed Pressures &amp; Investments</b>       |                 |                 |                 |                 |                 |                |
| Children's Services  | 3,977           | 3,595           | 0               | 0               | 0               | 7,572          |
| Adult Services   | 5,293           | 8,086           | 0               | 0               | 0               | 13,379         |
| Public Health  | 256             | 47              | 48              | 0               | 0               | 351            |
| Environment & Place  | -244            | -255            | -750            | 0               | 0               | -1,249         |
| Customers, Organisational Development & Resources          | -905            | 300             | 0               | 0               | 0               | -605           |
| Commercial Development, Assets & Investments               | 1,194           | -688            | -510            | 0               | 0               | -4             |
| <b>Total Previously Agreed Pressures &amp; Investments</b> | <b>9,571</b>    | <b>11,085</b>   | <b>-1,212</b>   | <b>0</b>        | <b>0</b>        | <b>19,444</b>  |
| <b>New Pressures and Investments</b>                       |                 |                 |                 |                 |                 |                |
| Children's Services  | 3,198           | -500            | 0               | 0               | 0               | 2,698          |
| Adult Services   | 3,300           | 1,753           | 0               | 0               | 0               | 5,053          |
| Public Health  | 230             | 0               | 0               | 0               | 0               | 230            |
| Environment & Place  | 400             | 0               | 0               | 0               | 0               | 400            |
| Customers, Organisational Development & Resources          | 1,790           | -945            | 0               | 0               | 0               | 845            |
| Commercial Development, Assets & Investments               | 648             | -648            | 0               | 0               | 0               | 0              |
| <b>Total New Pressures and Investments</b>                 | <b>9,566</b>    | <b>-340</b>     | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>9,226</b>   |
|  |                 |                 |                 |                 |                 |                |
| <b>Total Pressures</b>                                     | <b>19,137</b>   | <b>10,745</b>   | <b>-1,212</b>   | <b>0</b>        | <b>0</b>        | <b>28,670</b>  |
| <b>Previously Agreed Savings</b>                           |                 |                 |                 |                 |                 |                |
| Children's Services  | -250            | -250            | 0               | 0               | 0               | -500           |
| Adult Services   | 975             | 0               | 0               | 0               | 0               | 975            |
| Public Health  | -256            | 378             | -48             | 0               | 0               | 74             |
| Environment & Place  | 560             | -1,790          | 0               | 0               | 0               | -1,230         |
| Customers, Organisational Development & Resources          | 0               | -5              | 0               | 0               | 0               | -5             |
| Commercial Development, Assets & Investments               | -193            | -154            | -150            | 0               | 0               | -497           |
| <b>Total Previously Agreed Savings</b>                     | <b>836</b>      | <b>-1,821</b>   | <b>-198</b>     | <b>0</b>        | <b>0</b>        | <b>-1,183</b>  |
| <b>New Savings and Funding Increases</b>                   |                 |                 |                 |                 |                 |                |
| Children's Services  | -3,535          | -161            | 0               | 0               | 0               | -3,696         |
| Adult Services   | -5,514          | -65             | 0               | 0               | 0               | -5,579         |
| Public Health  | -332            | 0               | 0               | 0               | 0               | -332           |
| Environment & Place  | -3,657          | -892            | -579            | -678            | -160            | -5,966         |
| Customers, Organisational Development & Resources          | -1,108          | 155             | 0               | 0               | 0               | -953           |
| Commercial Development, Assets & Investments               | -2,205          | -1,623          | -95             | 0               | 0               | -3,923         |
| <b>Total New Savings</b>                                   | <b>-16,351</b>  | <b>-2,586</b>   | <b>-674</b>     | <b>-678</b>     | <b>-160</b>     | <b>-20,449</b> |
|  |                 |                 |                 |                 |                 |                |
| <b>Total Savings</b>                                       | <b>-15,515</b>  | <b>-4,407</b>   | <b>-872</b>     | <b>-678</b>     | <b>-160</b>     | <b>-21,632</b> |
|  |                 |                 |                 |                 |                 |                |
| <b>Total Directorate Changes</b>                           | <b>3,622</b>    | <b>6,338</b>    | <b>-2,084</b>   | <b>-678</b>     | <b>-160</b>     | <b>7,038</b>   |
|  |                 |                 |                 |                 |                 |                |
| <b>Corporate Variations</b>                                | <b>576</b>      | <b>11,387</b>   | <b>21,678</b>   | <b>18,914</b>   | <b>19,059</b>   | <b>71,614</b>  |
|  |                 |                 |                 |                 |                 |                |
| <b>Change to Net Operating Budget</b>                      | <b>4,198</b>    | <b>17,725</b>   | <b>19,594</b>   | <b>18,236</b>   | <b>18,899</b>   | <b>78,652</b>  |

## Children's Services - Pressures, Investments and Savings

| Ref                       | Description  | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total |
|---------------------------|--|---------|---------|---------|---------|---------|-------|
|                           |  | £000    | £000    | £000    | £000    | £000    | £000  |
|                           | <b>Pressures</b>   |         |         |         |         |         |       |
|                           |  |         |         |         |         |         |       |
|                           | <b>Previously Agreed Pressures &amp; Investments</b>   |         |         |         |         |         |       |
| 21CS1                     | SEND - Casework Team additional numbers of staff needed to meet rise in numbers of children on EHCPs.  | 194     | 0       |         |         |         | 194   |
| 19PC1/<br>20CH3/<br>21CS6 | Access to Education - Home to School Transport Demography to meet demand, particularly in relation to SEND transport.  | 1,300   | 1,300   |         |         |         | 2,600 |
| 21CS26                    | Fostering project - this is a new project to support a new offer to foster carers in Oxfordshire . The £0.6m of costs invested in 2020/21 will cover increased fees and support to in- house foster carers. This will encourage more people to join the scheme which will increase the number of children who are supported in this way. The savings attached to this project ( over the following years ) are based on an increased percentage of children in care being supported in this way as opposed to independent fostering or private residential care. | -401    | -393    |         |         |         | -794  |
| 19PC1/<br>20CH7           | Staffing pressure - staffing to meet demographic growth in children's social care services . Numbers of children have increased in children in care teams and extra staffing is required to maintain caseloads at acceptable level .   | 292     | 300     |         |         |         | 592   |
| 21CS12                    | Transitions Team jointly with adult services to improve outcomes for young people who move in to adult social care. (Also see 21AD20)  | 155     | 0       |         |         |         | 155   |

### Children's Services - Pressures, Investments and Savings

| Ref                        | Description   | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total  |
|----------------------------|---|---------|---------|---------|---------|---------|--------|
|                            |   | £000    | £000    | £000    | £000    | £000    | £000   |
| 19PC1/<br>20CH6/<br>21CS8  | Children with Disabilities: Demographic Increases - extra resources required to meet increased numbers of children with disabilities supported by our children social care.   | 200     | 200     |         |         |         | 400    |
| 21CS11                     | Children with Disabilities - Phased fall out of temporary £0.170m increase in funding in 2020/21 to fund an additional Specialist Housing Occupational Therapist resource to address current waiting lists. Extra resources are required to meet increased numbers of children with disabilities supported by our children social care.   | -85     | -85     |         |         |         | -170   |
| 19PC1/<br>20CH5/<br>21CS14 | Corporate parenting placements - this pressure is linked to both the anticipated demand for placements for children in care . Includes rising costs of many of our specialist placements .  | 3,520   | 3,800   |         |         |         | 7,320  |
| 21CS21                     | Family safeguarding model - this is the introduction of a new model in children social care . This will provide support to the whole family and is a preventative model which has proven in other areas to both enhance outcomes for children and their families and manage demand. The costs totalling £2.228m were invested during 2020/21 include costs of implementing the model as well as increased staffing to deliver it. | -1,208  | -1,431  |         |         |         | -2,639 |
| 20CH8/<br>21CS20           | Leaving Care Allowances and Support   | 150     | 150     |         |         |         | 300    |

### Children's Services - Pressures, Investments and Savings

| Ref    | Description   | 2021/22      | 2022/23      | 2023/24  | 2024/25  | 2025/26  | Total         |
|--------|---|--------------|--------------|----------|----------|----------|---------------|
|        |   | £000         | £000         | £000     | £000     | £000     | £000          |
| 21CS16 | Phased fall out of temporary £0.386m increase in funding in 2020/21 for social care staffing team pressures to meet current and anticipated demand. Extra resources required in social care teams to maintain caseloads | -140         | -246         |          |          |          | -386          |
|        | <b>Total Previously Agreed Pressures &amp; Investments</b>  | <b>3,977</b> | <b>3,595</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,572</b>  |
|        | <b>New Pressures &amp; Investments</b>  |              |              |          |          |          |               |
| 22CS5  | Increase operational management oversight in SEND   | 60           |              |          |          |          | 60            |
|        | Increase Early Intervention   | 200          |              |          |          |          | 200           |
| 22CS7  | Youth Offer - Core Funding  | 1,000        |              |          |          |          | 1,000         |
| 22CS8  | Youth Offer - Accelerator Funding   | 500          | -500         |          |          |          | 0             |
| 22CS15 | Clinical and practice improvement support   | 70           |              |          |          |          | 70            |
| 22CS1  | Contract and Commissioning SEND   | 50           |              |          |          |          | 50            |
| 22CS2  | Children in Care Council  | 30           |              |          |          |          | 30            |
| 22CS4  | Remove High Needs DSG contribution to Home to School Transport Budget within the General Fund   | 616          |              |          |          |          | 616           |
| 22CS9  | Corporate Parenting Placements - Demand   | 147          |              |          |          |          | 147           |
| 22CS10 | Corporate Parenting Placements - Inflation  | 505          |              |          |          |          | 505           |
| 22CS14 | Policy, Procedures and Staff Guidance   | 20           |              |          |          |          | 20            |
|        | <b>Total New Pressures &amp; Investments</b>  | <b>3,198</b> | <b>-500</b>  | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,698</b>  |
|        |   |              |              |          |          |          |               |
|        | <b>Total Pressures &amp; Investments</b>  | <b>7,175</b> | <b>3,095</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,270</b> |

### Children's Services - Pressures, Investments and Savings

| Ref               | Description   | 2021/22     | 2022/23     | 2023/24  | 2024/25  | 2025/26  | Total       |
|-------------------|---|-------------|-------------|----------|----------|----------|-------------|
|                   |   | £000        | £000        | £000     | £000     | £000     | £000        |
|                   | <b>Savings</b>  |             |             |          |          |          |             |
|                   | <b>Previously Agreed Savings</b>  |             |             |          |          |          |             |
| 20CH15/<br>20CH21 | Review of third party spend - commissioning to review contracts , collaboration with providers etc to provide appropriate placements and support to children and provide best value | -250        | -250        |          |          |          | -500        |
|                   | <b>Total Previously Agreed Savings</b>  | <b>-250</b> | <b>-250</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>-500</b> |
|                   | <b>New Savings</b>  |             |             |          |          |          |             |
| 22CS16            | Align School transport predicted budget growth with what is actually need for pupil demography.   | -700        |             |          |          |          | -700        |
| 22CS17            | Schools Health & Safety - full cost recovery  | -15         |             |          |          |          | -15         |
| 22CS18            | Transfer costs when schools convert – reduction in demand   | -140        |             |          |          |          | -140        |
| 22CS19            | Reduction in management by combining Early Years Teams across Education.  | -140        |             |          |          |          | -140        |
| 22CS20            | Efficiencies within delivery of Virtual School  | -31         |             |          |          |          | -31         |
| 22CS21            | Education Service Efficiencies  | -18         |             |          |          |          | -18         |
| 22CS22            | Safeguarding in Education - Off set costs from DSG  | -50         |             |          |          |          | -50         |
| 22CS23            | Social care predicted staffing growth , reduce the investment from £292k to £180k , plus investment in Family Safeguarding  | -112        |             |          |          |          | -112        |
| 22CS24            | Family Group Conferences - modernise service delivery   | -10         |             |          |          |          | -10         |

### Children's Services - Pressures, Investments and Savings

| Ref    | Description  | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total  |
|--------|--|---------|---------|---------|---------|---------|--------|
|        |  | £000    | £000    | £000    | £000    | £000    | £000   |
| 22CS25 | Change in grant conditions for Unaccompanied Children leaving care.  | -171    |         |         |         |         | -171   |
| 22CS25 | Managing growth within spot purchased supported housing for young people through new housing pathway                                   | -100    |         |         |         |         | -100   |
| 22CS26 | Step down from residential to tier 4 Independent Fostering Agency  |         | -463    |         |         |         | -463   |
| 22CS27 | Adopt Thames Valley – One-off reduction in planned contribution.   | -150    | 150     |         |         |         | 0      |
| 22CS28 | 3rd Party Savings Better supply and commissioning of placements , building on savings already achieved this year                       | -1,027  |         |         |         |         | -1,027 |
| 22CS29 | The increase in children with disabilities due to population growth has been less than predicted, only need £100k not £200k investment | -100    |         |         |         |         | -100   |
| 22CS30 | Amalgamation of management structures in Children with Disabilities Service  | -196    |         |         |         |         | -196   |
| 22CS31 | Moving into Adulthood: Refreshed approach to transitions (links to transformation in ASC)  | -100    |         |         |         |         | -100   |
| 22CS32 | Youth Justice Service redesign of senior management structure and Substance Misuse services.   | -59     | 59      |         |         |         | 0      |
| 22CS33 | OSCB training Efficiencies   | -3      |         |         |         |         | -3     |
| 22CS34 | Inspection Preparation   | -10     |         |         |         |         | -10    |
| 22CS35 | Funding posts for troubled families using the grant from government  | -83     | 83      |         |         |         | 0      |
| 22CS36 | Recruitment - reduction in overseas recruitment.   | -70     |         |         |         |         | -70    |
| 22CS37 | National Social Worker Accreditation   | -150    |         |         |         |         | -150   |
| 22CS38 | Training   | -10     | 10      |         |         |         | 0      |

### Children's Services - Pressures, Investments and Savings

| Ref    | Description   | 2021/22       | 2022/23      | 2023/24  | 2024/25  | 2025/26  | Total         |
|--------|---|---------------|--------------|----------|----------|----------|---------------|
|        |   | £000          | £000         | £000     | £000     | £000     | £000          |
| 22CS39 | Efficiencies within Business Administration Services (part of planned transformation savings) | -90           |              |          |          |          | -90           |
|        | <b>Total New Savings</b>  | <b>-3,535</b> | <b>-161</b>  | <b>0</b> | <b>0</b> | <b>0</b> | <b>-3,696</b> |
|        |   |               |              |          |          |          |               |
|        | <b>Total Savings</b>  | <b>-3,785</b> | <b>-411</b>  | <b>0</b> | <b>0</b> | <b>0</b> | <b>-4,196</b> |
|        |   |               |              |          |          |          |               |
|        | <b>Total Net Position</b>   | <b>3,390</b>  | <b>2,684</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>6,074</b>  |

### Adult Services - Pressures and Savings

| Ref    | Description   | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total  |
|--------|---|---------|---------|---------|---------|---------|--------|
|        |   | £000    | £000    | £000    | £000    | £000    | £000   |
|        | <b>Pressures &amp; Investments</b>  |         |         |         |         |         |        |
|        |   |         |         |         |         |         |        |
|        | <b>Previously Agreed Pressures &amp; Investments</b>  |         |         |         |         |         |        |
| 21AD1  | Community Capacity: Strengthen and build community capacity, informal care networks & connections in Oxfordshire to help people to live as independent lives as possible.   | 250     | 250     |         |         |         | 500    |
| 21AD5  | Winter: Support for one - off change and project activity to mitigate pressures on the local health and social care system in winter 2020/21 falls out in 2021/22. Replaced by 22AS1.   | -1,200  | 0       |         |         |         | -1,200 |
| 20AD8  | Housing Related Support: the council invested £0.250m into the Oxfordshire Homelessness Partnership in each of 2020/21 and 2021/22.   | 0       | -250    |         |         |         | -250   |
| 21AD24 | Housing Related Support: Fall out of one-off additional council contribution made in 2020/21 to Floyds Row Homelessness Hub in Oxford (funded collectively by statutory authorities in Oxfordshire) to support ongoing development of the service.              | -88     | 0       |         |         |         | -88    |
| 21AD10 | Care Workforce: Increase funding for Shared Lives carers to maintain payment rates compared to neighbouring areas. Also includes the on-going impact of benefit changes impacting on contributions to housing costs for people living with Shared Lives carers. | 88      | 120     |         |         |         | 208    |

### Adult Services - Pressures and Savings

| Ref                   | Description   | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total  |
|-----------------------|---|---------|---------|---------|---------|---------|--------|
|                       |   | £000    | £000    | £000    | £000    | £000    | £000   |
| 21AD11                | Mental Health & Autism: One - off funding for transformation projects designed to improve flow through the housing pathway for people with mental health issues and/or autism and reduce expenditure on residential placements on an on-going basis in 2020/21 falls out in 2021/22.  | -1,000  | 0       |         |         |         | -1,000 |
| 21AD12                | Mental Health & Autism: One - off contribution to the cost of residential placements for people with mental health issues and/or autism in 2020/21 out in 2021/22.  | -1,750  | 0       |         |         |         | -1,750 |
| 19PA1 & 20AD3 & 21AD6 | Population Changes for Adults with Learning Disabilities: Funding for Demographic Changes built into existing MTFP based on increasing current spend by growth indices developed by Emerson & Hatton for the incidence of learning disability in the general population.  | 2,342   | 2,436   |         |         |         | 4,778  |
| 20AD1 & 21AD7         | Population Changes: Learning Disability expenditure is higher than existing MTFP assumptions and planned demographic growth based on forecast position for 2019/20. Additional pressure assumes on-going effect of 2019/20 activity then £2.0m per annum net package growth from 2020/21 onwards (based on average growth over last two years). | 1,200   | 1,100   |         |         |         | 2,300  |
| 21AD8                 | Population Changes: expenditure on the social care element of educational placements for young adults aged 18 - 25 is expected to continue to grow in 2021/22 and 2022/23.  | 300     | 300     |         |         |         | 600    |

### Adult Services - Pressures and Savings

| Ref                    | Description   | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total |
|------------------------|---|---------|---------|---------|---------|---------|-------|
|                        |   | £000    | £000    | £000    | £000    | £000    | £000  |
| 19PA1 & 20AD3 & 21AD16 | Population Changes for Older People: impact of Demographic Changes built into existing MTFP - additional packages of care required for growing and ageing population. Based on uplifting existing budgets by Office for National Statistics population estimates.   | 3,234   | 3,364   |         |         |         | 6,598 |
| 21AD20                 | Staffing: additional adult social work capacity to support young people moving from Children's to Adult Social Care.  | 50      | 0       |         |         |         | 50    |
| 20AD4/ 21AD18          | Inflation: uplifts to Care Packages (links to increased cost for providers driven by increases to the National Living Wage and other costs) .   | 1,100   | 1,100   |         |         |         | 2,200 |
| 21AD17                 | Service Review: The council's new contractual arrangements for homecare ("Live Well at Home") will be implemented in 2021 and will enable closer partnership with local home support providers to maintain capacity and improved outcomes for the system. Pressure reflects implementation costs and change to paying for planned hours for home support to aid financial planning and stability for providers. Significant benefits are expected through moving away from a transactional relationship with providers. | 1,100   | 0       |         |         |         | 1,100 |

### Adult Services - Pressures and Savings

| Ref     | Description  | 2021/22      | 2022/23      | 2023/24  | 2024/25  | 2025/26  | Total         |
|---------|--|--------------|--------------|----------|----------|----------|---------------|
|         |  | £000         | £000         | £000     | £000     | £000     | £000          |
| 20AD17U | Service Review: Saving 20AD17 was reprofiled to reflect updated timescale for the implementation of commercial changes relating to the way the council commissions care home placements. Phasing reflects turnover of placements and ability to move to block contracting arrangements as existing spot placements come to an end. (links to 20AD17) | -333         | -334         |          |          |          | -667          |
|         | <b>Total Previously Agreed Pressures &amp; Investments</b>   | <b>5,293</b> | <b>8,086</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>13,379</b> |
|         | <b>New Pressures &amp; Investments</b>   |              |              |          |          |          |               |
| 22AS9   | Risk Fund to meet anticipated ongoing short term pressures linked to costs arising from the cessation of Government support from Infection Control Fund. Equivalent to 0.7% of ASC budget  | 1,350        |              |          |          |          | 1,350         |
| 22AS1   | On-going funding for winter activity. Links to continuation of improved Better Care Fund Grant in 2021/22.   | 1,200        |              |          |          |          | 1,200         |
| 22AS2   | Increase funding for mental health to reflect agreed activity levels   |              | 1,503        |          |          |          | 1,503         |
| 22AS3   | Better Care Fund Pool – additional activity and expenditure for under 65 year olds with physical disabilities  | 750          |              |          |          |          | 750           |
| 22AS4   | Continue contribution to the Oxfordshire Homelessness Partnership beyond 2021/22   |              | 250          |          |          |          | 250           |
|         | <b>Total New Pressures &amp; Investments</b>   | <b>3,300</b> | <b>1,753</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,053</b>  |
|         |  |              |              |          |          |          |               |
|         | <b>Total Pressures &amp; Investments</b>   | <b>8,593</b> | <b>9,839</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>18,432</b> |

## Adult Services - Pressures and Savings

| Ref    | Description   | 2021/22    | 2022/23  | 2023/24  | 2024/25  | 2025/26  | Total      |
|--------|---|------------|----------|----------|----------|----------|------------|
|        |   | £000       | £000     | £000     | £000     | £000     | £000       |
|        | <b>Savings</b>  |            |          |          |          |          |            |
|        | <b>Previously Agreed Savings</b>  |            |          |          |          |          |            |
| 21AD28 | Community Capacity: a reduction in care home placements generated by better support in the community (1% = approx 7-8 placements costing £0.3m per annum @ £800 per week average). Assumes reduction from Q4 of 2020/21 onwards. (links to 21AD1) | -225       |          |          |          |          | -225       |
| 21AD26 | Care Workforce: support at home activity continued at a lower than budgeted level in 2020/21 ahead of a review of homecare. The one -off saving in 2020/21 will be removed in 2021/22.  | 600        |          |          |          |          | 600        |
| 21AD27 | Care Workforce: completed re-ablement packages continue to be below contracted level in 2020/21. One off saving will be removed in 2021/22.   | 600        |          |          |          |          | 600        |
|        | <b>Total Adult Services Previously Agreed Savings</b>   | <b>975</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>975</b> |
|        | <b>New Savings</b>  |            |          |          |          |          |            |
| 22AS10 | 1% reduction in demand pressures flowing from Forum & reduction in vacancies etc  | -1,000     |          |          |          |          | -1,000     |
| 22AS11 | On-going effect of reduction in number of short stay residential beds   | -600       |          |          |          |          | -600       |
| 22AS12 | Review the council's main block contract for care home beds to reduce the number of residential beds and the need for additional spot purchased beds.   | -600       |          |          |          |          | -600       |

**Adult Services - Pressures and Savings**

| Ref    | Description   | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total  |
|--------|---|---------|---------|---------|---------|---------|--------|
|        |   | £000    | £000    | £000    | £000    | £000    | £000   |
| 22AS13 | Individual Reviews: reviews of older people receiving support at home to ensure they have the right level of support.                     | -600    |         |         |         |         | -600   |
| 22AS14 | Review options and consider alternative ways of tracking home support visits  |         | -125    |         |         |         | -125   |
| 22AS15 | 1% reduction in demand pressures flowing from Forum & reduction in service voids etc  | -1,000  |         |         |         |         | -1,000 |
| 22AS16 | 21AD9 Health & Safety for night time fire risk one – off in 2020/21. Remove on-going funding as actions needed were one – off in 2020/21. | -300    |         |         |         |         | -300   |
| 22AS17 | Review of Community Support Service - hold staffing vacancies & transport savings   | -100    |         |         |         |         | -100   |
| 22AS18 | Additional service user income as a result of Mental Health Section 117 eligibility reviews   | -50     |         |         |         |         | -50    |
| 22AS19 | Release uncommitted Care Act and Independent Living Fund Budget   | -259    |         |         |         |         | -259   |
| 22AS20 | Transitions Project to help people move from Children's to Adult Social Care is proceeding within current resources                       | -100    |         |         |         |         | -100   |
| 22AS21 | On-going Staffing Vacancies   | -100    |         |         |         |         | -100   |
| 22AS22 | Release one – off project funding (in reserves) not now required  | -60     | 60      |         |         |         | 0      |
| 22AS23 | Review and refocus Co-Production Activity   | -75     |         |         |         |         | -75    |
| 22AS24 | Provision Cycle – full year effect of savings arising from the new Health, Education & Social Care Team.                                  | -316    |         |         |         |         | -316   |

**Adult Services - Pressures and Savings**

| Ref    | Description   | 2021/22       | 2022/23      | 2023/24  | 2024/25  | 2025/26  | Total         |
|--------|---|---------------|--------------|----------|----------|----------|---------------|
|        |   | £000          | £000         | £000     | £000     | £000     | £000          |
| 22AS25 | Business Administration savings   | -83           |              |          |          |          | -83           |
| 22AS26 | Finance Functions: net efficiency saving expected to be achieved by the council following the implementation of a new team and updated processes to support Social Care payments and the assessment and collection of service user income | -271          |              |          |          |          | -271          |
|        | <b>Total New Savings</b>  | <b>-5,514</b> | <b>-65</b>   | <b>0</b> | <b>0</b> | <b>0</b> | <b>-5,579</b> |
|        |   |               |              |          |          |          |               |
|        | <b>Total Savings</b>  | <b>-4,539</b> | <b>-65</b>   | <b>0</b> | <b>0</b> | <b>0</b> | <b>-4,604</b> |
|        |   |               |              |          |          |          |               |
|        | <b>Total Net Position</b>   | <b>4,054</b>  | <b>9,774</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>13,828</b> |

## Public Health - Pressures, Investments and Savings

| Ref    | Description   | 2021/22    | 2022/23   | 2023/24   | 2024/25  | 2025/26  | Total      |
|--------|---|------------|-----------|-----------|----------|----------|------------|
|        |   | £000       | £000      | £000      | £000     | £000     | £000       |
|        | <b>Pressures</b>  |            |           |           |          |          |            |
|        |   |            |           |           |          |          |            |
|        | <b>Previously Agreed Pressures &amp; Investments</b>  |            |           |           |          |          |            |
| 21PH6  | Weight management services - existing capacity will be doubled through revised contract arrangements and will support an additional 1% of the local population unmet need | 210        | 0         | 0         | 0        | 0        | 210        |
| 21PH3  | Estimated Public Health funded staff salary inflation (to be met from Public Health grant funding)  | 46         | 47        | 48        |          | 0        | 141        |
|        | <b>Total Previously Agreed Pressures &amp; Investments</b>  | <b>256</b> | <b>47</b> | <b>48</b> | <b>0</b> | <b>0</b> | <b>351</b> |
|        | <b>New Pressures &amp; Investments</b>  |            |           |           |          |          |            |
| 22PH03 | Public Health Inequalities Fund   | 150        |           |           |          |          | 150        |
| 22PH04 | Increase in scale of support for anticipated long term rise in Domestic Abuse need  | 80         |           |           |          |          | 80         |
|        | <b>Total New Pressures &amp; Investments</b>  | <b>230</b> | <b>0</b>  | <b>0</b>  | <b>0</b> | <b>0</b> | <b>230</b> |
|        |   |            |           |           |          |          |            |
|        | <b>Total Pressures &amp; Investments</b>  | <b>486</b> | <b>47</b> | <b>48</b> | <b>0</b> | <b>0</b> | <b>581</b> |

## Public Health - Pressures, Investments and Savings

| Ref                       | Description  | 2021/22     | 2022/23    | 2023/24    | 2024/25  | 2025/26  | Total       |
|---------------------------|--|-------------|------------|------------|----------|----------|-------------|
|                           |  | £000        | £000       | £000       | £000     | £000     | £000        |
|                           | <b>Savings</b>   |             |            |            |          |          |             |
|                           | <b>Previously Agreed Savings</b>   |             |            |            |          |          |             |
| <b>21PH16</b>             | Use the Public Health reserve to manage pressures and savings within the ringfenced grant funding  | 144         | -37        | -33        | 0        |          | <b>74</b>   |
| <b>21PH8</b>              | Jubilee House - review and halve hot desk provision for council staff when current arrangements end in November 2022. Retain 8 desks.  | 0           | -10        | -15        | 0        |          | <b>-25</b>  |
| <b>21PH11</b>             | Sexual Health - move to on-line testing offer for sexually transmitted diseases  | -200        | 0          | 0          | 0        |          | <b>-200</b> |
| <b>21PH14</b>             | Smoking Cessation Service (non - statutory currently) - contract break point in March 2021. Current contract value is £0.575m per annum. Remodel and reprocore current provision.                              | -200        | 0          | 0          | 0        |          | <b>-200</b> |
| <b>21PH15/<br/>19PPH1</b> | Use of Public Health Reserve to support the costs of the system wise posts as part of the Family Safeguarding model in Children's Services. Total contribution of £0.425m in 2020/21 and 2021/22. (See 21CS21) | 0           | 425        | 0          | 0        |          | <b>425</b>  |
|                           | <b>Total Previously Agreed Savings</b>   | <b>-256</b> | <b>378</b> | <b>-48</b> | <b>0</b> | <b>0</b> | <b>74</b>   |

## Public Health - Pressures, Investments and Savings

| Ref    | Description   | 2021/22     | 2022/23    | 2023/24    | 2024/25  | 2025/26  | Total       |
|--------|---|-------------|------------|------------|----------|----------|-------------|
|        |   | £000        | £000       | £000       | £000     | £000     | £000        |
|        |   |             |            |            |          |          |             |
|        | <b>New Savings</b>  |             |            |            |          |          |             |
| 22PH05 | School Vision Screening – efficiencies in service cost                        | -30         |            |            |          |          | -30         |
| 22PH06 | Weight Management Services – procurement efficiencies                         | -56         |            |            |          |          | -56         |
| 22PH07 | Contribution to Provision Cycle Hub and Health, Education & Social Care spoke | -332        |            |            |          |          | -332        |
| 22PH08 | Increased online testing – Sexual Health                                      | -150        |            |            |          |          | -150        |
| 22PH09 | Review of accident prevention for children and young people                   | -45         |            |            |          |          | -45         |
| 22PH02 | Contract Inflation - NHS Pay award  | 265         |            |            |          |          | 265         |
| 22PH10 | Review Drugs and Alcohol service provision                                    | 50          | -50        |            |          |          | 0           |
| 22PH11 | Contributions to (+) from (-) reserve to balance                              | -34         | 50         |            |          |          | 16          |
|        |   |             |            |            |          |          |             |
|        | <b>Total New Savings</b>  | <b>-332</b> | <b>0</b>   | <b>0</b>   | <b>0</b> | <b>0</b> | <b>-332</b> |
|        |   |             |            |            |          |          |             |
|        | <b>Total Savings</b>  | <b>-588</b> | <b>378</b> | <b>-48</b> | <b>0</b> | <b>0</b> | <b>-258</b> |
|        |   |             |            |            |          |          |             |
|        | <b>Total Net Position</b>   | <b>-102</b> | <b>425</b> | <b>0</b>   | <b>0</b> | <b>0</b> | <b>323</b>  |

### Environment & Place - Pressures, Investments and Savings

| Ref     | Description  | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total       |
|---------|--|---------|---------|---------|---------|---------|-------------|
|         |  | £000    | £000    | £000    | £000    | £000    | £000        |
|         | <b>Pressures &amp; Investments</b>   |         |         |         |         |         |             |
|         |  |         |         |         |         |         |             |
|         | <b>Previously Agreed Pressures &amp; Investments</b>   |         |         |         |         |         |             |
| 21COM11 | Improvement in natural environment responses/advice to planning applications and consultations e.g. ecology, biodiversity, natural environment.  | 40      | 0       | 0       |         |         | <b>40</b>   |
| 21COM3  | One off cost (totalling £0.4m over 2020/21 and 2021/22) to invest in the improvement of data management and processes to enable timely council-wide responses to planning consultations.   | 200     | -400    | 0       |         |         | <b>-200</b> |
| 21COM6  | Active and Healthy Travel: supporting the development of county wide walking and cycling provision . This is investment into additional capacity to develop more detailed plans to push forward improved provision for pedestrians and cyclists across the county, further developing the walking and cycling plans for Bicester, Oxford and Didcot, enabling the council to provide better legacy after the OVO races and support the modal shift we need to encourage to reduce carbon. On average 40% of an individuals carbon footprint is the way they travel so this also links to the Climate Action declaration. | 54      | 0       | 0       |         |         | <b>54</b>   |

### Environment & Place - Pressures, Investments and Savings

| Ref    | Description   | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total |
|--------|---|---------|---------|---------|---------|---------|-------|
|        |   | £000    | £000    | £000    | £000    | £000    | £000  |
| 21COM7 | Climate Action mobilisation and investment aligned with the Council's Climate Declaration. The implementation of a joint team with CDC to develop and promote climate action across the Council - including the monitoring of air quality and supporting directorates to deliver carbon reduction activities. | 112     | 0       | 0       |         |         | 112   |
| 21COM8 | Digitalisation of development management and enforcement service to enable more efficient, flexible working.  | 150     | 0       | -300    |         |         | -150  |
| 19COM1 | Update of the Oxfordshire Strategic Transport Model. (ending of temp funding)   | -500    | 0       | 0       |         |         | -500  |
| 21COM9 | Development and implementation of a new service delivery model for Travel Planning team, to enable the service to become self financing and provide a better service to customers. Initial investment of £0.250m was made in 2020/21 for 2 years . On going saving to be acheived from 2022/23 is £0.150m     | -150    | -250    | 0       |         |         | -400  |
| 21COM1 | Strategic Rail Cotswold Taskforce: Phased fall out of partnership contribution of £0.175m made in 2020/21 to progress to progress the significant enhancement of the rail corridor supporting growth in West Oxfordshire.   | -90     | -85     | 0       |         |         | -175  |
| 21COM2 | Fall out of one-off funding for the development of the flood risk data base in 2020/21 : statutory requirement to hold information on flood assets across the county (by March 2021)  | -90     | 0       | 0       |         |         | -90   |

### Environment & Place - Pressures, Investments and Savings

| Ref     | Description  | 2021/22     | 2022/23     | 2023/24     | 2024/25  | 2025/26  | Total         |
|---------|--|-------------|-------------|-------------|----------|----------|---------------|
|         |  | £000        | £000        | £000        | £000     | £000     | £000          |
| 21COM20 | Enhancing the provision of safety related tree maintenance - a 2-year programme of works to ensure the safety of trees adjacent to our highways on on our OCC property for which the County has responsibility. Overall investment of totalling £0.6m in 2020/21 and 2021/22. Reduced to £0.250m ongoing.  | 200         | -150        | 0           |          |          | 50            |
| 20COM1  | Street Lighting - Energy and Maintenance Costs   | 150         | 150         | 0           |          |          | 300           |
| 20COM2  | Street Lighting - Borrowing Costs of replacement investment  | 0           | 780         | 0           |          |          | 780           |
| 21COM45 | New programme of vegetation clearing, cleaning and other minor activities, delivered by 1 gang in the north and 1 gang in the south of the county, the programme to be developed in conjunction with the local members in line with the collaborative programme objectives from the capital programme. Total investment in 2020/21 was £0.640m reduced in 2021/22 to an ongoing £0.320m budget. This is funded by the Capital Programme. | -320        | 0           | 0           |          |          | -320          |
| 21COM24 | Re-assesement of the costs and the income targets from previous years impacting on the short-term sustainability of continued draw down at a level of £1.9m from the parking account.  | 0           | -300        | -450        |          |          | -750          |
|         | <b>Total Previously Agreed Pressures &amp; Investments</b>   | <b>-244</b> | <b>-255</b> | <b>-750</b> | <b>0</b> | <b>0</b> | <b>-1,249</b> |

### Environment & Place - Pressures, Investments and Savings

| Ref     | Description   | 2021/22    | 2022/23     | 2023/24     | 2024/25  | 2025/26  | Total       |
|---------|---|------------|-------------|-------------|----------|----------|-------------|
|         |   | £000       | £000        | £000        | £000     | £000     | £000        |
|         | <b>New Pressures &amp; Investments</b>  |            |             |             |          |          |             |
| 22EP01  | Additional vegetation and drain clearance   | 200        |             |             |          |          | 200         |
| 22EP02  | Funding to support roll out of Parish implemented 20mph schemes   | 200        |             |             |          |          | 200         |
|         | <b>Total New Pressures &amp; Investments</b>  | <b>400</b> | <b>0</b>    | <b>0</b>    | <b>0</b> | <b>0</b> | <b>400</b>  |
|         |   |            |             |             |          |          |             |
|         | <b>Total Pressures &amp; Investments</b>  | <b>156</b> | <b>-255</b> | <b>-750</b> | <b>0</b> | <b>0</b> | <b>-849</b> |
|         | <b>Savings</b>  |            |             |             |          |          |             |
|         |   |            |             |             |          |          |             |
|         | <b>Previously Agreed Savings</b>  |            |             |             |          |          |             |
| 21COM13 | One-off drawdown from S106 penalty monies totalling £0.4m over 2020/21 and 2021/22 (offset 21COM03)   | -200       | 400         | 0           |          |          | <b>200</b>  |
| 21COM12 | New charge for natural environment advice on planning consultations/applications (21COM11)  | -10        | -10         | 0           |          |          | <b>-20</b>  |
| 19COM6  | Increased Income Target (realised through pre-planning process based on 5yr planned growth projections)   | -250       | 0           | 0           |          |          | <b>-250</b> |
| 20COM19 | Income from the new Strategic Transport Model.  | -80        | -100        | 0           |          |          | <b>-180</b> |
| 21COM15 | Full income realised through recouping S38 income. Additional income increase totals £0.2m since 2020/21 but is offset by a permanent increase in staffing of £0.068m in 2020/21 (21COM5) | -50        | 0           | 0           |          |          | <b>-50</b>  |

### Environment & Place - Pressures, Investments and Savings

| Ref   | Description   | 2021/22    | 2022/23       | 2023/24  | 2024/25  | 2025/26  | Total         |
|---|---|------------|---------------|----------|----------|----------|---------------|
|   |   | £000       | £000          | £000     | £000     | £000     | £000          |
| 18EE10/<br>19COM4/<br>19COM14/20<br>COM12/<br>21COM26 | Savings from reduced energy and maintenance costs relating to Street Lighting (assumes capital investment)  | -600       | -1,680        | 0        |          |          | -2,280        |
| 20COM14/21<br>COM23                                   | ITU - Planned operating cost savings delayed resulting in an in-year pressures due to wider consideration with joint SEN project. Re-profile of 20COM14.  | -400       | -400          | 0        |          |          | -800          |
| 20COM13   | ITU - Use of Bus Services Operators Grant to fund net cost of the Comet Bus Service (end of temporary funding)  | 400        | 0             | 0        |          |          | 400           |
| 20COM15   | Waste Demography  | 500        | 0             | 0        |          |          | 500           |
| 20COM27   | Release of Highways Maintenance budget (end of temporary funding)   | 1,500      | 0             | 0        |          |          | 1,500         |
| 21COM29   | Reducing costs of managing Household Waste Recycling Centre sites   | -100       | 0             | 0        |          |          | -100          |
| 21COM32   | Following upgrading of the highways depot facilities as part of the capital programme providing a reduction in the cost on regular maintenance of highway depots.   | -100       | 0             | 0        |          |          | -100          |
| 21COM34   | Community operations has reviewed the core revenue budget for its service improvement activities and has identified that they can be funded from capital grants recharging for officer time as well as capitalising some relevant work. | -50        | 0             | 0        |          |          | -50           |
| <b>Total Previously Agreed Savings</b>                |   | <b>560</b> | <b>-1,790</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>-1,230</b> |

### Environment & Place - Pressures, Investments and Savings

| Ref    | Description   | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total  |
|--------|---|---------|---------|---------|---------|---------|--------|
|        |   | £000    | £000    | £000    | £000    | £000    | £000   |
|        | <b>New Savings</b>  |         |         |         |         |         |        |
| 22EP03 | Implementation of Transformation Programme (BAS, Strategic Capability, Provision Cycle etc.)  | -1,200  |         |         |         |         | -1,200 |
| 22EP04 | Street works permit system Realigning resources, priorities and permit discounts to better support managing the network and minimise user disruption.                     | -225    | -305    |         |         |         | -530   |
| 22EP05 | Charges to Developers Appropriate charges for services undertaken for developers that attract a relevant external fee.  | -300    | -246    |         |         |         | -546   |
| 22EP06 | Waste treatment and recycling facilities Improved recycling facilities at Drayton Highways Depot for tar bound materials and gully waste reducing disposal costs          | -70     | -120    | -50     | -250    |         | -490   |
| 22EP07 | Highway Routine and Reactive Maintenance - Improvements to the management of defects to improve efficiency, enhance quality of repair, and reduce costs.                  | -100    | -100    |         |         |         | -200   |
| 22EP08 | Winter Service - Review of the provision, coverage and use of new technologies of the winter service to reduce costs, improve efficiency and reduce environmental impacts | -100    |         |         |         |         | -100   |
| 22EP09 | Parking bay suspension - New charge for parking bay suspension to support the administration of them in addition to the loss of income already charged.                   | -13     | -2      |         |         |         | -15    |
| 22EP10 | Fleet management – Reduced costs and effort by consolidating contracts and managing collectively across directorate   | 0       | -100    |         | -100    |         | -200   |

### Environment & Place - Pressures, Investments and Savings

| Ref    | Description   | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total  |
|--------|---|---------|---------|---------|---------|---------|--------|
|        |   | £000    | £000    | £000    | £000    | £000    | £000   |
| 22EP11 | Home to School contract management - Use of technology and improved processes to reduce costs and effort required, providing greater accuracy of expenditure and implementing automated processes | 50      | -350    | -250    | -50     | -150    | -750   |
| 22EP12 | Highways Records search - Increase fees charged for the Highway Record services to fully recover costs and bring into line with charges made by others  | -58     |         |         |         |         | -58    |
| 22EP13 | COMET fares - Increase the cost of fares to better recover the cost of operating the service but still ensuring charges are affordable.   | -10     | -5      | -5      |         | -10     | -30    |
| 22EP14 | DBS Training - Introduce a charge for DBS training undertaken including a fine for non-attendance.  | -145    |         |         |         |         | -145   |
| 22EP15 | HWRC - Reduce recycling centre maintenance budget   | -30     |         |         |         |         | -30    |
| 22EP16 | Waste Budget - Planned increase to waste budget to accommodate population growth deferred for 12 months   | -430    | 430     |         |         |         | 0      |
| 22EP17 | BSOG reserve One - off draw down  | -250    | 250     |         |         |         | 0      |
| 22EP18 | Charges to Developers Appropriate charges for services undertaken for developers that attract a relevant external fee (road agreements)   | -660    | -344    | -274    | -278    |         | -1,556 |
| 22EP19 | Highway Pre-app Charges Increase the charges for providing preapplication advice in line with charges made by other authorities   | -22     |         |         |         |         | -22    |
| 22EP20 | Development Management - increase certain non-statutory fees in line with adjacent authorities and charge third party for DM service  | -34     |         |         |         |         | -34    |
| 22EP21 | Archaeology service – increase income through commercialisation and SLAs where appropriate  | -30     |         |         |         |         | -30    |

### Environment & Place - Pressures, Investments and Savings

| Ref    | Description  | 2021/22       | 2022/23       | 2023/24       | 2024/25     | 2025/26     | Total         |
|--------|--|---------------|---------------|---------------|-------------|-------------|---------------|
|        |  | £000          | £000          | £000          | £000        | £000        | £000          |
| 22EP22 | Increase s106 Administration Fee rates by 20%, to better reflect the current costs of administering s106 funds | -30           |               |               |             |             | -30           |
|        | <b>Total New Savings</b>   | <b>-3,657</b> | <b>-892</b>   | <b>-579</b>   | <b>-678</b> | <b>-160</b> | <b>-5,966</b> |
|        |  |               |               |               |             |             |               |
|        | <b>Total Savings</b>   | <b>-3,097</b> | <b>-2,682</b> | <b>-579</b>   | <b>-678</b> | <b>-160</b> | <b>-7,196</b> |
|        |  |               |               |               |             |             |               |
|        | <b>Total Net Position</b>  | <b>-2,941</b> | <b>-2,937</b> | <b>-1,329</b> | <b>-678</b> | <b>-160</b> | <b>-8,045</b> |

### Customers, Organisational Development & Resources - Pressures, Investments and Savings

| Ref     | Description  | 2021/22      | 2022/23     | 2023/24  | 2024/25  | 2025/26  | Total       |
|---------|--|--------------|-------------|----------|----------|----------|-------------|
|         |  | £000         | £000        | £000     | £000     | £000     | £000        |
|         | <b>Pressures</b>   |              |             |          |          |          |             |
|         |  |              |             |          |          |          |             |
|         | <b>Previously Agreed Pressures &amp; Investments</b>   |              |             |          |          |          |             |
| 21COD01 | Fall out of Councillor Priority Fund from 2020/21  | -945         | 0           |          |          |          | -945        |
| 21COD02 | Joint Performance and Risk System with CDC - on-going maintenance costs  | 40           | 0           |          |          |          | 40          |
| 21COD07 | Microsoft Licensing increase costs from 2022   | 0            | 300         |          |          |          | 300         |
|         |  |              |             |          |          |          |             |
|         | <b>Total Previously Agreed Pressures &amp; Investments</b>   | <b>-905</b>  | <b>300</b>  | <b>0</b> | <b>0</b> | <b>0</b> | <b>-605</b> |
|         |  |              |             |          |          |          |             |
|         | <b>New Pressures &amp; Investments</b>   |              |             |          |          |          |             |
| 22CODR3 | Digital Exclusion - support for County wider initiative to recycle and reissue laptops – focusing on accessibility and inclusion.  | 100          |             |          |          |          | 100         |
| 22CODR5 | Corporate support for apprenticeships  | 150          |             |          |          |          | 150         |
| 22CODR1 | The Councillor Priority fund allows elected members to support community projects and priorities in their local areas. Councillors will be able to use this funding over two years, 2021/22 and 2022/23, and is equivalent to £7.5k per Councillor per year. | 945          | -945        |          |          |          | 0           |
| 22CODR2 | HR resourcing pressures  | 565          |             |          |          |          | 565         |
| 22CODR4 | Coroner's Service - reduction in Ministry of Justice Funding   | 30           |             |          |          |          | 30          |
|         |  |              |             |          |          |          |             |
|         | <b>Total New Pressures &amp; Investments</b>   | <b>1,790</b> | <b>-945</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>845</b>  |
|         |  |              |             |          |          |          |             |
|         | <b>Total Pressures &amp; Investments</b>   | <b>885</b>   | <b>-645</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>240</b>  |

### Customers, Organisational Development & Resources - Pressures, Investments and Savings

| Ref      | Description  | 2021/22  | 2022/23   | 2023/24  | 2024/25  | 2025/26  | Total     |
|----------|--|----------|-----------|----------|----------|----------|-----------|
|          |  | £000     | £000      | £000     | £000     | £000     | £000      |
|          | <b>Savings</b>   |          |           |          |          |          |           |
|          | <b>Previously Agreed Savings</b>   |          |           |          |          |          |           |
| 20COM21  | Cost recovery charges for services provided to Coroner's Service   |          | -5        |          |          |          | -5        |
|          | <b>Total Previously Agreed Savings</b>   | <b>0</b> | <b>-5</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>-5</b> |
|          | <b>New Savings</b>   |          |           |          |          |          |           |
| 22CODR6  | Vacancy management (for 21/22 only) three vacancies across Strategy team   | -116     | 116       |          |          |          | 0         |
| 22CODR7  | Reduce the Consultation & Engagement operational budget by 22%.  | -10      |           |          |          |          | -10       |
| 22CODR8  | Vacancy Management (for 21/22 only) one vacancy in the Business & Customer Insight team.                         | -39      | 39        |          |          |          | 0         |
| 22CODR9  | Book Fund - The proposal is to reduce the Library book fund budget from £1m to £878k a reduction of 12%.         | -122     |           |          |          |          | -122      |
| 22CODR10 | Library vacancy control – pending the development of the Library and Heritage Strategy and subsequent re-design. | -77      |           |          |          |          | -77       |
| 22CODR11 | Provision of Library security by FM  | -20      |           |          |          |          | -20       |
| 22CODR12 | Deletion of a current vacant post in the Registration service.   | -39      |           |          |          |          | -39       |
| 22CODR13 | Reduction in the repatriation budget.  | -23      |           |          |          |          | -23       |
| 22CODR14 | Review of the ICT Strategy (& business case)   | -500     |           |          |          |          | -500      |

### Customers, Organisational Development & Resources - Pressures, Investments and Savings

| Ref      | Description  | 2021/22      | 2022/23     | 2023/24  | 2024/25  | 2025/26  | Total       |
|----------|--|--------------|-------------|----------|----------|----------|-------------|
|          |  | £000         | £000        | £000     | £000     | £000     | £000        |
| 22CODR15 | ICT Provision of a joint service with CDC will increase income by £50k   | -50          |             |          |          |          | -50         |
| 22CODR16 | On-going from 20/21 half annual salary of Audit Manager charged to Insurance Fund re Counter-fraud activity  | -27          |             |          |          |          | -27         |
| 22CODR17 | IBC – Small reduction in IBC costs notified for 21/22. Current budget also has small balance for funding in year developments requested by OCC only. | -75          |             |          |          |          | -75         |
| 22CODR18 | Reduce Subscriptions   | -10          |             |          |          |          | -10         |
|          | <b>Total New Savings</b>   | <b>-1108</b> | <b>155</b>  | <b>0</b> | <b>0</b> | <b>0</b> | <b>-953</b> |
|          |  |              |             |          |          |          |             |
|          | <b>Total Savings</b>   | <b>-1108</b> | <b>150</b>  | <b>0</b> | <b>0</b> | <b>0</b> | <b>-958</b> |
|          |  |              |             |          |          |          |             |
|          | <b>Total Net Position</b>  | <b>-223</b>  | <b>-495</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>-718</b> |

### Commercial Development, Assets and Investments - Pressures, Investments and Savings

| Ref                 | Description   | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total       |
|---------------------|---|---------|---------|---------|---------|---------|-------------|
|                     |   | £000    | £000    | £000    | £000    | £000    | £000        |
|                     | <b>Pressures &amp; Investments</b>  |         |         |         |         |         |             |
|                     | <b>Previously Agreed Pressures &amp; Investments</b>  |         |         |         |         |         |             |
| 21CDAI13            | Phased fall out of the initial £0.180m investment made in 2020/21 in relating to work on Climate Action - a key part of the reduction in carbon relates to our property portfolio, this will fund specialist staff and staff training to enhance the internal skills and abilities of the property and estates team to make them self-sufficient by 22/23 and meet the climate action motion. | 60      | -180    | -60     |         |         | <b>-180</b> |
| 21CDAI2             | Enhancement of the property security service within Facilities Management providing security services across all of OCC property portfolio, currently limited to a small number of sites.   | 200     |         |         |         |         | <b>200</b>  |
| 21CDAI5             | Review of Hard Facilities Management Services - following the review of the OCC assets we have identified the need for the replacement of hard systems e.g. heating systems etc. this is profiled to manage the replacement over the MTFP.  | 200     | -100    | -100    |         |         | <b>0</b>    |
| 20COM7              | Atrium (Property database) replacement costs (ending of temp funding)   | -25     | -15     |         |         |         | <b>-40</b>  |
| 21CDAI10            | Rates Revaluation   |         | 19      |         |         |         | <b>19</b>   |
| 20COM6/<br>20CDAI11 | Property utility cost increases   | 130     | 140     | -150    |         |         | <b>120</b>  |

### Commercial Development, Assets and Investments - Pressures, Investments and Savings

| Ref      | Description  | 2021/22      | 2022/23       | 2023/24     | 2024/25  | 2025/26  | Total     |
|----------|--|--------------|---------------|-------------|----------|----------|-----------|
|          |  | £000         | £000          | £000        | £000     | £000     | £000      |
| 21CDAI12 | Costs to bring our Assets to a satisfactory operating level  | 700          | -500          | -200        |          |          | 0         |
| 21CDAI14 | Phased fall out of £0.338m 2020/21 funding relating to a pressure on the Joint Use Agreements - the current agreements with district for the use of leisure centres by schools require a level of maintenance to be undertaken over the next 3 years | -271         | -67           |             |          |          | -338      |
| 20COM10  | Increase share of Joint Control Centre costs - growth in volume (Fire & Rescue Service)  |              | 15            |             |          |          | 15        |
| 21COM37  | Recalculation of firefighter pensions, leading to increased contribution from employers - original estimate has been revised.  | 200          |               |             |          |          | 200       |
|          | <b>Total Previously Agreed Pressures &amp; Investments</b>   | <b>1,194</b> | <b>-688</b>   | <b>-510</b> | <b>0</b> | <b>0</b> | <b>-4</b> |
|          | <b>New Pressures &amp; Investments</b>   |              |               |             |          |          |           |
|          | Delays to implementation of changes to joint use agreements with leisure centres/other local authorities/school academies (staffing capacity during COVID)   | 648          | -648          |             |          |          | 0         |
|          | <b>Total New Pressures &amp; Investments</b>   | <b>648</b>   | <b>-648</b>   | <b>0</b>    | <b>0</b> | <b>0</b> | <b>0</b>  |
|          |  |              |               |             |          |          |           |
|          | <b>Total Pressures &amp; Investments</b>   | <b>1,842</b> | <b>-1,336</b> | <b>-510</b> | <b>0</b> | <b>0</b> | <b>-4</b> |

### Commercial Development, Assets and Investments - Pressures, Investments and Savings

| Ref      | Description  | 2021/22     | 2022/23     | 2023/24     | 2024/25  | 2025/26  | Total       |
|----------|--|-------------|-------------|-------------|----------|----------|-------------|
|          |  | £000        | £000        | £000        | £000     | £000     | £000        |
|          | <b>Savings</b>   |             |             |             |          |          |             |
|          | <b>Previously Agreed Savings</b>   |             |             |             |          |          |             |
| 21CDAI9  | Review of Catering Services - enhancing the service to enable it to develop a more commercially enhanced operating model with the introduction of a commercial manager and teams to provide a service to external organisations e.g. school academies / other authorities. |             | -100        | -150        |          |          | <b>-250</b> |
| 20COM23  | Increased income from extra demand (Fire & Rescue Service)   |             | -10         |             |          |          | <b>-10</b>  |
| 21CDAI17 | Salix / potential borrowing relating to energy savings and repayments coming to and end  | -43         | -44         |             |          |          | <b>-87</b>  |
| 21CDAI8  | Further to the implementation of the provision cycle work we will carry out a holistic review of our whole supply chain and existing contractual arrangements, including opportunities to renegotiate various existing arrangements.                                       | -150        |             |             |          |          | <b>-150</b> |
| 20COM20  | Impact of greater alignment of services (Fire & Rescue Service)  | -150        | 0           | 0           |          |          | <b>-150</b> |
| 20COM22  | Fall out of temporary saving in 2019/20 and 2020/21 due to Retained Fire Fighters budget being higher than required.   | 150         | 0           | 0           |          |          | <b>150</b>  |
|          | <b>Total Previously Agreed Savings</b>   | <b>-193</b> | <b>-154</b> | <b>-150</b> | <b>0</b> | <b>0</b> | <b>-497</b> |

### Commercial Development, Assets and Investments - Pressures, Investments and Savings

| Ref     | Description   | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total  |
|---------|---|---------|---------|---------|---------|---------|--------|
|         |   | £000    | £000    | £000    | £000    | £000    | £000   |
|         | <b>New Savings</b>  |         |         |         |         |         |        |
|         | Transformational, efficiency and service specific saving initiatives will achieve total savings of £3,392,730 out of current budget of £18,848,500 over the next two financial years. |         |         |         |         |         |        |
|         | In 2021/22 will deliver £1,954,000 of that target:  |         |         |         |         |         |        |
| 22CDAI1 | - Transformational efficiencies - £1,350,000  | -1,350  | -1,578  |         |         |         | -2,928 |
|         | - Service specific savings – £604,000   |         |         |         |         |         |        |
| 22CDAI2 | • Property Strategy – exiting leases  | -464    |         |         |         |         | -464   |
| 22CDAI3 | • Carbon Zero – reduced consultancy spend   | -140    | 140     |         |         |         | 0      |
|         | In 2022/23 will deliver the rest of £1,438,730 of that target:  |         |         |         |         |         |        |
|         | - Combination of further transformational efficiencies, property strategy realised savings and income through commercial traded services such as:                                     |         |         |         |         |         |        |
|         | • Total Facilities Management (TFM) services for schools and other potential clients e.g. -   |         |         |         |         |         |        |
|         | o H&S and compliance advice and support   |         |         |         |         |         |        |
|         | o Catering (school meals and hospitality)   |         |         |         |         |         |        |
|         | o Cleaning  |         |         |         |         |         |        |
|         | o Planned Maintenance & Reactive support  |         |         |         |         |         |        |
|         | o Minor project works / project management  |         |         |         |         |         |        |
|         | • HR advice and support for schools   |         |         |         |         |         |        |
| 22CDAI4 | Charging a more commercial rate for legal service provided to Capital projects  | -50     |         |         |         |         | -50    |

### Commercial Development, Assets and Investments - Pressures, Investments and Savings

| Ref      | Description  | 2021/22       | 2022/23       | 2023/24     | 2024/25  | 2025/26  | Total         |
|----------|--|---------------|---------------|-------------|----------|----------|---------------|
|          |  | £000          | £000          | £000        | £000     | £000     | £000          |
| 22CDAI5  | Review of Mid-Level and Supervisory Leadership Level                 | -100          | -100          | -50         |          |          | -250          |
| 22CDAI6  | Review of Wholetime Firefighter activity (prevention and protection) | 0             | -45           | -45         |          |          | -90           |
| 22CDAI7  | Review of Business Support teams and Commercial Training Service     | -25           | -25           |             |          |          | -50           |
| 22CDAI8  | Increase in Trading Standards Income from Chargeable Services        | -20           |               |             |          |          | -20           |
| 22CDAI9  | Reduction in hours for Principal Trading Standards Officer           | -24           |               |             |          |          | -24           |
| 22CDAI10 | Reduction in capacity dedicated to road traffic enforcement          | -27           |               |             |          |          | -27           |
| 22CDAI11 | Reduction in Trading Standards sampling and testing budgets          | -5            |               |             |          |          | -5            |
| 22CDAI12 | Miscellaneous efficiency savings in Trading Standards                | 0             | -15           |             |          |          | -15           |
|          | <b>Total New Savings</b>   | <b>-2,205</b> | <b>-1,623</b> | <b>-95</b>  | <b>0</b> | <b>0</b> | <b>-3,923</b> |
|          |  |               |               |             |          |          |               |
|          | <b>Total Savings</b>   | <b>-2,398</b> | <b>-1,777</b> | <b>-245</b> | <b>0</b> | <b>0</b> | <b>-4,420</b> |
|          |  |               |               |             |          |          |               |
|          | <b>Total Net Position</b>  | <b>-556</b>   | <b>-3,113</b> | <b>-755</b> | <b>0</b> | <b>0</b> | <b>-4,424</b> |

## Draft Council Tax and Precepts 2021/22

### Council Tax Data

1. In order to set its budget for 2021/22, the council needs to calculate its council tax requirement. This is the amount that the council needs to raise from council tax to meet its expenditure after taking account of the income it will accrue from the following
  - (a) the amount to be received from specific grants.
  - (b) the amount to be received from Revenue Support Grant and the Business Rates Top Up under the Business Rates Retention Scheme.
  - (c) the amount to be received for the County Council's share of Non-Domestic Rating Income.
  - (d) any surpluses/shortfalls on the Council Tax Collection Funds and Business Rates Collection Funds for earlier years and the estimated position for the current year.
  - (e) the amount expected to be received from fees, charges and contributions.
2. In order to set its council tax for the forthcoming year, the council needs to calculate its council tax requirement and have available the council tax base, expressed in terms of Band D equivalent properties.
3. Based on the final information on funding and assuming a council tax requirement of **£407,954,357.01** as shown in the proposed Medium Term Financial Strategy (Section 4.1) the calculation of the Band D Council Tax for 2021/22 is as follows:

### Council Tax Calculation 2021/22

|  | £m               |
|--|------------------|
| County Council net expenditure after specific grants | 479.903          |
| Less: Revenue Support Grant                          | 0.000            |
| Business Rates Top Up                                | -40.546          |
| Non-Domestic Rating Income                           | -34.424          |
| Council Tax Collection Fund Adjustments              | 1.021            |
| Business Rates Collection Fund Adjustments           | 0.000            |
| <b>Council Tax Requirement (R)</b>                   | <b>407.954</b>   |
|  |                  |
| Council Tax Base (assuming losses on collection) (T) | 259,329.76       |
| <b>Band D Council Tax (R/T)</b>                      | <b>£1,573.11</b> |

The calculation of the council tax for the other bands is shown below in Table 1. Table 2 analyses the tax base over each district council area and allocates the estimated County Council precept to each area relative to their tax base.

**Table 1****Council Tax by Property Band for Oxfordshire County Council**

Assuming a Band D council tax of £1,573.11, the council tax for other bands is as follows:

| Property Band | Property Values                  | Band D Proportion | 2021/22<br>£ p |
|---------------|----------------------------------|-------------------|----------------|
| A             | Up to £40,000                    | 6/9               | 1,048.74       |
| B             | Over £40,000 and up to £52,000   | 7/9               | 1,223.53       |
| C             | Over £52,000 and up to £68,000   | 8/9               | 1,398.32       |
| D             | Over £68,000 and up to £88,000   | 9/9               | 1,573.11       |
| E             | Over £88,000 and up to £120,000  | 11/9              | 1,922.69       |
| F             | Over £120,000 and up to £160,000 | 13/9              | 2,272.27       |
| G             | Over £160,000 and up to £320,000 | 15/9              | 2,621.85       |
| H             | Over £320,000                    | 18/9              | 3,146.22       |

**Table 2****Allocation of Precept to Districts**

The County Council precept (£407,954,357) is the sum of the council tax income required to fund the Council's budget.

| District Council    | Tax Base Number   | Assumed Precept Due<br>£ p |
|---------------------|-------------------|----------------------------|
| Cherwell            | 55,615.90         | 87,489,953.81              |
| Oxford City         | 45,705.60         | 71,899,957.26              |
| South Oxfordshire   | 59,171.20         | 93,082,833.41              |
| Vale of White Horse | 53,919.10         | 84,820,699.99              |
| West Oxfordshire    | 44,917.96         | 70,660,912.54              |
| <b>TOTAL</b>        | <b>259,329.76</b> | <b>407,954,357.01</b>      |

Formal approval is required under the council tax legislation for:

- The County Council's precept, allocated to district councils pro rata to their share of the council tax base for the County Council;
- The council tax figures for the County Council for a Band D equivalent property and a calculation of the equivalent council tax figure for all other bands.

The information must be given to district councils by 1 March 2021.

# Detailed Revenue Budget 2021/22

19 January 2021 - Cabinet



Revenue Budget 2021/22  
Summary

|  |                 | Budget<br>2020/21 | Permanent<br>Virements<br>Agreed in<br>2020/21 | Inflation    | Function<br>and<br>Funding<br>Changes | Previously<br>Agreed<br>Budget<br>Changes | New<br>Pressures<br>&<br>Savings | Proposed<br>Virements | Budget<br>2021/22 |
|--|-----------------|-------------------|--|--------------|---------------------------------------|---|----------------------------------|-----------------------|-------------------|
|  |                 | £000              | £000   | £000         | £000                                  | £000                                      | £000                             | £000                  | £000              |
| <b>Children's Services</b>                                       | Expenditure     | 390,857           | 404  | 1,068        | 0                                     | 3,727                                     | 483                              | -2,122                | 394,417           |
|  | Recharge Income | -6,809            | 151  | 0            | 0                                     | 0   | -15                              | -1,015                | -7,688            |
|  | DSG income      | -220,544          | -1,292   | 0            | 0                                     | 0   | 0                                | 3,788                 | -218,048          |
|  | Grant income    | -18,769           | -98  | 0            | 0                                     | 0   | 0                                | 2,691                 | -16,176           |
|  | Income          | -14,061           | 954  | -1           | 0                                     | 0   | 0                                | -237                  | -13,345           |
|  |                 | <b>130,674</b>    | <b>119</b>                                     | <b>1,067</b> | <b>0</b>                              | <b>3,727</b>                              | <b>468</b>                       | <b>3,105</b>          | <b>139,160</b>    |
| <b>Adult Services</b>  | Expenditure     | 214,692           | 417  | -93          | 0                                     | 6,268                                     | -2,142                           | -101                  | 219,041           |
|  | Recharge Income | -8,212            | 65   | 0            | 0                                     | 0   | 100                              | -284                  | -8,331            |
|  | Grant income    | -10,391           | 0  | 0            | 0                                     | 0   | 0                                | 0                     | -10,391           |
|  | Income          | -2,042            | -482   | -25          | 0                                     | 0   | 0                                | -2                    | -2,551            |
|  |                 | <b>194,047</b>    | <b>0</b>                                       | <b>-118</b>  | <b>0</b>                              | <b>6,268</b>                              | <b>-2,042</b>                    | <b>-387</b>           | <b>197,768</b>    |
| <b>Public Health</b>   | Expenditure     | 29,950            | 1,518  | 0            | 0                                     | 0   | -102                             | 331                   | 31,697            |
|  | Recharge Income | -177              | 0  | 0            | 0                                     | 0   | 0                                | 0                     | -177              |
|  | Grant income    | -29,722           | -1,518   | 0            | 0                                     | 0   | 0                                | 1                     | -31,239           |
|  | Income          | -51               | 0  | 0            | 0                                     | 0   | 0                                | 0                     | -51               |
|  |                 | <b>0</b>          | <b>0</b>                                       | <b>0</b>     | <b>0</b>                              | <b>0</b>                                  | <b>-102</b>                      | <b>332</b>            | <b>230</b>        |
| <b>Enviroment &amp; Place</b>                                    | Expenditure     | 112,383           | 4,375  | 1,390        | 0                                     | 556                                       | -2,569                           | 369                   | 116,504           |
|  | Recharge Income | -28,382           | -103   | -877         | 0                                     | -1,350                                    | 700                              | -2                    | -30,014           |
|  | Grant income    | 851               | -3,788   | 0            | 0                                     | 0   | 0                                | 0                     | -2,937            |
|  | Income          | -20,590           | 54   | -272         | 0                                     | 1,110                                     | -1,527                           | -798                  | -22,023           |
|  |                 | <b>64,262</b>     | <b>538</b>                                     | <b>241</b>   | <b>0</b>                              | <b>316</b>                                | <b>-3,396</b>                    | <b>-431</b>           | <b>61,530</b>     |
| <b>Customers, Organisational<br/>Development &amp; Resources</b> | Expenditure     | 46,561            | 114  | 0            | 0                                     | -905                                      | 528                              | -173                  | 46,125            |
|  | Recharge Income | -5,606            | 24   | -31          | 0                                     | 0   | -27                              | 185                   | -5,455            |
|  | Grant income    | -837              | 0  | 0            | 0                                     | 0   | 0                                | 0                     | -837              |
|  | Income          | -6,931            | -294   | -48          | 0                                     | 0   | -169                             | 0                     | -7,442            |
|  |                 | <b>33,187</b>     | <b>-156</b>                                    | <b>-79</b>   | <b>0</b>                              | <b>-905</b>                               | <b>332</b>                       | <b>12</b>             | <b>32,391</b>     |
| <b>Commerical Development, Assets &amp;<br/>Investments</b>      | Expenditure     | 65,892            | -3,932   | 114          | 0                                     | 1,001                                     | -1,355                           | 1,160                 | 62,880            |
|  | Recharge Income | -10,541           | 4,084  | 0            | 0                                     | 0   | -220                             | -249                  | -6,926            |
|  | Grant income    | -1,401            | 1,401  | 0            | 0                                     | 0   | 0                                | 0                     | 0                 |
|  | Income          | -3,156            | -2,092   | -14          | 0                                     | 0   | -20                              | -299                  | -5,581            |
|  |                 | <b>50,794</b>     | <b>-539</b>                                    | <b>100</b>   | <b>0</b>                              | <b>1,001</b>                              | <b>-1,595</b>                    | <b>612</b>            | <b>50,373</b>     |

**Revenue Budget 2021/22  
Summary**

|  |                        | Budget<br>2020/21 | Permanent<br>Virements<br>Agreed in<br>2020/21 | Inflation    | Function<br>and<br>Funding<br>Changes | Previously<br>Agreed<br>Budget<br>Changes | New<br>Pressures<br>&<br>Savings | Proposed<br>Virements | Budget<br>2021/22 |
|--|------------------------|-------------------|--|--------------|---------------------------------------|---|----------------------------------|-----------------------|-------------------|
|  |                        | £000              | £000   | £000         | £000                                  | £000                                      | £000                             | £000                  | £000              |
| <b>Strategic Measures<br/>and Contributions to/from Reserves</b> | Expenditure            | 42,016            | 98   | 0            | 0                                     | 3,609                                     | 13,358                           | -3,198                | 55,883            |
|  | Recharge Income        | -3,937            | 0  | 0            | 0                                     | 0   | 0                                | 0                     | -3,937            |
|  | Grant income           | -27,030           | -60  | 0            | -17,710                               | 0   | 0                                | 9                     | -44,791           |
|  | Income                 | -8,308            | 0  | 0            | 0                                     | -3,098                                    | 2,702                            | 0                     | -8,704            |
|  |                        | <b>2,741</b>      | <b>38</b>                                      | <b>0</b>     | <b>-17,710</b>                        | <b>511</b>                                | <b>16,060</b>                    | <b>-3,189</b>         | <b>-1,549</b>     |
| <b>OxLEP</b>   | Expenditure            | 2,002             | 0  | 0            | 0                                     | 0   | 0                                | 0                     | 2,002             |
|  | Recharge Income        | -314              | 0  | 0            | 0                                     | 0   | 0                                | 0                     | -314              |
|  | Grant income           | -1,605            | 0  | 0            | 0                                     | 0   | 0                                | 0                     | -1,605            |
|  | Income                 | -83               | 0  | 0            | 0                                     | 0   | 0                                | 0                     | -83               |
|  |                        | <b>0</b>          | <b>0</b>                                       | <b>0</b>     | <b>0</b>                              | <b>0</b>                                  | <b>0</b>                         | <b>0</b>              | <b>0</b>          |
| <b>Net Operating Budget</b>                                      |                        | <b>475,705</b>    | <b>0</b>                                       | <b>1,211</b> | <b>-17,710</b>                        | <b>10,918</b>                             | <b>9,725</b>                     | <b>54</b>             | <b>479,903</b>    |
| <b>General Government Grant</b>                                  | Grant income           | <b>-40,546</b>    | <b>0</b>                                       | <b>0</b>     | <b>0</b>                              | <b>0</b>                                  | <b>0</b>                         | <b>0</b>              | <b>-40,546</b>    |
| <b>Business Rates from District Councils</b>                     | Other Income           | <b>-35,125</b>    | <b>0</b>                                       | <b>0</b>     | <b>0</b>                              | <b>0</b>                                  | <b>0</b>                         | <b>2,701</b>          | <b>-32,424</b>    |
| <b>Collection Fund Surpluses/Deficits</b>                        | Other Income           | <b>-8,610</b>     | <b>0</b>                                       | <b>0</b>     | <b>0</b>                              | <b>0</b>                                  | <b>0</b>                         | <b>9,610</b>          | <b>1,000</b>      |
| <b>Care Leavers Discount</b>                                     | Other Income           | <b>21</b>         | <b>0</b>                                       | <b>0</b>     | <b>0</b>                              | <b>0</b>                                  | <b>0</b>                         | <b>0</b>              | <b>21</b>         |
| <b>COUNCIL TAX REQUIREMENT</b>                                   |                        | <b>391,445</b>    | <b>0</b>                                       | <b>1,211</b> | <b>-17,710</b>                        | <b>10,918</b>                             | <b>9,725</b>                     | <b>12,365</b>         | <b>407,954</b>    |
|  | <b>Expenditure</b>     | <b>904,353</b>    | <b>2,994</b>                                   | <b>2,479</b> | <b>0</b>                              | <b>14,256</b>                             | <b>8,201</b>                     | <b>-3,734</b>         | <b>928,549</b>    |
|  | <b>Recharge Income</b> | <b>-63,978</b>    | <b>4,221</b>                                   | <b>-908</b>  | <b>0</b>                              | <b>-1,350</b>                             | <b>538</b>                       | <b>-1,365</b>         | <b>-62,842</b>    |
|  | <b>DSG income (*)</b>  | <b>-220,544</b>   | <b>-1,292</b>                                  | <b>0</b>     | <b>0</b>                              | <b>0</b>                                  | <b>0</b>                         | <b>3,788</b>          | <b>-218,048</b>   |
|  | <b>Grant income</b>    | <b>-129,450</b>   | <b>-4,063</b>                                  | <b>0</b>     | <b>-17,710</b>                        | <b>0</b>                                  | <b>0</b>                         | <b>2,701</b>          | <b>-148,522</b>   |
|  | <b>Other Income</b>    | <b>-98,936</b>    | <b>-1,860</b>                                  | <b>-360</b>  | <b>0</b>                              | <b>-1,988</b>                             | <b>986</b>                       | <b>10,975</b>         | <b>-91,183</b>    |
| <b>COUNCIL TAX REQUIREMENT</b>                                   |                        | <b>391,445</b>    | <b>0</b>                                       | <b>1,211</b> | <b>-17,710</b>                        | <b>10,918</b>                             | <b>9,725</b>                     | <b>12,365</b>         | <b>407,954</b>    |

(\*) Notes

1. DSG = Dedicated Schools Grant.
2. For Children's Services further changes will be required to reflect revised pupil numbers and academy conversions.

Revenue Budget 2021/22  
Children's Services

| Ref.<br>2021/22 | Ref.<br>2020/21 | Service Area   |  | Budget<br>2020/21<br>£000                           | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000                 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000          | Budget<br>2021/22<br>£000                            |
|-----------------|-----------------|--|--|---|--|-----------------------------------|---|---|--|--|--|
| <b>CEF1</b>     | <b>CEF1</b>     | <b><u>EDUCATION &amp; LEARNING</u></b>                                 |  |   |  |                                   |   |   |  |  |  |
| CEF1-1          | CEF1-1          | Management & Central Costs<br>(including administration)               | expenditure<br>recharge Income<br>DSG income<br>grant income<br>income | 2,225<br>0<br>-809<br>0<br>0                        | 1<br>0<br>-11<br>0<br>0                                | 0<br>0<br>0<br>0<br>0             | 0<br>0<br>0<br>0<br>0                         | 0<br>0<br>0<br>0<br>0                             | -4<br>0<br>0<br>0<br>0                   | -179<br>0<br>0<br>0<br>0               | 2,043<br>0<br>-820<br>0<br>0                         |
| CEF1-2          | CEF1-2          | SEND Service   | expenditure<br>recharge Income<br>DSG income<br>grant income<br>income | 1,416<br>53,861<br>-591<br>-48,232<br>0<br>-1,293   | -10<br>21<br>0<br>-36<br>0<br>0                        | 0<br>0<br>0<br>0<br>-1            | 0<br>0<br>0<br>0<br>0                         | 0<br>194<br>0<br>0<br>0                           | -4<br>713<br>0<br>-616<br>0<br>0         | -179<br>-1,145<br>0<br>1,167<br>0<br>0 | 1,223<br>53,644<br>-591<br>-47,717<br>0<br>-1,294    |
| CEF1-3          | CEF1-3          | Learning & School Improvement  | expenditure<br>recharge Income<br>DSG income<br>grant income<br>income | 3,745<br>5,615<br>-1,390<br>-1,368<br>-1,249<br>-42 | -15<br>-163<br>147<br>-26<br>0<br>7                    | -1<br>38<br>0<br>0<br>0<br>0      | 0<br>0<br>0<br>0<br>0<br>0                    | 194<br>0<br>0<br>0<br>0<br>0                      | 97<br>-21<br>0<br>13<br>0<br>0           | 22<br>255<br>-156<br>1<br>0<br>-105    | 4,042<br>5,724<br>-1,399<br>-1,380<br>-1,249<br>-140 |
| CEF1-4          | CEF1-4          | Access to Learning<br>(Including Home to School Transport<br>recharge) | expenditure<br>recharge Income<br>DSG income<br>grant income<br>income | 1,566<br>27,828<br>-372<br>-3,777<br>0<br>-7        | -35<br>51<br>37<br>-54<br>0<br>0                       | 38<br>877<br>0<br>0<br>0<br>0     | 0<br>0<br>0<br>0<br>0<br>0                    | 0<br>1,300<br>0<br>0<br>0<br>0                    | -8<br>-230<br>-15<br>-13<br>0<br>0       | -5<br>-138<br>-1<br>110<br>0<br>0      | 1,556<br>29,688<br>-351<br>-3,734<br>0<br>-7         |
| CEF1-5          | CEF1-5          | Learner Engagement   | expenditure<br>recharge Income<br>DSG income<br>grant income<br>income | 23,672<br>2,879<br>0<br>-2,498<br>0<br>-271<br>110  | 34<br>120<br>0<br>0<br>0<br>-1<br>119                  | 877<br>0<br>0<br>0<br>0<br>0<br>0 | 0<br>0<br>0<br>0<br>0<br>0<br>0               | 1,300<br>0<br>0<br>0<br>0<br>0<br>0               | -258<br>-7<br>0<br>0<br>0<br>0<br>-7     | -29<br>0<br>0<br>0<br>0<br>0<br>0      | 25,596<br>2,992<br>0<br>-2,498<br>0<br>-272<br>222   |
|                 |                 | <b>SUBTOTAL EDUCATION &amp; LEARNING</b>                               |  | <b>30,509</b>                                       | <b>93</b>  | <b>914</b>                        | <b>0</b>                                      | <b>1,494</b>                                      | <b>-180</b>                              | <b>-191</b>                            | <b>32,639</b>  |

Revenue Budget 2021/22  
Children's Services

| Ref.<br>2021/22 | Ref.<br>2020/21 | Service Area  |                 | Budget<br>2020/21<br>£000 | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000 | Budget<br>2021/22<br>£000 |
|-----------------|-----------------|---|-----------------|---------------------------|--|-------------------|---|---|--|-------------------------------|---------------------------|
| <b>CEF2</b>     | <b>CEF2</b>     | <b><u>CHILDREN'S SOCIAL CARE</u></b>                                      |                 |                           |  |                   |   |   |  |                               |                           |
| CEF2-1          | CEF2-1          | Management & Central Costs<br>(including administration)                  | expenditure     | 6,427                     | -743   | 0                 | 0   | -743  | -151                                     | 1,347                         | 6,137                     |
|                 |                 |   | recharge Income | -37                       | 0  | 0                 | 0   | 0   | 0  | 0                             | -37                       |
|                 |                 |   | DSG income      | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | income          | -65                       | 1  | 0                 | 0   | 0   | 0  | -1                            | -65                       |
|                 |                 |   |                 | 6,325                     | -742   | 0                 | 0   | -743  | -151                                     | 1,346                         | 6,035                     |
| CEF2-2          | CEF2-2          | Social Care   | expenditure     | 29,901                    | -993   | 0                 | 0   | 187   | 2,117                                    | -1,203                        | 30,009                    |
|                 |                 |   | recharge Income | -160                      | -18  | 0                 | 0   | 0   | 0  | 0                             | -178                      |
|                 |                 |   | DSG income      | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | grant income    | -1,921                    | 0  | 0                 | 0   | 0   | 0  | -26                           | -1,947                    |
|                 |                 |   | income          | -1,077                    | 1,047  | 0                 | 0   | 0   | 0  | 0                             | -30                       |
|                 |                 |   |                 | 26,743                    | 36   | 0                 | 0   | 187   | 2,117                                    | -1,229                        | 27,854                    |
|                 |                 | <b>SUBTOTAL CHILDREN'S SOCIAL CARE</b>                                    |                 | <b>33,068</b>             | <b>-706</b>  | <b>0</b>          | <b>0</b>                                      | <b>-556</b>                                       | <b>1,966</b>                             | <b>117</b>                    | <b>33,889</b>             |
| <b>CEF3</b>     | <b>CEF3</b>     | <b><u>CHILDREN'S SOCIAL CARE</u></b><br><b><u>COUNTYWIDE SERVICES</u></b> |                 |                           |  |                   |   |   |  |                               |                           |
| CEF3-1          | CEF3-1          | Corporate Parenting   | expenditure     | 50,213                    | 363  | 151               | 0   | 2,519   | -393                                     | 4,439                         | 57,292                    |
|                 |                 |   | recharge Income | -2,492                    | 0  | 0                 | 0   | 0   | 0  | -880                          | -3,372                    |
|                 |                 |   | DSG income      | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | grant income    | -250                      | -98  | 0                 | 0   | 0   | 0  | 0                             | -348                      |
|                 |                 |   | income          | -315                      | -1   | 0                 | 0   | 0   | 0  | -281                          | -597                      |
|                 |                 |   |                 | 47,156                    | 264  | 151               | 0   | 2,519   | -393                                     | 3,278                         | 52,975                    |
| CEF3-2          | CEF3-2          | Safeguarding  | expenditure     | 4,478                     | 196  | 0                 | 0   | 0   | -312                                     | 142                           | 4,504                     |
|                 |                 |   | recharge Income | -189                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -189                      |
|                 |                 |   | DSG income      | -64                       | 0  | 0                 | 0   | 0   | 0  | 0                             | -64                       |
|                 |                 |   | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | income          | -150                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -150                      |
|                 |                 |   |                 | 4,075                     | 196  | 0                 | 0   | 0   | -312                                     | 142                           | 4,101                     |
| CEF3-3          | CEF3-3          | Services for Disabled Children  | expenditure     | 9,574                     | -261   | 1                 | 0   | 270   | -411                                     | 22                            | 9,195                     |
|                 |                 |   | recharge Income | -10                       | 0  | 0                 | 0   | 0   | 0  | 0                             | -10                       |
|                 |                 |   | DSG income      | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   |                 | 9,564                     | -261   | 1                 | 0   | 270   | -411                                     | 22                            | 9,185                     |

Revenue Budget 2021/22  
Children's Services

| Ref.<br>2021/22 | Ref.<br>2020/21 | Service Area   |                 | Budget<br>2020/21<br>£000 | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000 | Budget<br>2021/22<br>£000 |
|-----------------|-----------------|--|-----------------|---------------------------|--|-------------------|---|---|--|-------------------------------|---------------------------|
| CEF3-4          | CEF3-4          | Youth Justice &<br>Exploitation Service                        | expenditure     | 1,198                     | 513  | 1                 | 0   | 0   | -100                                     | -75                           | 1,537                     |
|                 |                 |  | recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | DSG income      | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | grant income    | -548                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -548                      |
|                 |                 |  | income          | -227                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -227                      |
|                 |                 |  |                 | 423                       | 513  | 1                 | 0   | 0   | -100                                     | -75                           | 762                       |
|                 |                 | <b>SUBTOTAL CHILDREN'S SOCIAL CARE<br/>COUNTYWIDE SERVICES</b> |                 | <b>61,218</b>             | <b>712</b>   | <b>153</b>        | <b>0</b>                                      | <b>2,789</b>                                      | <b>-1,216</b>                            | <b>3,367</b>                  | <b>67,023</b>             |
| <b>CEF4</b>     | <b>CEF4</b>     | <b><u>SCHOOLS</u></b>  |                 |                           |  |                   |   |   |  |                               |                           |
| CEF4-1          | CEF4-1          | Delegated Budgets  | expenditure     | 149,795                   | 1,270  | 0                 | 0   | 0   | 0  | -5,700                        | 145,365                   |
|                 |                 |  | recharge Income | -1,568                    | -15  | 0                 | 0   | 0   | 0  | 22                            | -1,561                    |
|                 |                 |  | DSG income      | -122,812                  | -1,156   | 0                 | 0   | 0   | 0  | 2,811                         | -121,157                  |
|                 |                 |  | grant income    | -14,801                   | 0  | 0                 | 0   | 0   | 0  | 2,717                         | -12,084                   |
|                 |                 |  | income          | -10,614                   | -99  | 0                 | 0   | 0   | 0  | 150                           | -10,563                   |
|                 |                 |  |                 | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
| CEF4-2          | CEF4-2          | Early Years Funding Formula                                    | expenditure     | 34,039                    | -84  | 0                 | 0   | 0   | 0  | 343                           | 34,298                    |
|                 |                 |  | recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | DSG income      | -34,039                   | 84   | 0                 | 0   | 0   | 0  | -343                          | -34,298                   |
|                 |                 |  | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  |                 | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
| CEF4-3          | CEF4-3          | Non-Delegated Schools Costs                                    | expenditure     | 2,110                     | 93   | 0                 | 0   | 0   | 0  | -42                           | 2,161                     |
|                 |                 |  | recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | DSG income      | -1,894                    | -93  | 0                 | 0   | 0   | 0  | 42                            | -1,945                    |
|                 |                 |  | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  |                 | 216                       | 0  | 0                 | 0   | 0   | 0  | 0                             | 216                       |
| CEF4-4          | CEF4-4          | Schools Support Service Recharges                              | expenditure     | 2,965                     | 0  | 0                 | 0   | 0   | -616                                     | 0                             | 2,349                     |
|                 |                 |  | recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | DSG income      | -2,965                    | 0  | 0                 | 0   | 0   | 616                                      | 0                             | -2,349                    |
|                 |                 |  | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  |                 | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |

Revenue Budget 2021/22  
Children's Services

| Ref.<br>2021/22 | Ref.<br>2020/21 | Service Area                                      |                 | Budget<br>2020/21<br>£000 | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000 | Budget<br>2021/22<br>£000 |
|-----------------|-----------------|---|-----------------|---------------------------|--|-------------------|---|---|--|-------------------------------|---------------------------|
| CEF4-5          | CEF4-5          | Capitalised Repairs & Maintenance                 | expenditure     | 1,567                     | 0  | 0                 | 0   | 0   | 0  | 0                             | 1,567                     |
|                 |                 |   | recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | DSG income      | -1,567                    | 0  | 0                 | 0   | 0   | 0  | 0                             | -1,567                    |
|                 |                 |   | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   |                 | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 | <b>SUBTOTAL SCHOOLS</b>                           |                 | <b>216</b>                | <b>0</b>   | <b>0</b>          | <b>0</b>                                      | <b>0</b>  | <b>0</b>                                 | <b>0</b>                      | <b>216</b>                |
| CEF5            | CEF5            | <b><u>CHILDREN'S SERVICES' CENTRAL COSTS</u></b>  |                 |                           |  |                   |   |   |  |                               |                           |
| CEF5-1          | CEF5-1          | Management, Admin & Central Support               | expenditure     | 1,717                     | -37  | 0                 | 0   | 0   | -102                                     | -188                          | 1,390                     |
|                 |                 |   | recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | DSG income      | -386                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -386                      |
|                 |                 |   | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   |                 | 1,331                     | -37  | 0                 | 0   | 0   | -102                                     | -188                          | 1,004                     |
| CEF5-2          | CEF5-2          | Premature Retirement Compensation                 | expenditure     | 3,377                     | 57   | 0                 | 0   | 0   | 0  | 0                             | 3,434                     |
|                 |                 |   | recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | DSG income      | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   |                 | 3,377                     | 57   | 0                 | 0   | 0   | 0  | 0                             | 3,434                     |
| CEF5-3          | CEF5-3          | Joint Commissioning Recharge                      | expenditure     | 1,088                     | 0  | 0                 | 0   | 0   | 0  | 0                             | 1,088                     |
|                 |                 |   | recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | DSG income      | -133                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -133                      |
|                 |                 |   | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   |                 | 955                       | 0  | 0                 | 0   | 0   | 0  | 0                             | 955                       |
|                 |                 | <b>SUBTOTAL CEF CENTRAL COSTS</b>                 |                 | <b>5,663</b>              | <b>20</b>  | <b>0</b>          | <b>0</b>                                      | <b>0</b>  | <b>-102</b>                              | <b>-188</b>                   | <b>5,393</b>              |
|                 |                 |   | expenditure     | 390,857                   | 404  | 1,068             | 0   | 3,727   | 483                                      | -2,122                        | 394,417                   |
|                 |                 |   | recharge Income | -6,809                    | 151  | 0                 | 0   | 0   | -15                                      | -1,015                        | -7,688                    |
|                 |                 |   | DSG income      | -220,544                  | -1,292   | 0                 | 0   | 0   | 0  | 3,788                         | -218,048                  |
|                 |                 |   | grant income    | -18,769                   | -98  | 0                 | 0   | 0   | 0  | 2,691                         | -16,176                   |
|                 |                 |   | income          | -14,061                   | 954  | -1                | 0   | 0   | 0  | -237                          | -13,345                   |
|                 |                 | <b>BUDGET CONTROLLABLE BY CHILDREN'S SERVICES</b> |                 | <b>130,674</b>            | <b>119</b>   | <b>1,067</b>      | <b>0</b>                                      | <b>3,727</b>                                      | <b>468</b>                               | <b>3,105</b>                  | <b>139,160</b>            |

Revenue Budget 2021/22  
Adult Services

| Ref.<br>2021/22 | Ref.<br>2020/21 | Service Area                                       |                 | Budget<br>2020/21<br>£000 | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000 | Budget<br>2021/22<br>£000 |
|-----------------|-----------------|--|-----------------|---------------------------|--|-------------------|---|---|--|-------------------------------|---------------------------|
| <b>SCS1</b>     | <b>SCS1</b>     | <b>ADULT SOCIAL CARE</b>                           |                 |                           |  |                   |   |   |  |                               |                           |
| SCS1-1          | SCS1-1          | <u>Pooled Budget Contributions</u>                 |                 |                           |  |                   |   |   |  |                               |                           |
| SCS1-1A         | SCS1-1A         | Better Care Fund Pool Contribution                 | Expenditure     | 79,720                    | 362  | -7                | 0   | 4,026   | -850                                     | -1,758                        | 81,493                    |
|                 |                 |  | Recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  |                 | 79,720                    | 362  | -7                | 0   | 4,026   | -850                                     | -1,758                        | 81,493                    |
| SCS1-1B         | SCS1-1B         | Adults with Care and Support Needs Pool            | Expenditure     | 95,358                    | 346  | -86               | 0   | 1,092   | -1,450                                   | 2,434                         | 97,694                    |
|                 |                 |  | Recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | income          | -2                        | 2  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  |                 | 95,356                    | 348  | -86               | 0   | 1,092   | -1,450                                   | 2,434                         | 97,694                    |
|                 |                 | Subtotal Pooled Budget Contributions               |                 | 175,076                   | 710  | -93               | 0   | 5,118   | -2,300                                   | 676                           | 179,187                   |
| SCS1-2          | SCS1-2          | Adult Protection & Mental Capacity                 | Expenditure     | 4,078                     | -264   | 0                 | 0   | 0   | -101                                     | -17                           | 3,696                     |
|                 |                 |  | Recharge Income | -264                      | 264  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | income          | -30                       | 0  | 0                 | 0   | 0   | 0  | 0                             | -30                       |
|                 |                 | Subtotal Adult Protection & Mental Capacity        |                 | 3,784                     | 0  | 0                 | 0   | 0   | -101                                     | -17                           | 3,666                     |
| SCS1-3          | SCS1-3          | Provider & Support Services                        | Expenditure     | 10,816                    | 362  | 0                 | 0   | 88  | -141                                     | 1,069                         | 12,194                    |
|                 |                 |  | Recharge Income | -7,025                    | -143   | 0                 | 0   | 0   | 100                                      | -134                          | -7,202                    |
|                 |                 |  | income          | -1,157                    | -277   | -24               | 0   | 0   | 0  | 0                             | -1,458                    |
|                 |                 | Subtotal Provider & Support Services               |                 | 2,634                     | -58  | -24               | 0   | 88  | -41                                      | 935                           | 3,534                     |
| SCS1-4          | SCS1-4          | Domestic Violence & Abuse Support Service          | Expenditure     | 901                       | 0  | 0                 | 0   | 0   | 0  | 0                             | 901                       |
|                 |                 |  | Recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | Grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | income          | -422                      | 1  | 0                 | 0   | 0   | 0  | 0                             | -421                      |
|                 |                 | Subtotal Domestic Violence & Abuse Support Service |                 | 479                       | 1  | 0                 | 0   | 0   | 0  | 0                             | 480                       |
| SCS1-5          | SCS1-5          | Housing Related Support                            | Expenditure     | 1,121                     | 0  | 0                 | 0   | -88   | 0  | 0                             | 1,033                     |
|                 |                 |  | Recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 | Subtotal Housing Related Support                   |                 | 1,121                     | 0  | 0                 | 0   | -88   | 0  | 0                             | 1,033                     |

Revenue Budget 2021/22  
Adult Services

| Ref.<br>2021/22 | Ref.<br>2020/21 | Service Area   |                 | Budget<br>2020/21<br>£000 | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000 | Budget<br>2021/22<br>£000 |
|-----------------|-----------------|--|-----------------|---------------------------|--|-------------------|---|---|--|-------------------------------|---------------------------|
| SCS1-6          | SCS1-6          | Other Funding  | Expenditure     | 2,249                     | -700   | 0                 | 0   | 1,100   | 1,031                                    | -600                          | 3,080                     |
|                 |                 |  | Recharge Income | 0                         | -7   | 0                 | 0   | 0   | 0  | 0                             | -7                        |
|                 |                 |  | Grant income    | -10,391                   | 0  | 0                 | 0   | 0   | 0  | 0                             | -10,391                   |
|                 |                 |  | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 | Subtotal Other Funding                               |                 | -8,142                    | -707   | 0                 | 0   | 1,100   | 1,031                                    | -600                          | -7,318                    |
| SCS1-7          | SCS1-7          | Adult Social Care Recharges                          | Expenditure     | 4                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 4                         |
| SCS1-8          | SCS1-8          |  | Recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |  | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 | Subtotal Adult Social Care Recharges                 |                 | 4                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 4                         |
| SCS1-9          | SCS1-9          | Adult Social Care Staffing & Infrastructure          | Expenditure     | 13,745                    | 191  | 0                 | 0   | 50  | -129                                     | -388                          | 13,469                    |
|                 |                 |  | Recharge Income | -197                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -197                      |
|                 |                 |  | income          | -96                       | -132   | 0                 | 0   | 0   | 0  | 0                             | -228                      |
|                 |                 | Subtotal Adult Social Care Staffing & Infrastructure |                 | 13,452                    | 59   | 0                 | 0   | 50  | -129                                     | -388                          | 13,044                    |
|                 |                 | <b>TOTAL ADULT SOCIAL CARE</b>                       |                 | <b>188,408</b>            | <b>5</b>   | <b>-117</b>       | <b>0</b>                                      | <b>6,268</b>                                      | <b>-1,540</b>                            | <b>606</b>                    | <b>193,630</b>            |
| SCS2            | SCS2            | Commissioning  | Expenditure     | 6,700                     | 120  | 0                 | 0   | 0   | -502                                     | -841                          | 5,477                     |
|                 |                 |  | Recharge Income | -726                      | -49  | 0                 | 0   | 0   | 0  | -150                          | -925                      |
|                 |                 |  | income          | -335                      | -76  | -1                | 0   | 0   | 0  | -2                            | -414                      |
|                 |                 |  |                 | 5,639                     | -5   | -1                | 0   | 0   | -502                                     | -993                          | 4,138                     |
|                 |                 | <b>TOTAL COMMISSIONING</b>                           |                 | <b>5,639</b>              | <b>-5</b>  | <b>-1</b>         | <b>0</b>                                      | <b>0</b>  | <b>-502</b>                              | <b>-993</b>                   | <b>4,138</b>              |
|                 |                 |  | Expenditure     | 214,692                   | 417  | -93               | 0   | 6,268   | -2,142                                   | -101                          | 219,041                   |
|                 |                 |  | Recharge Income | -8,212                    | 65   | 0                 | 0   | 0   | 100                                      | -284                          | -8,331                    |
|                 |                 |  | Grant income    | -10,391                   | 0  | 0                 | 0   | 0   | 0  | 0                             | -10,391                   |
|                 |                 |  | Income          | -2,042                    | -482   | -25               | 0   | 0   | 0  | -2                            | -2,551                    |
|                 |                 | <b>BUDGET CONTROLLABLE BY ADULT SERVICES</b>         |                 | <b>194,047</b>            | <b>0</b>   | <b>-118</b>       | <b>0</b>                                      | <b>6,268</b>                                      | <b>-2,042</b>                            | <b>-387</b>                   | <b>197,768</b>            |

Revenue Budget 2021/22  
Public Health

| Ref.<br>2021/22    | Ref.<br>2020/21    | Service Area                                |                 | Budget<br>2020/21<br>£000 | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000 | Budget<br>2021/22<br>£000 |
|--------------------|--------------------|---|-----------------|---------------------------|--|-------------------|---|---|--|-------------------------------|---------------------------|
| <b>PH1 &amp; 2</b> | <b>PH1 &amp; 2</b> | <b>Public Health Functions</b>              |                 |                           |  |                   |   |   |  |                               |                           |
| <b>PH1</b>         | <b>PH1</b>         | Public Health Functions                     | Expenditure     | 29,317                    | 1,518  | 0                 | 0   | -144  | -102                                     | 331                           | 30,920                    |
|                    |                    |   | recharge income | -177                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -177                      |
|                    |                    |   | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                    |                    |   | income          | -51                       | 0  | 0                 | 0   | 0   | 0  | 0                             | -51                       |
|                    |                    |   |                 | 29,089                    | 1,518  | 0                 | 0   | -144  | -102                                     | 331                           | 30,692                    |
| <b>PH3</b>         | <b>PH3</b>         | Public Health Recharges                     | expenditure     | 633                       | 0  | 0                 | 0   | 0   | 0  | 0                             | 633                       |
|                    |                    |   | recharge income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                    |                    |   | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                    |                    |   | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                    |                    |   |                 | 633                       | 0  | 0                 | 0   | 0   | 0  | 0                             | 633                       |
| <b>PH4</b>         | <b>PH4</b>         | Grant Income                                | expenditure     | 0                         | 0  | 0                 | 0   | 144   | 0  | 0                             | 144                       |
|                    |                    |   | recharge income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                    |                    |   | grant income    | -29,722                   | -1,518   | 0                 | 0   | 0   | 0  | 1                             | -31,239                   |
|                    |                    |   | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                    |                    | <b>SUBTOTAL GRANT INCOME</b>                |                 | <b>-29,722</b>            | <b>-1,518</b>  | <b>0</b>          | <b>0</b>                                      | <b>144</b>  | <b>0</b>                                 | <b>1</b>                      | <b>-31,095</b>            |
|                    |                    |   | expenditure     | 29,950                    | 1,518  | 0                 | 0   | 0   | -102                                     | 331                           | 31,697                    |
|                    |                    |   | recharge income | -177                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -177                      |
|                    |                    |   | grant income    | -29,722                   | -1,518   | 0                 | 0   | 0   | 0  | 1                             | -31,239                   |
|                    |                    |   | income          | -51                       | 0  | 0                 | 0   | 0   | 0  | 0                             | -51                       |
|                    |                    | <b>BUDGET CONTROLLABLE BY PUBLIC HEALTH</b> |                 | <b>0</b>                  | <b>0</b>   | <b>0</b>          | <b>0</b>                                      | <b>0</b>  | <b>-102</b>                              | <b>332</b>                    | <b>230</b>                |

Revenue Budget 2021/22  
Environment & Place

| Ref.<br>2021/22 | Ref.<br>2020/21 | Service Area                        |                 | Budget<br>2020/21<br>£000 | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000 | Budget<br>2021/22<br>£000 |
|-----------------|-----------------|-------------------------------------|-----------------|---------------------------|--|-------------------|---|---|--|-------------------------------|---------------------------|
| EE1             |                 | <b><u>PLANNING &amp; PLACE</u></b>  |                 |                           |  |                   |   |   |  |                               |                           |
| EP1             | PG2-1           | Planning & Place Management         | expenditure     | 503                       | 0  | 0                 | 0   | 0   | 0  | 3                             | 506                       |
|                 |                 |                                     | recharge income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                     | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                     | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                     |                 | 503                       | 0  | 0                 | 0   | 0   | 0  | 3                             | 506                       |
| EP2             | PG2-2           | Innovation Hub                      | expenditure     | 1,381                     | 2,873  | 0                 | 0   | -500  | -2                                       | 5                             | 3,757                     |
|                 |                 |                                     | recharge income | -511                      | 215  | 0                 | 0   | 0   | 0  | 0                             | -296                      |
|                 |                 |                                     | grant income    | 1,078                     | -2,993   | 0                 | 0   | 0   | 0  | 0                             | -1,915                    |
|                 |                 |                                     | income          | -1,178                    | 0  | 0                 | 0   | -80   | 0  | 0                             | -1,258                    |
|                 |                 |                                     |                 | 770                       | 95   | 0                 | 0   | -580  | -2                                       | 5                             | 288                       |
| EP3             | PG2-3           | Growth & Place                      | expenditure     | 5,161                     | 0  | 0                 | 0   | -150  | -4                                       | 35                            | 5,042                     |
|                 |                 |                                     | recharge income | -67                       | 1  | 0                 | 0   | 0   | 0  | -1                            | -67                       |
|                 |                 |                                     | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                     | income          | -4,374                    | 0  | -3                | 0   | -300  | -682                                     | 1                             | -5,358                    |
|                 |                 |                                     |                 | 720                       | 1  | -3                | 0   | -450  | -686                                     | 35                            | -383                      |
| EP4             | PG2-4           | Strategic Infrastructure & Planning | expenditure     | 4,367                     | 0  | 0                 | 0   | 176   | -15                                      | 22                            | 4,550                     |
|                 |                 |                                     | recharge income | -58                       | 1  | 0                 | 0   | 0   | 0  | -1                            | -58                       |
|                 |                 |                                     | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                     | income          | -1,088                    | 0  | -11               | 0   | -10   | -94                                      | 0                             | -1,203                    |
|                 |                 |                                     |                 | 3,221                     | 1  | -11               | 0   | 166   | -109                                     | 21                            | 3,289                     |
|                 |                 | <b>TOTAL PLANNING &amp; PLACE</b>   |                 | <b>5,214</b>              | <b>97</b>  | <b>-14</b>        | <b>0</b>                                      | <b>-864</b>                                       | <b>-797</b>                              | <b>64</b>                     | <b>3,700</b>              |
| EE2             |                 | <b><u>COMMUNITY OPERATIONS</u></b>  |                 |                           |  |                   |   |   |  |                               |                           |
|                 | COM1            | Communities Management Costs        | expenditure     |                           | 486  | 0                 | 0   | 0   | -1,200                                   | -448                          | -1,162                    |
|                 |                 |                                     | recharge income |                           | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                     | income          |                           | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                     |                 |                           | 486  | 0                 | 0   | 0   | -1,200                                   | -448                          | -1,162                    |

Revenue Budget 2021/22  
Environment & Place

| Ref.<br>2021/22 | Ref.<br>2020/21 | Service Area                    |                 | Budget<br>2020/21<br>£000 | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000 | Budget<br>2021/22<br>£000 |
|-----------------|-----------------|---------------------------------|-----------------|---------------------------|--|-------------------|---|---|--|-------------------------------|---------------------------|
| EE2-1           | COM2-1          | Community Operations Management | expenditure     | -819                      | 0  | 0                 | 0   | 0   | -8                                       | -40                           | -867                      |
|                 |                 |                                 | recharge income | -65                       | 0  | 0                 | 0   | 0   | 0  | 0                             | -65                       |
|                 |                 |                                 | income          | -2,550                    | 0  | -21               | 0   | 1,500   | -300                                     | 0                             | -1,371                    |
|                 |                 |                                 |                 | <b>-3,434</b>             | <b>0</b>   | <b>-21</b>        | <b>0</b>                                      | <b>1,500</b>                                      | <b>-308</b>                              | <b>-40</b>                    | <b>-2,303</b>             |
| EE2-2           | COM2-2          | Infrastructure Operations       |                 |                           |  |                   |   |   |  |                               |                           |
| EE2-21          | COM2-21         | Highways Maintenance            | expenditure     | 19,954                    | 2,817  | 218               | 0   | -670  | 130                                      | 54                            | 22,503                    |
|                 |                 |                                 | recharge income | -2,009                    | -320   | 0                 | 0   | 0   | 0  | 0                             | -2,329                    |
|                 |                 |                                 | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                 | income          | -55                       | -190   | -1                | 0   | 0   | 0  | 1                             | -245                      |
|                 |                 |                                 |                 | <b>17,890</b>             | <b>2,307</b>   | <b>217</b>        | <b>0</b>                                      | <b>-670</b>                                       | <b>130</b>                               | <b>55</b>                     | <b>19,929</b>             |
| EE2-22          | COM2-22         | Transport Operations            |                 |                           |  |                   |   |   |  |                               |                           |
| EE2-22A         | COM2-22A        | Community Delivery              | expenditure     | 2,442                     | 0  | 0                 | 0   | 0   | -67                                      | 7                             | 2,382                     |
|                 |                 |                                 | recharge income | -77                       | 0  | 0                 | 0   | 0   | 0  | 0                             | -77                       |
|                 |                 |                                 | grant income    | -227                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -227                      |
|                 |                 |                                 | income          | -271                      | 0  | -5                | 0   | 0   | 0  | 0                             | -276                      |
|                 |                 |                                 |                 | <b>1,867</b>              | <b>0</b>   | <b>-5</b>         | <b>0</b>                                      | <b>0</b>  | <b>-67</b>                               | <b>7</b>                      | <b>1,802</b>              |
| EE2-22B         | COM2-22B        | Network Management              | expenditure     | 1,336                     | -50  | 0                 | 0   | 0   | 0  | 758                           | 2,044                     |
|                 |                 |                                 | recharge income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                 | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                 | income          | -2,014                    | 0  | -56               | 0   | 0   | -238                                     | -801                          | -3,109                    |
|                 |                 |                                 |                 | <b>-678</b>               | <b>-50</b>   | <b>-56</b>        | <b>0</b>                                      | <b>0</b>  | <b>-238</b>                              | <b>-43</b>                    | <b>-1,065</b>             |
| EE2-22C         | COM2-22C        | Parking Management              | expenditure     | 6,928                     | 1  | 24                | 0   | 0   | -1                                       | 3                             | 6,955                     |
|                 |                 |                                 | recharge income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                 | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                 | income          | -7,294                    | 0  | -146              | 0   | 0   | 0  | 0                             | -7,440                    |
|                 |                 |                                 |                 | <b>-366</b>               | <b>1</b>   | <b>-122</b>       | <b>0</b>                                      | <b>0</b>  | <b>-1</b>                                | <b>3</b>                      | <b>-485</b>               |
| EE2-22D         | COM2-24         | Supported Transport             | expenditure     | 37,823                    | 795  | 747               | 0   | 1,300   | -931                                     | 24                            | 39,758                    |
|                 |                 |                                 | recharge income | -25,008                   | 0  | -877              | 0   | -1,300  | 700                                      | 0                             | -26,485                   |
|                 |                 |                                 | grant income    | 0                         | -795   | 0                 | 0   | 0   | 0  | 0                             | -795                      |
|                 |                 |                                 | income          | -730                      | 0  | -14               | 0   | 0   | -155                                     | 0                             | -899                      |
|                 |                 |                                 |                 | <b>12,085</b>             | <b>0</b>   | <b>-144</b>       | <b>0</b>                                      | <b>0</b>  | <b>-386</b>                              | <b>24</b>                     | <b>11,579</b>             |

Revenue Budget 2021/22  
Environment & Place

| Ref.<br>2021/22 | Ref.<br>2020/21 | Service Area                       |                 | Budget<br>2020/21<br>£000 | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000 | Budget<br>2021/22<br>£000 |
|-----------------|-----------------|------------------------------------|-----------------|---------------------------|--|-------------------|---|---|--|-------------------------------|---------------------------|
| EE2-23          | COM2-23         | Asset Data & Systems               | expenditure     | 1,754                     | -58  | 0                 | 0   | 0   | -11                                      | 9                             | 1,694                     |
|                 |                 |                                    | recharge income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                    | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                    | income          | -247                      | 56   | -3                | 0   | 0   | -58                                      | 2                             | -250                      |
|                 |                 |                                    |                 | 1,507                     | -2   | -3                | 0   | 0   | -69                                      | 11                            | 1,444                     |
| EE2-2           | COM2            | Subtotal Infrastructure Operations |                 | 32,305                    | 2,256  | -113              | 0   | -670  | -631                                     | 57                            | 33,204                    |
| EE2-4           | COM2-4          | Commissioning                      |                 |                           |  |                   |   |   |  |                               |                           |
| EE2-41          | COM2-41         | Highways Contract Management       | expenditure     | 2,664                     | -2,445   | 0                 | 0   | 0   | 0  | -29                           | 190                       |
|                 |                 |                                    | recharge income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                    | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                    | income          | -188                      | 188  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                    |                 | 2,476                     | -2,257   | 0                 | 0   | 0   | 0  | -29                           | 190                       |
| EE2-42          | COM2-42         | Waste Management                   | expenditure     | 27,687                    | -43  | 401               | 0   | 400   | -460                                     | -43                           | 27,942                    |
|                 |                 |                                    | recharge income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                    | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                    | income          | -601                      | 0  | -12               | 0   | 0   | 0  | -1                            | -614                      |
|                 |                 |                                    |                 | 27,086                    | -43  | 389               | 0   | 400   | -460                                     | -44                           | 27,328                    |
|                 |                 | Subtotal Commissioning             |                 | 29,562                    | -2,300   | 389               | 0   | 400   | -460                                     | -73                           | 27,518                    |
| EE2-5           | COM2-5          | Integration & Improvement          | expenditure     | 577                       | -1   | 0                 | 0   | 0   | 0  | 4                             | 580                       |
|                 |                 |                                    | recharge income | -50                       | 0  | 0                 | 0   | -50   | 0  | 0                             | -100                      |
|                 |                 |                                    | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                    | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                    |                 | 527                       | -1   | 0                 | 0   | -50   | 0  | 4                             | 480                       |
|                 |                 | TOTAL COMMUNITY OPERATIONS         |                 | 58,960                    | -45  | 255               | 0   | 1,180   | -1,399                                   | -52                           | 58,899                    |
| EE3             |                 | <u>GROWTH &amp; ECONOMY</u>        |                 |                           |  |                   |   |   |  |                               |                           |
| EP              | PG3-3           | Infrastructure Delivery            | expenditure     | 625                       | 0  | 0                 | 0   | 0   | 0  | 5                             | 630                       |
|                 |                 |                                    | recharge income | -537                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -537                      |
|                 |                 |                                    | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                    | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                    |                 | 88                        | 0  | 0                 | 0   | 0   | 0  | 5                             | 93                        |

Revenue Budget 2021/22  
Environment & Place

| Ref.<br>2021/22 | Ref.<br>2020/21 | Service Area                          |                 | Budget<br>2020/21<br>£000 | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000 | Budget<br>2021/22<br>£000 |
|-----------------|-----------------|---------------------------------------|-----------------|---------------------------|--|-------------------|---|---|--|-------------------------------|---------------------------|
| EP              | PG3-4           | Growth Deal Capacity Fund             | expenditure     | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                       | recharge income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                       | grant income    | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                       | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |                                       |                 | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 | TOTAL GROWTH & ECONOMY                |                 | 88                        | 0  | 0                 | 0   | 0   | 0  | 5                             | 93                        |
|                 |                 |                                       |                 |                           |  |                   |   |   |  |                               |                           |
|                 |                 |                                       | expenditure     | 112,383                   | 4,375  | 1,390             | 0   | 556   | -2,569                                   | 369                           | 116,504                   |
|                 |                 |                                       | recharge income | -28,382                   | -103   | -877              | 0   | -1,350  | 700                                      | -2                            | -30,014                   |
|                 |                 |                                       | grant income    | 851                       | -3,788   | 0                 | 0   | 0   | 0  | 0                             | -2,937                    |
|                 |                 |                                       | income          | -20,590                   | 54   | -272              | 0   | 1,110   | -1,527                                   | -798                          | -22,023                   |
|                 |                 | BUDGET CONTROLLABLE BY<br>COMMUNITIES |                 | 64,262                    | 538  | 241               | 0   | 316   | -3,396                                   | -431                          | 61,530                    |

Revenue Budget 2021/22  
Customers, Organisational Development and Resources

| Ref.<br>2021/22 | Ref.<br>2020/21 | Service Area  |                 | Budget<br>2020/21<br>£000 | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000 | Budget<br>2021/22<br>£000 |
|-----------------|-----------------|---|-----------------|---------------------------|--|-------------------|---|---|--|-------------------------------|---------------------------|
| COD1            | COD1            | Corporate Services  | expenditure     | 1,751                     | 105  | 0                 | 0   | -945  | 936                                      | -85                           | 1,762                     |
|                 |                 |   | recharge income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | income          | 0                         | 0  | 0                 | 0   | 0   | -119                                     | 0                             | -119                      |
|                 |                 |   |                 | 1,751                     | 105  | 0                 | 0   | -945  | 817                                      | -85                           | 1,643                     |
| COD2            | COD2            | Human Resources   | expenditure     | 3,621                     | 9  | 0                 | 0   | 0   | 712                                      | 18                            | 4,360                     |
|                 |                 |   | recharge income | -987                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -987                      |
|                 |                 |   | income          | -192                      | 9  | -2                | 0   | 0   | 0  | 0                             | -185                      |
|                 |                 |   |                 | 2,442                     | 18   | -2                | 0   | 0   | 712                                      | 18                            | 3,188                     |
| COD3            | COD3            | Strategy, Insight & Communications  | expenditure     | 4,127                     | -239   | 0                 | 0   | 40  | -67                                      | -2                            | 3,859                     |
|                 |                 |   | recharge income | -981                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -981                      |
|                 |                 |   | income          | -127                      | 18   | 0                 | 0   | 0   | 0  | 0                             | -109                      |
|                 |                 |   |                 | 3,019                     | -221   | 0                 | 0   | 40  | -67                                      | -2                            | 2,769                     |
| COD4            | COD4            | Digital & ICT   | expenditure     | 11,531                    | -64  | 0                 | 0   | 0   | -380                                     | 51                            | 11,138                    |
|                 |                 |   | recharge income | -30                       | -725   | 0                 | 0   | 0   | 0  | 0                             | -755                      |
|                 |                 |   | income          | -287                      | 0  | 0                 | 0   | 0   | -50                                      | 0                             | -337                      |
|                 |                 |   |                 | 11,214                    | -789   | 0                 | 0   | 0   | -430                                     | 51                            | 10,046                    |
| COD5            | COD5            | Customer & Culture  | expenditure     | 16,570                    | 36   | 0                 | 0   | 0   | -308                                     | 82                            | 16,380                    |
|                 |                 |   | recharge income | -2,450                    | 755  | -31               | 0   | 0   | 0  | 0                             | -1,726                    |
|                 |                 |   | Grant Income    | -837                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -837                      |
|                 |                 |   | income          | -5,121                    | -41  | -45               | 0   | 0   | 0  | 1                             | -5,206                    |
|                 |                 |   |                 | 8,162                     | 750  | -76               | 0   | 0   | -308                                     | 83                            | 8,611                     |
| COD6            | COD6            | Finance   | expenditure     | 8,961                     | 267  | 0                 | 0   | 0   | -365                                     | -237                          | 8,626                     |
|                 |                 |   | recharge income | -1,158                    | -6   | 0                 | 0   | 0   | -27                                      | 185                           | -1,006                    |
|                 |                 |   | income          | -1,204                    | -280   | -1                | 0   | 0   | 0  | -1                            | -1,486                    |
|                 |                 |   |                 | 6,599                     | -19  | -1                | 0   | 0   | -392                                     | -53                           | 6,134                     |
|                 |                 |   | expenditure     | 46,561                    | 114  | 0                 | 0   | -905  | 528                                      | -173                          | 46,125                    |
|                 |                 |   | recharge income | -5,606                    | 24   | -31               | 0   | 0   | -27                                      | 185                           | -5,455                    |
|                 |                 |   | grant income    | -837                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -837                      |
|                 |                 |   | income          | -6,931                    | -294   | -48               | 0   | 0   | -169                                     | 0                             | -7,442                    |
|                 |                 | <b>BUDGET CONTROLLABLE BY<br/>CUSTOMERS, ORGANISATIONAL<br/>DEVELOPMENT &amp; RESOURCES</b> |                 | <b>33,187</b>             | <b>-156</b>  | <b>-79</b>        | <b>0</b>                                      | <b>-905</b>                                       | <b>332</b>                               | <b>12</b>                     | <b>32,391</b>             |

Revenue Budget 2021/22  
Commercial Development, Assets & Investment

| Ref.<br>2021/22 | Ref.<br>2020/21 | Service Area  |                 | Budget<br>2020/21 | Permanent<br>Virements<br>Agreed in<br>2020/21 | Inflation | Function<br>and<br>Funding<br>Changes | Previously<br>Agreed<br>Budget<br>Changes | New<br>Pressures<br>&<br>Savings | Proposed<br>Virements | Budget<br>2021/22 |
|-----------------|-----------------|---|-----------------|-------------------|--|-----------|---------------------------------------|---|----------------------------------|-----------------------|-------------------|
|                 |                 |   |                 | £000              | £000   | £000      | £000                                  | £000                                      | £000                             | £000                  | £000              |
| CDA1            |                 | <b>Property, Investment &amp; Community<br/>Facilities Management</b> |                 |                   |  |           |                                       |   |                                  |                       |                   |
|                 | CDA1-1          | Commercial  | expenditure     | 1,623             | -318   | 0         | 0                                     | 60  | -140                             | -74                   | 1,151             |
|                 |                 |   | recharge income | -387              | 50   | 0         | 0                                     | 0   | 0                                | 0                     | -337              |
|                 |                 |   | income          | 0                 | 0  | 0         | 0                                     | 0   | 0                                | 0                     | 0                 |
|                 |                 |   |                 | 1,236             | -268   | 0         | 0                                     | 60  | -140                             | -74                   | 814               |
|                 | CDA1-2          | Strategy  | expenditure     | 857               | 198  | 0         | 0                                     | 0   | 0                                | -187                  | 868               |
|                 |                 |   | recharge income | 0                 | -145   | 0         | 0                                     | 0   | -70                              | 0                     | -215              |
|                 |                 |   | income          | 0                 | 0  | 0         | 0                                     | 0   | 0                                | 0                     | 0                 |
|                 |                 |   |                 | 857               | 53   | 0         | 0                                     | 0   | -70                              | -187                  | 653               |
|                 | CDA1-3          | Estates   | expenditure     | 10,066            | 157  | 0         | 0                                     | -209                                      | 519                              | -361                  | 10,172            |
|                 |                 |   | recharge income | -1,592            | -99  | 0         | 0                                     | 0   | 0                                | 0                     | -1,691            |
|                 |                 |   | income          | -829              | -80  | 0         | 0                                     | 0   | 0                                | 0                     | -909              |
|                 |                 |   |                 | 7,645             | -22  | 0         | 0                                     | -209                                      | 519                              | -361                  | 7,572             |
|                 | CDA1-4          | Service Delivery Construction   | expenditure     | 1,173             | -239   | 0         | 0                                     | 0   | 0                                | 5                     | 939               |
|                 |                 |   | recharge income | -700              | 69   | 0         | 0                                     | 0   | -100                             | -1                    | -732              |
|                 |                 |   | income          | 0                 | 0  | 0         | 0                                     | 0   | 0                                | 0                     | 0                 |
|                 |                 |   |                 | 473               | -170   | 0         | 0                                     | 0   | -100                             | 4                     | 207               |
|                 | CDA1-5          | Hard Services   | expenditure     | 4,246             | 91   | 0         | 0                                     | 900                                       | -402                             | 9                     | 4,844             |
|                 |                 |   | recharge income | 0                 | -73  | 0         | 0                                     | 0   | 0                                | 0                     | -73               |
|                 |                 |   | income          | 0                 | 0  | 0         | 0                                     | 0   | 0                                | 0                     | 0                 |
|                 |                 |   |                 | 4,246             | 18   | 0         | 0                                     | 900                                       | -402                             | 9                     | 4,771             |
|                 | CDA1-6          | Soft Services   | expenditure     | 5,273             | -541   | 0         | 0                                     | 200                                       | -233                             | -328                  | 4,371             |
|                 |                 |   | recharge income | -402              | 75   | 0         | 0                                     | 0   | 0                                | 0                     | -327              |
|                 |                 |   | income          | -48               | 0  | -1        | 0                                     | 0   | 0                                | 0                     | -49               |
|                 |                 |   |                 | 4,823             | -466   | -1        | 0                                     | 200                                       | -233                             | -328                  | 3,995             |
|                 | CDA1-7          | Catering  | expenditure     | 7,294             | -4,036   | 0         | 0                                     | 0   | -37                              | 17                    | 3,238             |
|                 |                 |   | recharge income | -7,100            | 5,000  | 0         | 0                                     | 0   | 0                                | 0                     | -2,100            |
|                 |                 |   | income          | 0                 | -880   | -6        | 0                                     | 0   | 0                                | -1                    | -887              |
|                 |                 |   |                 | 194               | 84   | -6        | 0                                     | 0   | -37                              | 16                    | 251               |
|                 | CDA1-8          | PIFM Leadership   | expenditure     | 0                 | 962  | 0         | 0                                     | 0   | -880                             | 892                   | 974               |
|                 |                 |   | recharge income | 0                 | 0  | 0         | 0                                     | 0   | 0                                | 0                     | 0                 |
|                 |                 |   | income          | 0                 | 0  | 0         | 0                                     | 0   | 0                                | 0                     | 0                 |
|                 |                 |   |                 | 0                 | 962  | 0         | 0                                     | 0   | -880                             | 892                   | 974               |

Revenue Budget 2021/22  
Commercial Development, Assets & Investment

| Ref.<br>2021/22 | Ref.<br>2020/21 | Service Area  |                 | Budget<br>2020/21<br>£000 | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000 | Budget<br>2021/22<br>£000 |
|-----------------|-----------------|---|-----------------|---------------------------|--|-------------------|---|---|--|-------------------------------|---------------------------|
|                 | CDA1-9          | PIFM Leadership s/b PIFM Corporate Overheads                            | expenditure     | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | recharge income | 0                         | -817   | 0                 | 0   | 0   | 0  | 0                             | -817                      |
|                 |                 |   | income          | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   |                 | 0                         | -817   | 0                 | 0   | 0   | 0  | 0                             | -817                      |
|                 |                 | <b>TOTAL PROPERTY, INVESTMENT &amp; COMMUNITY FACILITIES MANAGEMENT</b> |                 | <b>19,474</b>             | <b>-626</b>  | <b>-7</b>         | <b>0</b>                                      | <b>951</b>  | <b>-1,343</b>                            | <b>-29</b>                    | <b>18,420</b>             |
| <b>CDA2</b>     |                 | <b>Law &amp; Governance</b>   |                 |                           |  |                   |   |   |  |                               |                           |
|                 | CDA2-1          | Legal Services  | expenditure     | 3,866                     | 0  | 0                 | 0   | 0   | 0  | 20                            | 3,886                     |
|                 |                 |   | recharge income | -205                      | 0  | 0                 | 0   | 0   | -50                                      | 0                             | -255                      |
|                 |                 |   | income          | -554                      | 0  | 0                 | 0   | 0   | 0  | 0                             | -554                      |
|                 |                 |   |                 | 3,107                     | 0  | 0                 | 0   | 0   | -50                                      | 20                            | 3,077                     |
|                 | CDA2-2          | Governance  | expenditure     | 2,771                     | 87   | 98                | 0   | 0   | 0  | 18                            | 2,974                     |
|                 |                 |   | recharge income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | income          | -38                       | 0  | 0                 | 0   | 0   | 0  | 0                             | -38                       |
|                 |                 |   |                 | 2,733                     | 87   | 98                | 0   | 0   | 0  | 18                            | 2,936                     |
|                 | CDA2-3          | Procurement   | expenditure     | 859                       | 0  | 0                 | 0   | -150  | 0  | 1,103                         | 1,812                     |
|                 |                 |   | recharge income | -121                      | 0  | 0                 | 0   | 0   | 0  | -248                          | -369                      |
|                 |                 |   | income          | -2                        | 0  | 0                 | 0   | 0   | 0  | -300                          | -302                      |
|                 |                 |   |                 | 736                       | 0  | 0                 | 0   | -150  | 0  | 555                           | 1,141                     |
|                 |                 | <b>TOTAL LAW &amp; GOVERNANCE</b>                                       |                 | <b>6,576</b>              | <b>87</b>  | <b>98</b>         | <b>0</b>                                      | <b>-150</b>                                       | <b>-50</b>                               | <b>593</b>                    | <b>7,154</b>              |
| <b>EE4</b>      |                 | <b>FIRE &amp; RESCUE SERVICE &amp; COMMUNITY SAFETY</b>                 |                 |                           |  |                   |   |   |  |                               |                           |
| EE4-1           | COM4-2          | Fire and Rescue Service   | Expenditure     | 25,522                    | -375   | 16                | 0   | 200   | -126                                     | -99                           | 25,138                    |
|                 |                 |   | Recharge Income | -24                       | 24   | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | grant income    | -1,401                    | 1,401  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | income          | -867                      | -1,105   | -2                | 0   | 0   | 0  | 0                             | -1,974                    |
|                 |                 |   |                 | 23,230                    | -55  | 14                | 0   | 200   | -126                                     | -99                           | 23,164                    |
| EE4-2           | COM4-3          | Emergency Planning  | Expenditure     | 219                       | 81   | 0                 | 0   | 0   | 0  | 2                             | 302                       |
|                 |                 |   | Recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | income          | 0                         | -27  | -1                | 0   | 0   | 0  | 1                             | -27                       |
|                 |                 |   |                 | 219                       | 54   | -1                | 0   | 0   | 0  | 3                             | 275                       |

Revenue Budget 2021/22  
Commercial Development, Assets & Investment

| Ref.<br>2021/22 | Ref.<br>2020/21 | Service Area  |                 | Budget<br>2020/21<br>£000 | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000 | Budget<br>2021/22<br>£000 |
|-----------------|-----------------|---|-----------------|---------------------------|--|-------------------|---|---|--|-------------------------------|---------------------------|
| EE4-3           | COM4-4          | Gypsy & Traveller Services  | Expenditure     | 377                       | 1  | 0                 | 0   | 0   | 0  | 2                             | 380                       |
|                 |                 |   | Recharge Income | 0                         | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | income          | -465                      | 0  | -2                | 0   | 0   | 0  | 0                             | -467                      |
|                 |                 |   |                 | -88                       | 1  | -2                | 0   | 0   | 0  | 2                             | -87                       |
| EE4-4           | COM4-5          | Trading Standards   | Expenditure     | 1,746                     | 0  | 0                 | 0   | 0   | -56                                      | 11                            | 1,701                     |
|                 |                 |   | Recharge Income | -10                       | 0  | 0                 | 0   | 0   | 0  | 0                             | -10                       |
|                 |                 |   | income          | -353                      | 0  | -2                | 0   | 0   | -20                                      | 1                             | -374                      |
|                 |                 |   |                 | 1,383                     | 0  | -2                | 0   | 0   | -76                                      | 12                            | 1,317                     |
|                 |                 | <b>TOTAL FIRE &amp; RESCUE SERVICE and<br/>COMMUNITY SAFETY</b>                       |                 | <b>24,744</b>             | <b>0</b>   | <b>9</b>          | <b>0</b>                                      | <b>200</b>  | <b>-202</b>                              | <b>-82</b>                    | <b>24,669</b>             |
| CDA4            |                 | <b>CDAI Management Costs</b>  |                 |                           |  |                   |   |   |  |                               |                           |
|                 | CDA4-1          | CDAI Management Costs   | expenditure     |                           | 0  | 0                 | 0   | 0   | 0  | 130                           | 130                       |
|                 |                 |   | recharge income |                           | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | income          |                           | 0  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   |                 | 0                         | 0  | 0                 | 0   | 0   | 0  | 130                           | 130                       |
|                 |                 | <b>TOTAL CDAI Management Costs</b>  |                 | <b>0</b>                  | <b>0</b>   | <b>0</b>          | <b>0</b>                                      | <b>0</b>  | <b>0</b>                                 | <b>130</b>                    | <b>130</b>                |
|                 |                 |   | expenditure     | 65,892                    | -3,932   | 114               | 0   | 1,001   | -1,355                                   | 1,160                         | 62,880                    |
|                 |                 |   | recharge income | -10,541                   | 4,084  | 0                 | 0   | 0   | -220                                     | -249                          | -6,926                    |
|                 |                 |   | grant income    | -1,401                    | 1,401  | 0                 | 0   | 0   | 0  | 0                             | 0                         |
|                 |                 |   | income          | -3,156                    | -2,092   | -14               | 0   | 0   | -20                                      | -299                          | -5,581                    |
|                 |                 | <b>BUDGET CONTROLLABLE BY<br/>COMMERICAL DEVELOPMENT, ASSETS<br/>&amp; INVESTMENT</b> |                 | <b>50,794</b>             | <b>-539</b>  | <b>100</b>        | <b>0</b>                                      | <b>1,001</b>                                      | <b>-1,595</b>                            | <b>612</b>                    | <b>50,373</b>             |

Revenue Budget 2021/22  
Strategic Measures

|   |                 | Budget<br>2020/21<br>£000 | Permanent<br>Virements<br>Agreed in<br>2020/21<br>£000 | Inflation<br>£000 | Function<br>and<br>Funding<br>Changes<br>£000 | Previously<br>Agreed<br>Budget<br>Changes<br>£000 | New<br>Pressures<br>&<br>Savings<br>£000 | Proposed<br>Virements<br>£000 | Budget<br>2021/22<br>£000 |
|---|-----------------|---------------------------|--|-------------------|---|---|--|-------------------------------|---------------------------|
| <b><u>CAPITAL FINANCING</u></b>                         |                 |                           |  |                   |   |   |  |                               |                           |
| Principal   | Expenditure     | 9,049                     |  |                   |   | -462  |  |                               | 8,587                     |
| Interest  | Expenditure     | 15,028                    |  |                   |   | 90  |  |                               | 15,118                    |
| Net Interest on Balances (split income and expenditure) | Expenditure     | 1,371                     |  |                   |   |   |  |                               | 1,371                     |
|   | Recharge Income | -3,512                    |  |                   |   |   |  |                               | -3,512                    |
|   | Other income    | -8,308                    |  |                   |   | -3,098  | 2,702                                    |                               | -8,704                    |
|   |                 | -10,449                   | 0  | 0                 | 0   | -3,098  | 2,702                                    | 0                             | -10,845                   |
| <b>SUBTOTAL CAPITAL FINANCING</b>                       |                 | <b>13,628</b>             | <b>0</b>   | <b>0</b>          | <b>0</b>                                      | <b>-3,470</b>                                     | <b>2,702</b>                             | <b>0</b>                      | <b>12,860</b>             |
| Contingency   | Expenditure     | 4,858                     | -8   |                   |   | 10,190  | -4,904                                   | -4,553                        | 5,583                     |
| Recharge to Public Health                               | Recharge Income | -425                      |  |                   |   |   |  |                               | -425                      |
| Insurance   | Expenditure     | 2,942                     |  |                   |   |   | -1,662                                   |                               | 1,280                     |
| Transformation Savings                                  | Expenditure     | -5,464                    | 106  |                   |   |   | 4,003                                    | 1,355                         | 0                         |
| <b><u>CONTRIBUTIONS TO/FROM BALANCES</u></b>            |                 |                           |  |                   |   |   |  |                               |                           |
| General Balances  | Expenditure     | 4,591                     |  |                   |   | -3,591  | -1,000                                   |                               | 0                         |
| <b>SUBTOTAL CONTRIBUTIONS TO/FROM BALANCES</b>          |                 | <b>4,591</b>              | <b>0</b>   | <b>0</b>          | <b>0</b>                                      | <b>-3,591</b>                                     | <b>-1,000</b>                            | <b>0</b>                      | <b>0</b>                  |
| <b><u>CONTRIBUTIONS TO/FROM RESERVES</u></b>            |                 |                           |  |                   |   |   |  |                               |                           |
| Reserves  | Expenditure     | 7,441                     |  |                   |   | -2,618  | 16,921                                   |                               | 21,744                    |
|   | Other income    | 0                         |  |                   |   |   |  |                               | 0                         |
|   |                 | 7,441                     | 0  | 0                 | 0   | -2,618  | 16,921                                   | 0                             | 21,744                    |
| Prudential Borrowing costs                              | Expenditure     | 2,200                     |  |                   |   |   |  |                               | 2,200                     |
| <b>SUBTOTAL CONTRIBUTIONS TO/FROM RESERVES</b>          |                 | <b>9,641</b>              | <b>0</b>   | <b>0</b>          | <b>0</b>                                      | <b>-2,618</b>                                     | <b>16,921</b>                            | <b>0</b>                      | <b>23,944</b>             |

[illegible]

## Financial Strategy 2021/22

### Overview

1. The Financial Strategy supports the delivery of other council strategies, such as the Corporate Plan and the Capital & Investment Strategy. It links the council's more detailed service plans, asset management plans and capital plans with the longer term to show that the council's plans are financially achievable.
2. This budget is underpinned by a financial strategy to ensure the financial sustainability of the Council, deliver essential services to residents and achieve our vision for thriving communities for everyone in Oxfordshire, within a limited amount of resource. As in previous years, this will be achieved by focusing on continuous improvement, managing demand, driving through efficiencies and increasing income generation.
3. In order to continue to deliver for our residents and thrive in the longer term, financial sustainability and resilience is essential. This requires successful delivery of two critical elements which reflect the financial planning principles for the budget and medium-term strategy:
  - Managing the impact of rising need, caused by population growth and increased complexity, for adult and children's social care through demand management approaches, more effective pathways and delivering better value for money.
  - Responding to the medium to long term impact of the COVID-19 pandemic on our ways of working, workforce, residents and economy.
4. The Council has a good track record in delivering savings and delivering value to our residents, with a constant focus on our strategic outcomes and financial prudence. During 2020/21 the Council has demonstrated a proactive and agile approach to financial management by responding to the emerging risk and challenges arising as a result of the financial impact of the COVID-19 pandemic and taking action to set a revised balanced budget.

### Funding Context

5. The Financial Strategies for 2019/20 and 2020/21 both reflected on the high degree of uncertainty about government funding beyond the next financial year (2020/21 and 2021/22 respectively). The funding context for the 2022/23 Financial Strategy is no different.
6. The Comprehensive Spending Review (CSR) expected in 2020 has now been delayed until 2021 with a one-year Spending Review for 2021/22 announced on 25 November 2020. This announcement also confirmed that implementation of the Fair Funding review, and the introduction of 75% Business Rate Retention would be postponed to 2022/23. It was also confirmed that Business Rate baseline reset, which would result

## **Section 4.5 Financial Strategy**

in the loss of business rate growth accumulated since 2013/14, would not be implemented for 2021/22.

7. Following the Spending Review, the Provisional Local Government Settlement and consultation was published on 17 December 2020. The Final Settlement is expected to be published in February 2021.
8. The Provisional Settlement confirmed that the latest planning assumptions for government funding set out in the Budget and Business Planning Report to Cabinet in October 2020 were broadly correct. In addition to this, it included the ability for Council's with responsibility for Adult Social Care to raise an additional Adult Social Care (ASC) Precept of up to 3% over 2021/22 and 2022/23. The MTFS includes proposals to raise a 1% ASC precept in 2021/22 leaving the opportunity to raise a further 2% in 2022/23.

### **Medium Term**

9. We recognise the challenges we face both from the uncertain funding environment and the evolving impact of the COVID-19 pandemic on our communities. There will be a continued focus on service redesign, commercialism, effective contract management and working with partners to secure value for money in delivering our Corporate Plan priorities and ensuring that the organisation is agile and able to respond to emerging needs and priorities.
10. The impact of the Fair Funding Review is unknown. In addition to this, it is not currently clear how the historic levels of borrowing undertaken by HM Treasury in response to the COVID-19 pandemic will impact on the quantum of funding available for local government and the wider public sector. This makes it very difficult to predict the level of government funding available for 2022/23 and beyond.
11. The proposed Medium Term Financial Strategy (MTFS) has a budgeted shortfall of £9.0m in 2022/23. This is after raising an additional £8.2m from a 2% Adult Social Care Precept. In arriving at the calculated shortfall, it is assumed that the business rate baseline is reset (£3.0m) and the Settlement Funding Assessment is reduced as a result of the Fair Funding Review (£7.6m). It is also assumed that there will be an ongoing impact on the council tax base (estimated growth reduced from 1.91% to 1.50%) and council tax collection rates creating a shortfall of £6.6m compared to the previous MTFS assumptions.
12. The MTFS includes a £10.2m for a reserves allocation and contingency budget in 2021/22. Of this, £5.0m will be used to contribute to reserves in 2021/22 on a one-off basis. The full budget will be available in 2022/23 to provide some cover should the Fair Funding Review adversely impact on the Council's funding beyond the assumptions already made.
13. Although the impact of the Fair Funding Review and wider pressures on government resources is unclear, beyond 2022/23 the current working assumption is that the level of government support will remain stable as the review should deliver a clear and sustainable funding model.

14. Tax base growth has been revised down from the existing MTFS assumption of approximately 1.88% to 1.75% for 2023/24. It is forecast to continue at this rate for the remainder of the MTFS.
15. As set out in the Earmarked Reserves and General Balances Policy Statement (Section 4.6) it is expected that the Dedicated Schools Grant (DSG) High Needs Reserve will remain in deficit over the medium term and could reach a deficit balance of £57.2m by the end of the MTFS. This is a common position for authorities with responsibility for schools. The Department for Education (DfE) has confirmed that the DSG is a ring-fenced specific grant separate from the general funding of local authorities and that any deficit an authority may have on its DSG account should be carried forward and not funded by the authority's general reserves. However, the DfE has not brought forward a plan to bring levels of funding for High Needs provision up to sustainable levels. In order to help mitigate the impact of negative reserve on the Council's cash position and overall level of financial resilience, contributions will continue to the demographic risk reserve over the MTFS bringing the reserve total to £25.0m. This reserve, combined with a planned higher level of general balances (as set out in Section 4.6), means that it is possible to partially offset the impact of the expected deficit over the medium term.

### Long Term

16. Long term planning is particularly challenging in the current environment. However, in planning for the long term, it remains important to understand both the context of Oxfordshire as well as the main drivers of change. In this context, we need to ensure that the most fundamental issues facing the organisation which have been identified are responded to. Longer term planning needs to account for alternative possible future economic and political environments.
17. The Capital & Investment Strategy sets out the long-term context in which capital expenditure and investment decisions are made to advance the achievement of priority outcomes. This strategy effectively becomes the long-term plan.
18. The capital programme is a ten-year programme which offers strategic choice and options around developing our community assets, responding to the fundamental issues of rising demand in adults and children's services, allowing for a planned approach to replacement of assets and proactively investing in infrastructure to support growth.

### Measuring financial performance

19. Measuring the Council's financial health through a set of targeted measures is a key way of measuring our financial health and resilience in supporting the Council's plans and priorities. The key indicators upon which we will measure ourselves are set out in Annex 1 below.

20. The CIPFA Financial Resilience Index was last published in December 2019 (an update on when the next iteration will be published is expected soon). The index is a comparative analytical tool based on publicly available information. It is intended to support good financial management by providing an assessment of relative financial health, giving reassurance to councils that are relatively stable or prompting challenge where councils are outliers.
21. The index offers insight into the comparative level of earmarked and general balances held by local authorities. The level of reserves as a percentage of net revenue budget and the rate at which reserves are being depleted are both identified as indicators of financial stress. The Earmarked Reserves and General Balances Policy Statement (Section 4.6) considers the potential stress factors identified by index.

### Financial Management

22. Financial indicators alone do not give a complete picture of financial health and sustainability; strengths of financial management and governance are also an essential foundation of any successful organisation.
23. The Code of Practice for Financial Management (the FM Code) was introduced by CIPFA in November 2019. on behalf of the Ministry of Housing, Communities and Local Government (MHCLG) in the context of increasing concerns about the financial resilience and sustainability of local authorities. The FM code is not statutory but compliance with the code is obligatory. It brings together elements that are already part of existing statutory guidance:
  - Role of the Chief Financial Officer in Local Government (S151 Officer)
  - Prudential Code for Capital Finance
  - Code of Practice on Local Authority Accounting in the United Kingdom
24. The FM Code, which includes 19 standards, clarifies how Chief Finance Officers should satisfy their statutory responsibility for good financial administration as required in section 151 of the Local Government Act 1972. Importantly it emphasises the collective financial responsibility of the leadership team, including the relevant elected members, of which the Chief Finance Officer is one member.
25. The first full year of compliance with the FM Code is due for 2021/22. Local Authorities are awaiting guidance from CIPFA setting out the expectations for evidencing compliance with the code.
26. CIPFA has recognised that the coronavirus crisis has seen many local authorities and their finance teams placed under extreme pressure which is ongoing and may impact on the ability to fully implement the FM Code from 2021/22. CIPFA are considering whether 'working towards' full implementation from 2022/23 might be more appropriate, however this needs to be balanced against the evident risks and financial challenges in the sector, which arguably make earlier implementation more important. An announcement from CIPFA is expected soon.

27. An assessment has been made of the Council's current compliance with the FM Code. The assessment has identified that the Council is well placed to evidence compliance from 1 April 2021. All 19 Standards have been assessed as Green meaning that compliance can be evidenced. Where relevant, proposed further actions that can be taken to enhance compliance have been included in the assessment. The assessment will also be used to help inform the Council's Annual Governance Statement (AGS) which will be published alongside the Statement of Accounts. The Summary Assessment is included at Annex 2.

**DRAFT Key Performance Indicators****Delivering to budget & Achieving Savings:**

| <b>Indicator</b>   | <b>2021/22 Target</b>   | <b>Within MTFP period</b>   |
|--|---|---|
| Directorates deliver services and achieve planned performance within agreed budget | =<1% budget variation (with service outcomes achieved and planned activity delivered) | =<1% budget variation (with service outcomes achieved and planned activity delivered) |
| Total outturn variation  | 0%  | 0%  |
| Achievement of planned savings   | 95% of all savings in year  | n/a   |
| Progress towards achieving savings in 2021/22                                      | 90% of all future savings are on track to be achieved                                 | n/a   |

**Systems and processes operate effectively and are well controlled to reduce and detect error and fraud:**

| <b>Indicator</b>  | <b>2021/22 Target</b> | <b>Within MTFP period</b> |
|---|-----------------------|---------------------------|
| Positive assurance from Internal Audit and External Audit | 100%                  | n/a                       |
| Late payments   | >95%                  | >95%                      |

**Use of Grants / Earmarked Reserves:**

| <b>Indicator</b>                                      | <b>2021/22 Target</b>   | <b>Within MTFP period</b>   |
|---|---|---|
| Total outturn variation for DSG grant funded services | Schools and early years to break even. Use of high needs DSG to match Action Plan | Schools and early years to break even. Use of high needs DSG to match Action Plan |
| Use of non – DSG revenue grant funding                | =>95% of grant funding is spent in year.  |   |

**Ability to manage unplanned/unforeseen events:**

| <b>Indicator</b>   | <b>2021/22 Target</b>          | <b>Within MTFP period</b>      |
|--|--------------------------------|--------------------------------|
| General balance outturn at the risk assessed level   | =>the risk assessed level      | =>the risk assessed level      |
| Level of General Balances compared to Net Operating Budget                                 | => 6% of Net Operating Budget  | => 6% of Net Operating Budget  |
| Combined Level of General Balances and Earmarked Reserves compared to Net Operating Budget | => 15% of Net Operating Budget | => 15% of Net Operating Budget |

## Section 4.5 Financial Strategy

|   |                             |                             |
|---|-----------------------------|-----------------------------|
| Forecast outturn of cost of insurance claims received in year | =< the actuarial assessment | =< the actuarial assessment |
|---|-----------------------------|-----------------------------|

### Capital Programme Delivery:

| Indicator   | 2021/22 Target          | Within MTFP period        |
|---|-------------------------|---------------------------|
| Average cost variation from Concept Design (Gate 1) baseline to Practical Completion (Gate 3) | <=2%                    | <=1%                      |
| Value of committed capital expenditure funded by s106 not yet received                        | <=5% of total programme | <=2.5% of total programme |

### Debt Management:

| Indicator                                     | 2021/22 Target | Within MTFP period |
|---|----------------|--------------------|
| Invoice Collection Rate                       |                |                    |
| Corporate debtors                             | 97.50%         | 98%                |
| ASC contribution debtors                      | 92%            | 94%                |
| Debtor Days                                   |                |                    |
| Corporate debtors                             | 35 days        | 30 days            |
| ASC contribution debtors                      | 100 days       | 65 days            |
| Debt requiring impairment                     |                |                    |
| Corporate debtors                             | <£0.300m       | <£0.250m           |
| ASC contribution debtors                      | <£2m           | <£1m               |
| Write offs as a percentage of invoiced income |                |                    |
| Corporate debtors                             | <0.10%         | <0.05%             |
| ASC contribution debtors                      | <1%            | <0.60%             |
| Unsecure debt over 1 year                     |                |                    |
| Corporate debtors                             | <£0.5m         | <£0.250            |
| ASC contribution debtors                      | <£1.6m         | <£1m               |

### Treasury Management:

| Indicator   | 2021/22 Target   | Within MTFP period                                       |
|---|--|--|
| Average cash balance compared to forecast average cash balance  | <10% +/- variation to forecast average cash balance      | <8% +/- variation to forecast average cash balance       |
| Average interest rate achieved on in-house investment portfolio | >=0.58% (0.48% above forecast Bank of England Base Rate) | >=0.25% (0.15% above forecast Bank of England Base Rate) |
| Average Annualised Return achieved for externally managed funds | >=3.75%  | >=3.75%  |

## Financial Management Code of Practice – Summary Compliance Assessment 2020/21

| Ref   | CIPFA Financial Management Standards   | Current Status   | Further Work   | RAG Status |
|---|--|--|--|------------|
| <b>1. Responsibilities of the Chief Finance Officer (CFO) and Leadership Team</b> |  |  |  |            |
| A   | The leadership team is able to demonstrate that the services provided by the authority provide value for money (VfM) | Services use benchmarking to inform opportunities to improve VfM.<br>All tenders consider VfM by considering the quality of service and not just price.  | Include statement of how proposals in Cabinet Reports will deliver value for money where appropriate   | GREEN      |
| B   | The authority complies with the CIPFA "Statement of the Role of the CFO in Local Government"                         | The CFO is qualified accountant with significant experience working as an active member of the leadership team. The CFO is a member of CEDR (Chief Executive Direct Reports) and has an influential role with members of the Cabinet, Audit & Governance Committee and lead opposition members.      |  | GREEN      |
| <b>Governance and Financial Management Style</b>                                  |  |  |  |            |
| C   | The Leadership Team demonstrates in its actions and behaviours responsibility for governance and internal control    | The Corporate Governance and Assurance Group (CGAG) exists to ensure good governance and internal control, including driving the production of the Annual Governance Statement (AGS) and Action Plan through the completion of Professional Lead Statements and engagement with Corporate Directors. | CGAG to continue to establish itself and enhance its workload including driving consistency across the partnership between the County Council and CDC. | GREEN      |
| D   | The authority applies the CIPFA/SOLACE "Delivering Good Governance in Local Government: Framework (2016)"            | Annual Governance Statement (AGS) includes internal audit opinion on effectiveness of internal control environment and systems of internal control.  | Agree an updated Local Code of Governance and ensure that this is updated regularly.   | GREEN      |

## Section 4.5 Financial Strategy

| Ref  | CIPFA Financial Management Standards   | Current Status  | Further Work  | RAG Status |
|--|--|---|---|------------|
| E  | The Financial Management style of the authority supports financial sustainability  | The Council has adopted a Business Partnering model that supports managers to deliver financially sustainable services by providing strategic advice and support. This is underpinned by a Corporate Function that manages the strategic financing issues and provides the budget setting and accounting framework for the organisation.  | Continue to develop the skills of managers to ensure that they have access to performance and financial information that enables them to deliver services that are financially sustainable. | GREEN      |
| <b>3. Long to Medium-Term Financial Management</b> |  |   |   |            |
| F  | The authority has carried out a credible and transparent financial resilience assessment   | A Financial Resilience assessment is included within the Budget Documents. The assessment is consistent with the Medium-Term Financial Strategy (MTFS) assumptions. The forecast level of General Balances is reported against the minimum risk assessed level for balances monthly taking into account the latest monitoring position in the current year.   |   | GREEN      |
|  | The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members | The Financial Strategy and MTFS outline the financial challenges and opportunities facing the Council. Business and Budget Planning Reports to Cabinet clearly set out the financial planning environment and any assumptions made.   |   | GREEN      |
| H  | The authority complies with the CIPFA "Prudential Code for Capital Finance in Local Authorities"                                 | An annual Capital and Investment Strategy is set by Council alongside a ten-year Capital Programme, Treasury Management Strategy, Annual Investment Strategy and Minimum Revenue Provision Policy. The Capital Programme is monitored monthly with reports produced quarterly for CEDR and Cabinet. Mid-term and Outturn Treasury Management reports are taken to A&G Committee and Cabinet, including monitoring of Prudential Indicators. |   | GREEN      |

## Section 4.5 Financial Strategy

| Ref   | CIPFA Financial Management Standards   | Current Status  | Further Work   | RAG Status |
|---|--|---|--|------------|
| I   | The authority has a rolling multi-year medium-term financial plan consistent with sustainable service plans  | The Council has an integrated Business and Budget Planning Process with a five-year MTFS supported by Service Plans.  | Continue to build the link between service plans and budgets, including increasing the visibility of funding changes agreed for future years for service managers. | GREEN      |
| <b>4. The Annual Budget</b>                         |  |   |  |            |
| J   | The authority complies with its statutory obligations in respect of the budget setting process   | The Council produces an annual balanced budget and supporting documentation within the necessary timeframe.   |  | GREEN      |
| K   | The budget report includes a statement by the CFO on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves        | The CFO's S25 report accompanies the suite of Budget documents and includes a commentary of the adequacy of proposed financial reserves with reference to CIPFA's Resilience Index. The report will be enhanced for 2021/22 by including an assessment of readiness for implementing the FM Code. |  | GREEN      |
| <b>5. Stakeholder Engagement and Business Plans</b> |  |   |  |            |
| L   | The authority has engaged where appropriate with key stakeholders in developing its long-term financial strategy, medium-term financial plan and annual budget | The Council undertakes an annual public consultation on the budget proposals, setting out the financial context in which the proposals are made and the links to the Council's priorities.<br>The Performance Scrutiny Committee considers and comments upon the budget proposals.                |  | GREEN      |

## Section 4.5 Financial Strategy

| Ref      | CIPFA Financial Management Standards  | Current Status  | Further Work  | RAG Status |
|----------|---|---|---|------------|
| M        | The authority uses an appropriate documented options appraisal methodology to demonstrate the value for money of its decisions                        | A business case is required for all capital schemes which sets out alternative options, the reasons for discounting them and benefits of progressing with the scheme.<br>All tenders consider VfM by considering the quality of service and not just price – the appraisal process is documented. | With the introduction of the Procurement Hub, procedures and regulations are being reviewed and updated to provide a consistency of approach whilst also ensuring a relevant level of options appraisal is undertaken based on the scale and significance of the project and the decision required. | GREEN      |
| Page 171 | <b>Monitoring Financial Performance</b>   |   |   |            |
|          | The Leadership Team takes action using reports enabling it to identify and correct emerging risks to its budget strategy and financial sustainability | The monthly Business Management and Monitoring Report to Cabinet enables CEDR and Cabinet to respond to emerging risks – the effectiveness was evidenced during 2020/21 as the Council agreed an in year budget to respond to the financial impact of COVID-19.                                   | The quarterly Capital Programme monitoring report requires enhancement to better reflect performance and the delivery of outcomes linked to the completion of capital schemes.  | GREEN      |
|          | O<br>The Leadership Team monitors the elements of its balance sheet that pose a significant risk to financial sustainability                          | The monthly Business Management and Monitoring Report to Cabinet includes monitoring of key balance sheet items including balances, reserves, debtors, and cash (including the performance of Treasury Management).   | Increase visibility of relevant balance sheet items for service managers.   | GREEN      |

## Section 4.5 Financial Strategy

| Ref | CIPFA Financial Management Standards  | Current Status  | Further Work | RAG Status |
|-----|---|---|--------------|------------|
| 7.  | <b>External Financial Reporting</b>   |   |              |            |
| P   | The CFO has personal and statutory responsibility for ensuring that the statement of accounts produced by the local authority complies with the reporting requirements of the “Code of Practice on Local Authority Accounting in the United Kingdom” (The Code) | The annual accounts are produced in compliance with The Code. The accounts receive an unqualified audit opinion and statutory deadlines for publication of the accounts and completion of the audit are consistently met. |              | GREEN      |
| Q   | The presentation of the final outturn figures and variations from budget allows the leadership team to make strategic financial decisions   | CEDR and Cabinet consider outturn report and year end variances in a timely manner enabling strategic financial decisions to be made as necessary.  |              | GREEN      |

## **Earmarked Reserves and General Balances Policy Statement 2021/22**

### **Introduction**

1. This paper sets out the Council's policies underpinning the maintenance of a level of general balances and earmarked reserves within the Council's accounts.

### **Statutory Position**

2. A local authority is not permitted to allow its spending to exceed its available resources so that overall it would be in deficit. Sections 32 and 43 of the Local Government Finance Act 1992 require authorities to have regard to the level of balances and reserves needed for meeting future estimated future expenditure when calculating the council tax requirement.
3. Balances and reserves can be held for three main purposes:
  - A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing, this forms part of general reserves
  - A contingency to cushion the impact of unexpected events or emergencies, this forms part of general balances;
  - A means of building up funds often referred to as earmarked reserves, to meet known or predicted liabilities
4. This policy statement is concerned with general balances and earmarked reserves as defined above.

### **Purpose of balances and reserves**

5. The Council maintains general balances in order to provide a contingency against unplanned or unexpected events.
6. Although there is no recognised official guidance on the level of general balances to be maintained, the key factor is that the level should be justifiable in the context of local circumstances. The council's external auditor comments on the level of balances and reserves as part of the annual audit of the Council's financial position. Financial regulations require Council to decide on the level of general balances it wishes to maintain before it can decide the level of council tax. This will be done as part of the annual budget setting process.
7. Whilst general balances are unallocated, earmarked reserves are held for a specific purpose and to mitigate against potential future known or predicted liabilities.

## **Section 4.6 Earmarked Reserves & General Balances Policy Statement**

### **Planned use of balances and reserves**

8. Planned use of earmarked reserves or general balances in setting a budget each year is an acceptable approach subject to the level of reserves being adequate and necessary, albeit recognising that it is only a one-off measure. Any planned use of, or contribution to, earmarked reserves or balances must be included as part of the budget setting process each year.
9. In accordance with the Council's Financial Procedure Rules, any new reserves or a change in the purpose of earmarked reserves requires Cabinet approval.

### **Level of General Balances**

10. It is considered prudent to maintain a level of balances commensurate with risk, and a risk assessment is undertaken annually by the Section 151 officer (Director of Finance), as part of the budget setting process. CIPFA's Financial Resilience Index provides information on the level of general balances for all authorities. Excluding extremes, the average percentage of net revenue budget held for general balances by County Councils in 2018/19 was 5.1%.
11. The risk assessment for 2021/22 has determined that balances should be held at £28.8m, compared to £23.4m for 2020/21. This is equivalent to 6.0% of the proposed net revenue budget for 2021/22 and equates to around three weeks net expenditure. Based on the latest 2020/21 Business Management & Monitoring Report to Cabinet in January 2020, the expected level of balances at 31 March 2020 is currently £30.5m.
12. The increase in the assessed risk from 2019/20 is primarily due to the changing risk environment that has emerged as a result of the COVID-19 pandemic. Within the risk assessed level, the allowance for emergencies was previously based on the minimum level for claims to the government's Bellwin Scheme<sup>1</sup>. This has been increased from 0.2% to 1.0% of net operating budget (£3.8m increase) in recognition that exceptional costs may also fall outside of the scope of the scheme. In addition, the allowance for risk relating to major contracts and third party spend has been increased from 1.5% to 2.0% (£1.7m increase) to reflect the increased likelihood of provider or supplier failure in the current economic climate. Details of the risk assessment are set out as annex 1 to this policy statement.
13. The proposed MTFS includes a contribution to balances of £1.0m in 2022/23 onwards. This annual contribution to balances will replenish any use of

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- <sup>1</sup> Bellwin is a scheme of emergency financial assistance to help local authorities meet uninsurable costs they incur when dealing with the aftermath of an emergency in their area.
  - When the scheme is activated each local authority can claim for eligible costs above a set threshold.
  - Bellwin is regularly activated in times of emergency to make financial assistance available to local authorities.

## **Section 4.6 Earmarked Reserves & General Balances Policy Statement**

balances from the previous year and ensure that the risk assessed level is maintained over the MTFS. The planned contribution to balances in 2021/22 in the existing MTFS is not required as balances are forecast to be in excess of the risk assessed level and the contribution will be used to increase the Business Rate Collection Fund Reserve (see paragraph 21).

14. Balances will be maintained at minimum of the risk assessed level for 2021/22, or more depending on the 2020/21 outturn position.

### **Earmarked Reserves**

15. Annex 2 sets out the actual level of earmarked reserves at 31 March 2020 and expected level at 31 March each year to 2026. Details of new reserves and issues of significance are set out in the paragraphs below.
16. Excluding schools, earmarked reserves are forecast to be £77.6m at 1 April 2021, reducing over the medium term to £43.9m by 2025/26. This position takes into account an estimated deficit on the DSG High Needs Block Reserve by 2025/26 of £57.2m.

### **Existing Earmarked Reserves**

17. The proposed budget for 2021/22 includes the use of £5.0m one-off funding available from the reserves allocation and contingency funding to increase existing reserves which will be used to support one-off costs associated with service redesign and organisational development:
  - £3.0m contribution to the Transformation Reserve to increase available balance to £5.2m
  - £2.0m contribution to the Redundancy Reserve to increase available balance to £3.6m
18. It is expected that the Dedicated Schools Grant (DSG) High Needs Reserve will be continue to remain in deficit over the MTFS. The Department for Education (DfE) has clarified that the DSG is a ring-fenced specific grant separate from the general funding of local authorities. It has confirmed that any deficit an authority may have on its DSG account is expected to be carried forward and should not be covered by the authority's general reserves. Based on current levels of demand, it is anticipated that the reserve could reach a deficit of £58.9m by 2025/26.
19. In light of the significant pressures relating to High Needs and other budgets with demographic volatility a demographic risk reserve was created in 2019/20. The existing MTFS includes an annual contribution to the reserve of £3.0m in 2021/22, increasing to £4.0m from 2022/23. This contribution has been extended across the additional years of proposed MTFS taking the forecast reserve total to £25.0m by 2025/26. This reserve will partially offset the impact of carrying the negative DSG reserve on the Council's cashflow and improve the financial resilience position.

## **Section 4.6 Earmarked Reserves & General Balances Policy Statement**

The existing MTFS includes an annual budgeted contribution of £1.8m to the Budget Prioritisation reserve. This has been extended over the additional years of the MTFS taking the forecast reserve value to £11.1m at 31 March 2026. The reserve is not currently earmarked for specific purposes as budget priorities are addressed through the revenue budget proposals. The reserve is available in future years to meet emerging priorities and help to offset the impact of the negative DSG reserve.

20. The Insurance Reserve is held for insurance claims that are likely to be received. The level of the reserve is determined based on an annual actuarial assessment. The expected balance at 31 March 2021 is greater than the actuarial assessment as the balance has increased at a faster rate than calls on the reserve. For 2021/22 onwards a new approach has been taken to calculating the insurance premium creating a saving of £1.7m for the general fund and a further £0.9m for schools. This model will reduce the income paid into the Insurance Fund and may result in increased calls on the reserve. It is therefore prudent to hold a higher balance in reserve over the medium term.
21. The Business Rates reserve is forecast to have a balance of £1.0m at 31 March 2021. It is proposed to increase this by making a one-off contribution of £1.0m from the budgeted contribution to general balances in 2021/22<sup>2</sup> to reflect the increased risk of a deficit on the Business Rate Collection Fund due to increased volatility of business rate collection.
22. It is proposed to utilise the Budget Equalisation Reserve over 2022/23 to 2025/26 to smooth the timing differences between funding changes and emerging pressures. In 2025/26 a one-off contribution is proposed from the reserve of £1.3m to balance the budget.

### **New Earmarked Reserves**

23. The Provisional Local Government Settlement for 2021/22 included one-off grant funding of £11.9m for COVID-19 Emergency Funding and an allocation of £4.9m for Local Council Tax Support. This funding will be used to meet ongoing and emerging pressures and longer term demands arising from the COVID-19 pandemic. It is proposed to create a new COVID-19 Reserve to hold this funding so that it can be drawn down and allocated to directorate budgets and partners as needed.

### **Financial Resilience Index**

24. CIPFA's Financial Resilience Index is designed to support and improve discussions surrounding local authority financial resilience. It shows a council's performance against a range of measures associated with financial risk, including the level of earmarked reserves and general balances. The Index is

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<sup>2</sup> Budgeted contribution of £1.0m is not required in 2021/22 as General Balances are already in excess of risk assessed level

#### **Section 4.6 Earmarked Reserves & General Balances Policy Statement**

a comparative tool to be used to support good financial management and generate a common understanding of the financial position within authorities.

25. The index considers both the value of general balances and earmarked reserves compared to councils' net revenue budget. While earmarked reserves are held for specific purposes, they can be called upon to meet unexpected costs or provide short term funding to enable long term recovery plans to be put in place.
26. Due to the impact of COVID-19, the publication of the Financial Resilience Index based on 2019/20 data has been delayed.

**2021/22 risk assessment for determining appropriate level of balances**

| Area of risk   | 2021/22<br>£m | Explanation of risk/justification of balances   | 2020/21<br>£m |
|--|---------------|---|---------------|
| Emergencies  | 4.8           | An allowance of 1.0% of annual net operating budget for the cost of responding to emergencies that falls outside of eligibility for the Bellwin Scheme (increased from 0.2% in 2020/21 due to the changing risk environment that has emerged as a result of the COVID-19 pandemic)  | 1.0           |
| Directorate overspends   | 4.5           | Risk that directorates will overspend due to unforeseen pressures, demography or demand (based on a 2.0% adverse variance less available Contingency budget).   | 3.9           |
| Non-achievement of planned savings   | 3.9           | Risk that savings are not achieved. This is based on a risk assessment of savings which considers the deliverability of the savings proposals.  | 7.6           |
| Pressures identified within Medium Term Financial Strategy exceed budgeted amounts | 4.8           | Risk that pressures will exceed the level of additional funding agreed. The allowance is made based on an assessment of the volatility of pressures and the level of certainty about the level of funding required to meet the pressure.  | 2.1           |
| Contingent liabilities & insurance risk  | 4.3           | Possible liabilities for which no provision has been made or funding set aside in an earmarked reserve (0.5% of gross expenditure or minimum to meet quantified contingent liabilities).  | 4.0           |
| Major contracts & 3rd party spend  | 6.5           | Risk of contractors failing, mis-specification, or non-delivery plus contract costs increase by more than allowed for in the budget - calculated as 2.0% of estimated spend on major contracts and third party spend (increased from 1.5% to reflect increased risk to supplier and provider sustainability as a result of the COVID-19 Pandemic) | 4.8           |
| <b>Total</b>   | <b>28.8</b>   |   | <b>23.4</b>   |

## Forecast Earmarked Reserves 2020/21 to 2025/26

|  | 2020/21                               |                  |  | 2021/22          |  | 2022/23          |  | 2023/24          |  | 2024/25          |  | 2025/26          |  |
|--|---------------------------------------|------------------|--|------------------|--|------------------|--|------------------|--|------------------|--|------------------|--|
|  | Balance at<br>1 April<br>2020<br>£000 | Movement<br>£000 | Forecast<br>Balance at<br>31 March<br>2021<br>£000 | Movement<br>£000 | Forecast<br>Balance at<br>31 March<br>2022<br>£000 | Movement<br>£000 | Forecast<br>Balance at<br>31 March<br>2023<br>£000 | Movement<br>£000 | Forecast<br>Balance at<br>31 March<br>2024<br>£000 | Movement<br>£000 | Forecast<br>Balance at<br>31 March<br>2025<br>£000 | Movement<br>£000 | Forecast<br>Balance at<br>31 March<br>2026<br>£000 |
| Schools  | 14,565                                | -276             | 14,289   | 0                | 14,289   | 0                | 14,289   | 0                | 14,289   | 0                | 14,289   | 0                | 14,289   |
| Vehicle and Equipment                              | 2,871                                 | -871             | 2,000  | -955             | 1,045  | -17              | 1,028  | -20              | 1,008  | -20              | 988  | -20              | 968  |
| Grants and Contributions*                          | 21,416                                | -35,533          | -14,117  | -13,462          | -27,580  | -10,400          | -37,980  | -5,400           | -43,380  | -5,395           | -48,775  | -5,000           | -53,775  |
| Government Initiatives                             | 806                                   | -415             | 391  | -310             | 81   | -50              | 31   | -31              | 0  | 0                | 0  | 0                | 0  |
| Trading Accounts                                   | 542                                   | -240             | 302  | -124             | 178  | 0                | 178  | 0                | 178  | 0                | 178  | 0                | 178  |
| Council Elections                                  | 531                                   | 218              | 749  | -749             | 0  | 218              | 218  | 218              | 436  | 218              | 654  | 218              | 872  |
| Partnerships                                       | 3,003                                 | -1,038           | 1,965  | -793             | 1,172  | -704             | 468  | -128             | 340  | 0                | 340  | 0                | 340  |
| On Street Car Parking                              | 2,010                                 | -500             | 1,510  | -500             | 1,010  | -500             | 510  | -250             | 260  | 0                | 260  | 0                | 260  |
| Transformation                                     | 3,134                                 | -934             | 2,200  | 2,000            | 4,200  | -2,000           | 2,200  | -2,000           | 200  | 0                | 200  | 0                | 200  |
| Demographic Risk                                   | 3,000                                 | 3,000            | 6,000  | 3,000            | 9,000  | 4,000            | 13,000   | 4,000            | 17,000   | 4,000            | 21,000   | 4,000            | 25,000   |
| Youth Provision                                    | 1,000                                 | -1,000           | 0  | 0                | 0  | 0                | 0  | 0                | 0  | 0                | 0  | 0                | 0  |
| Budget Prioritisation                              | 3,444                                 | 1,741            | 5,185  | -1,182           | 4,003  | 1,628            | 5,631  | 1,797            | 7,428  | 1,823            | 9,251  | 1,823            | 11,074   |
| Insurance  | 11,392                                | -1,000           | 11,392   | 100              | 11,492   | 200              | 11,692   | 200              | 11,892   | 200              | 12,092   | 200              | 12,292   |
| Business Rates                                     | 1,049                                 | 0                | 1,049  | 1,000            | 2,049  | 0                | 2,049  | 0                | 2,049  | 0                | 2,049  | 0                | 2,049  |
| Capital  | 33,554                                | 1,446            | 35,000   | 1,060            | 36,060   | -340             | 35,720   | -720             | 35,000   | -18,479          | 16,521   | -5,882           | 10,639   |
| Budget Equalisation                                | 0                                     | 0                | 0  | 0                | 0  | 2,754            | 2,754  | 4,286            | 7,040  | 1,152            | 8,192  | -1,320           | 6,872  |
| Covid-19   | 0                                     | 0                | 0  | 0                | 0  | 0                | 0  | 0                | 0  | 0                | 0  | 0                | 0  |
| Redundancy   | 548                                   | 1,100            | 1,648  | 1,000            | 2,648  | -1,000           | 1,648  | -1,000           | 648  | 0                | 648  | 0                | 648  |
| Investment Pump Priming                            | 0                                     | 2,000            | 2,000  | 0                | 2,000  | 0                | 2,000  | 0                | 2,000  | 0                | 2,000  | 0                | 2,000  |
| Council Tax Collection Fund                        | 0                                     | 6,000            | 6,000  | -6,000           | 0  | 0                | 0  | 0                | 0  | 0                | 0  | 0                | 0  |
| <b>Total Reserves</b>                              | <b>102,865</b>                        | <b>-26,302</b>   | <b>77,563</b>                                      | <b>-15,915</b>   | <b>61,647</b>                                      | <b>-6,211</b>    | <b>55,436</b>                                      | <b>952</b>       | <b>56,388</b>                                      | <b>-16,501</b>   | <b>39,887</b>                                      | <b>-5,981</b>    | <b>33,906</b>                                      |
| <b>Total Reserves Excluding<br/>DSG High Needs</b> | <b>114,085</b>                        | <b>-15,302</b>   | <b>99,783</b>                                      | <b>-4,215</b>    | <b>95,568</b>                                      | <b>3,789</b>     | <b>99,357</b>                                      | <b>5,952</b>     | <b>105,309</b>                                     | <b>-11,501</b>   | <b>93,808</b>                                      | <b>-981</b>      | <b>92,827</b>                                      |

|   |
|---|
| <b>2021/22 Oxfordshire County Council budget consultation: final report</b> |
|---|

This annex sets out the key findings from Oxfordshire County Council's budget consultation, carried out between 16 December 2020 and 13 January 2021, to support budget and business planning.

|                          |
|--------------------------|
| <b>Executive summary</b> |
|--------------------------|

In total, the council received **651** completed online survey responses and **one** email response from the Fire Brigades Union.

### **Views on council services**

- Very high levels of personal value and importance were placed on: education and learning, fire and rescue and community safety (including trading standards), waste disposal and recycling, adult social care (protecting and supporting the elderly and vulnerable adults) and children's social care (protecting and supporting vulnerable children).
- Although still considered as important in making somewhere a good place to live, lower levels of personal value were shown towards libraries, cultural services, registration and coroner's services and economic growth, infrastructure and support for business.

### **Approach to savings**

- Overwhelmingly, people disagreed (78 per cent) with the council reducing spending on frontline services.
- Respondents agreed most to the council:
  - Reducing staff costs by supporting long-term flexible working eg working at home to reduce printing, travel and energy costs (87 per cent agreement).
  - Reducing costs by using digital technology to deliver services more efficiently (84 per cent agreement).
  - Reducing spending on staffing by redesigning services, using less temporary agency staff and/or holding vacancies (79 per cent agreement).
  - Reducing demand on services by looking for creative ways to meet needs at lower cost while also helping people to be as independent as possible (eg to live at home, managing their own finances, etc) (75 per cent agreement).

### **Council tax**

- Nearly three in five (58 per cent) of the respondents were prepared to support a proposed council tax increase of 1.99 per cent. Around one in three respondents (34 per cent) disagreed and nine per cent did not know.

### Adult social care precept

- Nearly half of the respondents (47 per cent) said they supported the council raising an adult social care precept in 2021/22, with 36 per cent specifically opposed.
- Of those people who said they supported the council raising an adult social care precept (301 people), 36 per cent supported a one per cent precept during 2021/22 and 57 per cent supported a precept of two per cent or more.

### Savings proposals

- The only savings proposal that attracted a significant amount of feedback (76 comments) was 22PH09 (review of accident prevention for children and young people), and all were in opposition.

### Corporate plan

- All four proposed new themes for the corporate plan were broadly supported.

### Approach

1. Between 16 December 2020 and 13 January 2021, Oxfordshire County Council invited comments on its budget proposals. Residents and stakeholders were also signposted to a supporting consultation document for background information and the report that went to the Performance Scrutiny Committee on 18 December.
2. Feedback was primarily collated using an online survey, but residents and stakeholders could also submit comments by email. A small number of paper copies were distributed to libraries (now closed for general access due to the COVID-19 pandemic) but were still available on request.
3. The budget consultation was actively promoted to a wide range of audiences using multiple channels (media, social media and other digital platforms, website, advertising) including to staff and members to spread the word. The social media posts stimulated several comments, many not related to the consultation and, where genuine questions were raised, we responded to clarify any misunderstandings and provide helpful information.

### Responses and feedback

4. In total, the council received **651** completed online survey responses and **one** email response from the Fire Brigades Union. Not everyone answered each question (as was permitted) – summaries in this report focus on the total number of people who answered each question.
  - Eighty-seven per cent of respondents identified themselves as Oxfordshire residents, with four per cent as employees and four per cent from a group or organisation.
  - Significantly more women (61 per cent) than men (33 per cent) completed the survey.

- There has been a good spread of responses across most age groups, however, very few younger people (three per cent aged under 24) have participated.
5. Facebook (46 per cent), followed by the Your Oxfordshire e-newsletter (21 per cent), has been most successful in driving interest in the consultation.
  6. This consultation feedback will be shared as follows:
    - Responses will be redacted (in line with data protection consent) and made available for all members to review.
    - The consultation report will be shared with members to support Cabinet and full Council meetings and will be published on the council's consultation portal with a link to the meetings.
    - We will also create a visually engaging report, post budget setting, summarising key points for residents and describing outcomes.

|                                  |
|----------------------------------|
| <b>Views on council services</b> |
|----------------------------------|

7. At the start of the survey, to encourage people to think about what Oxfordshire County Council does, council services were grouped into nine broad areas and people were asked 'How much do you value each of these', using scoring out of 10, where 1= do not value at all and 10= value immensely.
8. Respondents were then asked to consider the role of the nine different services areas in defining the quality of life in their local area. We asked, 'How important are these services areas in making your local area a good place to live?' A rating scale was set for: very important; fairly important; neither; of little importance; not important at all.
9. Very high levels of personal value and importance were placed on the following five broad service areas:
  - education and learning
  - fire and rescue and community safety (including trading standards)
  - waste disposal and recycling
  - adult social care (protecting and supporting the elderly and vulnerable adults)
  - children's social care (protecting and supporting vulnerable children).
10. Although still considered by around two in three people as important in making somewhere a good place to live, lower levels of personal value were shown towards libraries, cultural, registration and coroner's services and economic growth, infrastructure and support for business.
11. The table below shows the relative personal value respondents placed on each of the different council services listed and how important they considered each to be in making somewhere a good place to live. The services are ranked in order of perceived importance.

## Views on council services

|   | Value score of least 7<br>out of 10 | Very/fairly important in<br>making somewhere a<br>good place to live |
|---|-------------------------------------|--|
|   | %                                   | %  |
| Education and learning  | 80                                  | 88   |
| Fire and rescue and community safety<br>(including trading standards)                 | 79                                  | 88   |
| Waste disposal and recycling  | 77                                  | 88   |
| Adult social care (protecting and<br>supporting the elderly and vulnerable<br>adults) | 79                                  | 87   |
| Children's social care (protecting and<br>supporting vulnerable children)             | 80                                  | 87   |
| Highways and transport services   | 69                                  | 83   |
| Public health prevention and improvement<br>services                                  | 68                                  | 76   |
| Libraries, cultural, registration and<br>coroner's services                           | 59                                  | 68   |
| Economic growth, infrastructure and<br>support for business                           | 49                                  | 68   |

## Approach to savings

12. People were that informed that Oxfordshire County Council, alongside all other local authorities, faces an uncertain funding situation and needs to make £19.6 million of savings in total across all services, of which £14.6 million of these savings were already planned. They were then presented with nine different approaches the council could take to make savings. We asked, 'How strongly do you agree or disagree with each of the following?' A rating scale was set for: strongly agree; tend to agree; neither agree nor disagree; tend to disagree; strongly disagree.
13. Overwhelmingly, respondents disagreed (78 per cent) with reducing spending on frontline services. Respondents were also less receptive to the council reducing spending on services the council is not legally required to provide (49 per cent agreed) and one in four (25 per cent disagreed).
14. Respondents were most likely to agree to the council using the following four approaches, with over three in four respondents in agreement.
- Reducing staff costs by supporting long-term flexible working eg working at home to reduce printing, travel and energy costs (87 per cent agreement).
  - Reducing costs by using digital technology to deliver services more efficiently (84 per cent agreement).
  - Reducing spending on staffing by redesigning services, using less temporary agency staff and/or holding vacancies (79 per cent agreement).
  - Reducing demand on services by looking for creative ways to meet needs at lower cost while also helping people to be as independent as possible (eg to live at home, managing their own finances, etc) (75 per cent agreement).

15. The table below shows the spread of responses across the nine approaches provided.

**Views on different approaches to savings  
(Ranked in order of agreement)**

|  | Agree<br>(strongly/fairly)<br>% | Neither<br>agree nor<br>disagree<br>% | Disagree<br>(strongly/fairly)<br>% |
|--|---------------------------------|---------------------------------------|------------------------------------|
| Reduce staff costs by supporting long-term flexible working eg working at home to reduce printing, travel and energy costs   | 87                              | 7                                     | 6                                  |
| Reduce costs by using digital technology to deliver services more efficiently  | 84                              | 12                                    | 4                                  |
| Reduce spending on staffing by redesigning services, using less temporary agency staff and/or holding vacancies  | 79                              | 11                                    | 10                                 |
| Reduce demand on services by looking for creative ways to meet needs at lower cost while also helping people to be as independent as possible (eg to live at home, managing their own finances, etc) | 75                              | 15                                    | 10                                 |
| Reduce the costs of the contracts we use to provide services   | 72                              | 19                                    | 9                                  |
| Use one-off resources such as grants, to provide further funding   | 70                              | 22                                    | 8                                  |
| Generate additional income from sales, fees and charges and maximise the use of assets (currently reduced due to impact of COVID-19)   | 57                              | 27                                    | 16                                 |
| Reduce spending on services the council is not legally required to provide   | 49                              | 26                                    | 25                                 |
| Reduce spending on frontline services  | 13                              | 9                                     | 78                                 |

16. When respondents were asked to select their top three approaches, these were:

- reduce staff costs by supporting long-term flexible working eg working at home to reduce printing, travel and energy costs (65 per cent)
- reduce spending on staffing by redesigning services, using less temporary agency staff and/or holding vacancies (46 per cent)
- reduce costs by using digital technology to deliver services more efficiently (41 per cent).

17. Forty-two respondents gave further feedback to support their response, nearly all of these were related to perceived inefficiencies. All councillors will be able to view the full feedback in the consultation deposit.

### Proposed council tax increase

18. Nearly three in five (58 per cent) of the respondents said they agreed with a proposed council tax increase of 1.99 per cent. Around one in three respondents (34 per cent) disagreed and nine per cent did not know.
19. Thirty-eight respondents gave further feedback to support their response and while many people used this opportunity to make individual points, such as sharing their views on the council, two themes did emerge.
- A small number of respondents raised concerns about raising taxes in the current economic climate and/or the impact it will have on the less well-off in society (eight responses).
  - Others said they would be happy to pay more if existing services are maintained or improved (four responses).
- All councillors will be able to view the full feedback in the consultation deposit.

### Adult social care precept

20. Nearly half of the respondents (47 per cent) said they supported the council raising an adult social care precept in 2021/22, with 36 per cent specifically opposed. Seventeen per cent did not know.
21. Of those people who said they supported the council raising an adult social care precept (301 people), 36 per cent supported a one per cent precept during 2021/22. A full breakdown of responses is shown below:

|   | %  |
|---|----|
| Supported a 1 per cent precept in 2021/22       | 36 |
| Supported a 2 per cent precept in 2021/22       | 23 |
| Supported a 3 per cent precept in 2021/22       | 34 |
| Did not support an adult social care in 2021/22 | 3  |
| Did not know                                    | 6  |

Base: Those supportive of raising an adult social care precept in 2021/22 (n=301)

22. Fifty-two respondents gave further feedback to support their response. Again, many people used this as an opportunity to share their general views on the council. The main theme that emerged was that people were prepared to support the adult social care precept if it was all spent on adult social care (13 responses). All councillors will be able to view the full feedback in the consultation deposit.

### Savings proposals

23. Many people, when asked to provide feedback specifically on the council's savings proposals used this opportunity to make individual points about the council, its management and its services.

24. The only savings proposal that attracted a significant amount of feedback (76 comments) was 22PH09 (review of accident prevention for children and young people), with all comments against making this saving.
25. The Fire Brigades Union, representing many of Oxfordshire County Council's firefighters, wrote to the chief executive (representing the one email response) asking to discuss the savings proposals which it opposes on behalf of its members, and asking for alternative measures to be identified to achieve the required savings. Very small numbers of comments were made about any of the other savings proposals, none of which, had more than three mentions. All councillors will be able to view this feedback in the consultation deposit.

#### **Investment proposals**

26. Thirty-five people provided comments when asked for feedback on the council's investment proposals. On analysis of the data, it is apparent very few people provided comments specifically about the investment proposals and instead provided more generalised comments about the council or other public services. There appeared to be a low level of confusion about the term 'investment', which implied to some people a financial investment rather than an investment in services.
27. Where comments directly related to investment proposals, the most frequently mentioned proposals were mental health (five supportive mentions), youth offer (four mentions, which was strongly supported) and climate action (three mentions, one not in support). Again, all councillors will be able to view the full feedback in the consultation deposit.

#### **Other comments on our budget**

28. One hundred and fifty-three respondents provided feedback when asked if they had any other comments on the council's budget. Many people used this as an opportunity to make individual points about the council, not directly related to the budget. A number of comments (30) were in relation to council tax, with people using this as a further opportunity to share their views. Twenty people used this section of the survey to put forward their views on highways and transport, with 14 people specifically referencing dissatisfaction about road schemes they felt were to be unnecessary and the state of repair of the county's roads.

#### **Shaping our corporate plan priorities**

29. At the end of the survey, we asked people to think about the four proposed new themes for our corporate plan 2021/22 and asked people whether it should be included in our corporate plan. As the table below shows, most people gave a positive endorsement for the inclusion of all four new themes and were specifically supportive of the COVID 19 recovery strategy and youth offer. Few people disagreed with the four new themes.

## Shaping our corporate plan priorities

|                          | Agree<br>(strongly/fairly)<br>% | Neither agree<br>nor disagree<br>% | Disagree<br>(strongly/fairly)<br>% |
|--------------------------|---------------------------------|------------------------------------|------------------------------------|
| COVID recovery strategy  | 75                              | 17                                 | 8                                  |
| Youth offer              | 72                              | 17                                 | 11                                 |
| Climate action           | 69                              | 15                                 | 16                                 |
| Addressing in equalities | 63                              | 21                                 | 16                                 |

## Ends

15 January 2021

## **Oxfordshire County Council**

### **Equality Impact Assessment**

#### **Budget and Business Planning 2021/22: Overarching Equality Impact Assessment**

##### **Context and Purpose**

The Equality Act (2010) states that public bodies, including councils, need to take extra steps to stop discrimination: this is known as the Public Sector Equality Duty. The Act defines discrimination as the less favourable treatment of a person, because of a protected characteristic, as compared to others who do not share that characteristic. The legislation also applies where there is a belief that the person who is disadvantaged has a particular protected characteristic, even if that is not the case.

These protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation
- marriage and civil partnership

The County Council sets out its approach to equalities, diversity and inclusion, including how we meet the Public Sector Equality Duty, in the [Including Everyone](#) framework. Including Everyone sets out how the Council goes further than the protected characteristics in the Equality Act by also considering the impact our decisions have on:

- People living with social deprivation
- Rural communities
- Those leaving care
- Carers
- Those in our armed forces community

## **Equality Impact Assessments**

All Council decisions are reviewed for equality impact at the appropriate level of detailed analysis depending on the potential service impact of the proposed change. This allows for the review of the potential impact of new and updated policies and service delivery decisions on those with the protected and additional characteristics. Where there is potential for material service impact, a formal Equality Impact Assessment is completed. This overarching assessment is made in support of the Budget and Business Planning proposals 2021/22. Additional individual impact assessments have also been published where specific proposals have the potential for material service impact.

Assessing Equality Impact does not guarantee that a change will never have a negative impact, but it is intended to ensure policies meet the diverse needs of individuals. Equality Impact Assessments also ensure that the outcomes of a proposal are considered, with the potential benefits maximised and possible challenges mitigated, within the overall funding available.

## Section 1: Summary details

|  |   |
|--|---|
| <b>Directorate and Service Area</b>  | All Directorates and Service Areas  |
| <b>What is being assessed</b><br>(e.g. name of policy, procedure, project, service or proposed service change).  | This assessment sets out the overall impact that the budget and business planning proposals have on a range of equality and diversity characteristics, including the nine protected characteristics defined under the Equality Act 2010, and sets out any mitigations that have been put in place against possible negative impacts.  |
| <b>Is this a new or existing function or policy?</b>   | This impact assessment provides an overview of the 2021/22 budget and business planning proposals and so comments on existing programmes as well as new proposals.  |
| <b>Summary of assessment</b><br>Briefly summarise the policy or proposed service change.<br>Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community?<br>(following completion of the assessment). | <p>This assessment covers the overall budget and business planning proposal for Oxfordshire County Council and seeks to highlight key evidence and intelligence that the Council has used to assess the impact of its budget proposals on the nine protected characteristics set out in the Equality Act 2010.</p> <p>The Council has also assessed the impact on those living in rural areas, those living with social deprivation, armed forces communities and carers.</p> <p>The assessment has not identified any bias, unfair advantage or disadvantage to any groups or individuals. Where potential negative impacts have been identified, mitigations have been put in place to reduce impact.</p> <p>Positive impacts have been identified for older people: Proposals (22AS11 and 22AS12) which relate to the way in which the Council purchases residential specialist care beds, nursing care beds and short stay hub beds are more likely to impact on older people and people with disabilities as the users of these services. The reduction in care beds reflects changes in demand for these services and the overarching aim to ensure that people are supported to live in their own homes as independently as possible, for as long as possible.</p> <p>Positive impacts have been identified for those with a disability: The Council has identified that there has</p> |

|                           |  |
|---------------------------|--|
|                           | <p>been an increase in demand from people in the county who are under the age of 65 and have a physical disability so we are investing more money into the Better Care Fund Pool to support this need. Positive impact has also been identified for younger people through investment in the youth offer.</p> <p>For rural communities, we have mitigated potential negative impacts on our proposals to change the way in which we carry out reactive highways repairs (22EP07) and winter maintenance during severe weather (22EP08). By moving to a longer planning time-frame to address highways maintenance issues, we will be able to ensure that we deliver a higher quality repair. The review of our winter service provision may also be more likely to impact rural communities. We will mitigate against this by continuing to review the needs of our communities during severe weather events. We have also proposed a small fare increase to use our community transport service, the Oxfordshire Comet. The fare increase will help ensure that we can continue to provide community transport to people who otherwise would not have access to public transport.</p> |
| <b>Completed By</b>       | Lauren Rushen, Policy Officer  |
| <b>Authorised By</b>      | Robin Rogers, Head of Strategy   |
| <b>Date of Assessment</b> | December 2020  |

## Section 2: Detail of proposal

### Context / Background

Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.

Oxfordshire County Council has delivered significant savings both in response to reductions in government funding and in order to release funds to reinvest in meeting demand growth and supporting new funding priorities. The effects of Covid-19 and the associated financial impacts and uncertainty this has caused have made planning for the 2021/22 budget very challenging.

The County Council's budget is designed to enable us to meet our key priorities for a Thriving Oxfordshire – thriving people, thriving communities, and a thriving economy. This is achieved through priority-based budget setting and listening to residents so that we can continuously improve our service and provide value for money.

Meeting rising demand of caring for older people and adults with disabilities by taking a strengths-based approach and keeping children safe remain key priorities. In addition, new key strategies including Climate Action, Addressing Inequalities, our Youth Offer and the Covid-19 Recovery, will be key in supporting delivery of the overarching strategic priorities and vision. These themes are set out in the updated Corporate Plan 2021/22, which is published as part of the overall Budget and Business Planning proposals.

To meet our budgetary pressures, we need to work more efficiently, redesign our service delivery to reflect the changing needs of our communities, utilise new technology and flexible working opportunities and maximise income and investment.

|  |   |
|--|---|
| <p><b>Proposals</b></p> <p>Explain the detail of the proposals, including why this has been decided as the best course of action.</p>  | <p>This impact assessment covers all savings proposals across Public Health and Wellbeing, Adults and Housing Services, Children's Services, Communities, Place and Growth, Customers and Organisational Development, Commercial Development Assets and Investment, Law and Governance and Finance at Oxfordshire County Council. Details of proposals are set out in the main Budget and Business Planning proposals.</p>  |
| <p><b>Evidence / Intelligence</b></p> <p>List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact</p> | <p>In considering the impact of budget proposals before they are formally agreed, the Council undertakes a detailed process of democratic and community engagement. This includes:</p> <ul style="list-style-type: none"> <li>• Using the Oxfordshire Joint Strategic Needs Assessment (JSNA) of health and wellbeing needs, and the associated Equalities Briefing, to consider the impact of proposals as they are drawn up and in the development of this overarching assessment. The Council's JSNA can be found <a href="#">here</a>;</li> <li>• Using data gathered as part of developing the Including Everyone Framework which can be found <a href="#">here</a>;</li> <li>• A public consultation process, the results of which are published alongside the Budget and Business Planning proposals;</li> <li>• A democratic process including agreement of proposals by Cabinet, analysis and comment on those proposals by Performance Scrutiny, and adoption of a budget by Full Council. Each of these stages provides an opportunity to invite comment and engagement from the public and representatives of particular organisations or population groups.</li> </ul> |

## Section 3: Impact Assessment

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| <p><b>Assessing the evidence and impact on those with the protected and additional characteristics</b></p> | <p><b>Age:</b> According to the JSNA, as of mid-2018 there were a total of 687,600 residents living in Oxfordshire (49.8% were male and 50.2% were female). Compared with England, Oxfordshire had a higher proportion of residents aged 15-19 (40,000) and 20-24 (49,700) but a lower proportion of 20-24 (49,700) and 30-34-year olds (43,100). Oxford's two universities had just over 33,220 full time students registered for the academic year 2017-18 which will account for some of the residents in the Oxford age profile. There were 17,800 people aged 85+ which is 0.2% higher than the England average. The 65+ population is predicted to increase by 21% by 2028.</p> <p>Proposals relating to change to care home activity aim to update the use of care home beds to align with the Council's strategy to support people closer to home and utilise care homes to provide more specialist care for people in response to the changing needs of the population. Strength based individual reviews also aim to ensure that support best meets need. As such these proposals are assessed to have a positive impact on older people by supporting the overall strategic direction to provide care for people in their own homes and maximise independence. The potential negative impact on older people of possible reduction in choice is identified in relation to proposals to reduce demand pressures. This is mitigated by the involvement of older people in decision making about their care and the continuation of the Forum approach where the Council ensures that eligible needs are met consistently in a way that is cost effective and maximises independence.</p> <p>No impact was assessed on younger people from a review of accident prevention training as alternative public health, community safety and education programmes and services will continue to deliver the outcomes. Positive impact was identified on younger people through the decision to invest additional funding in the youth offer.</p> <p><b>Disability:</b> The JSNA states in 2017-18 that around 20% of people in the South East region have a disability, equating to an estimated 137,500 people in Oxfordshire. For children the most common impairments were social/behavioural and mobility impairments the most common in adults. In May 2019 there was a total of 49, 026 disability-related benefits claimed in Oxfordshire and 1,701 adults receiving long term social care for learning disabilities from Adult Social Care Services.</p> |
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|  | <p>Proposals relating to change to care home activity aim to update the use of care home beds to align with the Council's strategy to support people closer to home and utilise care homes to provide more specialist care for people in response to the changing needs of the population. Strength based individual reviews also aim to ensure that support best meets need. As such these proposals are assessed to have a positive impact on people with disabilities by supporting the overall strategic direction to provide care for people in their own homes and maximise independence. The potential negative impact on people with disabilities of possible reduction in choice is identified in relation to proposals to reduce demand pressures. This is mitigated by the involvement of people with disabilities in decision making about their care and the continuation of the Forum approach where the Council ensures that eligible needs are met consistently in a way that is cost effective and maximises independence.</p> <p><b>Gender Reassignment:</b> There is limited information available on gender identity and data at a local level is not available. During the 2018-19 financial year, there were 379 applications for gender recognition certificates in the UK but this will be under representative of those whose gender identity does not match the sex they were registered with at birth.</p> <p>No specific issues relating to gender reassignment have been identified as likely to arise as a result of these proposals.</p> <p><b>Pregnancy and maternity:</b> There were 7,365 live births in Oxfordshire in 2018 and the county has an above average proportion of births to older mothers.</p> <p>No specific issues relating to pregnancy and maternity have been identified as likely to arise as a result of these proposals.</p> <p><b>Marriage and Civil Partnership:</b> At the time of the 2011 Census there were 128,400 married households in Oxfordshire and 682 registered same-sex civil partnerships. Same sex marriage became legal in 2014. In 2016 in Oxfordshire there were 3,501 marriages of opposite sex couples and 84 same-sex marriages.</p> <p>No specific issues relating to marriage and civil partnership have been identified as likely to arise as a</p> |
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result of these proposals.

**Race including ethnic or national origins, colour or nationality:** In the 2011 Census, 107,000 people in Oxfordshire were of an ethnic minority background which was an increase of 60,900 from 2001. The JSNA highlights that around 16% of the county's population is from an ethnic minority background. More recent data from January 2019 highlights that 26% of pupils in primary schools in Oxfordshire were from an ethnic minority background, this rose to 55% of children in Oxford. The top first languages other than English were Polish, Urdu, Portuguese, and Arabic.

No specific issues relating to race have been identified as likely to arise as a result of these proposals.

**Religion or Belief:** JSNA data on religion and belief is based on the 2011 Census where this question was voluntary. The proportion of Oxfordshire residents who responded stating that they had a religion was 65%. Of these respondents, 93% said they were Christian, 3.7% were Muslim, 0.9% were Hindu, 0.8% were Buddhist, 0.4% were Jewish and 0.3% were Sikh.

No specific issues relating to religion or belief have been identified as likely to arise as a result of these proposals.

**Sex:** As of mid-2018 there were 342,700 (49.8%) males and 344,800 (50.2%) females living in Oxfordshire.

No specific issues relating to sex have been identified as likely to arise as a result of these proposals.

**Sexual Orientation:** There is limited data on sexual orientation, defined as people who identify as heterosexual/straight, gay/lesbian, bisexual or another sexual orientation. The JSNA estimates that there was a total of 12,300 people aged 16+ in Oxfordshire identifying lesbian, gay or bisexual in 2018.

No specific issues relating to sexual orientation have been identified as likely to arise as a result of these proposals.

**Rural Communities:** 85 out of 407 low super output areas (LSOAs) in Oxfordshire are ranked within the most deprived 10% nationally on the geographical access to services (defined as road distance to a post office, primary school, GP and supermarket) in 2019. People aged 65+ made up 20% of the population in Oxfordshire's four rural district, compared to 12% of the population in the city centre (18% of the overall population).

Proposals in relation to highways maintenance and winter maintenance may impact on rural communities as repairs and treatment times could take longer. This is mitigated by ensuring that the needs of communities are reviewed and ensuring that priority routes are provided during severe weather. Higher quality road repairs will be delivered to prevent instances or repair re-occurring.

**Armed Forces:** In April 2019 there were 9,550 regular armed forces personnel stationed in Oxfordshire and in March 2019 there were 6,592 recipients of pensions/compensation under the Armed Forces Pension Scheme, War Pension Scheme and Armed Forces Compensation Scheme in the county.

No specific issues relating to the armed forces have been identified as likely to arise as a result of these proposals.

**Carers:** In 2018-19 there were a total of 4,105 carers in Oxfordshire who were registered and receiving a service in the form of a carer's assessment or direct payment from a pooled budget. The 2011 Census estimated that there were 61,100 unpaid carers in Oxfordshire and as of February 2019, the County Council were supporting 779 young carers (aged between 0-15). No specific issues relating to carers have been identified as likely to arise as a result of these proposals.

**Care leavers:** Oxfordshire has 465 care leavers aged 18-25, including 111 young adults who joined us as unaccompanied asylum-seeking children. Care Leavers face many challenges as they move into adulthood, such as those relating to careers, education, accommodation and personal change. Our Care Leavers Local Offer explains the services which can be accessed by those who have been in OCC's care. This impact assessment has identified no specific impact of our budget and business planning proposals on Care Leavers.

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|  | <p><b>Areas of Social Deprivation:</b> Oxfordshire has low levels of deprivation relative to England. However, there are ten areas in Oxford City, four in Banbury and one in Abingdon which fall within the 20% most deprived areas in the country, with two of the Oxford city areas falling within the 10% most deprived. These communities are necessarily often more frequent users of many public services. The overall budget proposals have been developed with the objective of effectively targeting services so that we continue to meet the needs of the most vulnerable and fulfil our statutory duties, with most impact on those living with social deprivation.</p> |
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# **Section 5**

# **Capital Budget Strategy**

## Capital and Investment Strategy - 2021/22 to 2030/31

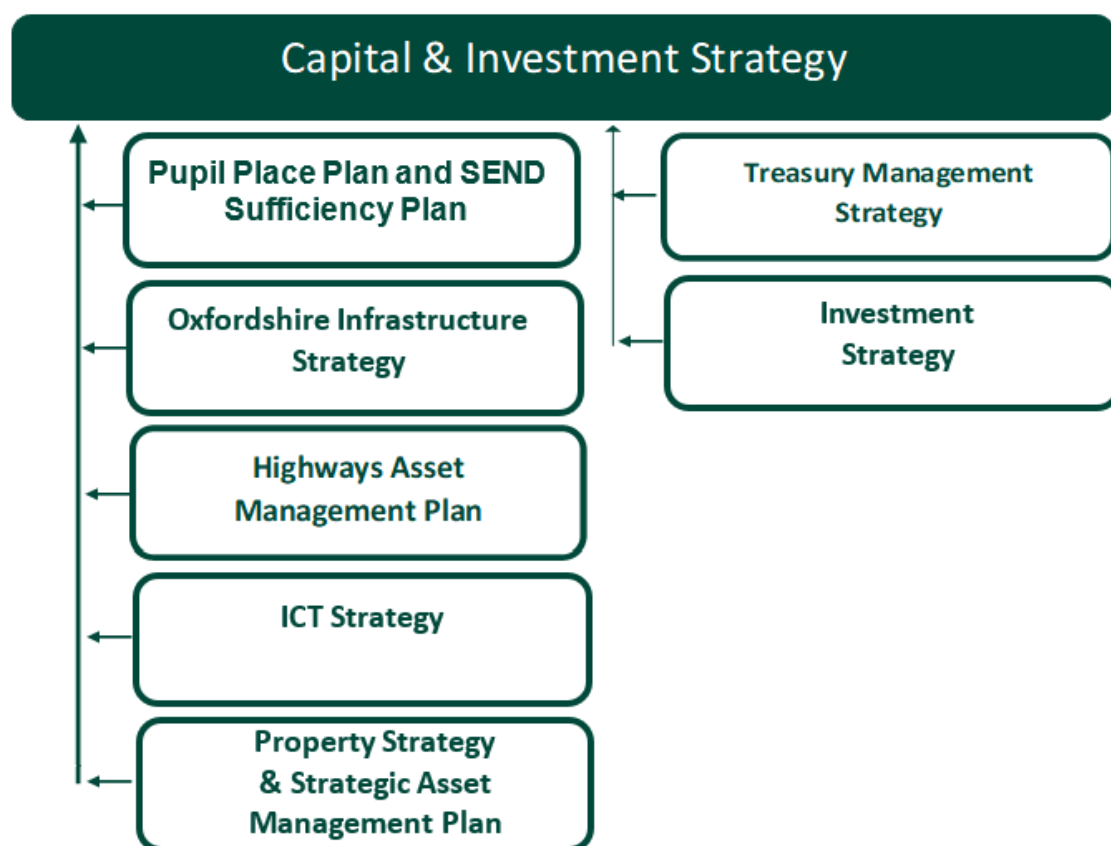
### Purpose and Objectives

1. The Prudential Code for Capital Finance in Local Authorities 2017 requires that for each financial year, a local authority should prepare at least one Investment Strategy containing the disclosures and reporting requirements specified in the guidance. The Strategy must be approved by full Council.
2. The definition of an investment covers all the financial assets of a local authority as well as other non-financial assets that the organisation holds primarily or partially to generate a profit; for example, investment property portfolios.
3. The objectives of the Prudential Code are to ensure that the capital expenditure plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved.
4. The Prudential Code requires authorities to look at capital expenditure and investment plans in the light of overall organisational strategy and resources and ensure that decisions are made with sufficient regard to the long-term financing implications and potential risks to the authority.
5. The Prudential Code sets out that in order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy. The capital strategy should set out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.
6. This Capital and Investment strategy sets out the requirements of the Prudential Code covering all the investments of the authority and covers the following areas:
  - Approach to capital investment
  - Capital financing principles
  - Capital programme approach and overview of existing Capital Programme
  - Capital investment proposals for 2021/22 – 2030/31
  - Capital governance and decision-making
  - Minimum Revenue Provision Policy Statement for 2021/22 (Annex 1)

- Prudential Indicators for Capital Finance (Annex 2)

## Introduction

- The Capital and Investment Strategy is a policy document that outlines Oxfordshire County Council's approach to investments over the next ten years. It is closely linked to other key strategic and policy documents, such as:
  - The Corporate Plan
  - The Oxfordshire Infrastructure Strategy (OxIS)
  - Oxfordshire Local Industrial Strategy
  - Oxfordshire Joint Statutory Spatial Plan
  - The Financial Strategy including the Medium Term Financial Strategy
- This strategy reflects the ambition for the Capital Programme where the schemes contained in the programme will all be defined from council strategies that determine the management of its assets, services and needs.
- This diagram shows relationship between the Capital and Investment Strategy and supporting plans and strategies:



10. The Capital and Investment Strategy complements the key documents above by defining the approach, structure and governance for the effective financing and management of the Council's capital investment needs and ambitions. It outlines how capital investment contributes to the Council's priorities and how the Council's existing and proposed capital resources will be effectively managed to meet the planned needs plus opportunities for meeting the ambitions for longer term capital investments.
11. It is inevitable that the level of capital resources required to meet capital investment needs and aspirations will exceed the actual resources available. Therefore, one of the key purposes of the Capital and Investment Strategy is to ensure that capital projects or programmes are only approved where they accord with the capital investment principles.
12. The Council seeks to employ a variety of different resources to close the funding gap. In this context, the second key purpose of the Capital and Investment is to ensure that capital investment plans are affordable, prudent, sustainable and demonstrate value for money. It provides the framework for determining capital spending plans and the effective use of the Council's capital resources.
13. The capital programme is structured as follows:
  - **Pupil Place Plan:** including basic need (new schools and expansion), maintenance, health and safety and improvements
  - **Property and Estates:** including health and safety, maintenance, improvements and the Investment Strategy
  - **Highways and structural maintenance:** including street lighting, and bridges
  - **ICT Strategy:** including broadband and End User equipment
  - **Passported Funds:** including Disabled Facilities Grant and Devolved Schools Capital
  - **Vehicles and Equipment:** including fire and rescue vehicles and equipment
  - **Major Infrastructure:** including Growth Deal Infrastructure programme
14. For 2021/22 onwards the Capital Programme has also been categorized between firm schemes that have been agreed to address identified need – the **Firm Programme**, and elements of the programme that are forecast costs to address predicted needs – the **Pipeline Programme**. Schemes in the Firm Programme have a defined scope with an initial cost estimate. Schemes in the Pipeline programme are subject to optioneering and feasibility assessment and have estimated costs. As such, these schemes may change in both scope and value before being brought forward into the firm programme reflecting changes in the underlying need and value for money assessment.

## **The Council's Corporate Plan Priorities**

15. The Capital and Investment Strategy emphasises the significant contribution that the capital programme can make in delivering the corporate priorities of thriving communities, thriving people and thriving economy and in bringing benefits for wider communities. It embraces the Council's philosophy of putting residents at the heart of everything we do; and, through the delivery of programmes and schemes will ensure adherence to the Council's own strategy for Climate Action. This strategy also seeks to ensure that resources are used in the most efficient way and support the Council's objectives most effectively.

## **Capital Investment Principles**

16. The Council's approach to capital investment is integral to the Council's financial planning processes. The approach aims to ensure that:
- Capital expenditure contributes to the achievement of the priorities set out in the Corporate Plan including commitment to Climate Action;
  - An affordable and sustainable capital programme is agreed;
  - Use of resources and value for money is maximised;
  - A clear framework for making capital investment decisions is provided;
  - A corporate approach to the use of capital resources is maintained;
  - Sufficient assets to provide services are acquired, or built, and maintained;
  - Invest to save initiatives to make efficiencies within the Council's revenue budget are encouraged;
  - Investment in existing assets to enhance their value, including acquisition of land, is supported;
  - An appraisal and prioritisation process for new schemes is robust

## **Capital Programme Financing Principles**

17. The Council's capital programme financing principles are:
- Non ringfenced capital grants are treated as a corporate resource and used flexibly.
  - Capital receipts are treated as a corporate resource and used across the capital programme flexibly.
  - The Council will continue to be proactive in ensuring, as far as possible, that all additional capital investment needs arising from new developments are funded from developer contributions.
  - Ringfenced resources are used for the purposes for which they are issued.
  - Prudential borrowing will only be considered where:

- i. there is a robust invest to save model; or
  - ii. the council has a significant unmet capital need; or
  - iii. It contributes towards the overall investment approach
- Revenue contributions will be made to the programme for ongoing maintenance and replacement programmes

## **Investment Strategy**

18. The Investment Strategy is required to be approved by Council annually and is included at Section 5.3. The Investment Strategy sets out an investment framework under which the Council can undertake investments against the following broad categories:
- A. maximising the use of and value of Council owned assets (land and buildings) to maximise revenue return through appropriate change of use to include (but not limited to) commercial, residential or renewable energy;
  - B. investments for regeneration purposes in order to deliver a wider social, service, or community benefit;
  - C. investments in property funds, bond funds, equities and multi asset classes;
  - D. acquisitions and investments, which generate a commercial return (yield).
19. An investment strategy offers opportunities for generating long term and sustainable income streams through investment in asset classes with different attributes to investments currently held through Treasury Management activities. This diversifies the overall investment portfolio and enhances the financial resilience of the Council.
20. The Prudential Code requires that where authorities have commercial investments (Category D), that local authorities should disclose the contribution they make towards the service delivery objectives and/or place making role of the authority. In addition, the types of investment, due diligence processes, the proportionality of those investments and the local authority's risk appetite are also required to be set out. Currently no investments of this nature have been made or are planned within the proposed Capital Programme for 2021/22 to 2030/31.
21. The Investment Strategy is supported by the Property Strategy (Section 5.4) which will identify opportunities for releasing Council owned assets to realise investment opportunities by achieving the key strategic objectives set out in the strategy to:
- support excellent service delivery for the community
  - support and empower a more agile organisation

- deliver climate action priorities
- achieve more value from our assets

## Capital Programme Investment Overview

22. The Council's ten year Capital Programme is derived from the priorities identified in the supporting strategies and sets out the agreed capital investment to deliver those priorities.
23. Capital expenditure is defined as spending that creates an asset for the Council (e.g. buildings, vehicles and equipment), and spending which meets the definition in regulations specified under the Local Government Act 2003 which includes spend on non-current assets that are not owned by the Council such as academies and the award of capital grants and funding agreements.
24. The proposed capital programme for 2020/21 to 2030/31 totals £1.467bn. The proposed programme is based on the latest capital programme 2020/21 to 2029/30 as reported to Cabinet in the Capital Programme Monitoring Report in December 2020, including recommendations set out in the report, and proposed changes to the programme set out in Section 5.6.
25. The table below sets out the proposed programme by strategy and the split between the Firm Programme (£1,301.5m) and Pipeline Programme (£160.1m).

| Strategy / Programme                      | Proposed Firm Programme<br>£m | Proposed Pipeline Programme<br>£m | Total Programme<br>£m |
|---|-------------------------------|-----------------------------------|-----------------------|
| Pupil Place Plan                          | 182.0                         | 78.0                              | 260.0                 |
| Major Infrastructure                      | 590.5                         | 27.4                              | 617.9                 |
| Highways Asset Management Plan            | 338.0                         | -                                 | 338.0                 |
| Property, Estates and Investment Strategy | 63.2                          | 7.4                               | 70.6                  |
| ICT                                       | 24.5                          | 2.8                               | 27.3                  |
| Passported Funding                        | 94.5                          | -                                 | 94.5                  |
| Vehicles and Equipment                    | 8.8                           | 0.6                               | 9.4                   |
| Earmarked Reserves                        | -                             | 48.8                              | 48.8                  |
| <b>Total Estimated Capital Programme</b>  | <b>1,301.5</b>                | <b>165.0</b>                      | <b>1,466.5</b>        |

26. Section 5.5 Sets out the Draft Capital Programme for 2021/22 to 2030/31 by year.

**Pupil Place Plan - £260.0m**

27. The Pupil Place Plan was agreed by Council in February 2020 and will be revised in Autumn 2021. The programme also includes investment to support the SEND Sufficiency Strategy, including the re-provision and expansion of Northfield School.
28. It is proposed to increase the Pipeline programme by £9.7m to reflect additional emerging need over the ten-year programme and to include an additional year for the annual maintenance programme in 2030/31.
29. The proposed Pipeline Programme also includes the creation of a contingency of £7.0m which has been earmarked for potential additional costs of building new schools arising from changes to building regulations and a zero carbon initiative for new schools which is subject to a policy decision.

**Major Infrastructure - £617.9m**

30. The current programme includes delivery of the Growth Deal Infrastructure Programme, Didcot Garden Town and the A40 Smart Corridor.
31. It is proposed to bring schemes totalling £16.2m into the Firm Programme, including an additional £9.7m investment in the Banbury Road Corridor, £1.0m development budget for phase 2 of the Science Vale Cycle Network and £1.0m budget for the Abingdon Local Cycling and Walking Infrastructure Plan (LCWIP).
32. The Pipeline programme for Major Infrastructure is in development and will be brought forward through the Budget and Business Planning process for 2022/23.

**Highways Asset Management Plan - £338.0m**

33. The Highways Asset Management Plan was agreed by Council in February 2020. There are no changes to the strategy and the proposed capital programme included the extension of the annual maintenance programme for a further year to 2030/31. The programme includes the additional £80m investment agreed in September 2018. This investment is being made over five years with 2021/22 being the third year.
34. During the year it was reported that a funding gap has emerged for the £53.0m investment in Kennington Bridge of £11.1m due to a shortfall in expected grant funding. The proposed changes to the capital programme enable this funding gap to be met through the reprioritisation of corporate resources.
35. The current programme also includes investments in the street lighting estate (total investment of £41m) funded by prudential borrowing. The borrowing cost for this investment will be funded by the reduction in revenue costs in relation to street lighting.

**Property Assets and Investment Strategy - £70.6m**

36. The current programme included an indicative allocation of £25m for asset condition work which was approved in September 2018 as part of a wider (up to) £40m investment in Property to manage legacy issues relating to property maintenance and the demise of Carillion. The investment undertaken to date has enabled essential works to be completed to ensure that the estate remains compliant with statutory and health and safety requirements. It is proposed to reduce the asset condition programme to £5.0m which covers the firm programme of 2021/22 and 2022/23 only and is in addition to the £3.0m Corporate Structural Maintenance budget. The ongoing need for investment in council owned assets will be reviewed during 2021/22 through completion of an asset condition survey in line with the property strategy, agile working and the Investment Strategy. Proposals for 2022/23 onwards brought forward through the Budget and Business Planning process and will form the Pipeline programme for Property.
37. The current programme includes an indicative budget of £10.0m to support the Investment Strategy. It is proposed to increase this to £11.7m following the identification of priority schemes for investment which includes £7.0m towards the development of Speedwell House. All investment schemes should be self-financing by delivering investment returns, enhanced capital receipts or revenue savings.
38. A £5.0m investment in a Supported Living Housing Fund is proposed to deliver additional supported living accommodation for people with learning disabilities within Oxfordshire.

**ICT - £27.3m**

39. The Information and Communication Technology Strategy was approved by Cabinet on 19 December 2019. No changes are proposed to the current programme which includes a provision of £2.2m towards future corporate or service specific requirements which may arise from new ways of working.

**Passported Funding - £94.5m**

40. Passported funds are funds transferred to third parties to deliver schemes, usually through a funding agreement.
41. The programme includes the Disabled Facilities Grant and the Affordable Housing element of the Growth, both of which are passported to the City and District Councils for delivery.
42. As the Accountable Body for the Oxfordshire Local Enterprise Partnership (OxLEP), the Council's capital programme also includes schemes delivered by third parties on behalf of OxLEP which are funded by government grant.

**Vehicles and Equipment - £9.4m**

43. The proposed programme includes an £8m investment in the annual renewals and replacement programme for vehicles and equipment for the Fire and Rescue service. This is funded by an annual revenue contribution to the programme.

**Earmarked Reserves - £48.8m**

44. A £7.2m contribution is proposed to the Environment Agency (EA) to support the delivery of the Oxfordshire Flood Alleviation Scheme (OFAS). This can be funded following the receipt of additional funding from OxLEP which was originally intended to fund OFAS but could not be passed directly from OxLEP to the EA due to timing restrictions on the grant funding. The funding is required by the EA in order to maintain a fully funded scheme and progress with planning in the spring.

**Capital Programme Financing Overview**

45. The Capital Programme is fully funded over the ten year period. The table below sets out the resources used to deliver the capital programme.

| <b>Financing</b>                                     | <b>Total Programme<br/>£m</b> |
|--|-------------------------------|
| <b>Section 106 and Community Infrastructure Levy</b> | 235.1                         |
| <b>Capital Reserves</b>                              | 17.8                          |
| <b>Grants and contributions</b>                      | 890.8                         |
| <b>Prudential Borrowing</b>                          | 226.3                         |
| <b>Capital receipts</b>                              | 73.9                          |
| <b>Revenue Contribution</b>                          | 22.7                          |
| <b>Total Financing</b>                               | <b>1,466.5</b>                |

46. When necessary, the Capital Programme can fund schemes in advance of receiving specific funding by utilising other resources within the wider programme on an interim basis.
47. The Capital Programme includes a prudential borrowing requirement of £226.3m. The Treasury Management Strategy (Section 5.2) sets out the Council's strategy for financing this borrowing requirement through both internal and external borrowing.

48. The Treasury Management Strategy also sets out the Council's approach to the investment of cashflows arising from the Council's Capital Programme and Medium Term Financial Strategy.

### **Governance Arrangements**

49. The Prudential Code sets out that the responsibility for decision making and on-going monitoring in respect of capital expenditure, investment and borrowing, including prudential indicators, sits with full council. However, detailed implementation and monitoring may be delegated to a committee.
50. Council and the Cabinet are the key democratic decision-making bodies as per the Council's constitution. The Council approves the key policy documents and the capital programme as part of the Council's Policy and Budgetary Framework. The Cabinet recommends priorities, policy direction and the capital programme to the Council for approval. The Cabinet also approves new inclusions to the capital programme in line with the scheme of delegation and the financial procedure rules.
51. Delegations to officers are set out in full in Section 5 of the Council's Financial Regulations and all officers are bound by the scheme of delegation.
52. The Section 151 Officer, jointly with the Corporate Directors with responsibility for delivery of the Capital Programme, are responsible for ensuring that appropriate arrangements are in place to monitor the capital programme and resources. To facilitate this, capital budgets and project scope are agreed and updated through a robust Business Case process from scheme optioneering through to scheme completion.

## Minimum Revenue Provision Policy Statement for 2021/22

1. The Council is required by statute to charge a Minimum Revenue Provision (MRP) to the General Fund Revenue account each year for the repayment of debt. The MRP charge is the means by which capital expenditure which has been funded by borrowing is paid for by council tax payers.
2. Legislation<sup>1</sup> requires local authorities to draw up a statement of their policy on the annual MRP, for full approval by Council before the start of the financial year to which the provision will relate.
3. The implementation of the International Financial Reporting Standards (IFRS) requirements brought some service concession arrangements on balance sheet and resulted in some leases being reclassified as finance leases instead of operating leases. Part of the service charge or rent payable is taken to reduce the balance sheet liability rather than being charged to revenue accounts. To ensure that this does not result in a one-off increase in the capital financing requirement and in revenue account balances, an amount equal to the amount that has been taken to the balance sheet is included in the annual MRP charge.
4. The Council is recommended therefore to approve the following statement:

For capital expenditure incurred before 1 April 2008, the MRP policy for 2017/18 onwards will be a straight-line charge of the outstanding pre-2008 expenditure as at 1 April 2017 calculated over a 50-year period.

For all unsupported (prudential) borrowing, the MRP policy will be based on the estimated life of the assets for which the borrowing is undertaken (Option 3 – Asset Life Method or Annuity Method).

In the case of finance leases and on-balance sheet Private Finance Initiative (PFI) type contracts, the MRP requirement will be regarded as being met by a charge equal to the element of the rent/charge that goes to write-down the balance sheet liability, including the retrospective element in the first year (Option 3 in modified form).

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<sup>1</sup> Statutory Instrument 2008 no. 414 s4

## Prudential Indicators for Capital Finance

1. The Prudential Code for Capital Finance in Local Authorities (2017) requires the Council to set and monitor against Prudential Indicators in the following categories:
  - Prudence – Capital Expenditure and External Debt
  - Affordability
  - Treasury Management
2. The indicators have been based on the February 2021 capital programme which will be approved by Council on 9 February 2021 with the Business and Budget Planning Report.
3. The capital expenditure figures for beyond 2021/22 will be able to be revised in twelve months' time.

## Prudence

### Estimates of Capital Expenditure

4. The Council is required to make reasonable estimates of the total of capital expenditure that it plans to incur during 2021/22 and the following two financial years. The Council must also approve the actual expenditure for 2019/20 and revised expenditure for 2020/21.

| Capital Programme Estimates     | 2019/20 Actual<br>£m | 2020/21 Estimate<br>£m | 2021/22 Estimate<br>£m | 2022/23 Estimate<br>£m | 2023/24 Estimate<br>£m | 2024/25 Estimate<br>£m |
|---------------------------------|----------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Capital Expenditure</b>      | <b>105.671</b>       | <b>174.056</b>         | <b>279.671</b>         | <b>278.466</b>         | <b>329.277</b>         | <b>154.233</b>         |
| <b>Financed by:</b>             |                      |                        |                        |                        |                        |                        |
| Prudential Borrowing            | 0.082                | 1.871                  | 80.665                 | 56.285                 | 72.587                 | 5.125                  |
| Grants and Contributions        | 104.975              | 171.621                | 198.056                | 184.624                | 253.896                | 144.237                |
| Capital Receipts                | 0.000                | 0.000                  | 0.000                  | 34.224                 | 0.000                  | 9.600                  |
| Revenue                         | 0.614                | 0.564                  | 0.950                  | 0.950                  | 11.950                 | 0.980                  |
| Reserves                        | 0.000                | 0.000                  | 0.000                  | 2.383                  | -9.156                 | -5.709                 |
| <b>Total Capital Investment</b> | <b>105.671</b>       | <b>174.056</b>         | <b>279.671</b>         | <b>278.466</b>         | <b>329.277</b>         | <b>154.233</b>         |

## The Capital Financing Requirement

5. Estimates of the end of year Capital Financing Requirement (CFR) for the Authority for the current and future years and the actual Capital Financing Requirement at 31 March 2020 that are recommended for approval are:

| Year    | Actual/Estimate | £m      |
|---------|-----------------|---------|
| 2019/20 | Actual          | 358.419 |
| 2020/21 | Estimate        | 349.683 |
| 2021/22 | Estimate        | 419.707 |
| 2022/23 | Estimate        | 454.401 |
| 2023/24 | Estimate        | 526.335 |
| 2024/25 | Estimate        | 520.225 |

6. The Capital Financing Requirement measures the authority's underlying need to borrow for a capital purpose. In accordance with best professional practice the County Council does not associate borrowing with particular items or types of expenditure. The authority has an integrated Treasury Management Strategy and has adopted the CIPFA Code of Practice for Treasury Management in the Public Services. The Council has, at any point in time, a number of cashflows both positive and negative, and manages its treasury position in terms of its borrowings and investments in accordance with its approved treasury management strategy and practices. In day-to-day cash management, no distinction can be made between revenue cash and capital cash. External borrowing arises as a consequence of all the financial transactions of the authority and not simply those arising from capital spending. In contrast, the capital financing requirement reflects the authority's underlying need to borrow for a capital purpose.

## Authorised Limit and Operational Boundary for External Debt

7. The Authority has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Authority and not just those arising from capital spending reflected in the CFR.
8. The Authorised Limit sets the maximum level of external debt on a gross basis (i.e. excluding investments) for the Authority. It is measured on a daily basis against all external debt items on the Balance Sheet (i.e. long and short-term borrowing, overdrawn bank balances and long-term liabilities). This Prudential Indicator separately identifies borrowing from other long-term liabilities such as finance leases. It is consistent with the Authority's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.

## Section 5.1

9. The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).
10. The Operational Boundary has been set on the estimate of the most likely, i.e. prudent but not worst-case scenario with sufficient headroom over and above this to allow for unusual cash movements. The Operational Boundary links directly to the Authority's estimates of the CFR and estimates of other cashflow requirements.

|   | 2020/21<br>Probable<br>outturn<br>£m | 2021/22<br>Estimate<br>£m | 2022/23<br>Estimate<br>£m | 2023/24<br>Estimate<br>£m | 2024/25<br>Estimate<br>£m |
|---|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>Operational Boundary for External Debt</b> |                                      |                           |                           |                           |                           |
| Borrowing                                     | 360.000                              | 395.000                   | 430.000                   | 480.000                   | 500.000                   |
| Other long-term liabilities                   | 25.000                               | 25.000                    | 25.000                    | 25.000                    | 25.000                    |
| <b>TOTAL</b>                                  | <b>385.000</b>                       | <b>420.000</b>            | <b>455.000</b>            | <b>505.000</b>            | <b>525.000</b>            |
| <b>Authorised Limit for External Debt</b>     |                                      |                           |                           |                           |                           |
| Borrowing                                     | 370.000                              | 415.000                   | 450.000                   | 500.000                   | 520.000                   |
| Other long-term liabilities                   | 30.000                               | 30.000                    | 30.000                    | 30.000                    | 30.000                    |
| <b>TOTAL</b>                                  | <b>400.000</b>                       | <b>445.000</b>            | <b>480.000</b>            | <b>530.000</b>            | <b>550.000</b>            |

### Actual External Debt

11. This indicator enables the comparison of Actual External Debt at year end to the Operational Boundary and Authorised Limit.

|   |                |
|---|----------------|
| <b>Total External Debt as at 31.03.20</b> | <b>£m</b>      |
| External Borrowing                        | 343.383        |
| Other Long-term Liabilities               | 17.483         |
| <b>Total</b>                              | <b>360.866</b> |

### Gross Debt and the Capital Financing Requirement

12. This is a key indicator of prudence. In order to ensure that the medium-term debt will only be for a capital purpose, the local authority should ensure that the gross debt does not, except in the short term, exceed the total of the capital financing requirement (CFR) in the preceding year plus the estimates of any additional increases to the capital financing requirement for the current and next two financial years.
13. In 2019/20 the CFR was marginally lower than gross debt, indicating a level of borrowing in advance of need. This is also the case in the for 2020/21.

## Section 5.1

However, from 2021/22 onwards the CFR is forecast to be higher than the level of external borrowing which indicates a level of internal borrowing over the medium term, consistent with the approach set out in the Treasury Management Strategy, taking into account current commitments, existing plans and the proposals in the approved budget.

| Debt                  | 31.03.20<br>Actual<br>£m | 31.03.21<br>Revised<br>£m | 31.03.22<br>Estimate<br>£m | 31.03.23<br>Estimate<br>£m | 31.03.24<br>Estimate<br>£m | 31.03.25<br>Estimate<br>£m |
|-----------------------|--------------------------|---------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| External Borrowing    | 335.383                  | 338.383                   | 379.383                    | 412.383                    | 409.383                    | 407.383                    |
| Long Term Liabilities | 17.483                   | 16.970                    | 16.391                     | 15.736                     | 14.997                     | 14.161                     |
| <b>Total Debt</b>     | <b>352.866</b>           | <b>355.3534</b>           | <b>395.774</b>             | <b>428.119</b>             | <b>424.38</b>              | <b>421.544</b>             |

## Affordability

### The Ratio of Financing Costs to the Net Revenue Stream

14. This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs. The definition of financing costs is set out in the Prudential Code.

| Year    | Actual/ Estimate | Financing<br>Cost<br>£m | Net Revenue<br>Stream<br>£m | Ratio<br>% |
|---------|------------------|-------------------------|-----------------------------|------------|
| 2019/20 | Actual           | 20.9                    | 469.3                       | 4.45%      |
| 2020/21 | Estimate         | 20.4                    | 502.7                       | 4.06%      |
| 2021/22 | Estimate         | 20.0                    | 524.7                       | 3.81%      |
| 2022/23 | Estimate         | 24.8                    | 520.7                       | 4.77%      |
| 2023/24 | Estimate         | 27.7                    | 539.2                       | 5.13%      |
| 2024/25 | Estimate         | 29.3                    | 557.5                       | 5.25%      |
| 2025/26 | Estimate         | 30.3                    | 576.4                       | 5.27%      |

15. Financing costs include interest payable on borrowing, interest and investment income and the amount required for the minimum revenue provision (MRP).

## **Treasury Management Strategy Statement & Annual Investment Strategy for 2021/22**

### **Executive Summary**

1. The Treasury Management Strategy & Annual Investment Strategy for 2021/22 outlines the Council's risk appetite and strategic objectives in terms of its debt and investment management for the financial year 2021/22.
2. The forecast average cash balance for 2021/22 is £428m. The Council will maintain the investment in strategic pooled funds with a purchase value of £101m, with the remaining £327m being managed internally with a mixture of short, medium and long-term deposits.
3. The Bank of England Base Rate is forecast to remain at 0.10% for the foreseeable future, with heavy risk weighting to the downside.
4. UK Government Gilt yields are likely to remain below 0.75% for the foreseeable future, and the PWLB<sup>1</sup> have reinstated their certainty borrowing rates to 80 basis points over gilts.
5. With the prospect of interest rates remaining lower for longer, and cash balances being higher than previously forecast over the medium term, it is recommended to increase the long-term lending limit from £175m to £215m in 2021/22, tapering down to £185m by 2024/25.
6. Changes to the Treasury Management Strategy will be delegated to the Director of Finance in consultation with the Leader of the Council and Cabinet Member for Finance

### **Background**

7. The Local Government Act 2003 and supporting regulations require the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
8. The Act requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance issued subsequent to the Act). The Annual Investment Strategy sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
9. Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market

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<sup>1</sup> Public Works Loans Board

transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

10. The proposed strategy for 2021/22 is based upon the views of the Council’s Treasury Management Strategy Team (TMST)<sup>2</sup>, informed by market forecasts provided by the Council’s treasury advisor, Arlingclose Limited.
11. It is proposed that any further changes required to the Annual Treasury Management Strategy & Annual Investment Strategy, continue to be delegated to the Director of Finance in consultation with the Leader of the Council and Cabinet Member for Finance.

### **Treasury Limits for 2021/22 to 2024/25**

12. The Authorised Borrowing Limit requires the Council to ensure that total capital investment remains within sustainable limits and that the impact upon future council tax levels is ‘acceptable’.
13. The capital investment relevant to this indicator to be considered for inclusion incorporates financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

### **Forecast Treasury Portfolio Position**

14. The Council’s treasury forecast portfolio position for the 2021/22 financial year comprises:

|  | <b>Principal<br/>£m</b> | <b>Average Rate<br/>%</b> |
|--|-------------------------|---------------------------|
| <b>Opening External Debt Balance</b>       |                         |                           |
| PWLB                                       | 285.383                 | 4.549                     |
| LOBO                                       | 45.000                  | 3.943                     |
| Money Market Loans                         | 5.000                   | 3.950                     |
| <b>TOTAL EXTERNAL DEBT</b>                 | <b>335.383</b>          |                           |
| <b>2021/21 <u>Average Cash Balance</u></b> |                         |                           |
| Average In-House Cash                      | 327.026                 |                           |
| Average Externally Managed                 | 101.006                 |                           |
| <b>TOTAL INVESTMENTS</b>                   | <b>428.032</b>          |                           |

<sup>2</sup>Comprising the Director of Finance, Service Manager (Pensions), Head of Corporate Finance and Treasury Manager.

15. The average forecast cash balance for 2021/22 is comprised of the following:

|  | Average Balance £m |
|--|--------------------|
| Earmarked Reserves                       | 70.000             |
| Capital and Developer Contributions      | 239.221            |
| General Balances                         | 30.000             |
| Cashflow and Working Capital Adjustments | 74.615             |
| Provisions and Deferred Income           | 14.196             |
| <b>TOTAL</b>                             | <b>428.032</b>     |

## Treasury Management Advisors

16. Arlingclose continue to provide the Council's Treasury Management Advisory Service. The current contract is due to expire on 30<sup>th</sup> April 2021. A competitive tendering exercise is being undertaken and new contract for Treasury Management Advisory Service will be awarded to the successful applicant from 1<sup>st</sup> May 2021.

## Prospects for Interest Rates

### *Economic Background – Provided by Arlingclose*

17. The impact on the UK from coronavirus, together with its exit from the European Union and future trading arrangements with the bloc, will remain a major influence on the Authority's treasury management strategy for 2021/22.
18. The Bank of England (BoE) maintained Bank Rate at 0.10% in November 2020 and also extended its Quantitative Easing programme by £150 billion to £895 billion. The Monetary Policy Committee voted unanimously for both, but no mention was made of the potential future use of negative interest rates. Within the latest forecasts, the Bank expects the UK economy to shrink -2% in Q4 2020 before growing by 7.25% in 2021, lower than the previous forecast of 9%. The BoE also forecasts the economy will now take until Q1 2022 to reach its pre-pandemic level rather than the end of 2021 as previously forecast.
19. UK Consumer Price Inflation (CPI) for September 2020 registered 0.5% year on year, up from 0.2% in the previous month. Core inflation rose to 1.3% from 0.9%. Labour market data for the three months to August 2020 showed the unemployment rate rose to 4.5% while the employment rate fell to 75.6%. Both measures are expected to deteriorate further due to the ongoing impact of coronavirus on the jobs market, particularly when job retention schemes start to be unwound in 2021, with the BoE forecasting unemployment will peak at 7.75% in Q2 2021.
20. GDP growth fell by -19.8% in the second quarter of 2020, a much sharper contraction from -2.0% in the previous three months, with the annual rate falling -21.5% from -1.6%. Looking ahead, the BoE's November Monetary Policy Report forecasts economic growth will rise in 2021 with GDP reaching 11% in Q4 2021, 3.1% in Q4 2022 and 1.6% in Q4 2023.

*Credit outlook – Provided by Arlingclose:*

21. After spiking in late March as coronavirus became a global pandemic, credit default swap (CDS) prices for the larger UK banks have steadily fallen back to almost pre-pandemic levels. Although uncertainly around COVID-19 related loan defaults lead to banks provisioning billions for potential losses in the first half of 2020, drastically reducing profits, reported impairments for Q3 were much reduced in some institutions. However, general bank profitability in 2020 is likely to be significantly lower than in previous years.
22. The credit ratings for many UK institutions were downgraded on the back of downgrades to the sovereign rating. Credit conditions more generally though in banks and building societies have tended to be relatively benign, despite the impact of the pandemic.
23. Looking forward, the potential for bank losses to be greater than expected when government and central bank support starts to be removed remains a risk, suggesting a cautious approach to bank deposits in 2021/22 remains advisable.

*Interest rate forecast – Provided by Arlingclose:*

24. Arlingclose is forecasting that BoE Bank Rate will remain at 0.10% until at least the end of 2023. The risks to this forecast are judged to be to the downside as the BoE and UK government continue to react to the coronavirus pandemic and the Brexit transition period ends. The BoE extended its asset purchase programme to £895 billion in November while keeping Bank Rate on hold. However, further interest rate cuts to zero, or possibly negative, cannot yet be ruled out but this is not part of the Arlingclose central forecast.
25. Gilt yields are expected to remain very low in the medium-term while short-term yields are likely to remain below or at zero until such time as the BoE expressly rules out the chance of negative interest rates or growth/inflation prospects improve. The central case is for 10-year and 20-year to rise to around 0.60% and 0.90% respectively over the time horizon. The risks around the gilt yield forecasts are judged to be broadly balanced between upside and downside risks, but there will almost certainly be short-term volatility due to economic and political uncertainty and events.

*Treasury Management Strategy Team's View*

26. The Council's TMST, taking into account the advice from Arlingclose, market implications and the current economic outlook, have determined the rates to be included in the Strategic Measures budget for 2021/22 and over the medium term. TMST forecast no change in base rate over the medium term. The Bank Rate is forecast to remain at 0.10% for the medium term.
27. The TMST does not expect official bank rates to move below zero, however it remains a real risk. If bank rate did fall below zero, the council would divest from any negative yielding instant access deposits and switch to a series of short term

inter local authority deposits, whilst inter local authority returns remain above, or at zero. If there are insufficient options to invest short term at a positive yield, the TMST will seek to strike a balance between short term liquidity and capital preservation through careful cashflow forecasting whilst increasing the average duration of the investment portfolio.

28. The TMST team has agreed that based on the current portfolio of deposits and market rates, the target in-house rate of return as set out below. These rates have been incorporated into the strategic measures budget estimates:

- 2021/22 0.58%
- 2022/23 – 2025/26 0.25%

## **Borrowing Strategy**

29. It is expected that the Bank Rate will remain at 0.10% during 2021/22. Borrowing rates are forecast to be between 0.95 – 1.70% in the short to medium term, therefore the “cost of carry<sup>3</sup>” associated with the long-term borrowing compared to temporary investment returns will be significantly reduced compared to previous years.
30. The external borrowing of the Council is set to fall well below the Capital Financing Requirement due to increased capital expenditure and £106m of debt repayments by 2027/28.
31. The Council needs to borrow to finance prudential borrowing schemes. The Council’s Capital Programme Financing Principles applies capital grants, developer contributions, capital receipts and revenue contributions to fund capital expenditure before using prudential borrowing.
32. Financing the Council’s borrowing requirement internally would reduce the cost of carry in the short term but there is a risk that the internal borrowing would need to be refinanced with external borrowing at a time when PWLB (or its successor) and market rates exceed those currently available.
33. The Council’s TMST have agreed that they should maintain the option to fund new or replacement borrowing up to the value of £100m of the portfolio through internal borrowing. Internal borrowing will have the effect of reducing some of the “cost of carry” of funding. Internal borrowing will also be used to finance prudential schemes.
34. The TMST will monitor the borrowing rates during the 2021/22 financial year. If changes in interest rate forecasts mean the policy to borrow internally is no longer in the short term or long-term interests of the Council, the TMST may take out new or replacement borrowing to give the Council certain of cost over the long term, and to reduce Interest Rate Risk and Refinancing Risk in the short to medium term. Any borrowing will be reported to Cabinet.

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<sup>3</sup> The difference between the interest payable on borrowing on debt and the interest receivable from investing surplus cash.

35. As the Accountable Body for OxLEP Ltd, the Council will be required to prudentially borrow £41m on their behalf for project funding from 2021/22 onwards. The borrowing will be included in the Council's overall borrowing requirement, using internal or external borrowing as appropriate. The loans will be repaid through the retained business rates of the enterprise zone. The TMST monitor interest rates and will consider forward borrowing on behalf of OxLEP at the end of 2020/21 if it is determined to be cost-effective.
36. If the PWLB offer any further lending rounds of the Local Infrastructure Rate, it is likely to be at a discounted interest rate of gilts + 60 basis points. The borrowing on behalf of OxLEP may be eligible as the schemes are all major infrastructure schemes.
37. The Council's chief objective when borrowing money is to strike an appropriate balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.
38. The approved sources of long-term and short-term borrowing are:
  - Public Works Loan Board and any successor body
  - UK local authorities
  - any institution approved for investments (see below)
  - any other bank or building society authorised by the Prudential Regulation Authority to operate in the UK
  - UK public and private sector pension funds
  - capital market bond investors
  - special purpose companies created to enable joint local authority bond issues.

### *Borrowing for the Capital Financing Requirement*

39. The Council's Capital Financing Requirement (CFR) represents the Council's underlying need to finance capital expenditure by borrowing. The Council's CFR is currently forecast to increase over the medium-term financial plan. This is a result of the requirement to borrow on behalf of the OxLEP discussed in paragraph 35 and increased investment in the Council's Capital Programme, and the previously agreed infrastructure investment.
40. The Council's external debt is also forecast to increase over the medium-term financial plan as new external borrowing required for OxLEP projects and the infrastructure investment is forecast to exceed the rate at which existing long term debt is repaid upon maturity.

### *Borrowing Instruments*

41. The main source of borrowing for the Council is the PWLB. The borrowing rate from the PWLB is directly linked to UK Government Gilt yield. There are three rates offered by the PWLB; the standard rate, the certainty rate and local infrastructure rate, which are 100, 80 and 60 basis points over gilts, respectively.
42. The Council will apply to qualify for the certainty rate each year. If the PWLB announce further infrastructure rate programmes, the Council will apply for it if appropriate.
43. The TMST forecast for available rates from the PWLB over the medium term are as follows:
  - 0.80 – 1.55% for the Certainty rate
  - 0.60 – 1.35% for the Infrastructure rate
44. The Council has historically set a maximum limit of 20% of the debt portfolio to be borrowed in the form of Lender's Option Borrower's Option (LOBOs). It is recommended that this remain as the limit for 2021/22. As at 30 November 2020 LOBOs represent 13.4% of the total external debt.
45. The Council has four £5m LOBO's with call options in 2021/22, three of which have two call options in year, whilst one has a single call option in year. At each call date, the lender may choose to exercise their option to change the interest rate payable on the loan. If the lender chooses to do so, the Council will evaluate alternative financing options before deciding whether or not to exercise the borrower's option to repay the loan or to accept the new rate offered. It is likely that if the rate is changed the debt will be repaid. The TMST is also exploring early repayment of LOBO's where there is a financial benefit to do so.
46. Other sources of funding be available to the Council include the money market, other Local Authorities and the Municipal Bond Fund. The TMST will consider all available funding sources when entering into any new borrowing arrangements.

### *Arlingclose's View on borrowing rates*

47. Arlingclose have forecast gilt yields and borrowing rates over the medium term to be as follows:

| <b>Duration</b> | <b>Gilt Yield %</b> | <b>PWLB<br/>Infrastructure Rate<br/>%</b> | <b>PWLB Certainty<br/>Rate %</b> |
|-----------------|---------------------|---|----------------------------------|
| 50 year         | 0.60 – 0.75         | 1.20 – 1.35                               | 1.40 – 1.55                      |
| 20 year         | 0.70 – 0.85         | 1.30 – 1.45                               | 1.50 – 1.65                      |
| 10 year         | 0.30 – 0.55         | 0.90 – 1.15                               | 1.10 – 1.35                      |
| 5 year          | 0.00 – 0.25         | 0.60 – 0.85                               | 0.80 – 1.05                      |

48. Arlingclose's forecasts have an upside variation range of between 0 and 70 basis points, and a downside variation range of between 10 and 50 basis points depending on the economic and political climate.

### **Treasury Management Prudential Indicators for Debt**

#### **Gross and Net Debt**

49. This indicator is intended to identify where an authority may be borrowing in advance of need.

| <b>Upper Limit of net debt:</b> | <b>2020/21</b> | <b>2021/22</b> | <b>2022/23</b> | <b>2023/24</b> | <b>2024/25</b> |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|
| Net Debt / Gross Debt           | 70%            | 70%            | 70%            | 70%            | 70%            |

#### **Upper and lower limits to maturity structure of fixed rate borrowing**

50. This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.
51. It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.
52. LOBOs are classified as maturing on the next call date, this being the earliest date that the lender can require repayment.

| <b>Maturity structure of fixed rate borrowing during 2021/22</b> | <b>Lower Limit<br/>%</b> | <b>Upper Limit<br/>%</b> |
|--|--------------------------|--------------------------|
| Under 12 months  | 0                        | 20                       |
| 12 months and within 24 months                                   | 0                        | 25                       |
| 24 months and within 5 years                                     | 0                        | 35                       |
| 5 years and within 10 years                                      | 5                        | 40                       |
| 10 years and above   | 40                       | 95                       |

#### **Annual Investment Strategy**

53. The Council complies with all relevant treasury management regulations, codes of practice and guidance. The Council's investment priorities are: -
- The security of capital and
  - The liquidity of its investments
54. The Council also aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The borrowing of monies purely to invest or on-lend and make a return is unlawful and the Council will not engage in such activity.

55. The Treasury Management Code of Practice requires the Council to approve a Treasury Management Policy Statement. Good practice requires that this statement is regularly reviewed and revised as appropriate. Council approved the statement in February 2019. The statement has been reviewed and there are no revisions proposed.

### *Investment Instruments*

56. Investment instruments identified for use in the 2021/22 financial year are set out in the Specified and Non-Specified instrument tables below
57. Guidance states that specified investments are those requiring “minimal procedural formalities”. The placing of cash on deposit with banks and building societies ‘awarded high credit ratings by a credit rating agency’, the use of Money Market Funds (MMFs) and investments with the UK Government and local authorities qualify as falling under this phrase as they form a normal part of day to day treasury management.
58. Money market funds (MMFs) will be utilised, but good treasury management practice prevails and whilst MMFs provide good diversification the council will also seek to diversify any exposure by using more than one MMF where practical. It should be noted that while exposure will be limited, the use of MMFs does give the council exposure to institutions that may not be included on the approved lending list for direct deposits. This is deemed to be an acceptable risk due to the benefits of diversification. The Treasury team use an online portal to provide details of underlying holdings in MMFs. This enables more effective and regular monitoring of full counterparty risk.
59. All specified investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the ‘high’ credit rating criteria where applicable.

| <b>Specified Investment Instrument</b>   | <b>Minimum Credit Criteria</b>   | <b>Use</b>   |
|--|--|--|
| Term Deposits – UK Government  | N/A  | In-house   |
| Term Deposits – other Local Authorities  | N/A  | In-house   |
| Debt Management Agency Deposit Facility  | N/A  | In-house and Fund Managers                         |
| Treasury Bills   | N/A  | In-house and Fund Managers                         |
| UK Government Gilts  | N/A  | In-house on a buy and hold basis and Fund Managers |
| Term Deposits – Banks and Building Societies   | Short-term F1, Long-term BBB+, Minimum Sovereign Rating AA+                                    | In-house and Fund Managers                         |
| Certificates of Deposit issued by Banks and Building Societies   | A1 or P1   | In-house on a buy and hold basis and Fund Managers |
| Money Market Funds   | AAA  | In-house and Fund Managers                         |
| Other Money Market Funds and Collective Investment Schemes <sup>4</sup>  | Minimum equivalent credit rating of A+. These funds do not have short-term or support ratings. | In-house and Fund Managers                         |
| Reverse Repurchase Agreements - maturity under 1 year from arrangement and counterparty is of high credit quality (not collateral) | Long Term Counterparty Rating A-   | In-house and Fund Managers                         |
| Covered Bonds – maturity under 1 year from arrangement   | Minimum issue rating of A-   | In-house and Fund Managers                         |

60. Non-specified investment products are those which take on greater risk. They are subject to greater scrutiny and should therefore be subject to more rigorous justification and agreement of their use in the Annual Investment Strategy; this applies regardless of whether they are under one-year investments and have high credit ratings.

61. A maximum of 50% of internal investments, and 100% of external investments will be held in non-specified investments.

<sup>4</sup> I.e., credit rated funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

| <b>Non-Specified Investment Instrument</b>   | <b>Minimum Credit Criteria</b>   | <b>Use</b>                 | <b>Max Maturity Period</b>                       |
|--|--|----------------------------|--|
| Term Deposits – other Local Authorities (maturities in excess of 1 year)                 | N/A  | In-house                   | 5 years  |
| UK Government Gilts with maturities in excess of 1 year                                  | N/A  | In-house and Fund Managers | 5 years in-house, 10 years fund managers         |
| Collective Investment Schemes <sup>5</sup> but which are not credit rated                | N/A  | In-house and Fund Managers | Pooled Funds do not have a defined maturity date |
| Registered Providers   | As agreed by TMST in consultation with the Leader and the Cabinet Member for Finance | In-house                   | 5 years  |
| OxLEP Ltd  | As agreed by TMST in consultation with the Leader and the Cabinet Member for Finance | In-house                   | 5 years  |
| Term Deposits – Banks and Building Societies (maturities in excess of 1 year)            | Short-term F1+, Long-term AA-  | In-house and Fund Managers | 3 years  |
| Structured Products (e.g. Callable deposits, range accruals, snowballs, escalators etc.) | Short-term F1+, Long-term AA-  | In-house and Fund Managers | 3 years  |
| Bonds issued by Multilateral Development Banks   | AAA  | In-house and Fund Managers | 25 years   |
| Bonds issued by a financial institution which is guaranteed by the UK Government         | AA   | In-house and Fund Managers | 5 years in-house                                 |

<sup>5</sup> Pooled funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

| <b>Non-Specified Investment Instrument</b>  | <b>Minimum Credit Criteria</b> | <b>Use</b>                                      | <b>Max Maturity Period</b>              |
|---|--------------------------------|---|---|
| Sovereign Bond Issues   | AAA                            | In-house on a buy and hold basis. Fund Managers | 5 year in-house, 30 years fund managers |
| Reverse Repurchase Agreements - maturity in excess of 1 year, or/and counterparty not of high credit quality. | Minimum long term rating of A- | In-house and Fund Managers                      | 3 years                                 |
| Covered Bonds   | AAA                            | In-house and Fund Managers                      | 20 years                                |

### *Changes to Instruments*

62. With the prospect of interest rate remaining low for the medium term, and with an increase in peer to peer lending rates amongst Local Authorities, it is proposed to increase the duration for deposits with other Local Authorities to 5 years (from 3 years)

### *Credit Quality*

63. The CIPFA Code of Practice on Treasury Management (2017) recommends that Councils have regard to the ratings issued by the three major credit rating agencies (Fitch, Moody's and Standard & Poor's) and to make decisions based on all ratings. Whilst the Council will have regard to the ratings provided by all three ratings agencies, the Council uses Fitch ratings as the basis by which to set its minimum credit criteria for deposits and to derive its maximum counterparty limits. Counterparty limits and maturity limits are derived from the credit rating matrix as set out in the tables at paragraphs 73 and 74 respectively.
64. The TMST may further reduce the derived limits due to the ratings provided by Moody's and Standard & Poor's or as a result of monitoring additional indicators such as Credit Default Swap rates, share prices, Ratings Watch & Outlook notices from credit rating agencies and quality Financial Media sources.
65. Notification of any rating changes (or ratings watch and outlook notifications) by all three ratings agencies are monitored daily by a member of the Treasury Management Team. Updates are also provided by the Council's Treasury Management advisors Arlingclose and reported to TMST. Appropriate action will be taken for any change in rating.
66. Where a change in the Fitch credit rating places a counterparty on the approved lending list outside the credit matrix (as set out in tables at paragraphs 75 and 76), that counterparty will be immediately removed from the lending list.

67. The Authority defines “high credit quality” organisations as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher with the Fitch ratings agency.

### *Liquidity Management*

68. The Council forecasts its cash flow to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a pessimistic basis, with receipts under-estimated and payments over-estimated to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council’s medium term financial plan and cash flow forecast. The Council uses instant access bank deposit accounts and money market funds for balances forecast to be required at short notice to meet commitments due. The TMST will continue to monitor options available to maintain the required liquidity and will open new accounts with approved counterparties as appropriate.

### *Lending Limits*

69. In addition to the limits determined by the credit quality of institutions, the TMST apply further limits to mitigate risk by diversification. These include:
- Limiting the amount lent to banks in any one country (excluding the UK) to a maximum of 20% of the investment portfolio.
  - Limiting the amount lent to any bank, or banks within the same group structure to 10% of the investment portfolio.
  - Actively seeking to reduce exposure to banks with bail in risk
70. Where the Council has deposits on instant access, this balance may temporarily exceed the 10% bank or group limit. However, the limits as set out in paragraphs 73 and 74 will still apply.
71. Counterparty limits as set out in paragraphs 73 and 74, may be temporarily exceeded by the accrual and application of interest amounts onto accounts such as call accounts, money market funds or notice accounts. Where the application of interest causes the balance with a counterparty to exceed the agreed limits, the balance will be reduced when appropriate, dependent upon the terms and conditions of the account and cashflow forecast.
72. Any changes to the approved lending list will be reported to Cabinet as part of the Business Management and Monitoring Report.
73. The Council also manages its credit risk by setting counterparty limits. The matrix below sets out the maximum proposed limits for 2021/22. The TMST may further restrict lending limits dependent upon prevailing market conditions. BBB+ to BBB- ratings is included for overnight balances with the Council’s bank, currently Lloyds Bank Plc. This is for practical purposes should the bank be downgraded.

| LENDING LIMITS - Fitch Rating                                      | Short Term Rating |      |
|--|-------------------|------|
| Long Term Rating   | F1+               | F1   |
| AAA  | £30m              | £20m |
| AA+  | £30m              | £20m |
| AA   | £25m              | £15m |
| AA-  | £25m              | £15m |
| A+   | £20m              | £15m |
| A  | £20m              | £15m |
| A-   | £15m              | £10m |
| BBB+, BBB, BBB- (bank with which the Council has its bank account) | £20m              | £20m |

74. The Council also manages its counterparty risk by setting maturity limits on deposits, restricting longer term lending to the very highest rated counterparties. The table below sets out the maximum approved limits. The TMST may further restrict lending criteria in response to changing market conditions.

| MATURITY LIMITS – Fitch Rating                                     | Short Term Rating |           |
|--|-------------------|-----------|
| Long Term Rating   | F1+               | F1        |
| AAA  | 3 years           | 364 days  |
| AA+  | 2 years           | 364 days  |
| AA   | 2 years           | 9 months  |
| AA-  | 2 years           | 9 months  |
| A+   | 364 days          | 9 months  |
| A  | 9 months          | 6 months  |
| A-   | 6 months          | 3 months  |
| BBB+, BBB, BBB- (bank with which the Council has its bank account) | Overnight         | Overnight |

### *Other institutions included on the councils lending list - Structured Products*

75. As at 30 November 2020, the Council had no structured products within its investment portfolio. Structured products involve varying degrees of additional risk over fixed rate deposits, with the potential for higher returns. It is recommended that the authority maintain the option to use structured products up to a maximum of 10% of the investment portfolio. The Council will continue to monitor structured products and consider restructuring opportunities as appropriate.

### **External Funds**

76. The Council uses external fund managers and pooled funds to diversify the investment portfolio through the use of different investment instruments, investment in different markets, and exposure to a range of counterparties. It is expected that these funds should outperform the Council's in-house investment performance over a rolling three-year period. The Council will have no more than

50% of the total portfolio invested with external fund managers and pooled funds (excluding MMFs). This allows the Council to achieve diversification while limiting the exposure to funds with a variable net asset value. And, in order to ensure appropriate diversification within externally managed and pooled funds these should be diversified between a minimum of two asset classes.

77. As at 30 November 2020, the Council had £98m (original purchase value of £101m) invested in external funds (excluding MMFs), representing 19% of the Council's total investment portfolio. The funds have largely recovered from the low value of £90m (cause by the Covid 19 pandemic) at 31 March 2020. Whilst there is likely to be continued short term volatility in the value of the funds, they are held with a long term view, and there is no intention to divest from any of the funds at present.
78. The external funds have a higher targeted income return than in house deposits of 3.75% which has been incorporated into the medium-term financial plan.
79. The performance of the pooled funds is monitored by the TMST throughout the year against the funds' benchmarks and the in-house investment returns. The TMST will keep the external fund investments under review and consider alternative instruments and fund structures, to manage overall portfolio risk. It is recommended that authority to withdraw, or advance additional funds to/from external fund managers, continue to be delegated to the TMST.

### **Investment Approach**

80. The TMST will aim to maintain the balance between medium and long-term deposits with local authorities and short-term secured and unsecured deposits with high credit quality financial institutions. Money Market Funds will continue to be utilised for instant access cash. This approach will maintain a degree of certainty about the investment returns for a proportion of the portfolio, while also enabling the Treasury Management team to respond to any increases or decreases in interest rates in the short-term.

### **Treasury Management Indicators for Investments**

#### **Upper limit to total of principal sums invested longer than 364 days**

81. The purpose of this limit is to contain exposure to the risk of loss that may arise as a result of the Authority having to seek early repayment of the sums invested.
82. During 2020/21 the limit for longer term lending was increased from £200 to £215m to reflect the higher than forecast cash balances and to take advantage of high peer to peer lending rates. Cash balances were higher than forecast due to higher levels of Developer Contributions and slippage in the capital programme. It is proposed to maintain this limit to £215m for 2021/22, then reduce back down to £185m by 2025/26 as the average forecast balance reduces.

|   | 2021/22<br>£m | 2022/23<br>£m | 2023/24<br>£m | 2024/25<br>£m | 2025/26<br>£m |
|---|---------------|---------------|---------------|---------------|---------------|
| Upper limit on principal sums invested longer than 364 days | 215           | 185           | 185           | 185           | 185           |

## Other Treasury Management Prudential Indicators

### Upper limits on fixed and variable rate interest exposures

83. These indicators allow the Authority to manage the extent to which it is exposed to changes in interest rates.

#### Fixed interest rate exposure

84. Limits in the table below have been set to reflect the current low interest rate environment. The limits set out offer the Council protection in an uncertain interest rate environment by allowing the majority of the debt portfolio to be held at fixed interest rates, thus not subjecting the Council to rising debt interest.

| Upper limit for fixed interest rate exposure        | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|---|---------|---------|---------|---------|---------|---------|
| Net principal re fixed rate borrowing / investments | £350m   | £350m   | £350m   | £350m   | £350m   | £350m   |

85. Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

#### Variable interest rate exposure

The council will maintain a zero (or negative) net variable interest rate exposure. This is maintained by insuring the Council's variable rate debt is lower than variable rate investments

86. Prudential Indicators are reported to and monitored by the TMST on a regular basis and will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2020/21 and the Treasury Management Mid-Term Review 2021/22, which will be considered in July and November 2021 respectively.

## Policy on Use of Financial Derivatives

87. The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into

account when determining the overall level of risk. Embedded derivatives will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

88. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
89. It is the view of the TMST that the use of standalone financial derivatives will not be required for Treasury Management purposes during 2021/22. The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

### **Performance Monitoring**

90. The Council will monitor its Treasury Management performance against other authorities through its membership of the CIPFA Treasury Management benchmarking club.
91. Arlingclose benchmark the performance of their clients against each other on a quarterly basis, looking at a variety of indicators including investment risk and returns.
92. Latest performance figures will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2020/21, and the Treasury Management Mid-Term Review 2021/22, which will be considered in July and November 2021 respectively.

### **Investment Training**

93. All members of the Treasury Management Strategy Team are members of CIPFA or other professional accounting body. In addition, key Treasury Management officers receive in-house and externally provided training as deemed appropriate and training needs are regularly reviewed, including as part of the staff appraisal process.
94. The Council has opted up to 'professional client' categorisation with under the second Markets in Financial Instruments Directive (MiFID II). In order to achieve this, evidence was required that the person(s) authorised to make investment decisions on behalf of the authority have at least one year's relevant professional experience and the expertise and knowledge to make investment decisions and understand the risks involved. Members of the TMST currently meet these criteria and training needs will be regularly monitored and reviewed to ensure continued compliance.

## **Financial and Legal Implications**

- 95. Interest payable and receivable in relation to Treasury Management activities are included within the overall Strategic Measures budget. In house interest receivable for 2021/22 is budgeted to be £1.87m
- 96. Dividends payable from external funds in 2021/22 are budgeted to be £3.20m.
- 97. Interest payable on external debt in 2021/22 is budgeted to be £14.74m.
- 98. There are no direct legal implications arising from this report save for the need for ongoing collaborative working between the S151 Officer and the Monitoring Office. CIPFA guidance promotes the need for consultative working and collaboration between these respective roles to promote good organisational governance.

## **Environmental Impact**

- 99. This report is not expected to have any negative impact with regards to the Council's zero carbon emissions commitment by 2030.
- 100. The Treasury Management Strategy Team (TMST) will consider investments that may make a positive contribution to the Council's carbon commitment when appropriate opportunities become available. The TMST will continue to explore Ethical, Sustainable and good Governance investment practices.
- 101. Where the Council has investments in externally managed funds, each of the fund managers is a signatory to the United Nations Principal for Responsible Investment.
- 102. The Council is undertaking a review of all of its Treasury Management investments to produce a report on how it is performing with regards to Ethical, Social and Governance (ESG) criteria.
- 103. Furthermore, the Council will not knowingly invest directly in organisations whose activities include practices which are inconsistent with the values of the Council or the Council's zero carbon emissions commitment by 2030.
- 104. The Treasury Management function is now completely paperless, and remote working is likely to remain normal for the foreseeable future.

# INVESTMENT STRATEGY

## Introduction

An Investment Strategy for the governance and making of property investment decisions was agreed in September 2019 by Full Council. This updated Strategy Paper refines the Property Investment Strategy, by setting out the new investment framework, under which the Council can undertake investments against the following broad categories:

- maximising the use of and value of Council owned assets (land & buildings) to maximise revenue return through appropriate change of use to include (but not limited to) commercial, residential or renewable energy;
- investments for regeneration purposes in order to deliver a wider social, service, or community benefit;
- investments in property funds, bond funds, equities and multi asset classes;
- acquisitions and investments, which generate a commercial return (yield).

Continuing reductions in Central Government funding, at a time when Councils are facing increasing demand for services and an ageing population, means that alternative sources of income and optimisation of Council assets and resources need to be identified. The investment strategy is intended to enhance the financial resilience of the Council by investing to:

- increase income from existing assets; and/or
- increase capital growth;
- secure new sources of income.

Full Cabinet therefore agreed that the development of a Property Investment Portfolio was considered appropriate. Since September 2019, Officers have been developing a clear and transparent strategy with suitable governance arrangements, alongside ensuring that we have the right commercial skills in place to evaluate and manage the risk profile of the Portfolio.

The Council has a key leadership role to play in placemaking in Oxfordshire. The investment decisions that it makes have the potential to greatly enhance the well-being and prosperity of communities across the County. The Council will consider the community value and social value of investment opportunities when making its decisions. The Council will also make every effort to ensure that its investments are in line with its commitment to make climate action a 'top priority in decision making' and to deliver our own estate and countywide reduction targets. Similarly, investments can also support the development of new delivery models for the benefit of residents, businesses, and visitors. The Council will seek to prioritise opportunities that are carbon neutral,

use/generate green energy, or reduce travel and waste. This is all part of our contribution to healthy place shaping and climate action.

The Council has an existing portfolio of land and buildings which, for a number of reasons, may be surplus to requirements as a result of the Council's evolving Property Strategy. There is therefore an opportunity to review these assets and resources, and then evaluate the most suitable options in order to optimise operational efficiency, customer access, and economic and financial value.

Furthermore, there are opportunities to support regeneration or growth using Council assets to lever in further investment or combine with other private or public sector assets to achieve specific regeneration and growth objectives.

An investment strategy also offers opportunities for generating income from assets and the opportunity to deliver a long term and sustainable income to enhance the financial resilience of the Council. This may be achieved through the capital programme or various investment vehicles which offer a range of diverse options to generate income, particularly where there can be a margin between the net return and the funding costs. Each investment opportunity will be evaluated against stringent financial criteria to ensure each delivers gross income aspirations whilst taking consideration of the costs of operating, including lending, acquisition and operating costs where relevant.

In line with the council's commitments on operational and countywide carbon emissions, investment opportunities will also be subject to a carbon assessment.

## **Statutory Framework**

The Ministry of Housing, Communities & Local Government (MHCLG) has policy responsibility for The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code. This covers the responsibility for ensuring that statutory guidance drives local authorities to make borrowing and investment decisions in a way that is commensurate with their statutory responsibilities and the best value duty. It also includes overall responsibility for the Local Government finance system, including understanding the risks to the system from changes in the types of borrowing and investment activities that local authorities are undertaking.

The CIPFA Prudential Code requires that where authorities have commercial investments, that local authorities should disclose the contribution they make towards the service delivery objectives and/or place making role of the authority. In addition, the types of investment, due diligence processes, the proportionality of those investments and the local authority's risk appetite are also required to be set out. The Government also recognises that local authorities have a key role in local economic regeneration, and this may mean that they choose to take on projects that the private sector would not consider.

## **Investment Objectives**

The Council's investment objectives are defined as follows:

- To support growth, regeneration and help deliver the Council's strategic objectives;
- To align with the evolving national zero carbon transition;
- To ensure the portfolio is governed and administered within appropriate risk parameters and in a way that supports long term sustainability for the Council and residents of Oxfordshire;
- To maximise the use of capital receipts and revenue income to:
  - maintain the portfolio size, diversity and yield;
  - invest in property to generate future income / capital receipts;
  - invest in assets to support service delivery and other Council priorities, and reduce ongoing revenue costs.

## **Existing Investment Portfolio**

As at 31 March 2020, the Council has an existing property portfolio of which £25m is invested in property via a strategic pooled fund and £23.5m in direct investment properties held for rental returns or capital appreciation. The direct investments are predominately made up of:

- Agricultural holdings which were specifically retained in 1992 (when the rest of the Smallholdings Estate was sold) as these sites were recognised as holding long term potential for residential development. Since this time the Estates team have been promoting development of these sites through the Local Plan, and have significantly enhanced the value from farm land to residential development land as the sites have been allocated - total value £17m. Work continues to further enhance land values through master planning and ultimately grant of planning permission.
- Non-operational properties held for rental or capital returns total value £6.5m.

## Investment Categories

Investments have been grouped into four broad categories as set out below

| A  | B   | C  | D   |
|--|---|--|---|
| Maximise use of and value of Council owned assets (land & buildings) linked to the Council's forthcoming Property Strategy – Capital expenditure | Investments for regeneration purposes in order to deliver a wider social, service, or community benefit – Capital expenditure | Investments in property funds, bond funds, equities and multi asset classes (either through treasury management activities or capital expenditure) | Investments, which generate a commercial return (yield) – Capital expenditure |

### Category A

The Council already owns a sizeable property portfolio (land and buildings) comprising of operational and non-operational assets. Assets which are determined as surplus to operational requirements, via the evolving Property Strategy, will be considered for investment purposes. The resource to undertake effective management of our property assets already exists in-house, and investment in our own assets is a continuation and extension of work already underway.

Non-operational Sites – there are currently a number of major development sites totalling 86 hectares, that are in progress, with anticipated receipts expected from 2024. £40m of the anticipated receipts are already included within the capital programme funding up to 2028/29.<sup>1</sup> The table below shows the extent of our remaining non-operational land holdings that have development value.

| Phases      | Land Holdings | Indicative Timescales       |
|-------------|---------------|-----------------------------|
| In Progress | ~86 hectares  | Major Receipts 2024 onwards |
| Medium Term | ~17 hectares  | Receipts c.2035-40 onwards  |
| Long Term   | ~29 hectares  | Receipts c.2040-50 onwards  |

Operational Sites – closely linked to the Property Strategy, the Council has the potential to make further changes to how staff work in and use buildings in order to rationalise space and better match customer requirements. Using operational space more efficiently, including opportunities to share office accommodation with Partner organisations, has the ability to both reduce/share running costs and generate income from the commercial market.

Over the last decade there has been significant work to improve the utilisation of our sites, leading to a 25% reduction in running costs. A number of key Council-owned sites in central Oxford were reviewed in 2018 with input from external property consultants, validating the case for releasing and redeveloping specific sites in order to generate

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<sup>1</sup> The majority of these receipts will not be realised until at least 2024 onwards.

income.<sup>2</sup> With access to funding, under the investment strategy, there is potential across the estate to further optimise the use of our assets and invest in them to maximise capital values and/or rental yields.

Maximising the use of and value of Council owned assets to increase revenue return through appropriate change of use, is a key priority and it is anticipated that this will be the focus of the Property Investment Strategy over the short term. Where for commercial reasons it is considered more appropriate to sell Council owned assets, it is anticipated that these capital receipts will be reinvested in property assets.

### **Category B**

This type of property investment reflects the acquisition of property primarily for regeneration purposes in order to deliver a wider social, service, or community benefit. They may include:

- Strategic regeneration / placemaking opportunities that provide benefits to the wider community including buildings for charitable or community uses;
- Delivery of projects that otherwise might stall or not progress if left in private sector hands but will fulfil Council objectives;
- Non-financial gains where inward investment can create/maintain jobs or prevent local market failure;
- Purchase of underperforming property assets which provide key strategic regeneration opportunities to generate the catalyst for future economic development;
- Partnering with others to deliver broader benefits and unlock financial investments for the area that would otherwise be lost.

These investments will always be within the boundaries of Oxfordshire and will only be pursued where there is a clear business case demonstrating how it will contribute to the regeneration of Oxfordshire. Under current HM Treasury proposals, it is anticipated that Public Work Loan Board (PWLB) funding would be available for the acquisition of Category B properties.

### **Category C**

The Council already has a portfolio of investments as part of its Treasury Management activities (of which circa £25m is invested in property funds). The strategic approach to these investments is reviewed on an annual basis as part of the Treasury Management Strategy Statement & Annual Investment Strategy. It is proposed that any change to investments that are classified under Category C are managed using the current Treasury Management governance framework. However, it is important to consider the portfolio of

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<sup>2</sup> Or in some case, increase a capital receipt which could then be reinvested.

investments as a whole, especially as some investments in this category may be classified as capital expenditure rather than treasury management activity.

## **Category D**

This type of investment reflects the acquisition of income producing property held for non-operational purposes. In considering properties in this category, prudence and caution must be exercised. Such investments would be undertaken for the primary purpose of achieving financial return (for which under current HM Treasury proposals, Public Work Loan Board (PWLB) funding would not be available, although this would not preclude loan funding from other sources). These investments would be set against certain criteria in accordance with The CIPFA Prudential Code, to provide additional long-term revenue stream to support front line services and other Council objectives.

This type of investment is currently not an area the Council would be active on, especially considering the wider impact of Covid-19. However, if the Council chooses to invest in this Category, the CIPFA Prudential Code principles will be followed.

The CIPFA Prudential Code is based upon the principle that Authorities should take relatively low risks when investing public money, and that investment considerations should include; affordability, prudence and proportionality (of the value of held property investment assets relative to the wider investment portfolio).

Achieving a balanced portfolio with an appropriate spread of risk over the long term is desired. This could be achieved through a greater number of property investments with diversification across geographical locations, and across the range of property assets.

The principle of balancing risk whilst maximising the return to the Council will be taken in respect of investment opportunities. As consideration is given to new investment opportunities, properties within the county of Oxfordshire or adjoining counties will be preferred however, if a property meets all the investment criteria (and is being funded by existing equity rather than PWLB borrowing), then the location alone should not preclude consideration where it can be objectively demonstrated that there are multiple benefits, including the improvement or development of Oxfordshire, if supported by the Statutory Officers.

Under the revised terms of the PWLB it is unlikely that local authorities will be able to borrow for investments within Category D. This means that any investments within the category would need to be funded from existing Council resources or capital receipts. The benefits of utilising capital receipts for this purpose will need to be carefully balanced against the funding requirements of the wider capital programme and the benefits of reducing the need to borrow for other investment in assets to support service delivery and infrastructure. Consideration will also be given to maintaining the investment portfolio size, diversity and yield.

## **Reporting and Management of Investment Portfolio**

All investment activity will be grouped and reported as a single portfolio and reflected in the Council's Capital & Investment Strategy, which requires agreement via the annual budget setting process. As part of this, a new portfolio will be created in the Capital Programme to cover dedicated funding for investments. Investments and returns will be monitored and appropriately balanced across the Investment Categories.

The Investment portfolio will be kept under review on a regular basis by the S.151 Officer and the relevant Director/Head of Service.

The process by which the Investment Portfolio is managed is set out in Annex 1. This management process will be reviewed and updated annually as the Investment Portfolio matures.

## **Risks**

Investment in property, as with any investment, is not without risk. Specifics include market conditions that may cause the value of an investment to decrease, variable income caused by tenant demand or liquidity as a result of investor demand. The CIPFA Prudential Code identifies the need for ongoing performance and management arrangements which should include procedures to highlight key risks or changes that may affect the security, liquidity and/or yield of the property investment portfolio. CIPFA also provide guidance on the issue of risks in relation to the fair value of the property on the balance sheet, for example where the property value is less than the value of the debt liability.

## **Governance**

It is proposed that investments in Category D will follow the governance route set out below. Investments in Categories A, B, & C will follow existing governance routes in line with the Council's Constitution and Financial Procedure Rules (FPRs). Categories A & B will require submission of a Capital Business Case or equivalent. However, all categories will be reported annually as part of the Council's Capital & Investment Strategy as part of the governance of the Council's budget setting process.

The property investment market is competitive and needs consistent and responsive decisions if the Council is going to be successful in managing assets in this environment. It is therefore proposed that a Property Investment Advisory Panel (PIAP) is established to act as an advisory body for these initial decisions. The CIPFA Prudential Code requires that Panel members and officers are competent to take decisions to acquire, hold and dispose of land and buildings, and must have sufficient competence to understand and evaluate the advice that they are given. Consequently, appropriate internal and external training will be given to the PIAP so that they can ensure that decisions fall within the CIPFA Prudential Code, the Council's Corporate Strategy, and are based upon the approved investment matrix (see Annex 2). PIAP will then report their recommendations

to Cabinet or Full Council in line with current governance, along with appropriate due diligence to support decision-making. PIAP will be made up of:

### **Members**

- Leader or Deputy Leader of the Council
- Cabinet Member with responsibility for Finance & Property (if this role is separated, both Members are to attend)
- Leader of the Opposition

### **Officers**

- Chief Executive
- Senior Officer with responsibility for Finance (Section 151 Officer)
- Corporate Director for Commercial Development, Assets and Investment
- Monitoring Officer

The primary purposes of PIAP would be two-fold:

- To consider recommendations from Officers regarding the potential purchase of a property asset, prior to submission of a bid. This would include consideration of the associated risk and yield, and the investment evaluation based on the criteria set out. The ultimate consideration would be whether to submit a bid or not, and at what value.
- To consider the results of the due diligence process, (following acceptance of an offer from Council to purchase an asset), with the ultimate consideration of whether to endorse the purchase and proceed to exchange of contracts.

In the exceptional situation that a decision is required outside of the established protocol, an urgent decision can be taken by the Leader and S151 Officer in consultation with PIAP and the Portfolio Holder for Property and reported to the next available meeting of Cabinet. Where a decision is not time-bound they will go via current governance arrangements and be approved by Cabinet or Full Council as required. On approval of this investment strategy the Financial Regulations will be updated to include the delegated authorities set out above.

### **Implementation Plan**

Although the Property Investment Strategy will enable the Council to respond to opportunities as they arise, there is also a need to continue to develop a programme of planned investment projects linked particularly to Type A investments. Following adoption of this strategy there will likely be a need to resource and forward fund elements of this work. There are also key interdependencies with the evolving Property Strategy that will need to be worked through in order to align activities that impact staff and operational sites.

## **Annex 1**

### **Management of Investment Portfolio**

The Investment portfolio is managed in-house by the Property Investment Manager, reporting to the Director for Property, Investment & FM, and the Head of Estates.

The portfolio is managed in two distinct parts, dealing with Investment and Regeneration opportunities separately:

1. Investment Opportunities – Category A & D properties that meet the criteria as set out in the approved investment matrix (See Annex 2) and deliver a financial return to the Council.
2. Regeneration Opportunities – Category B properties that deliver primarily regeneration benefits to the area.

As the Property Investment Portfolio grows in size and the number of property transactions per annum increases, it may be necessary in time, to agree in consultation with the Head of Legal Services, the appointment of a suitable Firm/s of solicitors to provide investment property acquisition services. In addition, it will be necessary to agree with the Head of Procurement the method of payments of Investment Agent introductory fees for Category B & D properties.

## Annex 2

### Commercial Investment Property Scoring Matrix

| Scoring Criteria                              | Score            | 4   | 3  | 2  | 1   | 0   | Initial          | Weighted Score |
|---|------------------|---|--|--|---|---|------------------|----------------|
|   | Weighting Factor | EXCELLENT/<br>VERY GOOD   | GOOD   | ACCEPTABLE   | MARGINAL  | UNACCEPTABLE  | Unweighted Score |                |
| Location - In County / Adjacent to County     | 20.0             | Prime   | Good   | Secondary  | Tertiary  | Remote  |                  | 0              |
| Tenure  | 15.0             | Freehold  | 150+ year unexpired with no landlord controls          | 150+ year unexpired with minimal landlord controls                     | Lease under 150 years   | Lease under 100 years   |                  | 0              |
| Tenancy                                       | 10.0             | Single tenant with strong financial covenant                              | Multiple tenants with strong financial covenant        | Single tenant with good financial covenant                             | Multiple tenants with average financial covenants                   | Tenants with poor financial covenant strength   |                  | 0              |
| WAULT (Weighted Average Unexpired Lease Term) | 10.0             | 20 years +  | 15 years +   | 10 years +   | 5 years +   | Less than 5 years   |                  | 0              |
| Repairing Liability                           | 5.0              | FRI and/or Recoverable via Service Charge                                 | 75% + of leases on FRI                                 | 50% + of leases on FRI   | Internal repairing in good condition, Cap Ex required               | Internal Repairing in poor condition, Cap Ex required   |                  | 0              |
| Rental Analysis                               | 15.0             | Significantly under rented (excellent prospects for future rental growth) | Under rented (good prospects for future rental growth) | Rack rented (limited prospects for rental growth)                      | Rents will fall on lease expiry within 5-10 years                   | Rents will fall on lease expiry within 3-5 years  |                  | 0              |
| Capital Value Analysis                        | 15.0             | Excellent prospects for future capital growth                             | Good prospects for future capital growth               | Future capital growth likely to be in line with average market returns | Future Capital growth likely to underperform average market returns | Poor prospects for future capital growth  |                  | 0              |
| Management Resources                          | 10.0             | Minimum. Single tenant  | Minimum. Fully let, no more than 3 tenants             | Active. Value Add Opportunity  | Active. Well managed to date  | Active. Historical lack of management   |                  | 0              |
| (Max score = 400, min acceptable score =200)  |                  |   |  |  |   |   |                  |                |
|   |                  |   |  |  |   |   |                  | 0              |
|   |                  |   |  |  |   | Percentage score of max (anything over 50% is deemed acceptable providing minimum yields are met) |                  | 0%             |

## Annex 3

### Active Investment / Development Projects

#### 1) Active Investment / Development projects

| Property   | Site Area |
|--|-----------|
| Aston, North Farmhouse   | N/A       |
| Benson, Watlington Road  | N/A       |
| Bicester, Little Wretchwick Farm   | N/A       |
| Chipping Norton, Strategic Development Area (inc Tank Farm and residual land at Rockhill Farm) | 36ha      |
| Eynsham Garden Village (Evenlode Farm)   | 28ha      |
| Eynsham West, (Litchfield Farm)  | 15.55ha   |
| Faringdon, Youth Centre and Highway Depot to rear  | 0.29ha    |
| Kidlington, The Moors, Former May's Builders Yard  | 0.29ha    |
| Oxford, Former Blackbird Leys Pool   | N/A       |
| Oxford, Land at Iffley Mead (adjoining Iffley Academy)   | 2.04ha    |
| Oxford, Lanham Way (former depot site)   | 0.32ha    |
| Oxford, Northfield Hostel  | 0.70ha    |
| Fritwell, Land at Fewcott Road   | 0.32 ha   |
| Henley, Bridleway adjoining Gillotts School  | N/A       |
| Oxford, Lakefield Road, Littlemore   | 0.44ha    |
| Oxford, Speedwell House  | N/A       |
| Stanford-in-the-Vale, Stanford Quarry, adjacent to A417 & B4508                                | 19.57ha   |
| Wheatley, Access Route to Oxford Brookes University  | N/A       |
| Woodstock, Former Library  |           |

#### 2) For Information purposes only – a list of operational properties that are currently being considered for alternative investment purposes

| Property                         | Site Area |
|----------------------------------|-----------|
| Oxford, Rewley Road Fire Station | N/A       |
| Oxford, County Hall              | N/A       |

## Oxfordshire County Council Property Strategy

This strategy sets out our approach to property assets and will guide our priorities for managing and developing our estate over the next 5 years. It has been informed by our Strategic Asset Management Plan 2017-22 which provides the wider context to our approach to our estate.

The purpose of this strategy is to facilitate delivery of the council's corporate plan, Thriving Communities. It is an enabling strategy and sits alongside our workforce, IT and digital strategies to support the delivery of high-quality, accessible and modern public services for the people of Oxfordshire.

Our ambition is: ***To create an efficient, innovative and accessible property estate. One that supports the delivery of council services, delivers climate action objectives, maximises value and exploits opportunities to work with partners.***

This means that we are working to create an agile service delivery model and workforce. Where our services are not bound to buildings and set locations but are accessible remotely and digitally. Where needed we will deliver face to face services in local spaces, places and community venues, in customers' homes and through working in partnership with suppliers, partners and the community and voluntary sector and their bases too. Our property strategy and estate will facilitate this.

We will work hard to minimise journeys, not assuming that customers and colleagues should travel into Oxford City Centre and that the county council should have access and visibility at locations spread across the county.

Our places of work will be welcoming and safe spaces for people to work in flexible ways, accessing the right office and IT equipment. We will also need to create flexible, collaborative spaces for teams, partners and suppliers to come together for planning and development activities.

We understand that some teams will need dedicated spaces to deliver services. Where this is the case, we will seek to develop hybrid approaches that enable a combination of buildings based and flexible/agile delivery.

We are an accountable public body and as such our democratic and decision-making processes need to reflect these principles. We will develop an estate that enables a combination of local meetings, virtual public meetings and more traditional council chamber-based meetings with public broadcast to ensure our democracy reflects, enhances and supports our agile delivery model.

There is much uncertainty over the future but lessons learnt from Covid-19 and its consequential impact upon our needs brings an immediate opportunity to review our estate and accelerate change in how services are delivered the spaces they require.

Our estate is comprised of three categories, and each of these categories has a broad objective:

| Operational   | Community   | Investment   |
|---|---|--|
| Assets used for service delivery (e.g. libraries, fire stations, offices) | Assets used for non-operational purposes (e.g. pre school, playing fields or parish council).             | Assets retained for investment purposes (e.g. farms, land for development)                               |
| Objective: to support modern service delivery cost effectively and safely | Objective: to support policy objectives such as community use whilst generating the best possible returns | Objective: these assets are managed to protect the long-term interests of Oxfordshire and maximise value |

Our operational property portfolio can be split into two broad categories which are within the scope of this strategy.

**Service delivery** – buildings/sites which facilitate all of our statutory and other front-line services such as community support service centres, children & family centres, libraries, fire stations, depots etc. Some back-office accommodation provision is also included within these buildings/sites too.

**Support services** – buildings which facilitate all our back office/support related services such as HR, ICT, finance, planning etc. The majority of our workforce are currently based in these buildings.

The approach to operational buildings that are deemed surplus to requirements will be dealt with via the Investment Strategy along with all community and investment assets.

## Our objectives

The key strategic objectives of this strategy are to -

- **Support excellent service delivery for the community**
  - Provide the right property, in the right place, to meet operational service needs
- **Support and empower a more agile organisation**
  - Reduce reliance on desk dominated offices and invest to develop great workplaces – accessible, modern, innovative shared workspaces based on future working principles and in line with our Digital offering i.e. hot desking, collaborative meeting spaces etc

- ***Deliver Climate Action priorities***
  - Ensure our corporate Climate Action objectives which include making our corporate estate carbon neutral by 2030 are met
- ***Achieve more value from our assets***
  - Further rationalise our estate to reduce overall cost
  - Prioritise utilisation of freehold assets for front and back office delivery
  - Maximise the value of assets not required for operational purposes to be delivered through the council's Investment Strategy

## **Our approach**

In delivering these objectives we will apply the following principles in our approach,

1. Embed Climate Action objectives in all decision-making when reshaping the operational estate e.g. minimise travel and use of inefficient buildings
2. Invest to develop great workplaces - modern, innovative shared workspaces situated close to transport links to adapt to more agile working principles and in line with our IT & Digital offering i.e. hot desking, collaborative meeting spaces etc
3. Challenge old ways of working and embrace modern and innovative approaches, including improving customer access and experience.
4. Generate income and ensure the best return for Oxfordshire through the use and development of our estate.
5. Where necessary, where an asset does not contribute to our strategic outcomes we will dispose of and create a capital receipt.
6. Work with partners (including through One Public Estate) to maximise shared opportunities including co-location
7. Encourage/establish a smaller presence in all key localities, instead of a single 'big HQ' approach
8. Review and consider leasehold property so we reduce our rental expenditure

## PUPIL PLACES CAPITAL PROGRAMME

| Project/ Programme Name                                      | Previous Years Actual Expenditure<br><br>£'000s | Latest Forecast |           |           |           |           |                 |                   |   |  |
|--|---|-----------------|-----------|-----------|-----------|-----------|-----------------|-------------------|---|--|
|  |   | 2020 / 21       | 2021 / 22 | 2022 / 23 | 2023 / 24 | 2024 / 25 | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|  |   | £'000s          | £'000s    | £'000s    | £'000s    | £'000s    | £'000s          | £'000s            | £'000s  | £'000s   |
| <b>Provision of School Places (Basic Need)</b>               |   |                 |           |           |           |           |                 |                   |   |  |
| Existing Demographic Pupil Provision (Basic Needs Programme) | 1,353   | 1,350           | 8,488     | 13,391    | 13,501    | 8,000     | 68,114          | 114,197           | 112,844   | 111,494  |
| 11/12 - 19/20 Basic Need Programme Completions               | 0   | 0               | 0         | 0         | 0         | 0         | 172             | 172               | 172   | 172  |
| Parham - Expansion to 1FE (ED882)                            | 841   | 750             | 78        | 0         | 0         | 0         | 0               | 1,669             | 828   | 78   |
| John Blandy - Expansion to 1.5FE (ED887)                     | 1,219   | 1,725           | 174       | 0         | 0         | 0         | 0               | 3,118             | 1,899   | 174  |
| Cholsey - Expansion to 2FE (ED911)                           | 370   | 1,700           | 125       | 0         | 0         | 0         | 24              | 2,219             | 1,849   | 149  |
| Chesterton - Expansion to 1FE (ED898)                        | 437   | 1,350           | 300       | 0         | 0         | 0         | 36              | 2,123             | 1,686   | 336  |
| West Witney - Expansion to 2FE (ED889)                       | 1,388   | 2,150           | 25        | 0         | 0         | 0         | 18              | 3,581             | 2,193   | 43   |
| Benson - Expansion to 1.5FE (ED914)                          | 681   | 1,350           | 200       | 0         | 0         | 0         | 11              | 2,242             | 1,561   | 211  |

| Project/ Programme Name                               | Previous Years Actual Expenditure<br><br>£'000s | Latest Forecast |               |               |               |              |                 |                   |   |  |
|---|---|-----------------|---------------|---------------|---------------|--------------|-----------------|-------------------|---|--|
|   |   | 2020 / 21       | 2021 / 22     | 2022 / 23     | 2023 / 24     | 2024 / 25    | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|   |   | £'000s          | £'000s        | £'000s        | £'000s        | £'000s       | £'000s          | £'000s            | £'000s  | £'000s   |
| Longworth - Expansion to 0.5FE (ED921)                | 165   | 350             | 35            | 0             | 0             | 0            | 50              | 600               | 435   | 85   |
| Burford - Expansion to AN20 (ED925)                   | 7   | 375             | 25            | 0             | 0             | 0            | 13              | 420               | 413   | 38   |
| St Blaise - Expansion to 1FE (ED860)                  | 363   | 2,200           | 1,000         | 327           | 0             | 0            | 0               | 3,890             | 3,527   | 1,327  |
| St Andrew's, Chinnor - Expansion to 2FE (ED920)       | 274   | 800             | 400           | 73            | 0             | 0            | 0               | 1,547             | 1,273   | 473  |
| Five Acres - Repl Temporary Accommodation (ED912)     | 219   | 800             | 300           | 38            | 0             | 0            | 0               | 1,357             | 1,138   | 338  |
| Manor, Long Hanborough - Expansion to 1.5FE (ED909)   | 266   | 1,300           | 1,550         | 464           | 0             | 0            | 0               | 3,580             | 3,314   | 2,014  |
| Bardwell - Expansion (ED935)                          | 43  | 450             | 800           | 207           | 0             | 0            | 0               | 1,500             | 1,457   | 1,007  |
| Wallingford - Expansion by 2FE (ED896)                | 336   | 1,100           | 4,500         | 500           | 499           | 0            | 0               | 6,935             | 6,599   | 5,499  |
| <b>Provision of School Places Total</b>               | <b>7,962</b>                                    | <b>17,750</b>   | <b>18,000</b> | <b>15,000</b> | <b>14,000</b> | <b>8,000</b> | <b>68,438</b>   | <b>149,150</b>    | <b>141,188</b>                                      | <b>123,438</b>   |
| <b>Growth Portfolio - New Schools</b>                 |   |                 |               |               |               |              |                 |                   |   |  |
| Bicester, South West (Whitelands) - Secondary (ED880) | 8,951   | 5,500           | 25            | 0             | 0             | 0            | 1,524           | 16,000            | 7,049   | 1,549  |

| Project/ Programme Name  | Previous Years Actual Expenditure<br><br>£'000s | Latest Forecast |           |           |           |           |                 |                   |   |  |
|--|---|-----------------|-----------|-----------|-----------|-----------|-----------------|-------------------|---|--|
|  |   | 2020 / 21       | 2021 / 22 | 2022 / 23 | 2023 / 24 | 2024 / 25 | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|  |   | £'000s          | £'000s    | £'000s    | £'000s    | £'000s    | £'000s          | £'000s            | £'000s  | £'000s   |
| Oxford, Barton Park - 1.5FE Primary School (ED868)                         | 4,787   | 3,900           | 25        | 0         | 0         | 0         | 88              | 8,800             | 4,013   | 113  |
| Banbury, Southam Road (Cherry Fields) - 1FE Primary School (ED907)         | 3,757   | 3,000           | 25        | 0         | 0         | 0         | 198             | 6,980             | 3,223   | 223  |
| North East Wantage, Crab Hill: GEMS, Wantage - 2FE Primary School (ED918). | 89  | 350             | 25        | 0         | 0         | 0         | 236             | 700               | 611   | 261  |
| West Witney, Curbridge (Windrush) - 1.5FE Primary School (ED927)           | 56  | 50              | 400       | 194       | 0         | 0         | 0               | 700               | 644   | 594  |
| Rigester, Graven Hill - 2FE Primary School (ED919)                         | 80  | 50              | 50        | 350       | 470       | 0         | 0               | 1,000             | 920   | 870  |
| Northfield Special School - Replacement & Expansion (ED940)                | 594   | 8,000           | 3,700     | 506       | 0         | 0         | 0               | 12,800            | 12,206  | 4,206  |
| Wallingford - 2FE Primary School (ED930)                                   | 5   | 50              | 200       | 300       | 5,500     | 2,000     | 665             | 8,720             | 8,715   | 8,665  |
| Faringdon - 2FE Primary School (ED943)                                     | 17  | 900             | 6,000     | 3,800     | 163       | 0         | 0               | 10,880            | 10,863  | 9,963  |
| NE Didcot - 2FE Primary Schol (ED929)                                      | 2   | 100             | 500       | 8,000     | 3,900     | 358       | 0               | 12,860            | 12,858  | 12,758   |

| Project/ Programme Name                             | Previous Years Actual Expenditure<br><br>£'000s | Latest Forecast |               |               |               |               |                 |                   |   |  |
|---|---|-----------------|---------------|---------------|---------------|---------------|-----------------|-------------------|---|--|
|   |   | 2020 / 21       | 2021 / 22     | 2022 / 23     | 2023 / 24     | 2024 / 25     | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|   |   | £'000s          | £'000s        | £'000s        | £'000s        | £'000s        | £'000s          | £'000s            | £'000s  | £'000s   |
| Shrivenham - 1.5FE Primary School (ED945)           | 16  | 50              | 700           | 2,800         | 4,500         | 1,534         | 0               | 9,600             | 9,584   | 9,534  |
| Grove Airfield - 2FE Primary School (ED963)         | 0   | 100             | 125           | 400           | 2,000         | 475           | 0               | 3,100             | 3,100   | 3,000  |
| Grove Airfield - Secondary School (ED965)           | 0   | 0               | 200           | 200           | 200           | 19,400        | 0               | 20,000            | 20,000  | 20,000   |
| Project Development Budget                          | 7   | 0               | 0             | 100           | 100           | 100           | 81              | 388               | 381   | 381  |
| New School Programme Completions                    | 0   | 100             | 0             | 0             | 0             | 0             | 453             | 553               | 553   | 453  |
| <b>Growth Portfolio Total</b>                       | <b>18,361</b>                                   | <b>22,150</b>   | <b>11,975</b> | <b>16,650</b> | <b>16,833</b> | <b>23,867</b> | <b>3,245</b>    | <b>113,081</b>    | <b>94,720</b>                                       | <b>72,570</b>  |
| <b>Annual Programmes</b>                            |   |                 |               |               |               |               |                 |                   |   |  |
| Schools Access Initiative                           | 0   | 300             | 250           | 250           | 200           | 200           | 1,200           | 2,400             | 2,400   | 2,100  |
| Temporary Classrooms - Replacement & Removal        | 0   | 300             | 250           | 250           | 200           | 200           | 1,050           | 2,250             | 2,250   | 1,950  |
| School Structural Maintenance (inc Health & Safety) | 0   | 3,585           | 2,800         | 1,500         | 1,350         | 1,300         | 5,968           | 16,503            | 16,503  | 12,918   |
| <b>Annual Programme Total</b>                       | <b>0</b>  | <b>4,185</b>    | <b>3,300</b>  | <b>2,000</b>  | <b>1,750</b>  | <b>1,700</b>  | <b>8,218</b>    | <b>21,153</b>     | <b>21,153</b>                                       | <b>16,968</b>  |

| Project/ Programme Name                                 | Previous Years Actual Expenditure<br>£'000s | Latest Forecast     |                     |                     |                     |                     |                           |                             |   |  |
|---|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|-----------------------------|---|--|
|   |   | 2020 / 21<br>£'000s | 2021 / 22<br>£'000s | 2022 / 23<br>£'000s | 2023 / 24<br>£'000s | 2024 / 25<br>£'000s | up to 2030 / 31<br>£'000s | Total Scheme Cost<br>£'000s | Capital Investment Total (excluding previous years)<br>£'000s | Future Capital Investment Total (excluding previous and current years)<br>£'000s |
| <b>Early Years Programmes</b>                           |   |                     |                     |                     |                     |                     |                           |                             |   |  |
| Capacity Building - Early Yrs Entitlement               | 3,004                                       | 250                 | 250                 | 250                 | 250                 | 250                 | 1,005                     | 5,259                       | 2,255   | 2,005  |
| <b>Early Years Programme Total</b>                      | <b>3,004</b>                                | <b>250</b>          | <b>250</b>          | <b>250</b>          | <b>250</b>          | <b>250</b>          | <b>1,005</b>              | <b>5,259</b>                | <b>2,255</b>  | <b>2,005</b>   |
|   |   |                     |                     |                     |                     |                     |                           |                             |   |  |
| <b>Retentions Total</b>                                 | <b>1,379</b>                                | <b>220</b>          | <b>227</b>          | <b>0</b>            | <b>0</b>            | <b>0</b>            | <b>288</b>                | <b>2,114</b>                | <b>732</b>  | <b>512</b>   |
|   |   |                     |                     |                     |                     |                     |                           |                             |   |  |
| <b>PUPIL PLACES CAPITAL PROGRAMME EXPENDITURE TOTAL</b> | <b>30,706</b>                               | <b>44,555</b>       | <b>33,752</b>       | <b>33,900</b>       | <b>32,833</b>       | <b>33,817</b>       | <b>81,194</b>             | <b>290,757</b>              | <b>260,051</b>  | <b>215,496</b>   |

## MAJOR INFRASTRUCTURE CAPITAL PROGRAMME

| Project/ Programme Name  | Previous Years Actual Expenditure<br>£'000s | Latest Forecast |               |               |                |               |                 |                   |   |  |
|--|---|-----------------|---------------|---------------|----------------|---------------|-----------------|-------------------|---|--|
|  |   | 2020 / 21       | 2021 / 22     | 2022 / 23     | 2023 / 24      | 2024 / 25     | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|  |   | £'000s          | £'000s        | £'000s        | £'000s         | £'000s        | £'000s          | £'000s            | £'000s  | £'000s   |
| <b>HIF1</b>  |   |                 |               |               |                |               |                 |                   |   |  |
| HIF1 A4130 Dualing   | 239   | 1,400           | 1,400         | 2,100         | 14,100         | 4,127         | 0               | 23,366            | 23,127  | 21,727   |
| HIF1 Didcot Science Bridge   | 292   | 1,600           | 4,900         | 4,000         | 29,000         | 18,702        | 0               | 58,494            | 58,202  | 56,602   |
| HIF1 Culham river crossing   | 297   | 2,000           | 11,500        | 10,000        | 66,000         | 38,238        | 0               | 128,035           | 127,738   | 125,738  |
| HIF1 Clifton Hampden bypass  | 256   | 1,600           | 1,500         | 4,500         | 17,500         | 2,622         | 0               | 27,978            | 27,722  | 26,122   |
| HIF1 DGT OBC development   | 549   | 0               | 0             | 0             | 0              | 0             | 0               | 549               | 0   | 0  |
| <b>HIF1 LOCALITY PROGRAMME TOTAL</b>                               | <b>1,633</b>                                | <b>6,600</b>    | <b>19,300</b> | <b>20,600</b> | <b>126,600</b> | <b>63,689</b> | <b>0</b>        | <b>238,422</b>    | <b>236,789</b>                                      | <b>230,189</b>   |
| <b>HIF2 &amp; A40</b>  |   |                 |               |               |                |               |                 |                   |   |  |
| A40 Oxford North (N G'way)   | 300   | 1,500           | 6,200         | 440           | 0              | 0             | 0               | 8,440             | 8,140   | 6,640  |
| Oxford Science Transit Phase 2 - A40 Public Transport improvements | 4,198                                       | 1,400           | 4,000         | 14,600        | 18,750         | 8,304         | 0               | 51,252            | 47,054  | 45,654   |
| HIF2 West Oxon A40 Smart Corridor                                  | 455   | 3,500           | 15,000        | 27,000        | 50,000         | 6,045         | 0               | 102,000           | 101,545   | 98,045   |
| Access to Witney - Shores Green                                    | 0   | 0               | 500           | 3,400         | 3,305          | 0             | 0               | 7,205             | 7,205   | 7,205  |
| B4044 Strategic Cycle Improvement (Development Budget)             | 29  | 100             | 200           | 41            | 0              | 0             | 0               | 370               | 341   | 241  |

| Project/ Programme Name                                       | Previous Years Actual Expenditure<br><br>£'000s | Latest Forecast |               |               |               |               |                 |                   |   |  |
|---|---|-----------------|---------------|---------------|---------------|---------------|-----------------|-------------------|---|--|
|   |   | 2020 / 21       | 2021 / 22     | 2022 / 23     | 2023 / 24     | 2024 / 25     | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|   |   | £'000s          | £'000s        | £'000s        | £'000s        | £'000s        | £'000s          | £'000s            | £'000s  | £'000s   |
| Salt Cross to Eynhsam Underpass (Development Budget)          | 0   | 0               | 250           | 0             | 0             | 0             | 0               | 250               | 250   | 250  |
| <b>HIF2 &amp; A40 LOCALITY PROGRAMME TOTAL</b>                | <b>4,982</b>                                    | <b>6,500</b>    | <b>26,150</b> | <b>45,481</b> | <b>72,055</b> | <b>14,349</b> | <b>0</b>        | <b>169,517</b>    | <b>164,535</b>                                      | <b>158,035</b>   |
| <b>BANBURY &amp; BICESTER</b>                                 |   |                 |               |               |               |               |                 |                   |   |  |
| NW Bicester A4095 Underbridge & Underpass                     | 258   | 4,500           | 7,500         | 2,222         | 0             | 0             | 0               | 14,480            | 14,222  | 9,722  |
| NW Bicester A4095 Road Realignment                            | 0   | 250             | 4,750         | 14,500        | 500           | 0             | 0               | 20,000            | 20,000  | 19,750   |
| NW Bicester A4095 Road Roundabout Improvements                | 0   | 300             | 5,000         | 200           | 0             | 0             | 0               | 5,500             | 5,500   | 5,200  |
| A40 J10 Improvements  | 0   | 500             | 850           | 17,000        | 310           | 0             | 0               | 18,660            | 18,660  | 18,160   |
| Access to Banbury North: A422 Hennef Way (Development Budget) | 0   | 170             | 1,000         | 0             | 0             | 0             | 0               | 1,170             | 1,170   | 1,000  |
| Ploughley Rd / A41 Junction Improvements, Bicester            | 0   | 150             | 3,000         | 650           | 0             | 0             | 0               | 3,800             | 3,800   | 3,650  |
| Tramway Rd, Accessibility Improvements                        | 0   | 200             | 1,000         | 2,100         | 410           | 0             | 0               | 3,710             | 3,710   | 3,510  |
| A361 Road Safety Improvements                                 | 4,284   | 800             | 29            | 0             | 0             | 0             | 0               | 5,113             | 829   | 29   |
| Bicester Perimeter Road (Development Budget)                  | 0   | 250             | 250           | 500           | 0             | 0             | 0               | 1,000             | 1,000   | 750  |

| Project/ Programme Name  | Previous Years Actual Expenditure<br><br>£'000s | Latest Forecast |               |               |              |           |                 |                   |   |  |
|--|---|-----------------|---------------|---------------|--------------|-----------|-----------------|-------------------|---|--|
|  |   | 2020 / 21       | 2021 / 22     | 2022 / 23     | 2023 / 24    | 2024 / 25 | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|  |   | £'000s          | £'000s        | £'000s        | £'000s       | £'000s    | £'000s          | £'000s            | £'000s  | £'000s   |
| Farmfield Road / Oxford Road - Junction Improvement (Development Budget) | 0   | 50              | 100           | 30            | 0            | 0         | 0               | 180               | 180   | 130  |
| London Road, Bicester: Cycle Improvements                                | 0   | 25              | 425           | 102           | 0            | 0         | 0               | 552               | 552   | 527  |
| <b>BANBURY &amp; BICESTER LOCALITY PROGRAMME TOTAL</b>                   | <b>4,542</b>                                    | <b>7,195</b>    | <b>23,904</b> | <b>37,304</b> | <b>1,220</b> | <b>0</b>  | <b>0</b>        | <b>74,165</b>     | <b>69,623</b>                                       | <b>62,428</b>  |
| <b>OXFORD</b>  |   |                 |               |               |              |           |                 |                   |   |  |
| Eastern Arc Phase 1 Access to Headington                                 | 15,330  | 1,723           | 0             | 0             | 0            | 0         | 0               | 17,053            | 1,723   | 0  |
| Oxford, Botley Rd  | 1,374   | 3,000           | 3,300         | 1,426         | 0            | 0         | 0               | 9,100             | 7,726   | 4,726  |
| Expend to Osney Mead Cycle   | 5,900   | 100             | 0             | 0             | 0            | 0         | 0               | 6,000             | 100   | 0  |
| Oxford Quiet Connector Cycling & Walking Routes                          | 1,021   | 80              | 1,000         | 820           | 0            | 0         | 0               | 2,921             | 1,900   | 1,820  |
| Banbury Rd Improvements (Banbury Rd Corridor)                            | 0   | 150             | 3,000         | 8,000         | 910          | 0         | 0               | 12,060            | 12,060  | 11,910   |
| Woodstock Rd Improvements (Woodstock Rd Corridor)                        | 0   | 150             | 3,250         | 8,500         | 600          | 0         | 0               | 12,500            | 12,500  | 12,350   |
| Connecting Oxford (Development Budget)                                   | 0   | 400             | 1,000         | 330           | 0            | 0         | 0               | 1,730             | 1,730   | 1,330  |
| A44 Corridor Improvements (Peartree & Cassington Roundabouts)            | 0   | 1,000           | 10,000        | 3,100         | 430          | 0         | 0               | 14,530            | 14,530  | 13,530   |

| Project/ Programme Name                                 | Previous<br>Years<br>Actual<br>Expenditure<br><br>£'000s | Latest Forecast |               |               |              |            |                    |                         |  |  |
|---|--|-----------------|---------------|---------------|--------------|------------|--------------------|-------------------------|--|--|
|   |  | 2020 / 21       | 2021 / 22     | 2022 / 23     | 2023 / 24    | 2024 / 25  | up to<br>2030 / 31 | Total<br>Scheme<br>Cost | Capital<br>Investment Total<br>(excluding<br>previous years) | Future Capital<br>Investment Total<br>(excluding<br>previous and<br>current years) |
|   |  | £'000s          | £'000s        | £'000s        | £'000s       | £'000s     | £'000s             | £'000s                  | £'000s   | £'000s   |
| North Oxford Corridors - Kidlington                     | 0  | 0               | 0             | 3,000         | 3,000        | 0          | 0                  | 6,000                   | 6,000  | 6,000  |
| Riverside routes to Oxford city centre                  | 2,169  | 500             | 800           | 562           | 0            | 0          | 0                  | 4,031                   | 1,862  | 1,362  |
| Old Greyfriars School signal change                     | 2  | 15              | 8             | 0             | 0            | 0          | 0                  | 25                      | 23   | 8  |
| Active Travel Phase 2                                   | 0  | 1,225           | 2,800         | 605           | 0            | 0          | 0                  | 4,630                   | 4,630  | 3,405  |
| Walton Street   | 0  | 0               | 100           | 50            | 0            | 0          | 0                  | 150                     | 150  | 150  |
| Oxford Zero Emission Zone                               | 0  | 0               | 100           | 500           | 500          | 175        | 0                  | 1,275                   | 1,275  | 1,275  |
| Oxford Controlled Parking Zones                         | 0  | 0               | 100           | 500           | 500          | 235        | 0                  | 1,335                   | 1,335  | 1,335  |
| <b>OXFORD LOCALITY PROGRAMME<br/>TOTAL</b>              | <b>25,796</b>  | <b>8,343</b>    | <b>25,458</b> | <b>27,393</b> | <b>5,940</b> | <b>410</b> | <b>0</b>           | <b>93,340</b>           | <b>67,544</b>  | <b>59,201</b>  |
| <b>COUNTYWIDE</b>                                       |  |                 |               |               |              |            |                    |                         |  |  |
| Watlington Relief Rd                                    | 5  | 150             | 500           | 6,300         | 5,545        | 0          | 0                  | 12,500                  | 12,495   | 12,345   |
| Benson Relief Rd  | 44   | 250             | 700           | 700           | 106          | 0          | 0                  | 1,800                   | 1,756  | 1,506  |
| Milton Heights Bridge                                   | 6  | 100             | 200           | 2,200         | 74           | 0          | 0                  | 2,580                   | 2,574  | 2,474  |
| Wantage Eastern Link Rd (Phase 1-2<br>Contribution, P3) | 17   | 50              | 900           | 5,700         | 1,407        | 0          | 0                  | 8,074                   | 8,057  | 8,007  |

| Project/ Programme Name  | Previous<br>Years<br>Actual<br>Expenditure<br><br>£'000s | Latest Forecast |           |           |           |           |                    |                         |  |  |
|--|--|-----------------|-----------|-----------|-----------|-----------|--------------------|-------------------------|--|--|
|  |  | 2020 / 21       | 2021 / 22 | 2022 / 23 | 2023 / 24 | 2024 / 25 | up to<br>2030 / 31 | Total<br>Scheme<br>Cost | Capital<br>Investment Total<br>(excluding<br>previous years) | Future Capital<br>Investment Total<br>(excluding<br>previous and<br>current years) |
|  |  | £'000s          | £'000s    | £'000s    | £'000s    | £'000s    | £'000s             | £'000s                  | £'000s   | £'000s   |
| Frilford Junction & Relief to Marcham<br>(Development Budget)      | 0  | 100             | 300       | 400       | 700       | 1,200     | 0                  | 2,700                   | 2,700  | 2,600  |
| Relief to Rowstock   | 0  | 250             | 750       | 700       | 5,000     | 3,000     | 1,200              | 10,900                  | 10,900   | 10,650   |
| Science Vale Cycle Network Improvements                            | 1,346  | 4,400           | 100       | 4         | 0         | 0         | 0                  | 5,850                   | 4,504  | 104  |
| Didcot Northern Perimeter Road 3<br>(Development Budget)           | 537  | 50              | 150       | 13        | 0         | 0         | 0                  | 750                     | 213  | 163  |
| A404 Lodge Hill Slips  | 965  | 500             | 2,000     | 10,000    | 2,344     | 0         | 0                  | 15,809                  | 14,844   | 14,344   |
| Golden Balls Roundabout A4074/B4015<br>(Development Budget)        | 0  | 0               | 400       | 600       | 0         | 0         | 0                  | 1,000                   | 1,000  | 1,000  |
| Didcot Garden Town: Corridor & Jubilee<br>Way (Development Budget) | 0  | 0               | 350       | 650       | 0         | 0         | 0                  | 1,000                   | 1,000  | 1,000  |
| A40 Minster Lovell, Access to Carterton<br>(Development Budget)    | 0  | 0               | 0         | 0         | 590       | 0         | 0                  | 590                     | 590  | 590  |
| Carterton Crossroads Improvements                                  | 0  | 25              | 275       | 100       | 0         | 0         | 0                  | 400                     | 400  | 375  |
| A4130 Widening (Steventon Lights to<br>Milton Interchange)         | 0  | 0               | 200       | 500       | 1,100     | 200       | 0                  | 2,000                   | 2,000  | 2,000  |
| Science Vale Cycle NetworkPhase 2<br>(Development Budget)          | 0  | 0               | 100       | 400       | 500       | 0         | 0                  | 1,000                   | 1,000  | 1,000  |
| Abingdon LCWIP   | 0  | 0               | 100       | 400       | 500       | 0         | 0                  | 1,000                   | 1,000  | 1,000  |

| Project/ Programme Name   | Previous Years Actual Expenditure<br><br>£'000s | Latest Forecast |                |                |                |               |                 |                   |   |  |
|---|---|-----------------|----------------|----------------|----------------|---------------|-----------------|-------------------|---|--|
|   |   | 2020 / 21       | 2021 / 22      | 2022 / 23      | 2023 / 24      | 2024 / 25     | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|   |   | £'000s          | £'000s         | £'000s         | £'000s         | £'000s        | £'000s          | £'000s            | £'000s  | £'000s   |
| <b>COUNTYWIDE LOCALITY PROGRAMME TOTAL</b>                          | <b>2,920</b>                                    | <b>5,875</b>    | <b>7,025</b>   | <b>28,667</b>  | <b>17,866</b>  | <b>4,400</b>  | <b>1,200</b>    | <b>67,953</b>     | <b>65,033</b>                                       | <b>59,158</b>  |
| <b>COUNTYWIDE AND OTHER</b>   |   |                 |                |                |                |               |                 |                   |   |  |
| East-West Rail (contribution)                                       | 80  | 737             | 737            | 737            | 737            | 737           | 7,290           | 11,055            | 10,975  | 10,238   |
| City Deal, Pinch Point, Local Growth Programmes - Completed Schemes | 0   | 1,129           | 1,000          | 0              | 0              | 0             | 1,027           | 3,156             | 3,156   | 2,027  |
| Completed schemes   | 0   | 157             | 50             | 0              | 0              | 0             | 55              | 262               | 262   | 105  |
| <b>COUNTYWIDE AND OTHER INTEGRATED TRANSPORT TOTAL</b>              | <b>80</b>                                       | <b>2,023</b>    | <b>1,787</b>   | <b>737</b>     | <b>737</b>     | <b>737</b>    | <b>8,372</b>    | <b>14,473</b>     | <b>14,393</b>                                       | <b>12,370</b>  |
| <b>MAJOR INFRASTRUCTURE CAPITAL PROGRAMME EXPENDITURE TOTAL</b>     | <b>39,953</b>                                   | <b>36,536</b>   | <b>103,624</b> | <b>160,182</b> | <b>224,418</b> | <b>83,585</b> | <b>9,572</b>    | <b>657,870</b>    | <b>617,917</b>                                      | <b>581,381</b>   |

## HIGHWAYS ASSET MANAGEMNT PLAN CAPITAL PROGRAMME

| Project/ Programme Name                        | Previous Years Actual Expenditure | Latest Forecast |           |           |           |           |                 |                   |   |  |
|--|-----------------------------------|-----------------|-----------|-----------|-----------|-----------|-----------------|-------------------|---|--|
|  |                                   | 2020 / 21       | 2021 / 22 | 2022 / 23 | 2023 / 24 | 2024 / 25 | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|  | £'000s                            | £'000s          | £'000s    | £'000s    | £'000s    | £'000s    | £'000s          | £'000s            | £'000s  | £'000s   |
| STRUCTURAL MAINTENANCE PROGRAMME               |                                   |                 |           |           |           |           |                 |                   |   |  |
| Carriageways                                   | 0                                 | 7,186           | 7,025     | 8,609     | 9,206     | 3,967     | 22,860          | 58,853            | 58,853  | 51,667   |
| Surface Treatments                             | 0                                 | 5,651           | 7,150     | 5,313     | 4,720     | 2,421     | 14,430          | 39,685            | 39,685  | 34,034   |
| Structural Highway Improvements                | 0                                 | 8,761           | 8,320     | 5,828     | 5,766     | 3,111     | 18,332          | 50,118            | 50,118  | 41,357   |
| Footways/cycleways                             | 0                                 | 852             | 1,000     | 1,000     | 1,200     | 426       | 2,548           | 7,026             | 7,026   | 6,174  |
| Drainage                                       | 0                                 | 1,480           | 1,800     | 1,800     | 2,000     | 750       | 4,499           | 12,329            | 12,329  | 10,849   |
| Bridges  | 0                                 | 2,325           | 2,300     | 3,100     | 5,000     | 1,398     | 8,611           | 22,734            | 22,734  | 20,409   |
| Public Rights of Way Foot Bridges              | 0                                 | 225             | 225       | 300       | 350       | 123       | 757             | 1,980             | 1,980   | 1,755  |
| Electrical                                     | 0                                 | 1,512           | 1,309     | 1,327     | 1,427     | 624       | 2,813           | 9,012             | 9,012   | 7,500  |
| Section 42 contributions                       | 0                                 | 1,700           | 1,700     | 1,700     | 1,700     | 762       | 4,471           | 12,033            | 12,033  | 10,333   |
| Safety Fences                                  | 0                                 | 0               | 75        | 75        | 750       | 101       | 597             | 1,598             | 1,598   | 1,598  |
| Minor Works                                    | 0                                 | 430             | 430       | 430       | 430       | 193       | 1,159           | 3,072             | 3,072   | 2,642  |
| STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL | 0                                 | 30,122          | 31,334    | 29,482    | 32,549    | 13,876    | 81,077          | 218,440           | 218,440   | 188,318  |

| Project/ Programme Name                                  | Previous Years Actual Expenditure<br><br>£'000s | Latest Forecast |               |               |               |               |                 |                   |   |  |
|--|---|-----------------|---------------|---------------|---------------|---------------|-----------------|-------------------|---|--|
|  |   | 2020 / 21       | 2021 / 22     | 2022 / 23     | 2023 / 24     | 2024 / 25     | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|  |   | £'000s          | £'000s        | £'000s        | £'000s        | £'000s        | £'000s          | £'000s            | £'000s  | £'000s   |
| <b>IMPROVEMENT PROGRAMMES</b>                            |   |                 |               |               |               |               |                 |                   |   |  |
| Accessibility & Road Safety Schemes                      | 0   | 1,453           | 2,000         | 2,000         | 2,000         | 2,000         | 0               | 9,453             | 9,453   | 8,000  |
| Bus Journey Time Reliability                             | 0   | 1,000           | 1,000         | 1,000         | 1,000         | 1,000         | 0               | 5,000             | 5,000   | 4,000  |
| <b>IMPROVEMENT PROGRAMMES TOTAL</b>                      | <b>0</b>  | <b>2,453</b>    | <b>3,000</b>  | <b>3,000</b>  | <b>3,000</b>  | <b>3,000</b>  | <b>0</b>        | <b>14,453</b>     | <b>14,453</b>                                       | <b>12,000</b>  |
| <b>Major schemes and other programme</b>                 |   |                 |               |               |               |               |                 |                   |   |  |
| Street Lighting LED replacement                          | 1,326   | 7,800           | 11,400        | 12,105        | 8,182         | 0             | 0               | 40,813            | 39,487  | 31,687   |
| Lettsworth Embankment Works                              | 265   | 2,253           | 105           | 0             | 0             | 0             | 0               | 2,623             | 2,358   | 105  |
| Oxford Rd, Banbury                                       | 0   | 976             | 126           | 0             | 0             | 0             | 0               | 1,102             | 1,102   | 126  |
| Kennington Railway Bridge                                | 2,509   | 685             | 90            | 0             | 0             | 0             | 0               | 3,284             | 775   | 90   |
| Kennington Railway Bridge                                | 0   | 2,000           | 11,000        | 14,000        | 14,000        | 12,000        | 0               | 53,000            | 53,000  | 51,000   |
| Covid Emergency Active Travel Fund                       | 0   | 335             | 0             | 0             | 0             | 0             | 0               | 335               | 335   | 0  |
| Network Rail Electrification Bridge Betterment Programme | 499   | 250             | 1,310         | 207           | 0             | 0             | 0               | 2,266             | 1,767   | 1,517  |
| Completed Major Schemes                                  | 0   | 163             | 9             | 0             | 0             | 0             | 635             | 807               | 807   | 644  |
| <b>STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL</b>        | <b>4,599</b>                                    | <b>14,462</b>   | <b>24,040</b> | <b>26,312</b> | <b>22,182</b> | <b>12,000</b> | <b>635</b>      | <b>104,230</b>    | <b>99,631</b>                                       | <b>85,169</b>  |

| Project/ Programme Name   | Previous Years Actual Expenditure<br><br>£'000s | Latest Forecast |               |               |               |               |                 |                   |   |  |
|---|---|-----------------|---------------|---------------|---------------|---------------|-----------------|-------------------|---|--|
|   |   | 2020 / 21       | 2021 / 22     | 2022 / 23     | 2023 / 24     | 2024 / 25     | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|   |   | £'000s          | £'000s        | £'000s        | £'000s        | £'000s        | £'000s          | £'000s            | £'000s  | £'000s   |
| <b>OTHER MAINTENANCE PROGRAMMES/PROJECTS</b>                              |   |                 |               |               |               |               |                 |                   |   |  |
| Small schemes (developer and other funded)                                | 0   | 1,000           | 800           | 800           | 800           | 800           | 1,104           | 5,304             | 5,304   | 4,304  |
| Completed small developer-funded schemes                                  | 0   | 0               | 0             | 0             | 0             | 0             | 32              | 32                | 32  | 32   |
| Tiddlington A418 (HS2)  | 0   | 150             | 0             | 0             | 0             | 0             | 0               | 150               | 150   | 0  |
| Cardington A361 (HS2)   | 0   | 20              | 0             | 0             | 0             | 0             | 0               | 20                | 20  | 0  |
| <b>OTHER MAINTENANCE PROGRAMMES/PROJECTS TOTAL</b>                        | <b>0</b>  | <b>1,170</b>    | <b>800</b>    | <b>800</b>    | <b>800</b>    | <b>800</b>    | <b>1,136</b>    | <b>5,506</b>      | <b>5,506</b>  | <b>4,336</b>   |
|   |   |                 |               |               |               |               |                 |                   |   |  |
| <b>HIGHWAYS ASSET MANAGEMENT PLAN CAPITAL PROGRAMME EXPENDITURE TOTAL</b> | <b>4,599</b>                                    | <b>48,207</b>   | <b>59,174</b> | <b>59,594</b> | <b>58,531</b> | <b>29,676</b> | <b>82,848</b>   | <b>342,629</b>    | <b>338,030</b>                                      | <b>289,823</b>   |

**PROPERTY & ESTATES, AND INVESTMENT STRATEGY CAPITAL PROGRAMME**

| Project/ Programme Name                        | Previous Years Actual Expenditure<br><br>£'000s | Latest Forecast |           |           |           |           |                 |                   |   |  |
|--|---|-----------------|-----------|-----------|-----------|-----------|-----------------|-------------------|---|--|
|  |   | 2020 / 21       | 2021 / 22 | 2022 / 23 | 2023 / 24 | 2024 / 25 | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|  |   | £'000s          | £'000s    | £'000s    | £'000s    | £'000s    | £'000s          | £'000s            | £'000s  | £'000s   |
| <b>CORPORATE ESTATE PROGRAMME</b>              |   |                 |           |           |           |           |                 |                   |   |  |
| Fire Review Development Budget                 | 0   | 100             | 750       | 2,000     | 448       | 0         | 0               | 3,298             | 3,298   | 3,198  |
| Relocation of Rewley Training Facility         | 0   | 0               | 50        | 550       | 0         | 0         | 0               | 600               | 600   | 600  |
| Bicester Library (CS13)                        | 710   | 250             | 250       | 240       | 0         | 0         | 0               | 1,450             | 740   | 490  |
| Westgate Library - Redevelopment               | 3,141   | 235             | 224       | 0         | 0         | 0         | 0               | 3,600             | 459   | 224  |
| Barton Library Access (CS20)                   | 49  | 40              | 0         | 0         | 0         | 0         | 0               | 89                | 40  | 0  |
| Adult Social Care Programme                    | 561   | 0               | 0         | 0         | 0         | 0         | 3,689           | 4,250             | 3,689   | 3,689  |
| Re-provision of Maltfield (ED932)              | 17  | 250             | 1,500     | 1,233     | 0         | 0         | 0               | 3,000             | 2,983   | 2,733  |
| Blackbird Leys Regeneration (Relocate Library) | 0   | 0               | 50        | 50        | 850       | 50        | 0               | 1,000             | 1,000   | 1,000  |
| Didcot Library & Community Hub (CS19)          | 28  | 0               | 50        | 850       | 672       | 0         | 0               | 1,600             | 1,572   | 1,572  |
| New Salt Store & Accommodation (R20)           | 2,044   | 200             | 2,000     | 711       | 0         | 0         | 0               | 4,955             | 2,911   | 2,711  |

| Project/ Programme Name                               | Previous Years Actual Expenditure<br><br>£'000s | Latest Forecast |              |              |              |            |                 |                   |   |  |
|---|---|-----------------|--------------|--------------|--------------|------------|-----------------|-------------------|---|--|
|   |   | 2020 / 21       | 2021 / 22    | 2022 / 23    | 2023 / 24    | 2024 / 25  | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|   |   | £'000s          | £'000s       | £'000s       | £'000s       | £'000s     | £'000s          | £'000s            | £'000s  | £'000s   |
| Drayton Depot   | 0   | 50              | 750          | 200          | 0            | 0          | 0               | 1,000             | 1,000   | 950  |
| <b>CORPORATE ESTATE PROGRAMME TOTAL</b>               | <b>6,550</b>                                    | <b>1,125</b>    | <b>5,624</b> | <b>5,834</b> | <b>1,970</b> | <b>50</b>  | <b>3,689</b>    | <b>24,842</b>     | <b>18,292</b>                                       | <b>17,167</b>  |
| <b>CLIAMTE ACTION PROGRAMME</b>                       |   |                 |              |              |              |            |                 |                   |   |  |
| SALIX Energy Programme                                | 0   | 100             | 150          | 150          | 150          | 180        | 0               | 730               | 730   | 630  |
| Electric Vehicles Charging Infrastructure             | 76  | 20              | 14           | 0            | 0            | 0          | 0               | 110               | 34  | 14   |
| Sea-Fleet EV Charging Point                           | 0   | 100             | 100          | 100          | 100          | 0          | 0               | 400               | 400   | 300  |
| Climate Action Recycling Fund                         | 0   | 100             | 400          | 500          | 500          | 500        | 500             | 2,500             | 2,500   | 2,400  |
| <b>CLIAMTE ACTION PROGRAMME TOTAL</b>                 | <b>76</b>                                       | <b>320</b>      | <b>664</b>   | <b>750</b>   | <b>750</b>   | <b>680</b> | <b>500</b>      | <b>3,740</b>      | <b>3,664</b>  | <b>3,344</b>   |
| <b>STRUCTURAL MAINTENANCE (Non-School) PROGRAMMES</b> |   |                 |              |              |              |            |                 |                   |   |  |
| Minor Works Programme                                 | 0   | 760             | 250          | 250          | 250          | 250        | 1,650           | 3,410             | 3,410   | 2,650  |
| F&RS - Replacement Fire Doors                         | 103   | 97              | 0            | 0            | 0            | 0          | 0               | 200               | 97  | 0  |
| Health & Safety (Non-Schools)                         | 74  | 75              | 75           | 100          | 100          | 100        | 617             | 1,141             | 1,067   | 992  |
| Defect Liability Programme                            | 1,919   | 6,000           | 3,000        | 4,081        | 0            | 0          | 0               | 15,000            | 13,081  | 7,081  |

| Project/ Programme Name  | Previous Years Actual Expenditure<br><br>£'000s | Latest Forecast |               |               |               |              |                 |                   |   |  |
|--|---|-----------------|---------------|---------------|---------------|--------------|-----------------|-------------------|---|--|
|  |   | 2020 / 21       | 2021 / 22     | 2022 / 23     | 2023 / 24     | 2024 / 25    | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|  |   | £'000s          | £'000s        | £'000s        | £'000s        | £'000s       | £'000s          | £'000s            | £'000s  | £'000s   |
| Corporate Structural Maintenance 2020-22   | 0   | 750             | 750           | 750           | 750           | 0            | 0               | 3,000             | 3,000   | 2,250  |
| Asset Condition Programme  | 0   | 0               | 1,000         | 3,000         | 1,000         | 0            | 0               | 5,000             | 5,000   | 5,000  |
| <b>STRUCTURAL MAINTENANCE PROGRAMMES TOTAL</b>   | <b>2,096</b>                                    | <b>7,682</b>    | <b>5,075</b>  | <b>8,181</b>  | <b>2,100</b>  | <b>350</b>   | <b>2,267</b>    | <b>27,751</b>     | <b>25,655</b>                                       | <b>17,973</b>  |
| <b>INVESTMENT STRATEGY</b>   |   |                 |               |               |               |              |                 |                   |   |  |
| Investment Strategy  | 0   | 250             | 1,000         | 5,000         | 5,500         | 3,000        | 1,950           | 16,700            | 16,700  | 16,450   |
| Purchase of Land   | 118   | 0               | 0             | 0             | 0             | 0            | 5,582           | 5,700             | 5,582   | 5,582  |
| <b>INVESTMENT STRATEGY PROGRAMME TOTAL</b>   | <b>118</b>                                      | <b>250</b>      | <b>1,000</b>  | <b>5,000</b>  | <b>5,500</b>  | <b>3,000</b> | <b>7,532</b>    | <b>22,400</b>     | <b>22,282</b>                                       | <b>22,032</b>  |
| <b>WASTE MANAGEMENT PROGRAMME</b>  |   |                 |               |               |               |              |                 |                   |   |  |
| Waste Recycling Centre Infrastructure Programme  | 96  | 250             | 232           | 0             | 0             | 0            | 0               | 578               | 482   | 232  |
| <b>WASTE MANAGEMENT PROGRAMME TOTAL</b>  | <b>96</b>                                       | <b>250</b>      | <b>232</b>    | <b>0</b>      | <b>0</b>      | <b>0</b>     | <b>0</b>        | <b>578</b>        | <b>482</b>  | <b>232</b>   |
| Retentions (completed schemes)   | 0   | 0               | 0             | 0             | 0             | 0            | 250             | 250               | 250   | 250  |
| <b>PROPERTY &amp; ESTATES, AND INVESTMENT STRATEGY CAPITAL PROGRAMME EXPENDITURE TOTAL</b> | <b>8,936</b>                                    | <b>9,627</b>    | <b>12,595</b> | <b>19,765</b> | <b>10,320</b> | <b>4,080</b> | <b>14,238</b>   | <b>79,561</b>     | <b>70,625</b>                                       | <b>60,998</b>  |

## ICT STRATEGY CAPITAL PROGRAMME

| Project/ Programme Name                              | Previous Years Actual Expenditure<br>£'000s | Latest Forecast |               |              |              |              |                 |                   |   |  |
|--|---|-----------------|---------------|--------------|--------------|--------------|-----------------|-------------------|---|--|
|  |   | 2020 / 21       | 2021 / 22     | 2022 / 23    | 2023 / 24    | 2024 / 25    | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|  |   | £'000s          | £'000s        | £'000s       | £'000s       | £'000s       | £'000s          | £'000s            | £'000s  | £'000s   |
| <b>ICT STRATEGY PROGRAMME</b>                        |   |                 |               |              |              |              |                 |                   |   |  |
| Children Services - ICT (Phase 1&2)                  | 147   | 1,000           | 1,890         | 300          | 0            | 0            | 0               | 3,337             | 3,190   | 2,190  |
| Better Broadband For Oxfordshire (BBFO)              | 0   | 25              | 1,898         | 0            | 0            | 0            | 0               | 1,923             | 1,923   | 1,898  |
| Broadband for Businesses in Rural Oxfordshire (BiRO) | 0   | 1,789           | 4,525         | 0            | 0            | 0            | 0               | 6,314             | 6,314   | 4,525  |
| Digital Infrastructure                               | 2,086                                       | 2,900           | 2,225         | 2,125        | 1,325        | 1,325        | 5,894           | 17,880            | 15,794  | 12,894   |
| <b>ICT STRATEGY PROGRAMME EXPENDITURE TOTAL</b>      | <b>2,233</b>                                | <b>5,714</b>    | <b>10,538</b> | <b>2,425</b> | <b>1,325</b> | <b>1,325</b> | <b>5,894</b>    | <b>29,454</b>     | <b>27,221</b>                                       | <b>21,507</b>  |

## PASSPORTED FUNDING CAPITAL PROGRAMME

| Project/ Programme Name                            | Previous Years Actual Expenditure<br><br>£'000s | Latest Forecast |               |           |           |           |                 |                   |   |  |
|--|---|-----------------|---------------|-----------|-----------|-----------|-----------------|-------------------|---|--|
|  |   | 2020 / 21       | 2021 / 22     | 2022 / 23 | 2023 / 24 | 2024 / 25 | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|  |   | £'000s          | £'000s        | £'000s    | £'000s    | £'000s    | £'000s          | £'000s            | £'000s  | £'000s   |
| <b>THIRD PARTY GROWTH &amp; HOUSING DEAL</b>       |   |                 |               |           |           |           |                 |                   |   |  |
| <b>Local Growth Fund</b>                           |   |                 |               |           |           |           |                 |                   |   |  |
| Smart Oxford Culham City                           | 1,525   | 1,255           | 0             | 0         | 0         | 0         | 0               | 2,780             | 1,255   | 0  |
| LGF3 Prodrive                                      | 500   | 0               | 0             | 0         | 0         | 0         | 0               | 500               | 0   | 0  |
| LGF3 Earth Lab                                     | 209   | 1,281           | 0             | 0         | 0         | 0         | 0               | 1,490             | 1,281   | 0  |
| Osney Mead Innovation                              | 4,548   | 1,652           | 0             | 0         | 0         | 0         | 0               | 6,200             | 1,652   | 0  |
| Chiv of Oxford Plant Science                       | 0   | 2,100           | 0             | 0         | 0         | 0         | 0               | 2,100             | 2,100   | 0  |
| Advance Digital & Science Centre - Henley College  | 0   | 500             | 0             | 0         | 0         | 0         | 0               | 500               | 500   | 0  |
| COVID 19 Resilience Fund                           | 0   | 504             | 0             | 0         | 0         | 0         | 0               | 504               | 504   | 0  |
| Construction Skills Academy - Abingdon & Witney    | 0   | 935             | 0             | 0         | 0         | 0         | 0               | 935               | 935   | 0  |
| LGF - Remaining Projects                           | 0   | 1,280           | 4,000         | 0         | 0         | 0         | 0               | 5,280             | 5,280   | 4,000  |
| Getting Building Fund                              | 0   | 1,000           | 7,400         | 0         | 0         | 0         | 0               | 8,400             | 8,400   | 7,400  |
| <b>Housing Deal</b>                                |   |                 |               |           |           |           |                 |                   |   |  |
| Housing  | 8,980   | 11,000          | 40,020        | 0         | 0         | 0         | 0               | 60,000            | 51,020  | 40,020   |
| <b>THIRD PARTY GROWTH &amp; HOUSING DEAL TOTAL</b> | <b>15,765</b>                                   | <b>21,507</b>   | <b>51,417</b> | <b>0</b>  | <b>0</b>  | <b>0</b>  | <b>0</b>        | <b>88,689</b>     | <b>72,924</b>                                       | <b>51,417</b>  |

| Project/ Programme Name   | Previous Years Actual Expenditure<br>£'000s | Latest Forecast |               |              |              |            |                 |                   |   |  |
|---|---|-----------------|---------------|--------------|--------------|------------|-----------------|-------------------|---|--|
|   |   | 2020 / 21       | 2021 / 22     | 2022 / 23    | 2023 / 24    | 2024 / 25  | up to 2030 / 31 | Total Scheme Cost | Capital Investment Total (excluding previous years) | Future Capital Investment Total (excluding previous and current years) |
|   |   | £'000s          | £'000s        | £'000s       | £'000s       | £'000s     | £'000s          | £'000s            | £'000s  | £'000s   |
| <b>PASSPORTED FUNDING</b>   |   |                 |               |              |              |            |                 |                   |   |  |
| <b>Disabled Facilities Grant</b><br>Disabled Facilities Grant     | 0   | 6,658           | 5,868         | 0            | 0            | 0          | 0               | 12,526            | 12,526  | 5,868  |
| <b>Public Health</b><br>PHE Wayfinding Grant                      | 0   | 52              | 0             | 0            | 0            | 0          | 0               | 52                | 52  | 0  |
| <b>Schools Capital</b><br>Revolved Formula Capital                | 0   | 800             | 750           | 700          | 650          | 600        | 1,200           | 4,700             | 4,700   | 3,900  |
| <b>PASSPORTED FUNDING TOTAL</b>                                   | <b>0</b>                                    | <b>7,510</b>    | <b>6,618</b>  | <b>700</b>   | <b>650</b>   | <b>600</b> | <b>1,200</b>    | <b>17,278</b>     | <b>17,278</b>                                       | <b>9,768</b>   |
| <b>SPECIALIST HOUSING &amp; FINANCIAL ASSISTANCE</b>              |   |                 |               |              |              |            |                 |                   |   |  |
| <b>ECH - New Schemes &amp; Adaptations to Existing Properties</b> | 0   | 250             | 250           | 550          | 250          | 250        | 2,000           | 3,550             | 3,550   | 3,300  |
| <b>Deferred Interest Loans (CSDP)</b>                             | 0   | 50              | 50            | 50           | 50           | 50         | 159             | 409               | 409   | 359  |
| <b>Loans to Foster/Adoptive Parents</b>                           | 0   | 50              | 50            | 50           | 50           | 50         | 101             | 351               | 351   | 301  |
| <b>SPECIALIST HOUSING &amp; FINANCIAL ASSISTANCE TOTAL</b>        | <b>0</b>                                    | <b>350</b>      | <b>350</b>    | <b>650</b>   | <b>350</b>   | <b>350</b> | <b>2,260</b>    | <b>4,310</b>      | <b>4,310</b>  | <b>3,960</b>   |
| <b>PASSPORT FUNDING PROGRAMME EXPENDITURE TOTAL</b>               | <b>15,765</b>                               | <b>29,367</b>   | <b>58,385</b> | <b>1,350</b> | <b>1,000</b> | <b>950</b> | <b>3,460</b>    | <b>110,277</b>    | <b>94,512</b>                                       | <b>65,145</b>  |

## VEHICLES &amp; EQUIPMENT CAPITAL PROGRAMME

| Project/ Programme Name   | Previous Years Actual Expenditure<br>£'000s | Latest Forecast     |                     |                     |                     |                     |                           |                             |   |  |
|---|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|-----------------------------|---|--|
|   |   | 2020 / 21<br>£'000s | 2021 / 22<br>£'000s | 2022 / 23<br>£'000s | 2023 / 24<br>£'000s | 2024 / 25<br>£'000s | up to 2030 / 31<br>£'000s | Total Scheme Cost<br>£'000s | Capital Investment Total (excluding previous years)<br>£'000s | Future Capital Investment Total (excluding previous and current years)<br>£'000s |
| <b>Vehicles &amp; Equipment</b>                                     |   |                     |                     |                     |                     |                     |                           |                             |   |  |
| Fire Equipment (SC112)  | 0   | 0                   | 103                 | 0                   | 0                   | 0                   | 0                         | 103                         | 103   | 103  |
| Fire Protective Equipment   | 0   | 50                  | 600                 | 0                   | 0                   | 0                   | 0                         | 650                         | 650   | 600  |
| ERS Vehicles replacement  | 0   | 0                   | 800                 | 800                 | 800                 | 800                 | 4,800                     | 8,000                       | 8,000   | 8,000  |
| FID Kiosk Replacement   | 0   | 0                   | 100                 | 450                 | 50                  | 0                   | 0                         | 600                         | 600   | 600  |
| <b>VEHICLES &amp; EQUIPMENT CAPITAL PROGRAMME EXPENDITURE TOTAL</b> | <b>0</b>                                    | <b>50</b>           | <b>1,603</b>        | <b>1,250</b>        | <b>850</b>          | <b>800</b>          | <b>4,800</b>              | <b>9,353</b>                | <b>9,353</b>  | <b>9,303</b>   |

## Section 5.5

### Updated Capital Programme 2020/21 to 2030/31

| Strategy/Programme                                   | Capital Investment Programme (latest forecast) |                |                |                |                |                 | CAPITAL INVESTMENT TOTAL<br>£'000s |
|--|--|----------------|----------------|----------------|----------------|-----------------|------------------------------------|
|  | Current Year<br>2020 / 21                      | 2021 / 22      | 2022 / 23      | 2023 / 24      | 2024 / 25      | up to 2030 / 31 |                                    |
|  | £'000s   | £'000s         | £'000s         | £'000s         | £'000s         | £'000s          |                                    |
| Pupil Places   | 44,555   | 33,752         | 33,900         | 32,833         | 33,817         | 81,194          | 260,051                            |
| Major Infrastructure                                 | 36,536   | 103,624        | 160,182        | 224,418        | 83,585         | 9,572           | 617,917                            |
| Highways Asset Management Plan                       | 48,207   | 59,174         | 59,594         | 58,531         | 29,676         | 82,848          | 338,030                            |
| Property & Estates, and Investment Strategy          | 9,627  | 12,595         | 19,765         | 10,320         | 4,080          | 14,238          | 70,625                             |
| PET  | 5,714  | 10,538         | 2,425          | 1,325          | 1,325          | 5,894           | 27,221                             |
| Passport Funding                                     | 29,367   | 58,385         | 1,350          | 1,000          | 950            | 3,460           | 94,512                             |
| Vehicles & Equipment                                 | 50   | 1,603          | 1,250          | 850            | 800            | 4,800           | 9,353                              |
| <b>TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE</b> | <b>174,056</b>                                 | <b>279,671</b> | <b>278,466</b> | <b>329,277</b> | <b>154,233</b> | <b>202,006</b>  | <b>1,417,709</b>                   |
| Earmarked Reserves                                   | 0  | 0              | 719            | 9,156          | 10,750         | 28,179          | 48,804                             |
| <b>TOTAL ESTIMATED CAPITAL PROGRAMME</b>             | <b>174,056</b>                                 | <b>279,671</b> | <b>279,185</b> | <b>338,433</b> | <b>164,983</b> | <b>230,185</b>  | <b>1,466,513</b>                   |
| <b>TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES</b>   | <b>157,997</b>                                 | <b>279,016</b> | <b>216,886</b> | <b>343,204</b> | <b>155,171</b> | <b>220,567</b>  | <b>1,372,841</b>                   |
| In-Year Shortfall (-) / Surplus (+)                  | -16,059  | -655           | -62,299        | 4,771          | -9,812         | -9,618          | -93,672                            |
| Cumulative Shortfall (-) / Surplus (+)               | 93,672   | 77,613         | 76,958         | 14,659         | 19,430         | 9,618           | 0                                  |

| SOURCES OF FUNDING   |        | 2020 / 21 | 2021 / 22 | 2022 / 23 | 2023 / 24 | 2024 / 25 | up to 2030 / 31 | CAPITAL RESOURCES TOTAL |
|--|--------|-----------|-----------|-----------|-----------|-----------|-----------------|-------------------------|
|  |        | £'000s    | £'000s    | £'000s    | £'000s    | £'000s    | £'000s          | £'000s                  |
| SCE(C) Formulaic Capital Allocations - Un-ringfenced Grant |        | 112,335   | 99,886    | 78,333    | 19,859    | 23,391    | 130,250         | 464,054                 |
| Devolved Formula Capital- Grant                            |        | 800       | 750       | 700       | 650       | 600       | 1,200           | 4,700                   |
| Prudential Borrowing                                       |        | 1,871     | 80,665    | 56,285    | 72,587    | 5,125     | 9,750           | 226,283                 |
| Grants   |        | 24,200    | 68,693    | 68,709    | 191,623   | 65,042    | 969             | 419,236                 |
| Developer Contributions                                    |        | 34,020    | 28,418    | 36,879    | 40,961    | 54,446    | 40,343          | 235,067                 |
| District Council Contributions                             |        | 226       | 0         | 0         | 0         | 0         | 0               | 226                     |
| Other External Funding Contributions                       |        | 12        | 309       | 3         | 803       | 758       | 665             | 2,550                   |
| Revenue Contributions                                      |        | 564       | 950       | 950       | 11,950    | 980       | 7,300           | 22,694                  |
| Schools Contributions                                      |        | 28        | 0         | 0         | 0         | 0         | 0               | 28                      |
| Use of Capital Receipts                                    |        | 0         | 0         | 34,224    | 0         | 9,600     | 30,090          | 73,914                  |
| Use of Capital Reserves                                    |        | 0         | 0         | 3,102     | 0         | 5,041     | 9,618           | 17,761                  |
| TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED               |        | 174,056   | 279,671   | 279,185   | 338,433   | 164,983   | 230,185         | 1,466,513               |
| TOTAL ESTIMATED IN YEAR RESOURCES AVAILABLE                |        | 157,997   | 279,016   | 216,886   | 343,204   | 155,171   | 220,567         | 1,372,841               |
| Capital Grants Reserve C/Fwd                               | 51,464 | 33,788    | 28,333    | 0         | 1,891     | 0         | 0               | 0                       |
| Usable Capital Receipts C/Fwd                              | 24,144 | 26,064    | 30,864    | 0         | 2,880     | 0         | 0               | 0                       |
| Capital Reserve C/Fwd                                      | 18,064 | 17,761    | 17,761    | 14,659    | 14,659    | 9,618     | 0               | 0                       |

## Section 5.6

**CAPITAL INVESTMENT PLANNING 2021/22 - 2030/31  
CHANGES TO EXISTING CAPITAL PROGRAMME**

| Strategy - Capital Investment Need                                     | Firm           | Pipeline      | Total          |
|--|----------------|---------------|----------------|
|  | £'000          | £'000         | £'000          |
| <b>Pupil Places</b>  |                |               |                |
| Basic Need   |                | 8,460         | 8,460          |
| SSMP   |                | 900           | 900            |
| School Access  |                | 200           | 200            |
| Temporary Classrooms - Replacement & Removal                           |                | 150           | 150            |
| Zero Carbon Contingency  |                | 7,000         | 7,000          |
| Reduction in Basic Need Programme Contingency                          | -2,500         |               | -2,500         |
| <b>Pupil Places - Total</b>  | <b>-2,500</b>  | <b>16,710</b> | <b>14,210</b>  |
| <b>Major Infrastructure</b>  |                |               |                |
| Zero Emission Zone   | 1,275          | 0             | 1,275          |
| Banbury Road Improvement   | 9,690          | 0             | 9,690          |
| Abingdon LCWIP   | 1,000          | 0             | 1,000          |
| Science Vale Cycle Network Phase 2 (Development budget only)           | 1,000          | 0             | 1,000          |
| A4130 widening (Steventon Lights to Milton Interchange Eastbound only) | 2,000          | 0             | 2,000          |
| Schemes under £1m  | 1,273          | 0             | 1,273          |
| <b>Highways - Total</b>  | <b>16,238</b>  | <b>0</b>      | <b>16,238</b>  |
| <b>Highways</b>  |                |               |                |
| Structural Maintenance   |                | 14,300        | 14,300         |
| Highways Safety Measures   |                | 937           | 937            |
| <b>Highways - Total</b>  | <b>0</b>       | <b>15,237</b> | <b>15,237</b>  |
| <b>Property</b>  |                |               |                |
| <b>Investment Strategy</b>   |                |               |                |
| Category A - Investment in existing assets                             | 1,700          |               | 1,700          |
| Land Purchase  |                | 200           | 200            |
| Category C - Fund to deliver Supported Living                          | 5,000          |               | 5,000          |
| <b>Corporate Estate</b>  |                |               |                |
| Corporate Estate - Asset Condition                                     | -20,000        |               | -20,000        |
| Corporate Minor Works  |                | 250           | 250            |
| Asset Utilisation Programme  |                | -848          | -848           |
| <b>Property - Total</b>  | <b>-13,300</b> | <b>-398</b>   | <b>-13,698</b> |
| <b>Digital Infrastructure</b>  |                |               |                |
| <b>Digital Infrastructure - Total</b>                                  | <b>0</b>       | <b>0</b>      | <b>0</b>       |
| <b>Vehicles and Equipment</b>  |                |               |                |
| Library - RFID Kiosk replacement                                       | 600            | 0             | 600            |
| Fire & Rescue Service - Vehicles                                       | 8,000          | 0             | 8,000          |
| <b>Vehicles and Equipment - Total</b>                                  | <b>8,600</b>   | <b>0</b>      | <b>8,600</b>   |
| <b>Passported Funds</b>  |                |               |                |
| Disabled Facilities Grant 2021/22                                      | 5,868          | 0             | 5,868          |
| ECH Provision  | -2,202         |               | -2,202         |
| <b>Passported Funds - Total</b>  | <b>3,666</b>   | <b>0</b>      | <b>3,666</b>   |
| <b>TOTAL PROPOSED PORTFOLIO ALLOCATIONS</b>                            | <b>12,704</b>  | <b>31,549</b> | <b>44,253</b>  |

**CAPITAL INVESTMENT PLANNING 2021/22 - 2030/31**  
**CHANGES TO EXISTING CAPITAL PROGRAMME**

| <b>Strategy - Capital Investment Need</b>       | <b>Firm</b>    | <b>Pipeline</b> | <b>Total</b>   |
|---|----------------|-----------------|----------------|
| <b>General Funding &amp; Accounting</b>         |                |                 |                |
| S106 & Community Infrastructure Levy            | -6,188         | -20,237         | -26,425        |
| Capital Receipts                                |                | -200            | -200           |
| Earmarked reserves                              | -8,738         |                 | -8,738         |
| Capital Grants & Partner Contributions          | 5,229          | -23,187         | -17,958        |
| Service funded prudential borrowing             | -5,000         | 3,650           | -1,350         |
| General Prudential Borrowing                    | 11,000         |                 | 11,000         |
| Revenue Contribution                            | -19,000        |                 | -19,000        |
| <b>General Funding &amp; Accounting - Total</b> | <b>-22,697</b> | <b>-39,974</b>  | <b>-62,671</b> |
| <b>Net Changes</b>                              | <b>-9,993</b>  | <b>-8,425</b>   | <b>-18,418</b> |
| Current Capital Programme Balance (Deficit)     |                |                 | <b>18,418</b>  |
| <b>Total Overall Capital Programme Balance</b>  |                |                 | <b>0</b>       |

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