



Performance Scrutiny Committee Thursday, 10 January 2019

ADDENDA

5. Corporate Plan (Pages 1 - 52)

10.05

The Corporate Plan sets out the County Council's overarching strategy. It states our vision for 'thriving communities' in Oxfordshire and describes the council's main priorities.

The Corporate Plan 2018-2021 was agreed by Council in July 2018. A light touch review and update has been done to this document to ensure it accurately reflects Council priorities and areas of focus for 2019/20 and beyond. A Corporate Plan for 2019-2021 is therefore presented to provide this update.

The intended audience for the Plan is Councillors, staff, partners, inspectors and residents with a specific interest.

The Committee is RECOMMENDED to:

- a) **consider the draft Corporate Plan 2019-2022 ahead of its presentation for agreement by Council on 12 February 2019; and**
- b) **provide any comments on the outcomes and indicators to ensure corporate performance reporting remains effective.**

6. Service and Resource Planning 2019/20 - 2028/29 (Pages 53 - 140)

10.35

To consider draft capital proposals and draft Treasury Management Strategy and provide comment to the Cabinet before proposals are reviewed on 22 January. Council will meet to agree the budget and MTFP on 12 February 2019.

(Note: this item will no longer include a discussion about the Investment Strategy.)

The Committee is **RECOMMENDED** to consider and comment on the

- a) **Review of Charges for 2019/20;**
- b) **Capital & Investment Strategy incorporating the Treasury Management Strategy Statement 2019/20; and**
- c) **proposed capital programme portfolio allocations for 2019/20 to 2028/29.**

PERFORMANCE SCRUTINY COMMITTEE – 10 JANUARY 2019

CORPORATE PLAN 2019-2021

Report by the Chief Executive

RECOMMENDATIONS

1. The Committee is **RECOMMENDED** to:
 - a) consider the draft Corporate Plan 2019-2022 ahead of its presentation for agreement by Council on 12 February 2019; and
 - b) provide any comments on the outcomes and indicators to ensure corporate performance reporting remains effective.

Executive Summary

2. The Corporate Plan 2019-2021 has been reviewed and updated to ensure it continues to accurately reflect the Council's future direction, strategic priorities, and key outcomes and indicators by which progress can be measured and reported.
3. Performance Scrutiny is invited to consider these changes prior to Cabinet and Council consideration of the plan, with a particular focus on the key outcomes and indicators in Appendix A of the attached draft as these will form the basis of regular performance reporting to this Committee.

Introduction

4. The Corporate Plan is a key document for the council to set out our future strategic direction and how this will be achieved. The Corporate Plan 2018-2021 set out the County Council's overarching strategy for that period. This document was considered and agreed by full Council on the 5th of July 2018. With the Plan recently agreed, a light touch review and update has been undertaken throughout November and December to ensure we have a document which accurately reflects our priorities and where we will be focusing our efforts throughout 2019/20 and beyond.
5. This paper provides the background to the draft Corporate Plan 2019-2021, which is provided in Annex A, and recommends that members consider the plan ahead of its presentation for agreement by Council in February.

Background

6. The Corporate Plan 2018-2021 set out the council's vision and priorities and drew together our vision, values, challenges we face and the key areas of

focus for the current year. To ensure our Corporate Plan accurately reflects our priorities and key areas of focus for the coming financial year and beyond, we have done a light-tough update to the original plan to produce a Corporate Plan covering the period 2019-2022.

7. The intended audience for the Plan is Councillors, staff, partners, inspectors and residents with a specific interest. It is intended to be a predominantly web-based document, linking to more detailed information about specific elements in the Plan.

Drafting the updated Plan

8. The document attached in Annex A continues the same design as its preceding Plan and the existing 'Thriving Communities' branding. Such branding has been used in the publication of the prospectus, Council Tax leaflet and promotional posters.
9. The draft Plan attached in Annex A has been amended to reflect key areas of focus to achieve each of the council's priorities throughout 2019/20, and has been updated with any changes to key facts within the document. The exception to this is the finance information, which will be updated as it becomes available, in time for agreement by Council in February.
10. The draft Corporate Plan 2019-2022 contains the priority outcomes and indicators which we use to monitor progress against the Plan. The outcomes and indicators included in the Plan represent the strategic levels of the Outcomes Framework, by which progress towards the Plan's priorities is assessed and reported on to show how we will know we are making a difference.
11. These are supported by a range of performance measures and targets that are combined to demonstrate overall progress towards the indicators in the plan.
12. The Outcomes Framework, agreed by officers and members in 2018-19, is currently under review to ensure that it continues to reflect our vision and priorities, and accurately demonstrates progress towards achieving them.
13. A cross-party Councillor Working Group was established in April 2018 which met a number of times and steered the development of the original Plan. This Group have also been engaged in this review and update.

Next steps

14. The draft Corporate Plan 2019-2021 will be considered at the same time as budget proposals throughout the scrutiny and decision-making process. This is to allow budget and priorities to be considered in tandem.
15. Performance Scrutiny views are invited to comment on the changes to the plan, and in particular that the overall outcomes and indicators accurately

reflect the priorities from 2019 and beyond and will form the basis of quarterly performance reporting.

16. These comments will also inform the ongoing development of the detailed performance measures and targets that support the outcomes and indicators, and which will be reported to Performance Scrutiny in March 2019.
17. Regular business management reports will focus on progress towards the outcomes and indicators in the Outcomes Framework, with details drawn out from the measures where this aids understanding of performance. It is intended that Performance Scrutiny Committee will continue to use the regular reports as at present.

Financial and Staff Implications

18. There are no direct financial or staffing impacts that have been identified as part of this Plan. Actions required to deliver the Plan have been identified to be in line with the staffing and budget available, as determined through the service and resource planning process.

Equalities Implications

19. The Plan seeks to ensure that all residents are given equal opportunity, and looks to address inequalities where they exist. Where any of the actions involve changes to service or service delivery, they are considered as part of the specific proposals (e.g. through Service and Community Impact Assessments).

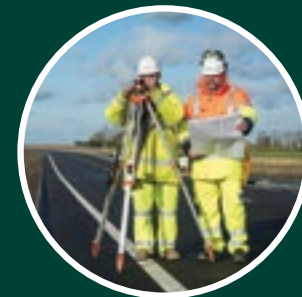
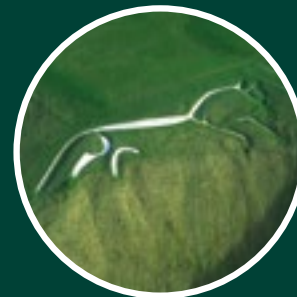
YVONNE REES
Chief Executive

Contact Officer: Ben Threadgold, Policy & Performance Service Manager

January 2019

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Thriving communities for everyone in Oxfordshire



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CORPORATE PLAN 2019-21



**OXFORDSHIRE
COUNTY COUNCIL**

foreword

Updated Foreword to be developed
before Council in February 2019.



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DRAFT



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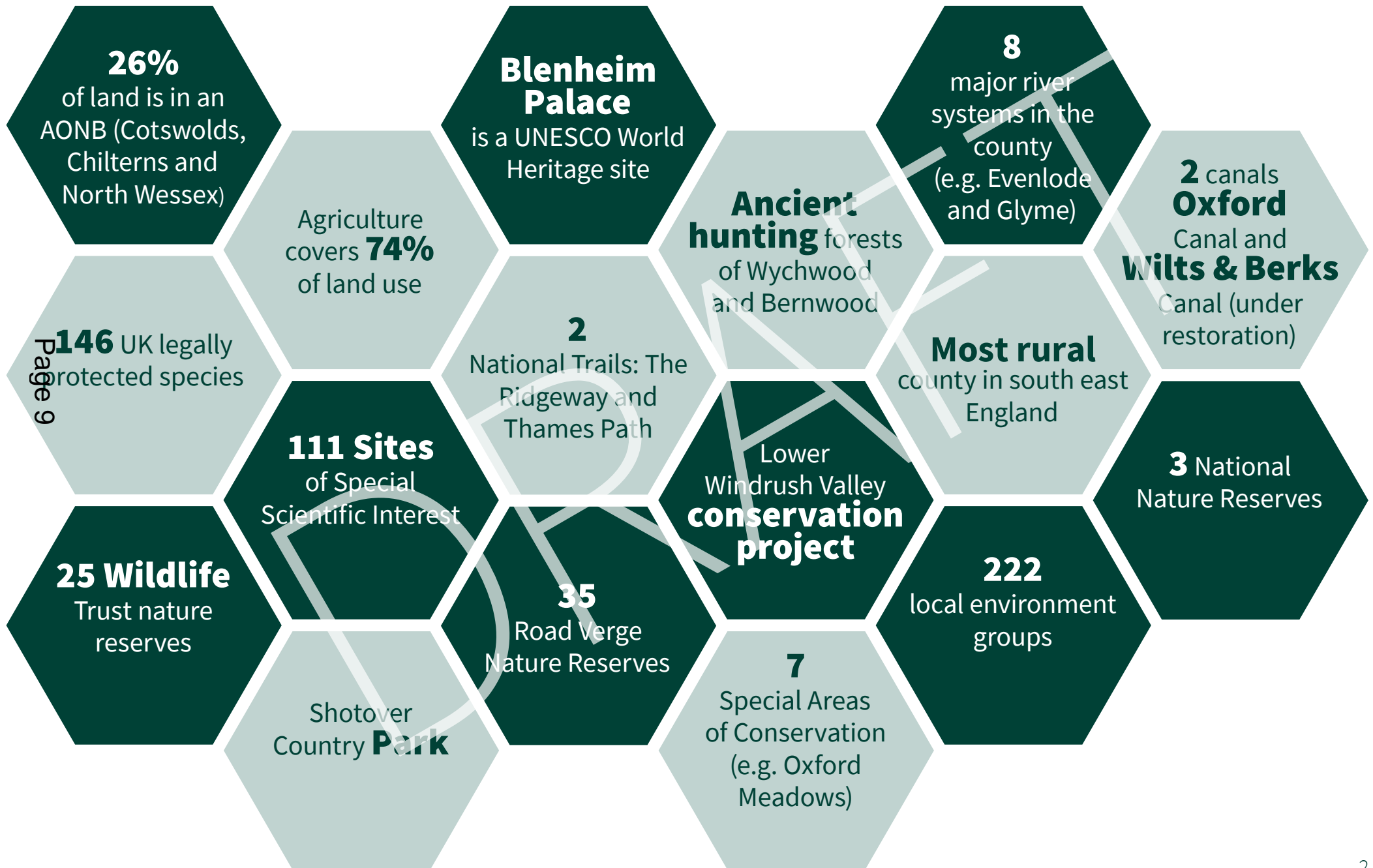


about Oxfordshire

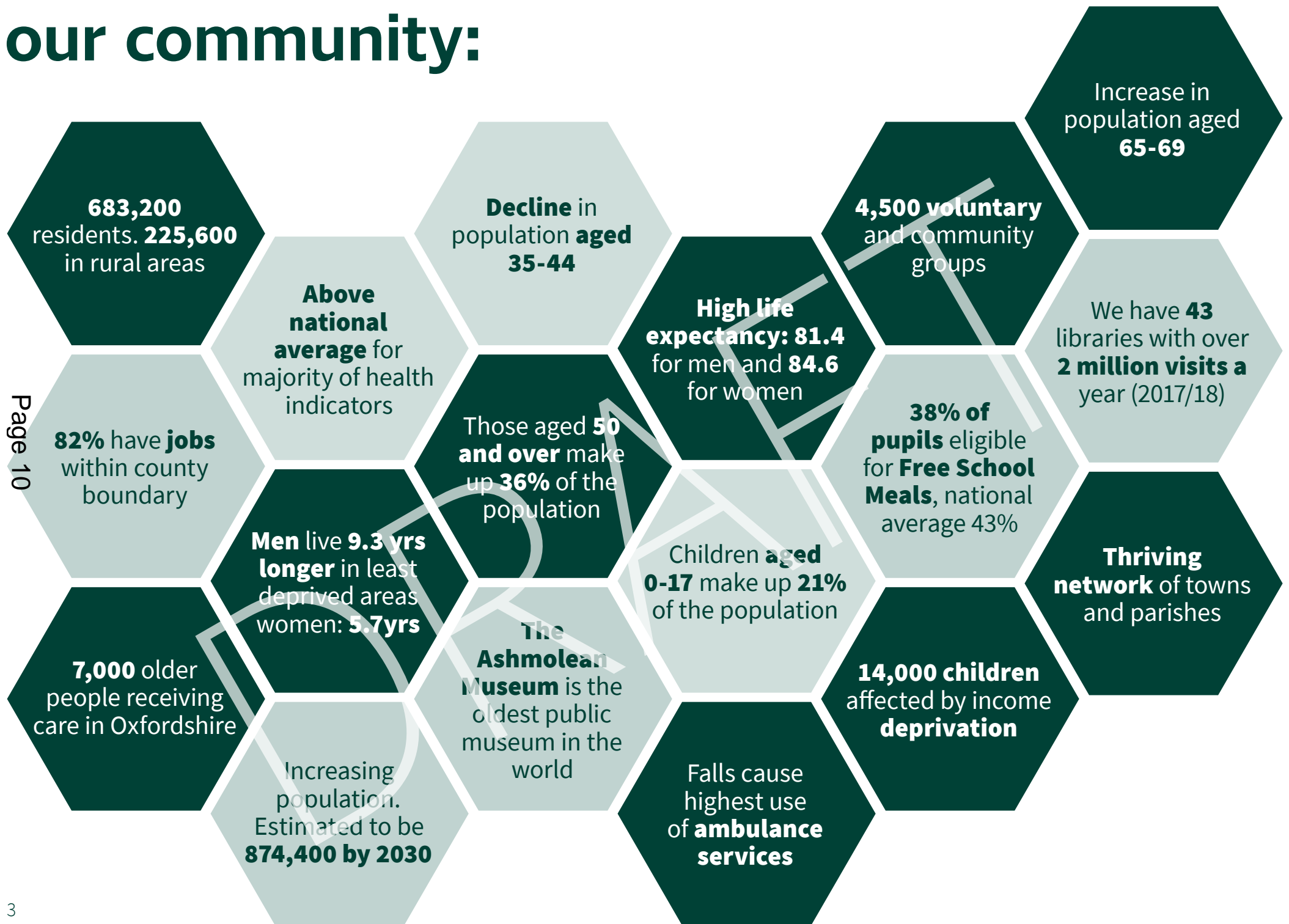
Oxfordshire is a large rural county in south east England bordered by Northamptonshire, Buckinghamshire, Berkshire, Wiltshire, Gloucestershire and Warwickshire. It has the historic city of Oxford at its centre with a network of vibrant towns and villages surrounding it. The following pages outline some key facts and points of interest about Oxfordshire.



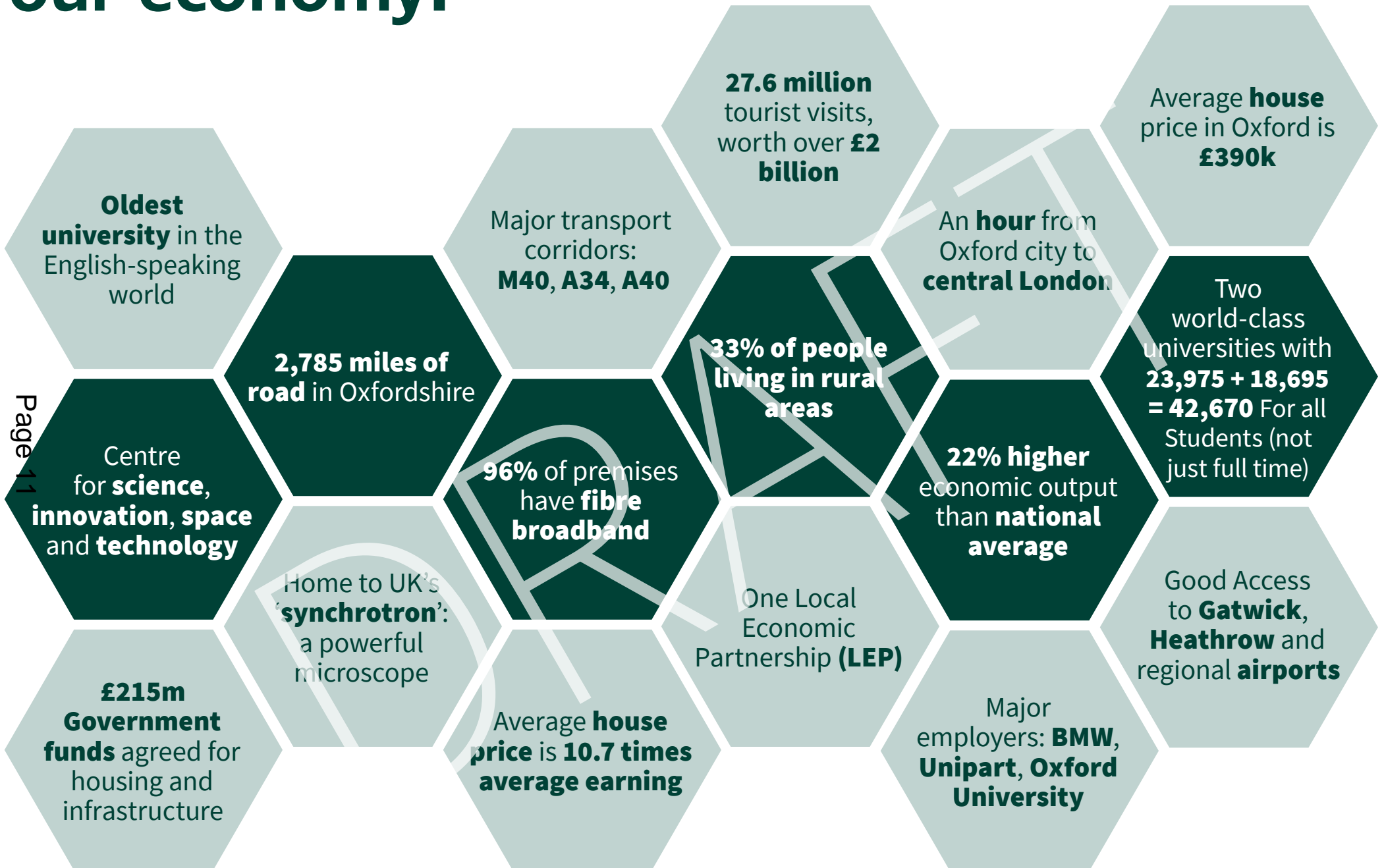
our natural environment:



our community:



our economy:



about Oxfordshire County Council

Oxfordshire County Council provides a wide range of services, including:

- Education
- Education support
- Child protection
- Fostering and adoption
- Adult social services
- Roads and transport
- Emergency Planning
- Waste disposal and recycling centres
- Planning for minerals, waste, highways and education
- Children's social services
- Fire and rescue services
- Public health
- Libraries
- Trading Standards
- Countryside access
- Parking
- Registrar and coroner services

- ▶ We are responsible for spending 80% of local government funding in Oxfordshire with an annual budget of £778 million in 2018–19.

- ▶ Full council is made up of 63 councillors. They are responsible for setting the democratic structure of the council as well as the constitutional and policy framework for the organisation.

All key decisions are made by Cabinet members, meeting either jointly as the Cabinet or as individual Cabinet members with specific portfolios. The Cabinet is also responsible for preparing the budget and policies to propose to the full council. Cabinet Advisory Groups are formed where required to examine specific topics that align to corporate priorities.

- ▶ The council’s scrutiny function involves non-Cabinet members who challenge the plans (including the Corporate Plan) and decisions of the Cabinet. Key areas of scrutiny include performance, education and health. These committees review issues before decisions

are made, call-in decisions after they are made, conduct policy development work for the Cabinet and commission their own scrutiny reviews.

- ▶ Cabinet oversees the implementation of the Corporate Plan and the Performance Scrutiny Committee challenges the delivery and performance against this Plan.

- ▶ To ensure all our decision-making and governance stays within the law and our Constitution, we have a Corporate Governance Framework and councillors work through the Audit and Governance Committee to approve and check adherence to this Framework. External organisations (such as Ofsted) formally review, inspect and regulate the services we provide.

- ▶ The council works extensively with partners in the public, private and voluntary sector to achieve the best outcomes for our residents.

Thriving communities for everyone in Oxfordshire

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

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thriving people



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

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

thriving communities



We help people live safe, healthy lives and play an active part in their community

We provide services that enhance the quality of life in our communities, and protect the local environment

thriving economy



We support a thriving local economy by improving transport links to create jobs and homes for the future

thriving people

Thriving communities cannot happen without thriving people. We believe everyone deserves the best in life and it is important we continue to focus on sustaining and improving those services which can affect every person in Oxfordshire. We recognise that some people will need more help than others and we are here to support vulnerable people when they need us, particularly children, young people, older people and those with a learning difficulty, or disability.

thriving communities

Our communities are ones of place and ones of interest including those based on age, life stage, race, religion or many other factors. Our approach to supporting thriving communities must be as diverse as they are. The county council cannot, on its own, ensure that every community thrives, but we have a significant role to play. Our councillors are important local advocates, connecting all the areas of Oxfordshire to meet the needs of residents. We work with many local organisations in Oxfordshire in building a sense of togetherness.

thriving economy

A thriving economy gives everyone in Oxfordshire more opportunities; it creates the jobs, the housing, the infrastructure, transport, skills and learning that help people individually, and communities collectively, thrive. We recognise our success but are not complacent about it. We need to ensure we have an economy that is strong and prosperous, to continue creating opportunities now and for future generations.

our values

Our organisational values describe what is important to us as an organisation. Our values underpin how we serve the people of Oxfordshire and how, as employees, we work and behave with each other. Our values should run through all our interactions with colleagues, service users, partners and the public. We ensure all our activities support equality, diversity, fairness and inclusion, both in our own workforce and the services we commission and deliver for local residents. In 2017 more than 1,000 employees contributed to a countywide discussion about our values and it was agreed that our organisational values are:

we do the best we can for residents

This means...

- We treat customers as we would like to be treated and help them to do as much for themselves as possible.
- We use council resources efficiently and minimise costs where possible.
- We take responsibility for our work and deliver good customer service.
- We exploit technology/digital options.

we work together in a supportive and honest way

This means...

- We are open and transparent in our work.
- We look for opportunities to collaborate across teams and with partners.
- We share our expertise and resources.
- We keep up-to-date with council priorities and the information needed to do our job well.

**we strive to
find the best
solutions**

This means...

- We are resourceful and creative in our approach to problems.
- We learn from past projects and apply lessons to achieve better outcomes.
- We make decisions based on what the evidence tells us will deliver the best outcome.
- We take ownership to deliver our commitments.

**we are open
to change and
doing things
differently**

This means...

- We ask for, and listen to, the ideas of others.
- We look for opportunities to improve the customer experience and reduce duplication.
- We make time to reflect, develop and look for opportunities to improve, taking ownership of our own performance and personal development.
- We take risks in a managed way and challenge the way things have always been done.

challenges we face

Oxfordshire has many positive attributes, which we celebrate, but we also recognise the issues and challenges we face locally. These issues present challenges for our residents and in turn to us as we respond to the needs in our communities.

Issue	Change	Challenges for residents and communities	Challenges for us
<p>Page 18</p> <p>Changes in society</p>	<ul style="list-style-type: none"> Population is set to grow by 27% by 2030 Number of people aged 85+ will increase by 55% by 2031 55% of adult population are overweight or obese Huge advances in technology 	<ul style="list-style-type: none"> Increasing number of people who need the same services People more likely to suffer with long-term health conditions Not all children will get their first choice of school place Some services people expect to access digitally are not yet available as such 	<ul style="list-style-type: none"> Providing services to more people, with less funding Providing services to more older people and those with multiple long-term health conditions and/or frailties Ensuring there are enough school places for a growing population Keeping pace with technological change
<p>Squeeze on public services as demand rises and funding falls</p>	<ul style="list-style-type: none"> As people live longer, there is an increased need for adult social care We have seen a 20% increase in referrals to children's social care in one year (2016/17) Numbers of looked after children are increasing The council will have had a reduction of 49% (£169m per annum) in government grant between 2010/11 and 2019/20 	<ul style="list-style-type: none"> People may have to wait longer to get the services they need Council services may not be available to the same groups of people as eligibility criteria change 	<ul style="list-style-type: none"> Providing our most expensive services to an increasing number of people with a reduced level of funding

Issue	Change	Challenges for residents and communities	Challenges for us
<p>Pressure on housing and infrastructure</p>	<ul style="list-style-type: none"> 678,000 residents who use our 2,785 miles of roads to access services 82% of residents working within the county and rural nature means roads are essential for our economy Oxford is the least affordable UK city for housing £215 million of government funding agreed for housing and infrastructure 	<ul style="list-style-type: none"> Roads deteriorate quickly Works to repair or maintain roads cause disruption Roads are congested House prices and rents are high There is a shortage of social housing 	<ul style="list-style-type: none"> Maintaining an extensive and high-demand road network with reduced public funds We have major challenges recruiting to all health and social care roles With more growth planned, we need infrastructure to support our businesses, communities and residents
<p>Ensuring equal opportunities for everyone</p>	<ul style="list-style-type: none"> Despite overall wealth, 15 local areas are in the 20% most deprived in the country 14,000 children in Oxfordshire are affected by income deprivation We are the most rural county in the south east 	<ul style="list-style-type: none"> Residents in some areas are more likely to have poorer health outcomes and fewer job opportunities Services are difficult to access and may increase loneliness and isolation 	<ul style="list-style-type: none"> Ensuring services can support residents who need it most, whilst also meeting the needs of everyone Providing services to people in rural areas, balanced against reducing funding

Managing future change

In addition to the issues we have identified above, we know that many other issues will present us with challenges that change the way we work and how our communities need us. For example, withdrawal from the EU is likely to have significant implications for all public services and our residents but the challenges and opportunities are not yet clear. We continuously look at international influences, national policy and available opportunities to improve the way we work, make necessary changes and keep our services fit for purpose in a fast-paced world.

financial overview*

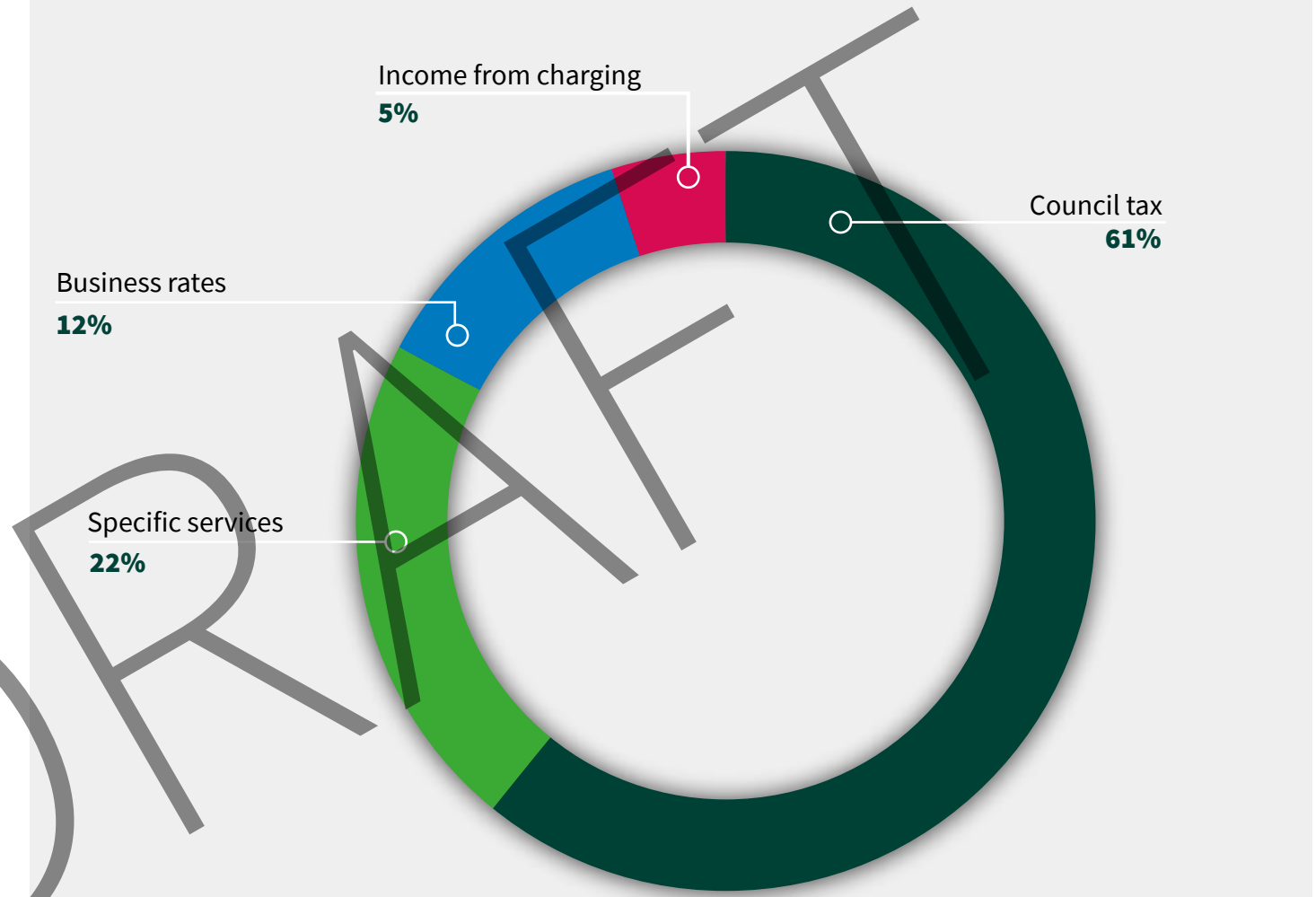
The main sources of the council's funding are locally raised council tax (61%), government grants to be used for specific services (22%) and locally raised business rates (12%). We also charge a fee for some services which creates income (5% of funding sources).

In recent years, government grant into the council has reduced significantly. In Oxfordshire, this will result in a reduction of 49% (£169m per annum) in government grant between 2010/11 and 2019/20.

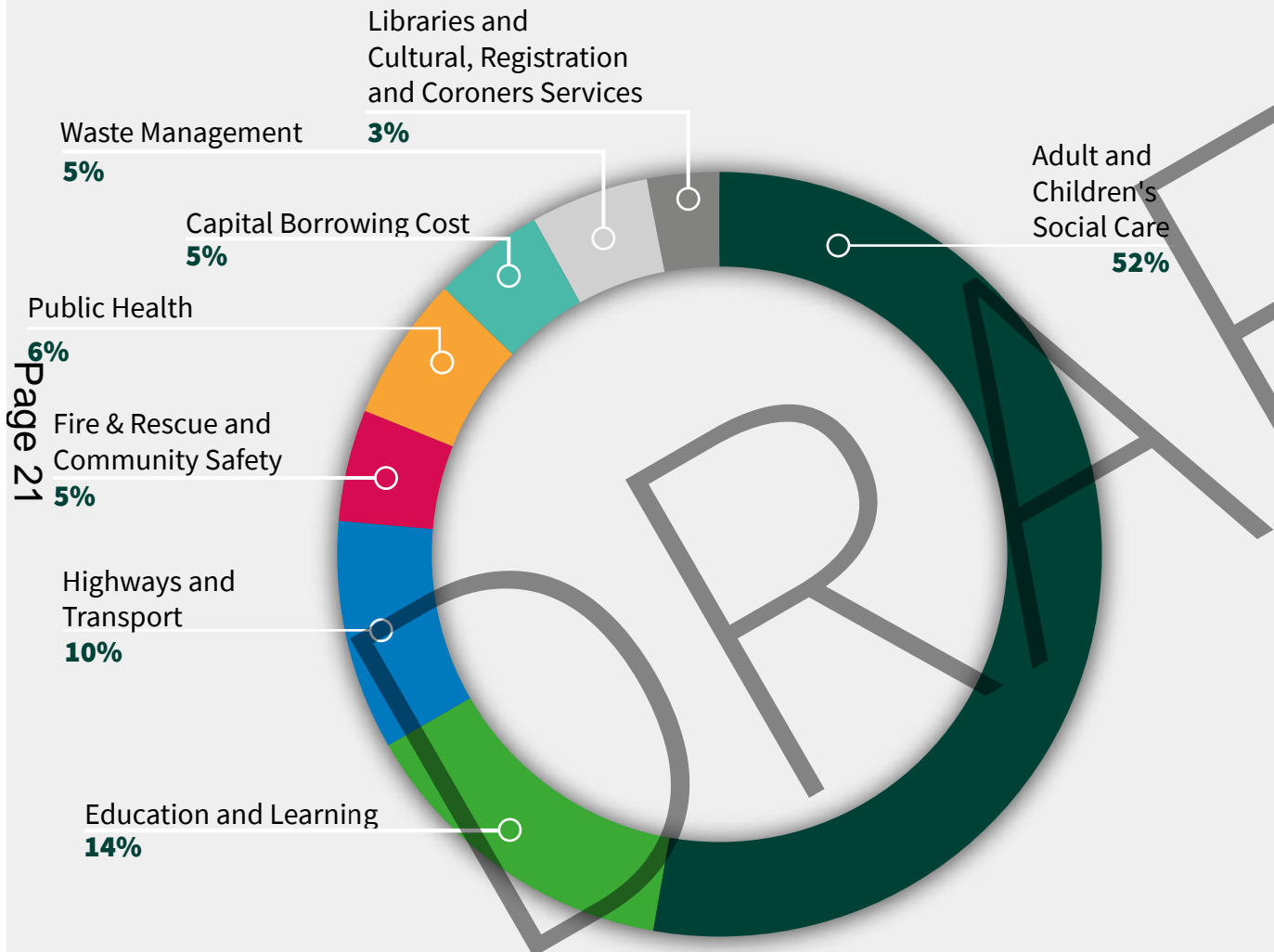
In addition, as demand for statutory social care services has continued to rise, this has resulted in increased pressure on budgets and a need to deliver significant savings. By the start of the year 2017/18, savings had been made of £350m per year compared with our spending in 2010/11. We needed to save 40% of this because of the reduced government grant and 60% because we needed to meet the rise in demand for statutory services. We expect to continue to need to find savings as demand rises for our services.

All finance information to be updated once available with 2019/20 figures

council funding sources 2018/19

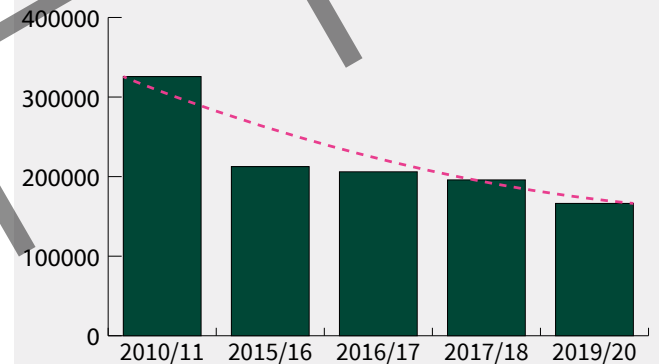


council planned spend 2018/19



reduction in government grant 2010/11 to 2019/20

=£167m or 49%



- ▲ For 2018/19 the council has set an overall budget of £778.1 million. The figures above show broadly how the planned spend of £562.6 million on services (excluding expenditure of £215.5 million on schools) in 2018/19 is divided up.

Thriving communities for everyone in Oxfordshire

our priorities

our key outcomes

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

- Residents feel engaged with OCC
- Our services are high quality and deliver value for money
- The use of our assets is maximised



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

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

- Children are given a good start in life
- Children achieve their potential
- People are supported to live independently
- People feel able to live independently



We help people live safe, healthy lives and play an active part in their community

We provide services that enhance the quality of life in our communities, and protect the local environment

- People are helped to live safe and healthy lives
- People play an active part in their communities
- Our quality of life in Oxfordshire is enhanced
- Our local environment is protected



We support a thriving local economy by improving transport links to create jobs and homes for the future

- Strong investment and infrastructure is secured
- Local businesses grow and provide employment

our organisational values

We do the best we can for residents. We...

- ▶ Work together in a supportive way
- ▶ Strive to find the best solutions
- ▶ Are open to change and doing things differently

delivering our vision

Oxfordshire County Council puts residents at the heart of everything we do. We exist to serve our residents and communities; they both use and pay (directly or indirectly) for the services we deliver. Our communities are ones of place, but also of interest where people feel a sense of belonging. Our approach to supporting thriving communities must be as diverse as they are. We must listen to councillors, residents and our communities to develop approaches and respond to local issues; in this way we will be providing the value for money our residents expect. It is important we seek to improve what we do and how we do it, embracing new opportunities and ways of working along the way so that we can demonstrate we deliver good services that make best use of public resources.

The following section outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents.

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

Where are we now?

- Our 63 councillors are the visible and active representatives of their local communities.
- 89% of people in our residents' survey say they are satisfied with Oxfordshire as a place to live, work and raise a family.
- Most of our staff contact with residents is through our frontline services but we also engage residents, communities and partners online through our website or social media channels like Facebook and Twitter.
- We have developed our forum, known as VOXY (Voice of Oxfordshire's Youth) to reach out to all children and young people in Oxfordshire.
- Our Adult Social Care user survey of 2017 showed that 90% of people are satisfied or very satisfied with what we do.
- We have a good track record of delivering value for money and have made £350 million of savings in the last seven years.

Where do we want to be?

We want our residents to work as our partners in the design, purchase and delivery of all of our frontline services so our services are shaped by those that use them. We want to use a variety of ways of talking to and listening to our residents to understand what matters most to people. We want our communities to see us as open and transparent, to have the confidence that we will respond to their needs and desires. In experiencing our services, we want residents to feel and know that they are getting good value for the pounds we spend.

how will we get there?

Keep delivering on:

- Engaging with residents, seeking feedback to shape services. This includes co-producing services with adults and getting feedback from children and young people.
- Working through our councillors to engage with local issues (including Locality working).
- Using digital technology to deliver services where appropriate.
- Driving efficiency in all our services to achieve value for money.
- Working with partners to maximise the value of public sector estate and access to services (including a Buildings Asset Management Plan for the Fire Service).

Focus attention on:

- Transforming the way the council delivers services to ensure the best outcomes and best value for money for residents.
- Improving the way we respond to community priorities by reviewing how we organise councillor-led Locality Meetings.
- Developing and implementing a Council-wide approach to engagement and consultation.
- Improving equality of opportunity and good relations between people and communities. As part of this we are identifying where we need to have a greater understanding of issues that we can address through our Equalities Policy.
- Developing of a digital newsroom to modernise and improve how we engage with the public, media, and key stakeholders.
- Working with partners to plan and tackle our workforce challenges.
- Exploring all opportunities for us to hear the views of seldom heard groups within our community.
- Looking for opportunities to design, purchase & deliver adult social care and social care to our vulnerable children in partnership with those it serves.
- Improving management of Fire and Rescue resources by aligning fire protection with services in Thames Valley, delivering collaborative procurement and reviewing crewing models (shift patterns).
- Strengthening our focus on commercial negotiation to reduce the cost of providing adult social care services.
- Working in partnership to improve outcomes for residents, including with public, private and voluntary sector partners. Particularly, we will explore and develop our partnership with Cherwell District Council.

How will we know we are making a difference?

Residents feel engaged with OCC

- ▶ Number and value of opportunities for public engagement
- ▶ Rates of customer satisfaction

Our services improve and deliver value for money

- Value for money through effective use of resources
- Improvement following external inspection or audit

The use of our assets is maximised

- ▶ Progress with the One Public Estate programme



thriving communities



For thriving communities to become a reality, every resident needs to be safe, healthy and feel they can play a part in their community. The following section outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents with regards to thriving communities.

we help people live safe and healthy lives and play an active part in their community

Where are we now?

- Life expectancy in Oxfordshire is increasing and for most health indicators, Oxfordshire is statistically better than the national average.
- We have below average numbers of overweight people but an estimated 55% of people aged 16 or over in Oxfordshire are classified as overweight or obese.
- We work to keep people safe through our fire and rescue service and with a wide range of partners to safeguard children and adults.
- Over 4000 charities and community groups in the county work with volunteers.
- Public funding has reduced so the council has shifted its focus to enable communities to take more ownership of local priorities.

Where do we want to be?

We want Oxfordshire to be a place where everyone feels safe and healthy enough to play an active part in the community they choose, whether these be communities of place or of interest. We want it to be a county where communities are supported to step into new roles in delivering local services.

how will we get there?

Keep delivering on:

- Encouraging and supporting parish councils, voluntary and community groups and volunteers to support delivery of services.
- Providing and commissioning employment services to help adults gain employment and training.
- Commissioning health visitors and support for families with young children.
- Promoting and supporting healthy lives through campaigns and services to tackle lifestyle challenges (for example quitting smoking).
- Helping people to stay safe and well in their homes. For example, through our Safe and Well visits, Trading Standards activity and safeguarding children and adults.
- Services to keep people safe, including safe highways, fire prevention and planning for and responding to emergencies.

Focus attention on:

- Ensuring our services work together to provide better support for people at key points of change; such as transition from children's to adults' services or leaving hospital to return home.
- Implementing a joined up approach to active and healthy travel planning including finalising the council's local cycling and walking investment plan and implementation strategy.
- Extending the 'Oxfordshire Together' initiative that works to give local parishes and voluntary organisations greater control over services, with a specific focus on highways monitoring.
- Supporting communities to have greater access to vacant public buildings for community activities.
- Supporting a new approach to planning health and care needs which will focus on keeping people healthier for longer and on the needs of specific populations.
- Recommissioning and implementing new services for; Sexual Health, Community based Adult alcohol and drug services and Dental Epidemiology and Oral Health Promotion Service
- Introducing a new fire station into Carterton where it has been identified that different emergency response model is needed.
- Carrying out projects to improve Road Safety, including use of an additional Bikeability grant funding of £84.5k to improve cycle safety and exploring options for countywide safeguarding training for taxi drivers.
- Carrying out projects to improve safety in the home by learning from our experiences and expanding the on-line self-help information available for residents.
- Creating a partnership to tackle problems in the private rental sector in Oxfordshire.

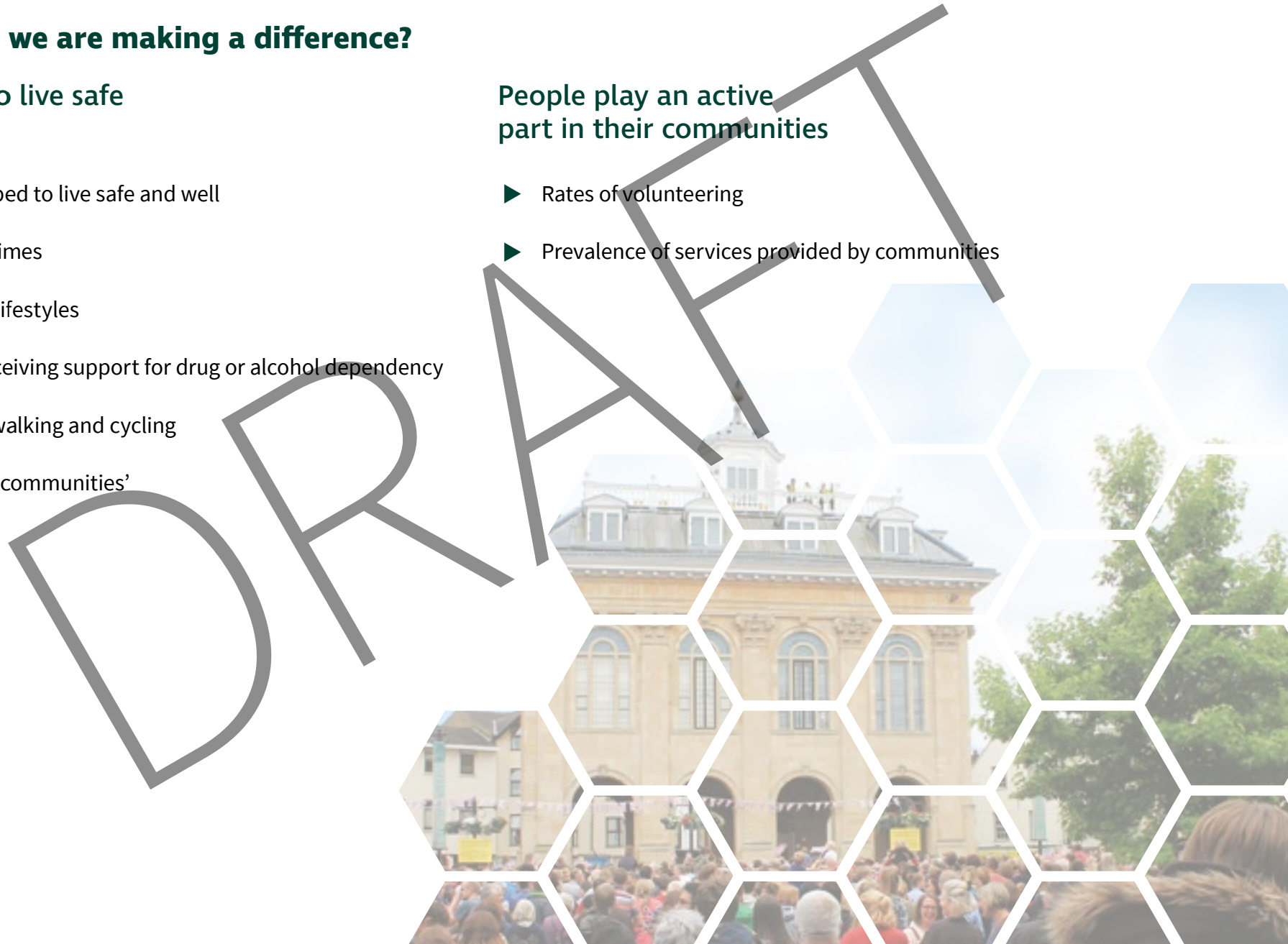
How will we know we are making a difference?

People are helped to live safe and healthy lives

- ▶ Number of people helped to live safe and well
- ▶ Emergency response times
- ▶ Prevalence of healthy lifestyles
- ▶ Numbers of people receiving support for drug or alcohol dependency
- ▶ Proportion of people walking and cycling
- ▶ Prevalence of 'healthy communities'

People play an active part in their communities

- ▶ Rates of volunteering
- ▶ Prevalence of services provided by communities





we provide services that enhance the quality of life and protect the local environment

Where are we now?

- 58% of waste is recycled in Oxfordshire. We are one of the highest performing local authority areas in England for recycling and waste management.
- We have worked with our partners to support two 'Healthy New Town Programmes' in Bicester and Barton.
- Despite a reduction in funding, Oxfordshire still has a full library network which meets the needs of the places and people they serve.
- Due to a reduction in funding, our road network is in need of investment.
- Air quality across the county is addressed in a Local Transport Plan for 2015-2030 (LTP4) with an Air Quality Action Plan in place across Oxford to address issues within the city.

Where do we want to be?

We want Oxfordshire to be the envy of England for its quality of life, with our rich rural and natural landscapes providing the ideal backdrop to a connected county. We want every resident to be connected to high quality digital services, and our communities to move around with ease on our roads, footpaths and cycle routes. We want our communities to have the spaces they need to bring people together and to have a good quality environment that is protected for them and future generations thanks to innovative thinking and next-generation technology.

how will we get there?

Keep delivering on:

- Providing library, cultural, museum and music services.
- Working closely across the council and with partners to plan healthier places to live and work including input to the healthy towns projects in Oxfordshire.
- Keeping our roads and public highways safe through effective planned and reactive highways maintenance.
- Supporting and protecting the local environment (for example work on Areas of Outstanding Natural Beauty, air quality and flood alleviation).
- Reducing the County Council's carbon footprint.
- Ensuring waste is disposed of in the best way possible.

Focus attention on:

- Delivering an additional £10 million programme of highway maintenance.
- Delivering a street lighting investment project- to switch to LED's to avoid costs of £87m in electricity in future.
- Seeking funding and investing in new infrastructure.
- Delivery of a new Parking Management Strategy.
- Delivering against our Energy Strategy to reduce the energy we use, reduce carbon emissions and energy costs.
- Developing environmental policies and evidence bases for the Joint Strategic Spatial Plan, including a low carbon and a Natural Capital Investment Plan.
- How our natural environment can provide benefits to Oxfordshire residents (e.g. link the environment with public health and wellbeing).
- Redesigning and implementing a new 'Traffic Centre' to improve traffic management and flow.
- Changing the County Council's vehicle fleet over to a clean alternative fuel source (e.g. electric vehicles).
- Delivering an online sustainability action plan in support of an 'Oxfordshire One Planet Living Action Plan'.

How will we know we are making a difference?

Our quality of life in Oxfordshire is enhanced

- ▶ Condition of highways
- ▶ Funding secured through planning obligations
- ▶ Levels of public transport use
- ▶ Rates of access to cultural services

Our local environment is protected

- ▶ Percentage of planning decisions on time
- ▶ Levels of carbon emissions
- ▶ Levels of energy use
- ▶ Air quality
- ▶ Proportion of household waste re-used, recycled or composted



thriving people



Individuals collectively make up a community, so thriving communities cannot happen without thriving people. The following section outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents with regards to thriving people.

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

Where are we now?

- Over 90% of primary children are allocated their first choice of school but we know there are pressures on school places for the future.
- Since 2010 the number of children in Oxfordshire who are the subject of a child protection plan has more than doubled.
- Children who are formally looked after has increased by a third since 2010.
- In 2016/17, we saw a 20% increase in referrals to children's social care and an 18% increase in child protection investigations.
- We meet the national standard for completing new Education Health and Care Plans (EHP) for children with Special Educational Needs and Disability within 20 weeks, 37% of the time (2017). A Plan is in place to improve this.
- We have been working with more than 1500 troubled families in the county to help turn their lives around.

Where do we want to be?

We believe everyone deserves the best start in life and this means children and young people should experience a safe and supportive home and school life. If we get it right in the early days, our children and young people will have positive experiences and grow into thriving adults. To give everyone the same chances in life, we need to give early and timely support to anyone with additional needs as well as those experiencing domestic abuse, mental health, drug and alcohol issues. We will do this by making sure we work with communities, families and partners to keep people safe from abuse and neglect.

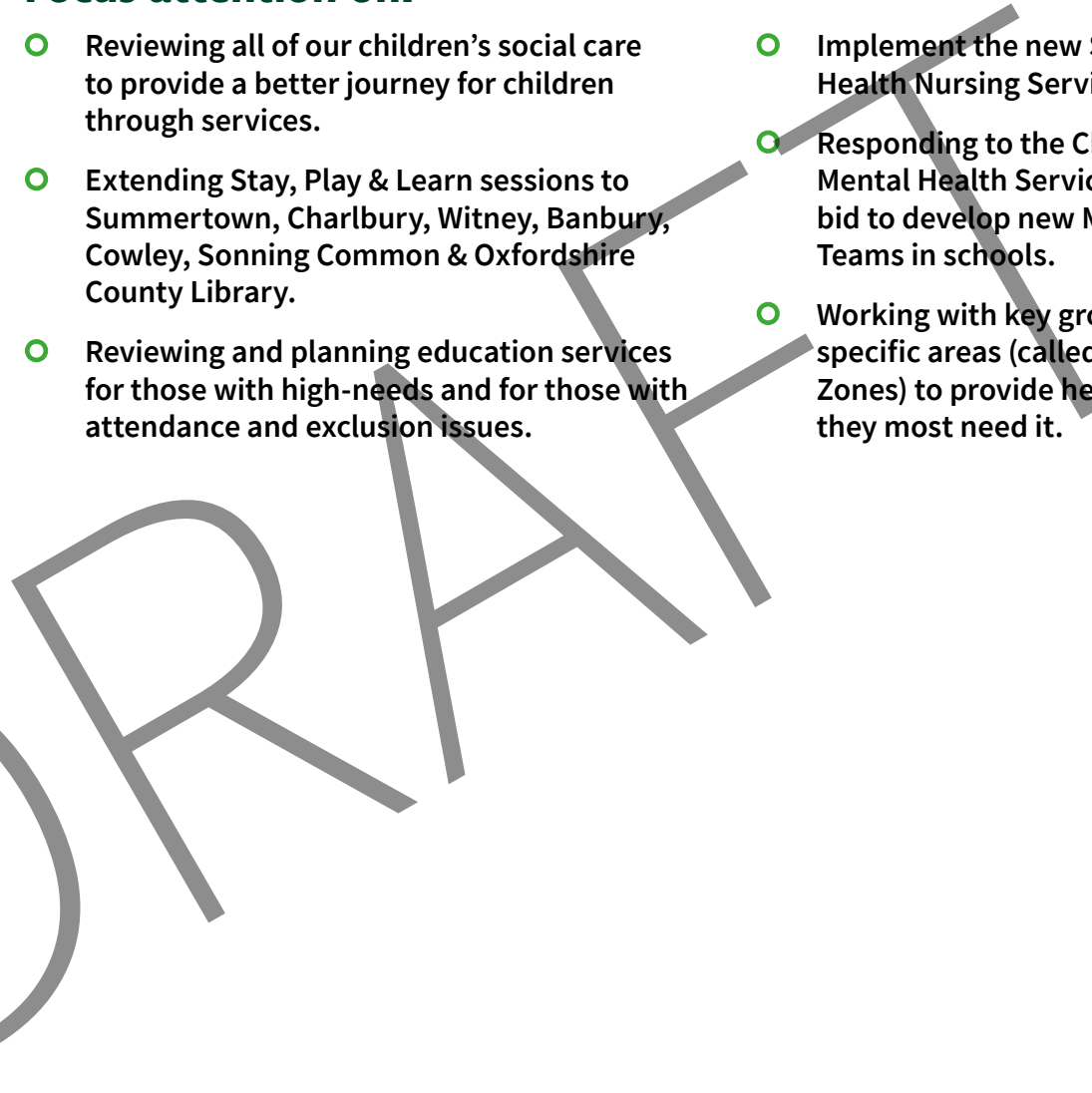
how will we get there?

Keep delivering on:

- Support for children and their families from birth.
- Education services for all children and for those with additional support needs (for example those with Special Educational Needs and Disabilities).
- With a focus on helping families as early as possible; providing Children's Social Care services, including Child Protection, looked after children, adoption and fostering.
- Promoting and supporting child health campaigns and initiatives.
- Protection and safeguarding of those transitioning between children's and adults' services.
- Delivering programmes to keep young people safe. For example: pedestrian and cycle safety.

Focus attention on:

- Reviewing all of our children's social care to provide a better journey for children through services.
- Extending Stay, Play & Learn sessions to Summertown, Charlbury, Witney, Banbury, Cowley, Sonning Common & Oxfordshire County Library.
- Reviewing and planning education services for those with high-needs and for those with attendance and exclusion issues.
- Implement the new School Health and College Health Nursing Service from 1st April 2019.
- Responding to the Children and Adolescent Mental Health Services (CAMHS) Green Paper bid to develop new Mental Health Support Teams in schools.
- Working with key groups and families in specific areas (called Community Impact Zones) to provide help and support where they most need it.



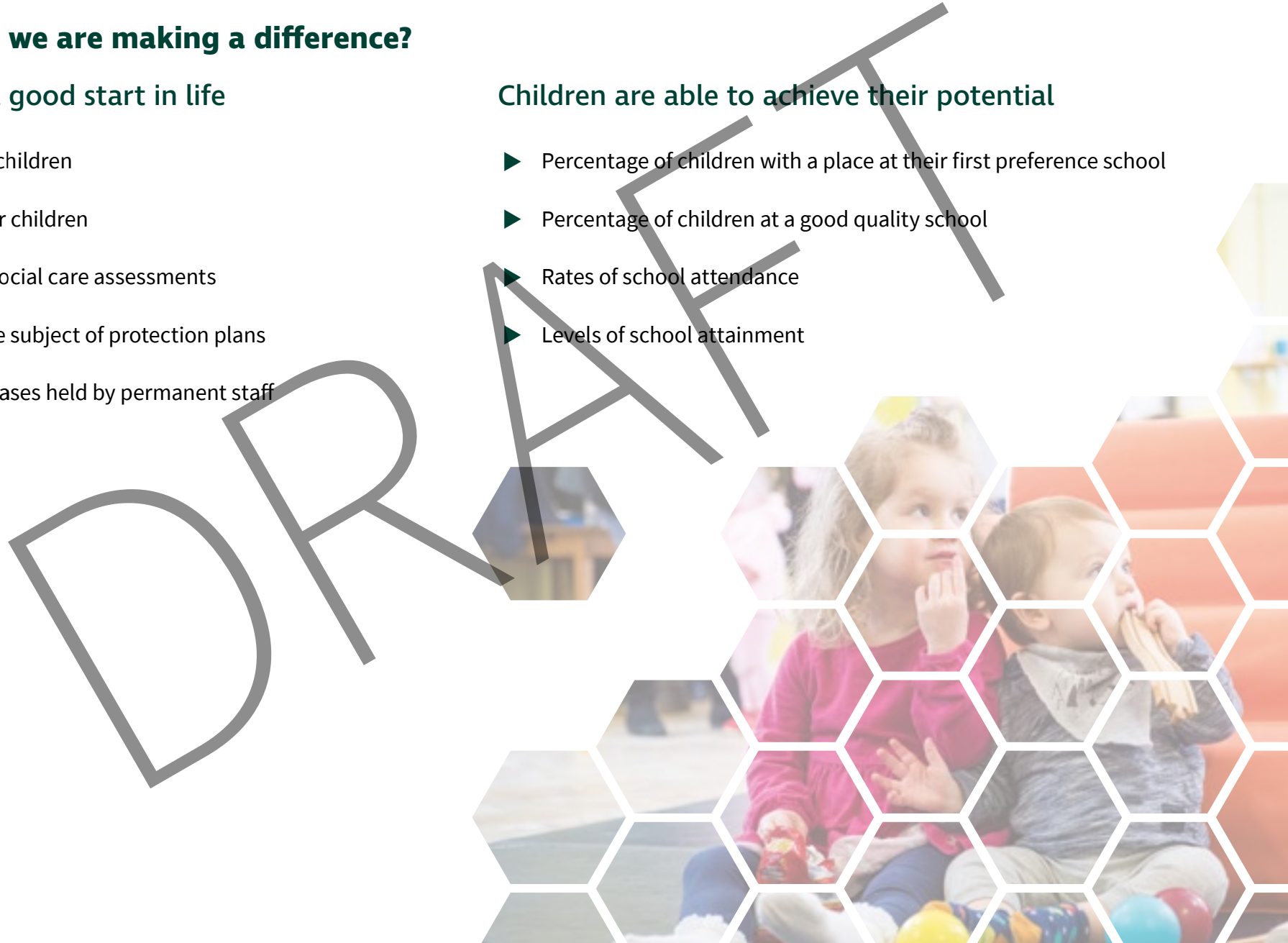
How will we know we are making a difference?

Children are given a good start in life

- ▶ Prevalence of healthy children
- ▶ Number of looked after children
- ▶ Number of children's social care assessments
- ▶ Number of children the subject of protection plans
- ▶ Number of children's cases held by permanent staff

Children are able to achieve their potential

- ▶ Percentage of children with a place at their first preference school
- ▶ Percentage of children at a good quality school
- ▶ Rates of school attendance
- ▶ Levels of school attainment





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

Where are we now?

- The number of residents who are 85 years and over, is increasing: by 50% from 2001-16, and forecast to rise a further 55% from 2016-31.
- There has been an increase in the proportion of older people supported to live at home, from 44% in 2012 to 59% in 2017.
- We are 'Making Every Contact Count' by using our frontline staff to provide advice which enables people to stay well into older age and therefore to live independently.
- We are increasingly working with service users to design and purchase services.
- We have challenges with our workforce and provider workforce due to the competition for staff from the private sector and the relatively high cost of living in Oxfordshire.
- We are working with partners to use €4m of EU funding to develop mobility innovation within neighbourhoods of Barton and Blackbird Leys.

Where do we want to be?

We want to maximise the independence of everyone in Oxfordshire, ensuring our residents live as independently, safely and successfully as possible, for as long as possible. Where people need support, we want to give them the best experience of care services in the country to support them: in the right place, at the right time wherever they live in the county. We want these services centred on the individual and their family or carers (including young carers), working with the inherent strengths of people, families, groups and organisations. We want all users to be highly satisfied with our services.

how will we get there?

Keep delivering on:

- Adult Social Care Services. This includes commissioning and providing services which keep adults safe and provide the support and care our residents need for independent living.
- Campaigns to keep older people healthy, active and well. This includes carrying out safe and well visits to ensure risks and hazards are identified and addressed within the home.
- Ensuring the quality and sustainability of care providers.
- Working with partners to improve people's experience of health and social care services.
- Delivering services within peoples' homes where and when they need them.
- Supporting people to access travel and transport to enable them to live independently.

Focus attention on:

- Working with all our health and care partners to drive improvements for residents and tackle shared issues (such as workforce).
- Continue to explore and pilot innovative new ways to support older people to live at home, including the use of technology.
- Identifying and developing opportunities for Libraries to play a more central role in communities as community and public service hubs.

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How will we know we are making a difference?

Care services support independent living

- ▶ Number of home care hours purchased
- ▶ Number of appropriate safeguarding enquiries
- ▶ Numbers of people delayed leaving hospital awaiting social care
- ▶ Number of people with control over their care
- ▶ Proportion of older people supported in the community

Homes and places support independent living

- ▶ Percentage of people who report feeling safe and well
- ▶ Percentage of people living in safe and suitable housing



thriving economy



The following section outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents with regards to a thriving economy.

we support a thriving local economy by improving transport links to create jobs and homes for the future

Where are we now?

- The county's economy generates £21.9bn of output per year from 400,000 jobs and more than 30,000 businesses.
- The Oxfordshire 'Housing and Growth Deal', will provide £60m for affordable housing and £150m for infrastructure improvements, including road and rail.
- The Oxfordshire Strategic Housing Market Assessment sets out a need for 100,000 new homes between 2011 and 2031 (of which 11,000 have been built to date). Our forecasting suggests there will be a 27% increase in the population by 2031.
- The Centre for Cities ranks Oxford as the least affordable UK city for housing. In Oxford city, social rents in 2015 were 18% above the national average.
- We are working with partners to use £8.6 million of funding to develop innovation in fully autonomous vehicles.

Where do we want to be?

We want Oxfordshire to continue to be a vibrant, sustainable, connected, inclusive, world-leading economy, driven by innovation, enterprise and research excellence. We want it to be a place where ambitious businesses and people thrive, where young people choose to build their careers and contribute to the vibrancy of Oxfordshire's communities. We recognise our success but also the need to ensure we have an economy that is strong and prosperous, now and for future generations.

how will we get there?

Keep delivering on:

- Securing investment in housing and infrastructure to support the economy.
- Working in partnership to support development of skills, business and employment.
- Delivering strategic infrastructure, including housing, highways and transport programmes.
- Supporting sustainable economic growth.
- Providing input and response to national/regional infrastructure programmes. This includes the East West Rail and Oxford to Cambridge Expressway projects.

Focus attention on:

- Joining forces with partners on the Growth Board to deliver key infrastructure through Growth Deal funding and bids to other funding sources (for example Housing Infrastructure Fund).
- Understanding the challenges and opportunities arising for Oxfordshire economy and local public services from the Brexit withdrawal agreement and negotiations towards the future relationship between the UK and the EU.
- Working with District Councils and other partners to develop Oxfordshire's new Joint Statutory Spatial Plan (JSSP).
- Supporting District Councils and registered housing providers to deliver additional affordable housing.
- Providing the lead input for the Council into the Local Enterprise Partnership's (LEP) Local Industrial Strategy.
- Creating a five-year capital Investment Programme for highways.
- Working with partners to implement 'Connecting Oxfordshire', which will introduce enhancements to road capacity on strategic roads that suffer from congestion.
- Developing a council Innovation Strategy and bidding for innovation funding pots where they align with our priorities.
- Developing our approach to enhanced Digital Connectivity by establishing an Oxfordshire Digital Strategy and a broader digital programme.

How will we know we are making a difference?

Strong investment and infrastructure are secured

- ▶ Level of investment attracted
- ▶ Production of our Joint Statutory Spatial Plan
- ▶ Number of new homes
- ▶ Levels of disruption to journeys by congestion or roadworks
- ▶ Level of transport connectivity
- ▶ Level of access to online and digital services

Local businesses grow and provide employment

- ▶ Number of businesses
- ▶ Employment rates
- ▶ Numbers of apprenticeships
- ▶ Levels of workforce



appendices

appendix a: Oxfordshire key outcomes

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

Residents feel engaged with OCC

- Number and value of opportunities for public engagement
- Rates of customer satisfaction

Our services improve and deliver value for money

- Value for money through effective use of resources
- Improvement following external inspection or audit

The use of our assets is maximised

- Progress with the One Public Estate programme

We help people live safe and healthy lives and play an active part in their community

People are helped to live safe and healthy lives

- Number of people helped to live safe and well
- Emergency response times
- Prevalence of healthy lifestyles
- Numbers of people receiving support for drug or alcohol dependency
- Proportion of people walking and cycling

People play an active part in their communities

- Rates of volunteering
- Prevalence of services provided by communities

We provide services that enhance the quality of life and protect the local environment

Our quality of life in Oxfordshire is enhanced

- Condition of highways
- Funding secured through planning obligations
- Levels of public transport use
- Rates of access to cultural services

Our local environment is protected

- Percentage of planning decisions on time
- Levels of carbon emissions
- Levels of energy use
- Air quality
- Proportion of household waste re-used, recycled or composted

appendix a: Oxfordshire key outcomes

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

Children are given a good start in life

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- Number of children's social care assessments
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- Percentage of children with a place at their first preference school
- Percentage of children at a good quality school
- Rates of school attendance
- Levels of educational attainment

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

Care services support independent living

- Number of home care hours purchased
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- Proportion of older people supported in the community

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- Percentage of people who report feeling safe and well
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We support a thriving local economy by improving transport links to create jobs and homes for the future

Strong investment and infrastructure are secured

- Level of investment attracted
- Production of our Joint Statutory Spatial Plan
- Number of new homes
- Levels of disruption to journeys by congestion or roadworks
- Level of transport connectivity
- Level of access to online and digital services

Local businesses grow and provide employment

- Number of businesses
- Employment rates
- Numbers of apprenticeships
- Levels of workforce

appendix b: further information

The targets and performance measures outlined throughout this corporate plan are open to scrutiny and engagement through a number of public documents and bodies. The following links on the county council website (www.oxfordshire.gov.uk) provide further evidence and the information which sits behind this plan:

- 1.** The **Joint Strategic Needs Assessment (JSNA)** provides information about Oxfordshire's population and the factors affecting health, wellbeing, and social care needs.
- 2.** The **Equality Policy 2018-2022** sets out how the council is approaching its responsibilities for ensuring that all residents in Oxfordshire have fair access to services and equal life chances.

Information about the way the **Council spends its budget** and how Council Tax is calculated can be found on our website.
- 4.** The **Medium Term Financial Plan** provides an overview of the council's planned expenditure and funding and financial strategy.
- 5.** The **Annual Statement of Accounts** presents the financial position of the county council. It contains a Narrative Report which complements the finance data by explaining how the council was funded during the year, the services that were delivered, and the outcomes we achieved.
- 6.** **Performance Scrutiny Committee** challenges the delivery and performance against this Plan. We also publish **quarterly performance reports** on our website which provide information on the council's performance against our Corporate Plan priorities.
- 7.** The **Growth Board** is a joint committee of the six councils of Oxfordshire together with key strategic partners. It has been set up to facilitate and enable joint working on economic development, strategic planning and growth.
- 8.** The **Oxfordshire Strategic Housing Market Assessment (SHMA)** was published in 2014, to understand how many and the types of homes needed by 2031.
- 9.** The **Oxfordshire Infrastructure Strategy (OxIS)** looks at the scale of the infrastructure challenges in Oxfordshire.
- 10.** **Connecting Oxfordshire**, is our Local Transport Plan (LTP4) that sets out our policy and strategy for developing the transport system in Oxfordshire to 2031.

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Division(s): N/A

PERFORMANCE SCRUTINY COMMITTEE 10 January 2019

Service & Resource Planning 2019/20

Report by the Director of Finance

Recommendations

1. **The Committee is RECOMMENDED to consider and comment on the**
 - a) **Review of Charges for 2019/20;**
 - b) **Capital & Investment Strategy incorporating the Treasury Management Strategy Statement 2019/20; and**
 - c) **proposed capital programme portfolio allocations for 2019/20 to 2028/29.**

Executive Summary

2. On 13 December 2018, this Committee considered the revenue pressures and savings options for 2019/20 – 2022/23. This report sets out other information pertinent to the Service & Resource Planning process.
3. Charges levied by the council have been reviewed in line with the Corporate Charging Policy (set out in Annex 1a) and are set out in detail at Annex 1b. As a result of this review and an increase to statutory charges additional income is expected for 2019/20.
4. The Prudential Code for Capital Finance in Local Authorities requires that for each financial year, a local authority should prepare at least one Investment Strategy which should contain the disclosures and reporting requirements specified in the guidance. The Capital & Investment Strategy which incorporates the Treasury Management Strategy Statement 2019/20 and meets these requirements is set out at Annex 2.
5. The Strategic Measures budget incorporates the principal and interest charges on debt as well as the interest earned on cash balances. A review of all these areas has been undertaken and will generate additional income of £2.3m in 2019/20¹ and a further £1.4m over the medium term.
6. Additional estimated resources of £182.9m have been identified for the Capital Programme over the period 2019/20 to 2028/19. The allocations

¹ Replaces the £1.0m target set out in the Cabinet report in December 2018

to the capital portfolio areas have been reassessed in line with emerging pressures and approved programmes. Based on current projections, the there is an overall shortfall of funding for the Capital Programme of £6.4m. However, as the capital proposals will increase the capital programme to over £1bn, the shortfall can be managed as funding levels are confirmed over the 10-year period.

7. The effect the proposals in this report have (relating to income, fees and charges) on the overall financial position is to reduce budget shortfall from £6.6m in 2019/20 to £2.5m.

Review of Charges and Other Income

8. As part of the Service & Resource Planning process, managers have reviewed their charges for 2019/20. The expectation was that charges would increase by a minimum of the October CPI rate of 2.4%, however the proposed increase should be higher where the market allows or where costs are not being fully recovered (except where legislation dictates a maximum charge).
9. The proposed charges are set out in Annex 1b. As a result of this review and an increase to statutory charges in the Registration Service, the following additional income is expected for 2019/20:
 - Registration Services - £0.250m
 - Communities new and increased charges - £0.400m
10. In addition, a change to the charging structure for on-street parking in Oxford City is expected to generate additional income of £0.600m a year. This will help to fund the cost of maintaining, signing and lining car parking and associated infrastructure.
11. A review has been undertaken of the income received and expected from developers towards the cost of future infrastructure maintenance (commuted sums). It is proposed that £1.5m each year for 2019/20 to 2021/22 from commuted sums will be used for highways maintenance allowing an equivalent sum to be released from the highways maintenance budget.

Capital & Investment Strategy

12. The Prudential Code for Capital Finance in Local Authorities was updated by the Chartered Institute of Public Finance and Accountancy (CIPFA) in December 2017. The code requires that for each financial year, a local authority should prepare at least one Investment Strategy which should contain the disclosures and reporting requirements specified in the guidance. The Strategy set out at Annex 2 meets these requirements.
13. 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 run financing implications and potential risks to the authority. The objectives 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.

14. In line with the current and proposed Treasury Management Strategy limits relating to the percentage of funds held with External Fund Managers, in December 2018 the Treasury Management Strategy Team agreed to increase the exposure to external funds to £100m from £58m, representing an increase of 10% to 23% of the Council's total investment portfolio. All of the funds are income producing funds, as opposed to accumulating value funds. These funds have a variable net asset value which means that the value of the funds can decrease as well as increase depending on the performance of the instruments in the fund.
15. The Strategic Measures budget incorporates the principal and interest charges on debt as well as the interest earned on cash balances. A review of these areas has been undertaken, and incorporating the changes set out in paragraph 14, is expected to generate additional income of £2.3m in 2019/20 and a further £1.4m over the medium term. This replaces the target saving of £1.0m set out in the December Cabinet report.

Capital Proposals

16. The following table summarises the estimated funding available for the Capital Programme over the period 2019/20 to 2028/29 having included an extra year to the current programme. The table also sets out the proposed allocations against the portfolio areas which are set out in the Capital & Investment Strategy.

	£m
<u>Estimated Funding Available:</u>	
Additional estimated grant funding to 2028/29	23.4
Prudential Borrowing Investment	120.0
Current Portfolio Blocks released for reallocation	39.5
Total Estimated Funding Available	182.9
<u>Proposed Allocations:</u>	
Grant Funded Streams	
Schools Basic Need	-2.5
Schools Maintenance (Annual Programme)	-1.5
Highways Maintenance (Annual Programme)	-16.1
Portfolio Areas	
Schools Estate	-19.5
Non-Schools Estate	-51.7
Operational Assets	-12.0
Highways and associated Infrastructure	-80.0
Operational Redesign	-6.0

Total Funding Requirement	-189.3
Total Surplus(+)/Shortfall (-)	-6.4

Estimated Funding Available

17. The funding assumptions for grants have been estimated for 2028/29. This includes a forecast of £2.5m of basic need funding, £1.5m of school's maintenance funding and £19.4m of highways funding. These forecasts will be revised each year as further funding announcements are made. Details are set out in Annex 3b.
18. Following the decision by Cabinet in September 2018 to include significant investment in the Council's assets in the proposed capital programme, £120m of prudential borrowing has been included.
19. The capital portfolio allocations agreed in last year's process have been reassessed in line with the emerging pressures for this year and will be reallocated as explained in the following paragraphs.

Proposed Allocations

20. The proposed portfolio area allocations are based on a combination of identified schemes with known budget requirements, identified schemes with estimated budget requirements and general allocations where services can bring forward business cases to bid for the funding. For the portfolio areas, detailed business cases will go to the Community Infrastructure Programme Board (CIPB) who will approve them or make recommendations to Cabinet for inclusion in the capital programme, where they are above an agreed threshold².
21. Large investment proposals for the Schools Estate, Non-Schools Estate and Highways and associated Infrastructure portfolio areas are set out in the Capital & Investment Strategy in Annex 2.
22. The Schools Basic Need allocation includes funding for known schemes to 2022/23 and an allocation to match additional funding for the period to 2028/29.
23. The Schools Maintenance and Highways Maintenance allocations are based on the annual allocations in the current capital programme continuing each year to 2028/29.
24. The non-schools block also includes the provision for the purchase of additional land at Tank Farm, Chipping Norton. This places a cashflow requirement on the capital programme as capital is payable upfront, with the return of capital plus an additional uplift, all within the 10-year window of the capital programme.

² As per Financial Procedure Rules

25. The Operational Assets allocation includes estimated funding for replacement ICT equipment including the data centre, further investment in the Children's Services new ICT system and protective equipment for firefighters.
26. Within the Organisational Redesign portfolio there is a proposed allocation of £6.0m. It is anticipated that this will be used for the transformation programme and for crisis provision within Children's Services.
27. Details of the individual proposals are set out in Annex 3a to this report.
28. It is proposed to leave the capital programme with an overall shortfall of £6.4m at this time. The capital proposals will increase the capital programme to over £1bn, therefore a shortfall of £6.4m can be managed as funding levels are confirmed over the 10-year period. The capital programme also has an overall contingency to manage the position if required.

Update to Overall Revenue Financial Position

29. The effect of the changes relating to income, fees and charges in this report have on the overall financial position are set out in the table below.

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	TOTAL £m
Net Pressure (+) /Saving (-) per December 2018 Cabinet Report³	6.6	22.2	8.5	2.0	39.3
Strategic Measures (above £1m target in December report)	-1.3	-0.5	-0.5	-0.4	-2.7
Additional Income from fees and charges	-0.7				-0.7
Additional parking income	-0.6				-0.6
Release of Highways Maintenance budget	-1.5			1.5	0.0
Revised Net Pressure (+) /Saving (-)	2.5	21.7	8.0	3.1	35.3

30. The remaining net pressure has reduced to £2.5m from £6.6m in 2019/20 as reported to Cabinet in December 2018. The Council is awaiting the final information from district councils before addressing this position in order that a balanced budget can be set on 12 February 2019.

³ Per the Addenda to the Cabinet report

Next Steps

31. The comments from this Committee will be fed back to the Cabinet for it to take into consideration in proposing the revenue budget for 2019/20, the MTFP 2019/20 – 2022/23 and capital programme to 2028/29 at its meeting on 22 January 2019.
32. The revenue budget implications set out in this report will be incorporated into the Cabinet's proposed budget that will be considered on 22 January 2019.
33. Ahead of Cabinet meeting, on 17 January 2019 the Transformation Joint Sub-Committee will meet to consider the transformation programme update and budget implications. Comments from the sub-committee will be considered by Cabinet at its meeting on 22 January 2019.
34. The Council will meet to set the budget and council tax requirement for 2019/20 and capital programme on 12 February 2019.

Financial and Legal Implications

35. This report is mostly concerned with finance and the implications are set out in the main body of the report.

LORNA BAXTER
Director of Finance

Contact Officers:
Katy Jurczynszyn: Strategic Finance Manager (Financial Strategy & Monitoring)
(Tel: 07584 909518)

December 2018

Corporate Charging Policy

Introduction

The Government have emphasised the importance to local government finance of the ability of local authorities to charge for a number of the services that they carry out. In addition, charges can be used as an instrument of policy - congestion charges are one example of this.

The County Council currently levies charges for a wide range of its services and this policy is designed to ensure that:

- charges are levied on a clear and consistent basis across the Council's services.
- the level of charges is both consistent and fair, and takes proper account of the ability of customers to afford the services. That level of charges will reflect true cost plus a return, where this is legal and possible, for the Council's expertise.
- where concessions are given, they are offered in a consistent way across the Council's services.
- the services for which charges are made, and the level of charge, are annually reviewed.
- where appropriate the views of customers are sought and taken into account when setting charges.
- recovery of charges is carried out efficiently and effectively.
- charges are imposed and implemented lawfully and in line with the Council's corporate objectives.

Whilst consistency is important, uniformity cannot be imposed rigidly. There will be cases where it is right for a particular service to depart from the guidelines contained in this policy. Where a departure is justified, however, it will only be implemented following the procedures contained in this policy. This will ensure that a corporate approach is taken to all the charges made by the Council.

This policy will be reviewed on an annual basis as part of the Service and Resource Planning process. This will enable the Council to review its performance and to revise the policy as necessary to reflect changing circumstances and experience gained.

THE POWER OF THE COUNCIL TO CHARGE FOR SERVICES

This policy document does not cover cases where the Council charges other local authorities and certain other public bodies for services that we provide. The Council has wide powers to charge (cost recovery) and trade (cost recovery plus profit) with such bodies under s 1 Local Government (Goods and Services) Act 1973.

There are two legal options in respect of charges for services. Recovery of costs or trading.

The rules on charging where only cost recovery is permitted are that as long as:

- (i) there is a statutory power to engage in the activity;
- (ii) there is no other specific legislation dealing with it; and
- (iii) there is not a mandatory duty to perform the activity;
- (iv) then we can charge for it (cost recovery only). Note that cost recovery is defined very widely and covers all reasonable costs including administrative charges and so forth.

The rules on charging relating trading (cost recovery plus making a profit) are that the Council can trade with other local authorities or certain public bodies defined by statute. For all other trading we can only trade as long as:

- (i) there is a statutory power to engage in the activity;
- (ii) there is no other specific legislation dealing with it;
- (iii) this is not a mandatory duty to perform the activity; and
- (iv) it is operated through a trading company set up for this purpose.

These are the legal restrictions. The council may also impose further rules on itself to manage spending and control activities.

WHEN CHARGES WILL BE MADE

It is the Council's policy to make charges whenever it is lawful for it to do so.

Charges will be made in all cases where there is an express statutory duty or power to charge for a service. In the absence of an express power, it is not always straightforward to decide whether the ability to charge for a service can be implied from an Act of Parliament. Accordingly, unless there is an express power to charge, no charge will be levied without confirmation from the Council's Legal Services that the charge is lawful.

In cases where the service for which a charge is possible fulfils an important social function, the Council may decide not to impose a charge. The Council does, however, have a fiduciary duty to its residents to be prudent with regard to its finances. Accordingly, no departure from the normal policy to levy a charge will be made unless the reasons for the departure are given in the annual review of charges approved by elected members.

Where commercial organisations are receiving the Council's services with a view to profit, those services may be charged for at a commercial rate through a trading company. Otherwise only costs can be recovered.

THE LEVEL OF CHARGE

The level of some charges is prescribed by central government. **Where the Council has discretion as to the level, charges will be set at a level designed to recover the full cost of providing the service in question.** The cost to be reflected in the charge will include, in addition to the direct cost of providing the service, indirect costs such as a fair and appropriate proportion of the cost of premises, central services and other overheads.

Departures from this policy will only be approved where:

- The service provides an important social benefit. In these cases charges, where made, may be set at a level below that needed for full cost recovery.
- The service is of a purely commercial nature (e.g. letting out Council premises and land for hire or rental, or carrying out work for other public bodies). In these cases charges will be set at a proper commercial level, designed to maximise income, and will be invoiced at the earliest opportunity.
- The charge relates to services provided through a trading company. In these cases charges will be set to support a breakeven position as a minimum and in consideration of market factors.
- The charge is designed to achieve a particular policy objective by encouraging alternative behaviour (e.g. congestion charges or charges for certain types of waste handling). In these cases charges will be set at a level designed to achieve the policy objective in question. This will not necessarily mean that income maximisation will be pursued, as the charge may be set at a higher level, designed to deter people from adopting a particular course of action and incurring the charge.

In all instances where a departure from the normal cost-recovery policy is considered justified, the reasons must be given in the service's plan.

Charges set other than at a level designed to recover full costs will not be implemented without the specific approval in each case of elected members, or in the case of services provided through a trading company, approval of a framework for determining charges for the activity. In each such case the rationale for setting the charge at the level proposed will be set out.

CONCESSIONS

Concessions may be given in the case of services fulfilling an important social benefit or in the case of charges designed to achieve a particular policy objective.

Concessions will not be given for services of a commercial nature. All users of such services will be expected to pay the full charge.

Where concessions are considered appropriate, they will be given to the following groups:

- **Group 1 - children under 16 and others in full-time education** (proof of age and, if appropriate, a student card or other proof of qualification will be required in order to claim the concession)
- **Group 2 - People unable to work through disability** (proof of entitlement to disability allowance or incapacity benefit required)
- **Group 3 - retired men and women if over the state pension age** (proof of age and retirement required)
- **Group 4 - those on low incomes** (proof of income support, housing benefit, council tax support, tax credits, jobseekers' allowance or universal credit required).

Concessions will normally be at the rate of one-half the standard charge. Concessions may be set at a different rate, whether higher or lower, or a full exemption from the charge given in appropriate cases. No departures from the normal half rate policy will be made without the specific approval of Cabinet, other than in exceptional circumstances in which case the relevant director or deputy director can approve a departure from the normal half rate policy.

REVIEW OF CHARGES

All services must consider, as part of the annual service and resource planning process, all the activities which make up the delivery of that service, and assess which of them may be made the subject of a charge, seeking Legal Services advice if necessary.

A report on the review of charges for all services will be considered annually by the Cabinet. This will set out:

- those aspects for which charges are required by law
- those aspects for which charges may be imposed at the discretion of the Council

Where charges are mandatory or permissible, the report will set out whether the level of charges is prescribed by law or is at the Council's discretion.

Where an activity is chargeable but no charge is proposed to be made, the reason will be explained in the report.

The report will set out, for each proposed charge, whether the activity being charged for fulfils a useful social purpose, is commercial in nature or is an instrument of policy.

Where charges are proposed at a level other than a full cost recovery basis, the reasons will be explained.

Details of concessions shall be given. If the concession scheme for any charge differs from that contained in this policy, reasons will be given.

Targets based on usage levels, income or other quantifiable aspect of the service shall be given. Achievement of these shall be monitored throughout the year.

The activities for which charges are made, the level of charges and concessions and the income produced shall, at a maximum interval of three years, be compared to those of other authorities or other appropriate organisations in order to demonstrate the achievement of value for money.

CONSULTATION

The Council is committed to listening to all members of the community and to involving local people and organisations in service planning and delivery.

The Council's approach to consultation is set out [here](#). The making and level of charges will be included within the principles of that approach, including appropriate consultation with relevant parties where significant changes in charges are proposed.

SERVICE AND COMMUNITY IMPACT ASSESSMENT

Impacts must be considered when setting charges.

Section 149 of the Equalities Act 2010 ("the 2010 Act") imposes a duty on the Council to give due regard to three needs in exercising its functions. The three needs are:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic, and those who do not.
-

The need to advance equality of opportunity involves having due regard to the need to:

- Remove or minimise disadvantages which are connected to a relevant protected characteristic (which are set out in the following list) and which are suffered by persons who share that characteristic,
- Take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs other people, and
- Encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- Take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person's disabilities.

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

More details are given on the 'Service and Community Impact Assessments' on the Intranet, currently on the following page:

<http://intranet.oxfordshire.gov.uk/cms/content/service-and-community-impact-assessment-guidance>

A Service and Community Impact Assessment must be considered if a new charge is introduced or if there are significant changes to existing charges that we can control.

ROLES AND RESPONSIBILITIES

Officers

Service managers are responsible for undertaking the review of charges set out above and proposing the charges for their area(s) of service for consideration by Cabinet. This review must be completed annually in line with the service and resource planning timetable.

If a change to an existing charge or new charge is required outside of the annual review process, the service manager must ensure the proposed change or new charge is included in the Financial Monitoring and Medium Term Financial Plan delivery report.

Elected Members

Cabinet is responsible for considering and approving the annual review of charges and any changes to charges or new charges that are recommended through the Financial Monitoring and Medium Term Financial Plan delivery report.

On an exceptional basis, if changes to charges or new charges are needed for business reasons at short notice and there is no Financial Monitoring report to Cabinet that month, the relevant Cabinet portfolio holder is responsible for considering and approving this through a delegated decision. Delegated decisions on charges made by Cabinet portfolio holders will be reported to Cabinet in the next Financial Monitoring report.

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Review of Charges 2019/20 - Children's Services

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Corporate Parenting - Riverside Centre							
Climbing wall (tower) hire for one day within Oxfordshire	Discretionary		£750.00	£750.00	01/09/2019	0.0%	SR
Recharge rate for SEND & Meadowbrook Schools			£20.00	£22.50	01/09/2019	12.5%	SR
First Staff member per half day (up to 3.5 hours).			£207.90	£215.00	01/09/2019	3.4%	SR
Second staff member per half day			£150.00	£155.00	01/09/2019	3.3%	SR
First Staff member per whole day (3.5hrs- 7hrs)			£277.00	£286.00	01/09/2019	3.2%	SR
Second Staff member per whole day			£220.00	£227.00	01/09/2019	3.2%	SR
Minibus hire to OCC approved groups			£75.00	£77.50	01/09/2019	3.3%	SR
Hire of Premises (cost of the building per day)			£60.00	£65.00	01/09/2019	8.3%	SR
Home to School Transport							
Contributions To School Transport (Per annum)	Discretionary	Under 3 Miles Pre & Post-16 Students	£352.99	£370.64	01/09/2019	5.0%	ZR
		Over 3 Miles Pre & Post-16 Students	£657.83	£690.72	01/09/2019	5.0%	ZR

Review of Charges 2019/20 - Adult Services

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Urgent Response and Telecare Service: telecare equipment and monitoring form a call centre.							
URTS service - telecare level 1	Non- Statutory	Weekly	£5.00	£5.00	01/04/2019	0.0%	ZR or SR
URTS service - telecare level 2	Non- Statutory	Weekly	£10.00	£10.00	01/04/2019	0.0%	ZR or SR
Daytime Support							
Service User Transport (single or return journey) where this is part of assessed need	Statutory	Single or Return Journey	£20.00	£20.00	01/04/2019	0.0%	NB
Respite & prevention	Statutory	3 hour Session	£19.00	£19.00	01/04/2019	0.0%	NB
Active Support (3 hour session)	Statutory	3 hour Session	£28.00	£28.00	01/04/2019	0.0%	NB
1:1 Support (3 hour session)	Statutory	3 hour Session	£62.00	£62.00	01/04/2019	0.0%	NB
2:1 Support (3 hour session)	Statutory	3 hour Session	£112.00	£112.00	01/04/2019	0.0%	NB
Hourly cost of attendance outside of core hours	Statutory		£21.00	£21.00	01/04/2019	0.0%	NB
Lunchtime meal	Statutory		£2.08	£2.08	01/04/2019	0.0%	SR
Hire of Sensory Room	Statutory	per hour	£0.00	£3.07	01/04/2019		NB or SR
Hire of Room (no equipment provided)	Statutory		£5.00	£16.00	01/04/2019	220.0%	ZR
Music, Art and Boom Groups	Statutory	per session	£5.00	£5.00	01/04/2019	0.0%	NB or SR
SMILE	Statutory	per session	£5.00	£5.00	01/04/2019	0.0%	NB or SR
Money Management							
Court of Protection income	Statutory	Category 1:					
		Work up to court order date	£745.00	£745.00	01/04/2019	0.0%	NB
		Category 2 Property & Affairs :					
		Annual Management Fee Yr 1	£775.00	£775.00	01/04/2019	0.0%	NB
		Yr2 & subsequent yrs	£650.00	£650.00	01/04/2019	0.0%	NB
		or max 3.5% of net assets if less than £16,000					
		Deputy for Health & Welfare	£555.00	£555.00	01/04/2019	0.0%	NB
		Category 3 Property Management	£300.00	£300.00	01/04/2019	0.0%	NB
		Category 4 Annual report	£216.00	£216.00	01/04/2019	0.0%	NB
		Category 5 Preparing Tax Return :					
		Preparation of basic HMRC income tax return	£70.00	£70.00	01/04/2019	0.0%	NB
		Preparation of complex HMRC income tax return	£140.00	£140.00	01/04/2019	0.0%	NB
		Section 12, Fixed cost direction of travel		£40.00	01/04/2019	New Charge	NB
Charge per hour for work in relation to estates of deceased clients	Discretionary	per hour	£105.00	£105.00	01/04/2019	0.0%	SR
County Print Finishers							
County Print Finishers is a Supported Business, operated by the council's employment service, Oxfordshire Employment. The primary function of a supported business is to support those with a disability (as defined in The Equality Act 2010) or health barrier preventing them securing employment. County Print Finishers provides a range of work and work preparation services through the provision of print, data destruction and packaging services. These services are provided to the public on a cost recovery basis, using print-industry pricing software ensuring that the council's costs are recovered from all work undertaken.							
Other Adult Social Care Services are governed by the Care and Support Statutory Guidance issued under the Care Act 2014 and the Council's Adult Social Care Contributions Policy which is available on the Council's website through the link below							
https://www.oxfordshire.gov.uk/residents/social-and-health-care/adult-social-care/legal-and-money-issues/paying-care/services-we-charge							

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Planning Regulation							
To contribute to cost of deciding on minerals and waste development control application & County Council's	Statutory	Standard Searches	£52.00	£53.30	01/04/2019	2.5%	NB
		Extended Searches	£88.00	£91.00	01/04/2019	3.4%	NB
To contribute to cost of providing pre-application advice to applicants/developers - Minor Developments	Discretionary	Written response	£198.00	£203.00	01/04/2019	2.5%	NB
		Meeting and follow-up written response	£284.00	£291.00	01/04/2019	2.5%	NB
		Specialist officers to attend meetings (per additional officers)	£71.00	£73.00	01/04/2019	2.8%	NB
To contribute to cost of providing pre-application advice to applicants/developers -Major Developments	Discretionary	Written response	£284.00	£291.00	01/04/2019	2.5%	NB
		Meeting and follow-up written response	£563.00	£577.00	01/04/2019	2.5%	NB
		Specialist officers to attend meetings (per additional officers)	£71.00	£73.00	01/04/2019	2.8%	NB
To contribute to cost of providing pre-application advice to developers of larger developments (bespoke service)	Discretionary	Senior Planner - day rate	£410.00	£420.00	01/04/2019	2.4%	NB
		Principal Planner - day rate	£450.00	£461.00	01/04/2019	2.4%	NB
		Locality Manager - day rate	£580.00	£594.00	01/04/2019	2.4%	NB
To contribute to cost of providing the development control service	Statutory	Clearance of conditions on planning permissions	£97.00	£116.00	01/04/2019	19.6%	NB
Charging for Monitoring of Minerals Sites	Statutory	Active Sites	£331.00	£397.00	01/04/2019	19.9%	NB
		Dormant Sites	£110.00	£132.00	01/04/2019	20.0%	NB
Cover Administration and Supervision Costs for S.38 & S.278 agreements relating to new developments	Discretionary	Percentage of Capital cost	9%	9%	n/a	0.0%	NB
		Minimum charge	£2,150.00	£2,202.00	01/04/2019	2.4%	NB
Charging administration fee for managing & monitoring S.106 agreements relating to planning permissions	Discretionary	Various	Various	Various	n/a		NB
Specialist Ecological Planning Advice for District Authorities (hourly rate, senior staff)	Discretionary	NB note change from hourly rate to daily rate in line with other similar planning charges (line 13, 14,15),	£50.00	£461.00	01/04/2019	n/a	NB
Protected Species Advice to District Authorities (hourly rate)	Discretionary	hourly rate	£50.00	£51.40	01/04/2019	2.8%	NB
Specialist Ecological Planning Advice for District Authorities (hourly rate - normal)	Discretionary	NB note change from hourly rate to daily rate in line with other similar planning charges (line 13, 14,15),	£50.00	£420.00	01/04/2019	n/a	NB
To recover the actual reasonable cost of Historic Environment Record (HER) consultations	Discretionary	Charge for digitised HER data to commercial organisations based on the recovery of costs and the number of records. Minimum Charge (no maximum charge)	£104.00	£104.00	01/04/2019	0.0%	NB
To recover the actual reasonable cost of monitoring fieldwork.	Discretionary	Charge for monitoring of archaeological fieldwork based upon the number of visits	£52.00 to £260.00	£52.00 to £260.00	01/04/2019	n/a	NB
		additional visits	£80.00	£80.00	01/04/2019	0.0%	NB

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Pre-Application Charges for Highways Advice							
10-24 Dwellings:	Discretionary	Additional Written Response	£240.00	£246.00	01/04/2019	2.5%	SR
		Meeting/Site Visit + Additional Written Response	£360.00	£369.00	01/04/2019	2.5%	SR
25-49 Dwellings	Discretionary	Additional Written Response	£480.00	£492.00	01/04/2019	2.5%	SR
		Meeting/Site Visit + Additional Written Response	£720.00	£737.00	01/04/2019	2.4%	SR
50-99 Dwellings	Discretionary	Additional Written Response	£960.00	£983.00	01/04/2019	2.4%	SR
		Meeting/Site Visit + Additional Written Response	£1,430.00	£1,464.00	01/04/2019	2.4%	SR
100-199 Dwellings	Discretionary	Additional Written Response	£1,250.00	£1,280.00	01/04/2019	2.4%	SR
		Meeting/Site Visit + Additional Written Response	£1,900.00	£1,945.00	01/04/2019	2.4%	SR
200-399 Dwellings or 1,000m ² -4, 999m ² B1-B8 (Business) or 1,000-3,499m ² A1 (Retail) Use	Discretionary	Additional Written Response	£1,500.00	£1,536.00	01/04/2019	2.4%	SR
		Meeting/Site Visit + Additional Written Response	£2,250.00	£2,304.00	01/04/2019	2.4%	SR
400 or more Dwellings or 5,000m ² or more B1-B8 (Business) or 3,500m ² or more A1 (Retail) Use	Discretionary	Additional Written Response	£2,000.00	£2,048.00	01/04/2019	2.4%	SR
		Meeting/Site Visit + Additional Written Response	£2,500.00	£2,560.00	01/04/2019	2.4%	SR
Highways							
Temporary Traffic Regulation Orders (Please note no refunds are available for cancelled TTO's)	Discretionary	Routine Temporary TRO & Advertising Costs	£1,200.00	£2,000.00	01/04/2019	66.7%	NB
		Emergency Notice 1-5 Days	£550.00	£850.00	01/04/2019	54.5%	NB
		Emergency Notice 1-21 Days	£1,200.00	£1,400.00	01/04/2019	16.7%	NB
		Repeat Emergency Closure	£1,200.00	£1,400.00	01/04/2019	16.7%	NB
		Special Events (minimum charge)		£2,000.00	01/04/2019	n/a	NB
		Advertising, maintenance of notices and exceptional staff time at cost. Minimum Charge	£50.00	£50.00	01/04/2019	0.0%	NB
Traffic Regulation Orders	Discretionary	Standard Traffic Regulation Order	£2,600.00	£3,120.00	01/04/2019	20.0%	NB
		Other Consultation Requiring placing of a single newspaper notice and no input from legal team - includes pedestrian crossings; traffic calming schemes and incorporating road humps	£800.00	£1,800.00	01/04/2019	125.0%	NB
		Other consultation not requiring placing of a newspaper notice	£500.00	£1,600.00	01/04/2019	220.0%	NB
		Parking permit exclusions requiring Traffic Regulation Order amendment arising from planning permission for a new development	£2,000.00	£2,200.00	01/04/2019	10.0%	NB
Removal of unauthorised signs	Discretionary	Signs under 0.5 sq. metre in area	£180.00	£195.00	01/04/2019	8.3%	NB
		Signs over 0.5 sq. metre in area	£240.00	£260.00	01/04/2019	8.3%	NB

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Tourism Signs	Discretionary	Assessing application and detailed site assessment	£280.00	£280.00	01/04/2019	0.0%	NB
		Design, manufacture & erection	Cost +15%	Cost +15%	01/04/2019	0.0%	SR
		Maintenance & removal	2/3 x (b) above	2/3 x (b) above	01/04/2019	0.0%	SR
Private access protection road markings	Discretionary		£120.00	£125.00	01/04/2019	4.2%	NB
Directional Signage - New Developments	Discretionary	Agreement and authorisation/approval of sites and signs (per hour)	n/a	£60.00	01/04/2019	New	SR
		Design Services (per hour)	£50.00	£60.00	01/04/2019	20.0%	SR
		Installation Supervision (per hour)	£60.00	£60.00	01/04/2019	0.0%	SR
Design Work on Street Lighting for New Developments	Discretionary	Minimum Charge	£400.00	1 - 5 Columns £800 6 - 15 Columns £1,120 16 - 25 Columns £1,400 26 - 50 Columns £1,680 Over 50 Columns £2,240	01/04/2019	Revised Charging Structure	SR
Re-submission of Design Work on Street Lighting	Discretionary		£300.00	1 - 25 columns £600 Above 25 columns £800	01/04/2019		SR
Supply of traffic accident data (planning matter or other professional purpose)	Discretionary	first location / date range	£145.00	£155.00	01/04/2019	6.9%	SR
		second and each subsequent location / date range	£90.00	£90.00	01/04/2019	0.0%	SR
		search of records to establish if there is any relevant data	£42.00	£45.00	01/04/2019	7.1%	SR
Reinstatement of Trenches - Site Supervision by Highways Inspectors (Fixed charge under NRSWA)	Statutory	Standard Charge for Defect Inspections set by Statutory Regulation	£50.00	£50.00	01/04/2019	0.0%	NB
		Standard Charge for Sample Inspections set by Statutory Regulation	£55.00	£50.00	01/04/2019	-9.1%	NB
Committed fee for licence of private apparatus in the highway, including the admin cost of maintaining the licence record	Statutory		£700.00	£750 + £165 inspection fee for the first 200m and an additional fee of £165 for every 200m thereafter.	01/04/2019	7.1%	NB
Fixed Penalty Notice income from statutory undertakers for non-compliance with Sections 54, 55,	Statutory	Per Notice	£120.00	£120.00	01/04/2019	0.0%	NB
		Discounted Rate	£80.00	£80.00	01/04/2019	0.0%	NB
Charge to public utilities for outstaying prescribed and/or reasonable periods for their works in the highway. Fixed under NRSWA	Statutory		Various as per scale of charges	Various as per scale of charges	01/04/2019	n/a	NB
Filming Policy - On or in the vicinity of the Highway - Application Fee for permission to film	Discretionary	Small		Minimum admin fee £300/negotiable	01/04/2019		NB
		Medium		Minimum admin fee £2,000 / negotiable	01/04/2019		NB
		Large		Minimum admin fee £4,000 / negotiable	01/04/2019		NB

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Vehicle Crossings	Discretionary	Residential Non-classified Roads	£100.00	£110	01/04/2019	10.0%	NB
		Residential Classified Roads		£200	01/04/2019	New	NB
		Multiple access and commercial use Non-classified Roads	£400.00	£440	01/04/2019	10.0%	NB
		Multiple access and commercial use Classified Roads		£600	01/04/2019	New	NB
		Temporary vehicle crossing to allow access to a new development in advance of formal S278 sign off		£800	01/04/2019	New	NB
		Enforcement for non-compliance with vehicle crossing (non-applications, not to specification)		£50 per hour	01/04/2019	New	NB
Highway Material Storage Licence	Discretionary	Licence	£70.00	£80.00	01/04/2019	14.3%	NB
		Retrospective Licence	£100.00	£110 + enforcement hourly rate	01/04/2019	10.0%	NB
		Enforcement for non-compliance / No consent for all licence fees that do not have existing prescribed enforcement fees.		Fine £150 + £50 per hour enforcement hourly rate	01/04/2019	New	NB
Skip Licence	Discretionary	Licence	£65.00	£65.00	01/04/2019	0.0%	NB
		Licence Renewal	£55.00	£65.00	01/04/2019	18.2%	NB
		One day Licence	£32.00	£65.00	01/04/2019	103.1%	NB
		Late renewal (more than 5 working days to be classed as new application)	£65.00	£70.00	01/04/2019	7.7%	NB
		Retrospective Licence	£120.00	£150 + enforcement hourly rate	01/04/2019	25.0%	NB
Scaffolding Licences	Discretionary	Initial Licence - one month occupation	£125.00	£135.00	01/04/2019	8.0%	NB
		Renewal - one month occupation	£110.00	£135.00	01/04/2019	22.7%	NB
		Retrospective Licence	£200.00	£220 + enforcement hourly rate	01/04/2019	10.0%	NB
Tower Scaffolding Licences/Cherry Picker / Small Lift	Discretionary	Initial Licence 2 days occupation	£100.00	£110.00	01/04/2019	10.0%	NB
		Renewal - 2 days occupation	£20.00	£110.00	01/04/2019	450.0%	NB
		Retrospective Licence	£200.00	£220 + enforcement hourly rate	01/04/2019	10.0%	NB
Cranes	Discretionary	Licence	£300.00	£400.00	01/04/2019	33.3%	NB
		Retrospective Licence	£500.00	£550 + enforcement hourly rate	01/04/2019	10.0%	NB
Hoarding Consents	Discretionary	Initial Licence - one month occupation	£125.00	£135.00	01/04/2019	8.0%	NB
		Renewal - one month occupation	£110.00	£135.00	01/04/2019	22.7%	NB
		Retrospective Licence	£200.00	£220 + enforcement hourly rate	01/04/2019	10.0%	NB
Oversailing Consents - structures oversailing the highway	Discretionary	Licence	£300.00	£350.00	01/04/2019	16.7%	NB
		Retrospective Licence	£500.00	£550 + enforcement hourly rate	01/04/2019	10.0%	NB

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Annual Charge for Table & Chairs Licence	Discretionary	Up to 2 tables & 8 seats	£200.00	£200.00	01/04/2019	0.0%	NB
		For 3 to 4 tables & up to 16 seats	£500.00	£500.00	01/04/2019	0.0%	NB
		For 5 to 10 tables & up to 40 seats	£900.00	£900.00	01/04/2019	0.0%	NB
		For 11 or more tables & over 40 seats	£1,400.00	£1,400.00	01/04/2019	0.0%	NB
Approving traffic Management plans and signage schedules	Discretionary	per hour	£50.00	£50.00	01/04/2019	0.0%	NB
Providing Pre contract information on CTMP and general requirements	Discretionary	per hour	£50.00	£50.00	01/04/2019	0.0%	NB
Approving temporary traffic signals multi phase	Discretionary		£315.00	£325.00	01/04/2019	3.2%	NB
Temporary signals Retrospective approval - 2 way	Discretionary			£200 + enforcement hourly rate	01/04/2019	New	NB
Temporary signals Retrospective approval - multi-phase	Discretionary			£400 plus enforcement hourly rate	01/04/2019	New	NB
Supply of Highway related information, including Personal Search Fees	Discretionary	Highway extent	£34.00	£35.00	01/04/2019	2.9%	SR
		Highway extent per additional question	£11.00	£12.00	01/04/2019	9.1%	SR
		Con29 property search	£34.00	£35.00	01/04/2019	2.9%	SR
		Extensive highway boundary extent	£84.00	£86.00	01/04/2019	2.4%	SR
		Highway Extent research/survey	£117.00	£373.00	01/04/2019	218.8%	SR
Supply of Conveyancing 29 Highway Search Information	Discretionary		£9,000.00	£9,000.00	01/04/2019	0.0%	NB
Supply of Manual Traffic Survey Data (when a commercial request to conduct a traffic survey is received)	Discretionary	Small Manual Classified Count	£260.00	£265.00	01/04/2019	1.9%	SR
	Discretionary	Medium Manual Classified Count	£416.00	£425.00	01/04/2019	2.2%	SR
	Discretionary	Large Manual Classified Count	£624.00	£640.00	01/04/2019	2.6%	SR
Supply of Automatic Traffic Count Data to commercial organisations	Discretionary	1st Location - 1 week's data	£146.00	£150.00	01/04/2019	2.7%	SR
	Discretionary	1st Location - additional weeks data	£26.00	£27.00	01/04/2019	3.8%	SR
	Discretionary	2nd and subsequent location - 1 weeks data	£78.00	£80.00	01/04/2019	2.6%	SR
	Discretionary	2nd and subsequent location - additional weeks data	£41.50	£43.00	01/04/2019	3.6%	SR
Supply of Radar Speed Data to commercial organisations	Discretionary	1st Location - 1 week's data	£110.00	£113.00	01/04/2019	2.7%	SR
		1st Location - additional weeks data	£30.00	£31.00	01/04/2019	3.3%	SR
		2nd and subsequent location - 1 weeks data	£75.00	£77.00	01/04/2019	2.7%	SR
		2nd and subsequent location - additional weeks data	£50.00	£51.00	01/04/2019	2.0%	SR
Agreement for temporary traffic counter on highway	Discretionary		£30.00	£31.00	01/04/2019	3.3%	NB
Definitive Map and Commons							
As made, the Local Authorities (Recovery of Costs for Public Path Orders) Regulations 1993 http://modgov.sefton.gov.uk/moderngov/Data/Cabinet%20Member%20-%20Technical%20Services%20(meeting)/20051109/A	Statutory	Orders confirmed unopposed	£3,330.00	£3,410.00	01/04/2019	2.4%	NB
		Orders confirmed - objections withdrawn	£3,805.00	£3,900.00	01/04/2019	2.5%	NB
		Orders opposed - not proceeded with	£4,035.00	£4,130.00	01/04/2019	2.4%	NB
		Orders opposed - submitted to SoS	£4,870.00	£4,990.00	01/04/2019	2.5%	NB

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Commons Registration Authority Charges							
Common searches (new Con290 form due 14/15 or after)		Initial Search	£31.50	£33.00	01/04/2019	4.8%	NB
		Per additional land parcel	£0.00	£0	01/04/2019		NB
Landowner statements and declarations (public rights of way)	Discretionary	Standard fee per application (incl up to 2 land parcels)	£274.00	£280.00	01/04/2019	2.2%	EX
		Fee per application (3-4 land parcels)	£299.00	£305.00	01/04/2019	2.0%	EX
		Fee per application (5-7 land parcels)	£336.00	£345.00	01/04/2019	2.7%	EX
		Fee per application (exceeding 7 land parcels)	£336+ £73 per additional land parcel	£345 + £73 per additional land parcel	01/04/2019	2.4%	EX
Supply of Highway (rights of way) related information	Discretionary	Written response to standard enquiry	£47.50	£49.00	01/04/2019	3.2%	SR
	Discretionary	Written response to extensive enquiry	£63.00	£65.00	01/04/2019	3.2%	SR
Park and Ride							
Park and Ride Car Park charges - Thornhill & Water Eaton only	Discretionary	Up to 1 hr	free	free	01/04/2019	no change	NB
		1-11 hrs	£2.00	£2.00	01/04/2019	0.0%	NB
		11-24 hrs	£4.00	£4.00	01/04/2019	0.0%	NB
		24-48 hrs	£8.00	£8.00	01/04/2019	0.0%	NB
		48-72 hrs	£12.00	£12.00	01/04/2019	0.0%	NB
		Monthly Season ticket	£41.33	£30.00	01/04/2019	-27.4%	NB
		Quarterly Season Ticket	£110.93	£85.00	01/04/2019	-23.4%	NB
		Annual Season ticket	£391.50	£300.00	01/04/2019	-23.4%	NB
		3 months Business Permit	£25.00	£25.00	01/04/2019	0.0%	NB
		6 months Business Permit	£50.00	£50.00	01/04/2019	0.0%	NB
		12 months Business Permit	£100.00	£100.00	01/04/2019	0.0%	NB
		Excess Notices - Fines paid within 14 days	£50.00	£50.00	01/04/2019	0.0%	NB
		Excess Notices - Fines paid after 14 & up to 28 days	£100.00	£100.00	01/04/2019	0.0%	NB
On-Street Parking - Pay and Display							
Oxford City Centre - Central Area	Discretionary	Sunday - Friday 8am -6.30pm :					
		1 hour	£3.00	£4.00	01/04/2019	33.3%	NB
		2 hours	£5.00	£6.00	01/04/2019	20.0%	NB
		Sunday - Friday evenings		£4.00	01/04/2019	New	NB
		Saturday 1 hour	£3.00	£4.50	01/04/2019	50.0%	NB
		Saturday 2 hours		£7.30	01/04/2019	New	NB
		Saturday evenings		£4.50	01/04/2019	New	NB
Oxford City Centre - Outer Areas	Discretionary	Monday - Saturday 8am-6.30pm :					
		1 hour	£2.50	£3.00	01/04/2019	20.0%	NB
		3 hours		£4.00	01/04/2019	New	NB
		Evenings/Sundays		£3.00	01/04/2019	New	NB
Abingdon 8am-6pm (excl. Sundays, Bank holidays.)	Discretionary	1 hour	£0.50	£0.50	01/04/2019	0.0%	NB
		2 hours (the maximum)	£0.80	£0.80	01/04/2019	0.0%	NB
		Visitor permit (24 hours)	£0.50	£0.50	01/04/2019	0.0%	NB

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Henley 8am-6pm (excl. Sundays, B Hols.)	Discretionary	1 hour	£0.50	£0.50	01/04/2019	0.0%	NB
		2 hours (the maximum)	£0.80	£0.80	01/04/2019	0.0%	NB
		Visitors permit (24 hours)	£0.50	£0.50	01/04/2019	0.0%	NB
Wallingford 8am-6pm (excl. Sundays, Bank holidays)	Discretionary	1.5 hours (the maximum)	£0.30	£0.30	01/04/2019	0.0%	NB
Vehicle Removal Charge	Discretionary		£105.00	£105.00	01/04/2019	0.0%	NB
Parking Permits							
Oxford (per annum)	Discretionary	Oxford residents (excl. Kassam stadium) 1st & 2nd Car	£60.00	£60.00	01/04/2019	0.0%	NB
		Oxford residents (excl. Kassam stadium) 3rd Car	£120.00	£120.00	01/04/2019	0.0%	NB
		Oxford residents (excl. Kassam stadium) 4th Car	£180.00	£180.00	01/04/2019	0.0%	NB
		Oxford residents (Kassam stadium area)	£15.00	£15.00	01/04/2019	0.0%	NB
		Business permits	£100.00	£100.00	01/04/2019	0.0%	NB
		Traders permits per week	£20.00	£20.00	01/04/2019	0.0%	NB
		Visitors permits - First 25	Free	Free	01/04/2019	0.0%	NB
		Visitors permits - 2nd 25 (total cost)	£20.00	£20.00	01/04/2019	0.0%	NB
Abingdon Residents Parking (per annum)	Discretionary	Parking permit	£100.00	£100.00	01/04/2019	0.0%	NB
		Visitors permits - First 25	Free	Free	01/04/2019	0.0%	NB
		Visitors permits - 2nd 25 (total cost)	£20.00	£20.00	01/04/2019	0.0%	NB
Henley Residents Parking (per annum)	Discretionary	Parking permit	£65.00	£65.00	01/04/2019	0.0%	NB
		Visitors permits - First 25	Free	Free	01/04/2019	0.0%	NB
		Visitors permits - 2nd 25 (total cost)	£20.00	£20.00	01/04/2019	0.0%	NB
Excess Charges/ Penalty Notices/ Enforcement							
Excess Charge Notices	Discretionary	Fines paid within 14 days	£20.00	£20.00	01/04/2019	0.0%	NB
		Fines paid after 14 & up to 28 days	£40.00	£40.00	01/04/2019	0.0%	NB
Penalty Charge Notices - higher contraventions	Statutory	Fines paid within 14 days	£35.00	£35.00	01/04/2019	0.0%	NB
		Fines paid after 14 & up to 28 days	£70.00	£70.00	01/04/2019	0.0%	NB
Penalty Charge Notices - lower contraventions	Statutory	Fines paid within 14 days	£25.00	£25.00	01/04/2019	0.0%	NB
		Fines paid after 14 & up to 28 days	£50.00	£50.00	01/04/2019	0.0%	NB
Bus Lane Camera Enforcement	Statutory	Fines paid within 14 days	£30.00	£30.00	01/04/2019	0.0%	NB
		Fines paid after 14 & up to 28 days	£60.00	£60.00	01/04/2019	0.0%	NB
Waste Management							
General Site Costs	Discretionary	Disposal of Large Scale DIY Waste	£1.50	£1.50	01/04/2019	0.0%	NB
		Standard motorcycle and car tyres	£5.00	£5.00	01/04/2019	0.0%	NB
		Plaster/plasterboard per bag	£2.50	£2.50	01/04/2019	0.0%	NB
		Plasterboard sheet up to 2m x 1m	£10.00	£10.00	01/04/2019	0.0%	NB
School Meals							
Pupils	Discretionary	per meal	£2.20	£2.30	01/09/2019	4.5%	NB
Adults	Discretionary	per meal	£3.15	£3.30	01/09/2019	4.8%	SR

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Fire and Rescue Service							
Special Services	Discretionary	Personnel, regardless of rank, per hour or part hour.	£50.10	£51.30	01/04/2019	2.4%	SR
		Aerial Ladder Platform per hour or part hour excluding petrol	£258.00	£264.25	01/04/2019	2.4%	SR
		Vehicles/appliances exceeding 2 tons (unladen) per hour or part hour	£100.50	£102.90	01/04/2019	2.4%	SR
		Vehicles/appliances NOT exceeding 2 tons (unladen) per hour or part hour	£67.50	£69.15	01/04/2019	2.4%	SR
Fire Reports	Discretionary	Preparation of Fire Report	FREE	FREE	01/04/2019	n/a	NB
		Preparation of a Fire Investigation Report - short or extracted	£313.00	£320.00	01/04/2019	2.2%	NB
		Preparation of a Fire Investigation Report - full report or one involving extensive enquiries, photographs etc	£420.00	£430.00	01/04/2019	2.4%	NB
		Preparation of a Fire Investigation Report - full report or one on major incidents requiring extensive protracted investigation etc	£615.00	£630.00	01/04/2019	2.4%	NB
		Insurance Interviews	£87.00	£89.00	01/04/2019	2.3%	NB
Annual charge made to alarm receiver centres and users of dedicated dial in facilities in respect of unwanted fire alarms	Discretionary		£465.00	£476.00	01/04/2019	2.4%	SR
Trading Standards - Licenses							
Performing animal licences	Discretionary		£42.85	£42.85	01/04/2019	0.0%	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	Statutory	1 year	£185.00	£185.00	01/04/2019	0.0%	NB
		2 years	£243.00	£243.00	01/04/2019	0.0%	NB
		3 years	£304.00	£304.00	01/04/2019	0.0%	NB
		4 years	£374.00	£374.00	01/04/2019	0.0%	NB
		5 years	£423.00	£423.00	01/04/2019	0.0%	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)	Statutory	1 year	£86.00	£86.00	01/04/2019	0.0%	NB
		2 years	£147.00	£147.00	01/04/2019	0.0%	NB
		3 years	£206.00	£206.00	01/04/2019	0.0%	NB
		4 years	£266.00	£266.00	01/04/2019	0.0%	NB
		5 years	£326.00	£326.00	01/04/2019	0.0%	NB
Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed (Explosive Goods Act 1875 and 1923)	Statutory	1 year	£109.00	£109.00	01/04/2019	0.0%	NB
		2 years	£141.00	£141.00	01/04/2019	0.0%	NB
		3 years	£173.00	£173.00	01/04/2019	0.0%	NB
		4 years	£206.00	£206.00	01/04/2019	0.0%	NB
		5 years	£238.00	£238.00	01/04/2019	0.0%	NB
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)	Statutory	1 year	£54.00	£54.00	01/04/2019	0.0%	NB
		2 years	£86.00	£86.00	01/04/2019	0.0%	NB
		3 years	£120.00	£120.00	01/04/2019	0.0%	NB
		4 years	£152.00	£152.00	01/04/2019	0.0%	NB
		5 years	£185.00	£185.00	01/04/2019	0.0%	NB

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Varying a licence under Explosive Goods Act 1875 and 1923	Statutory	Varying name or address	£36.00	£36.00	01/04/2019	0.0%	NB
		Transfer of licence/registration	£36.00	£36.00	01/04/2019	0.0%	NB
		Replacement of licence/registration	£36.00	£36.00	01/04/2019	0.0%	NB
Statutory Charge for issuing a licence to store petroleum under Dangerous Substances and Explosive Atmospherics Regulations 2002	Statutory	Not exceeding 2,500 litres	£44.00	£44.00	01/04/2019	0.0%	NB
		Exceeding 2,500 litres but less than 50,000 litres	£60.00	£60.00	01/04/2019	0.0%	NB
		Over 50,000 litres	£125.00	£125.00	01/04/2019	0.0%	NB
Trading Standards - Verifying weights and measures							
Testing fees - verifying weights and measures	Discretionary	Hourly Rate	£82.50	£84.50	01/04/2019	2.4%	SR
Weighing instruments	Discretionary	15k or less - First item	£43.75	£44.75	01/04/2019	2.3%	SR
		Reduced fee for second item	£35.50	£36.50	01/04/2019	2.8%	SR
		Reduced fee for 3 items or more	£34.00	£35.00	01/04/2019	2.9%	SR
		Over 15Kg to 1,000kg - First item	£73.50	£75.25	01/04/2019	2.4%	SR
		Reduced fee for second item	£58.75	£60.00	01/04/2019	2.1%	SR
		Reduced fee for 3 items or more	£55.50	£57.00	01/04/2019	2.7%	SR
		Over 1,000kg to 10t - First item	£227.00	£232.50	01/04/2019	2.4%	SR
		Reduced fee for second item	£182.50	£187.00	01/04/2019	2.5%	SR
		Over 10t to 60t - First item	£378.00	£387.00	01/04/2019	2.4%	SR
		Reduced fee for second item	£302.50	£310.00	01/04/2019	2.5%	SR
		Trading Standards Officer, per hour	£13.00	£13.50	01/04/2019	3.8%	SR
		Non Trading Standards Officer, per hour	£8.75	£9.00	01/04/2019	2.9%	SR
		Trading Standards Officer, per hour	£25.25	£26.00	01/04/2019	3.0%	SR
Non Trading Standards Officer, per hour	£17.50	£18.00	01/04/2019	2.9%	SR		
Testing outside normal hours (Outside 8:30-17:00, Monday to Friday and on Saturday)	Discretionary	500mg- 5Kg - First item	£6.90	£7.00	01/04/2019	1.4%	SR
		Second and subsequent items	£5.56	£5.75	01/04/2019	3.4%	SR
Testing outside normal hours (Sunday and Bank Holidays)	Discretionary	Below 500mg and above 5Kg - First item	£11.00	£11.25	01/04/2019	2.3%	SR
		Second and subsequent items	£8.25	£8.50	01/04/2019	3.0%	SR
Weights	Discretionary	Per Nozzle - First item	£125.00	£128.00	01/04/2019	2.4%	SR
		Second and subsequent items on same site	£77.75	£79.75	01/04/2019	2.6%	SR
			£85.00	£87.00	01/04/2019	2.4%	SR
			£85.00	£87.00	01/04/2019	2.4%	SR
Measuring instruments for Liquid fuel and Lubricants	Discretionary	150ml or less - First item	£18.00	£18.50	01/04/2019	2.8%	SR
	Discretionary	Second and subsequent items	£14.50	£15.00	01/04/2019	3.4%	SR
Testing peripheral electronic equipment on a separate visit (per site)	Discretionary	Above 150ml - First item	£22.15	£22.75	01/04/2019	2.7%	SR
Testing of credit card acceptor (per unit, regardless of number of nozzles etc)	Discretionary	Second and subsequent items	£17.50	£18.00	01/04/2019	2.9%	SR
Measuring instruments - Intoxicating liqueur	Discretionary	3 metres or less - First item	£11.00	£11.25	01/04/2019	2.3%	SR
		Second and subsequent items	£8.25	£8.50	01/04/2019	3.0%	SR
		1 litre or less - First item	£6.90	£7.00	01/04/2019	1.4%	SR
		Second and subsequent items	£5.45	£5.50	01/04/2019	0.9%	SR

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class	
Length measures	Discretionary	Cubic ballast measures	£186.50	£191.00	01/04/2019	2.4%	SR	
		Average quantity measures	£30.25	£31.00	01/04/2019	2.5%	SR	
Capacity measures	Discretionary	Average quantity templates - First item	£52.00	£53.25	01/04/2019	2.4%	SR	
		Second and subsequent items	£20.50	£21.00	01/04/2019	2.4%	SR	
		0-50 items - 5 graduations	£2.99	£3.06	01/04/2019	2.4%	SR	
		- 6 graduations	£3.19	£3.27	01/04/2019	2.4%	SR	
		- 7 to 10 graduations	£4.43	£4.54	01/04/2019	2.4%	SR	
		50-100 items - 5 graduations	£2.37	£2.43	01/04/2019	2.4%	SR	
		- 6 graduations	£2.58	£2.64	01/04/2019	2.4%	SR	
Pharmaceutical measures at manufacturers premises	Discretionary	- 7 to 10 graduations	£3.50	£3.59	01/04/2019	2.4%	SR	
		100+ items - 5 graduations	£2.27	£2.32	01/04/2019	2.4%	SR	
		- 6 graduations	£2.37	£2.43	01/04/2019	2.4%	SR	
		- 7 to 10 graduations	£3.30	£3.38	01/04/2019	2.4%	SR	
Trading Standards - Other								
Hire of cattle crush (mobile unit taken to farms / sites for the safe handling of cattle when conducting welfare checks):	Discretionary	Oxfordshire businesses						
		- First day	£288.50	£295.50	01/04/2019	2.4%	SR	
		- Subsequent days	£87.50	£89.75	01/04/2019	2.6%	SR	
		- Additional fee for re-location per hour	£17.50	£18.00	01/04/2019	2.9%	SR	
		Non-Oxfordshire businesses						
		- First day	£345.00	£353.25	01/04/2019	2.4%	SR	
		- Subsequent days	£86.50	£88.50	01/04/2019	2.3%	SR	
- Additional fee for re-location per hour	£17.50	£18.00	01/04/2019	2.9%	SR			
Buy with Confidence Trader Approval scheme	Discretionary	First year total for 1-5 employees	£450.00	£450.00	01/04/2019	0.0%	SR	
		First year total for 6-20 employees	£650.00	£650.00	01/04/2019	0.0%	SR	
		First year total for 20-49 employees	£850.00	£850.00	01/04/2019	0.0%	SR	
		Renewal Fee (from 2018/19) for 1-5 employees	£300.00	£300.00	01/04/2019	0.0%	SR	
		Renewal Fee (from 2018/19) for 6-20 employees	£450.00	£450.00	01/04/2019	0.0%	SR	
		Renewal Fee (from 2018/19) for 20-49 employees	£600.00	£600.00	01/04/2019	0.0%	SR	
		Renewal Fee (members prior to April 2017) for 1-5 employees	£104.00	£125.00	01/04/2019	20.2%	SR	
		Renewal Fee (members prior to April 2017) for 6-20 employees	£154.50	£185.00	01/04/2019	19.7%	SR	
		Renewal Fee (members prior to April 2017) for 20-49 employees	£210.00	£250.00	01/04/2019	19.0%	SR	
Petroleum Environmental Searches	Discretionary		£120.50	£123.25	01/04/2019	2.3%	SR	
Primary Authority agreement	Discretionary	10 hours support and registration fee	£585.00	£599.00	01/04/2019	2.4%	NB	
Additional Business Support (per hour)	Discretionary		£48.50	£56.41	01/04/2019	16.3%	SR	
Carrying Agent for imported dogs, cats and other mammals: Includes local authorities within TSSE region (excl Isle of Wight), Warwickshire,	Discretionary	Monday to Friday	£257.00	£263.00	01/04/2019	2.3%	NB	
		Saturday and Sunday	£385.50	£395.00	01/04/2019	2.5%	NB	
		Bank Holidays	£514.00	£526.00	01/04/2019	2.3%	NB	

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class	
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	Statutory	Application						
		- PVR Stage 1	£118.40	£121.24	01/04/2019	2.4%	NB	
		- PVR Stage 1 and 2	£196.80	£201.52	01/04/2019	2.4%	NB	
		Annual Subsistence Charge						
		- PVR Stage 1 (low risk)	£60.80	£62.26	01/04/2019	2.4%	NB	
		- PVR Stage 1 and 2 (low risk)	£86.40	£88.47	01/04/2019	2.4%	NB	
		Transfer						
Mobile Device Examination Service - Income received from other local authorities submitting mobile devices	Discretionary	- Standard Process Transfer	£129.60	£132.71	01/04/2019	2.4%	NB	
		- Standard Process Partial Transfer	£380.80	£389.94	01/04/2019	2.4%	NB	
		Single Phone and SIM	£144.50	£148.00	01/04/2019	2.4%	SR	
Achieving Best Evidence (ABE) Interview Service - Income received from other local authorities requesting this Service to carryout ABE interviews on their behalf	Discretionary	SIM Only	£26.50	£27.25	01/04/2019	2.8%	SR	
	Discretionary	Time charged per hour, per officer	£48.50	£56.41	01/04/2019	16.3%	SR	
Gypsy & Traveller Service								
Weekly rent of plot to site resident (there are 89 plots across the 6 Oxfordshire sites).	Discretionary	Weekly site rental	£75.00	£77.00	01/04/2019	2.7%	EX	
Rent for nine additional plots at Redbridge	Discretionary	Weekly site rental	£99.00	£101.00	01/04/2019	2.0%	EX	

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Legal Services							
Section 106 and other Charges (OUTS)	Statutory & Discretionary	Hour	£190.00	£190.00	01/04/2019	0.0%	SR
Internal Charge	N/A	Hour	£90.00	£90.00	01/04/2019	0.0%	N/A
Legal Hub (OUTS)	Discretionary	Hour	£85.00	£85.00	01/04/2019	0.0%	SR
West Berks/Probation, Thames, Henley TC	Discretionary	Hour	£95.00	£95.00	01/04/2019	0.0%	SR
Academies	Discretionary	Hour	£150.00	£150.00	01/04/2019	0.0%	SR
Schools	Discretionary	Hour	£90.00	£90.00	01/04/2019	0.0%	SR
Town Councils	Discretionary	Hour	£95.00	£95.00	01/04/2019	0.0%	SR
Educational Appeals							
Academies - Admissions - Lodged	Discretionary	per appeal	£20.00	£20	01/04/2019	0.0%	SR
Academies - Admissions - Lodged & Listed	Discretionary	per appeal	£99.00	£100	01/04/2019	1.0%	SR
Academies -Admissions- Full Service including Clerking	Discretionary	For first appeal of each day per school	£218.00	£223	01/04/2019	2.3%	SR
		For each subsequent appeal per day	£184.00	£189	01/04/2019	2.7%	SR
Academies - Exclusions	Discretionary	Per exclusion up to 25 hours	£1,214.00	£1,243	01/04/2019	2.4%	SR
		Per hour if exceeds 25 hours	£38.00	£39	01/04/2019	2.6%	SR
Registration Service							
License for approved premises	Discretionary	3 year license	£2,090.00	£2,150.00	01/04/2019	2.9%	NB
Non Refundable Booking Fee for Statutory Civil Marriage and Civil Partnership bookings at the Oxford Register Office	Discretionary	per booking	£50.00	£50.00	01/04/2019	0.0%	NB
Non Refundable Booking Fee for all ceremonies	Discretionary	per booking	£100.00	£125.00	01/04/2019	25.0%	NB
Amendment Fee for all ceremonies	Discretionary	per amendment	£50.00	£60.00	01/04/2019	20.0%	SR

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class	
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)	Discretionary	Abingdon- Roysse Court (Mon -Fri)	£275.00	£285.00	01/04/2019	3.6%	NB	
	Discretionary	Banbury Bodicote House	£275.00	£292.00	01/04/2019	6.2%	NB	
	Discretionary	Bicester - Garth Park	£275.00	£292.00	01/04/2019	6.2%	NB	
	Discretionary	Didcot - Broadway Room	£275.00	£292.00	01/04/2019	6.2%	NB	
	Discretionary	Henley - Regatta Court	£275.00	£292.00	01/04/2019	6.2%	NB	
		Oxford - Tidmarsh Lane						
	Statutory	RO (Tues only)	£50.00	£57.00	01/04/2019	14.0%	NB	
	Discretionary	Dexter Room Tues-Fri	£275.00	£292.00	01/04/2019	6.2%	NB	
	Discretionary	Dexter Room Sat AM	£275.00	£292.00	01/04/2019	6.2%	NB	
	Discretionary	Wheatley - Shotover Room	£275.00	£292.00	01/04/2019	6.2%	NB	
	Discretionary	Witney - Windrush Rooms	£275.00	£292.00	01/04/2019	6.2%	NB	
	Discretionary	Total for all district Offices (Sat pm)	£545.00	£567.00	01/04/2019	4.0%	NB	
	Discretionary	Total for all district Offices (Sun and BH)	£610.00	£632.00	01/04/2019	3.6%	NB	
Marriages at Approved Venues (9.00am to 5.30pm)	Statutory	Attending chapel	£90.00	£90.00	01/04/2019	0.0%	NB	
	Discretionary	Monday - Thursday	£495.00	£517.00	01/04/2019	4.4%	NB	
		Friday & Saturday	£545.00	£567.00	01/04/2019	4.0%	NB	
Sunday & Bank Holiday		£610.00	£632.00	01/04/2019	3.6%	NB		
Marriages at Approved Venues (6.00pm to 8.30pm)	Discretionary	Monday - Thursday	£560.00	£632.00	01/04/2019	12.9%	NB	
		Friday & Saturday	£560.00	£632.00	01/04/2019	12.9%	NB	
		Sunday & Bank Holiday	£660.00	£687.00	01/04/2019	4.1%	NB	
Marriages at Approved Venues (on or after 9pm)	Discretionary	Monday - Thursday	£700.00	£727.00	01/04/2019	3.9%	NB	
		Friday & Saturday	£700.00	£727.00	01/04/2019	3.9%	NB	
		Sunday & Bank Holiday	£720.00	£747.00	01/04/2019	3.8%	NB	
Conversion of a Civil Partnership into Marriage	Statutory	Standard Service	£45.00	£45.00	01/04/2019	0.0%	NB	
		Two stage procedure on other premises - completing the declaration	£27.00	£27.00	01/04/2019	0.0%	NB	
		Two stage procedure on other premises - signing the declaration in a religious registered for marriage of same sex couples	£91.00	£91.00	01/04/2019	0.0%	NB	
Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at Registration Offices	Discretionary	Monday - Friday	£275.00	£315.00	01/04/2019	14.5%	SR	
		Saturday	£295.00	£370.00	01/04/2019	25.4%	SR	
		Sunday & Bank Holiday	£355.00	£380.00	01/04/2019	7.0%	SR	
		Individual Citizenship Ceremonies (Oxford Register Office only)	£225.00	£235.00	01/04/2019	4.4%	SR	
Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at Approved venues	Discretionary	Monday - Friday	£300.00	£315.00	01/04/2019	5.0%	SR	
		Saturday	£350.00	£370.00	01/04/2019	5.7%	SR	
		Sunday & Bank Holiday	£365.00	£380.00	01/04/2019	4.1%	SR	

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at venues not approved by Oxfordshire County Council	Discretionary	Monday - Friday	£575.00	£590.00	01/04/2019	2.6%	SR
	Discretionary	Saturday	£575.00	£590.00	01/04/2019	2.6%	SR
	Discretionary	Sunday & Bank Holiday	£575.00	£590.00	01/04/2019	2.6%	SR
	Statutory	Group Citizenship Ceremony at County Hall	£80.00	£80.00	01/04/2019	0.0%	NB
	Discretionary	Your day your way ceremony	£660.00	£685.00	01/04/2019	3.8%	NB/SR
European Passport Return Service	Discretionary	per application	£20.00	£25.00	01/04/2019	25.0%	SR
Births, Deaths Certificates (Marriage inc line 24-46)	Statutory	on day of registration	£4.00	£11.00	16/02/2019	175.0%	NB
		from a current register	£7.00	£11.00	16/02/2019	57.1%	NB
		from a deposited register	£10.00	£11.00	16/02/2019	10.0%	NB
Short Birth Certificate	Statutory	on day of registration	£4.00	£11.00	16/02/2019	175.0%	NB
		from a current register	£7.00	£11.00	16/02/2019	57.1%	NB
		from a deposited register	£10.00	£11.00	16/02/2019	10.0%	NB
Express Certificate Fee	Statutory	per application	£30.00	£35.00	01/04/2019	16.7%	SR
Searches in indexes	Statutory	General Search	£18.00	£18.00	01/04/2019	0.0%	NB
Notice of Marriages and Civil Partnership	Statutory	Notice of Marriage/Civil Partnership (for 1 person)	£35.00	£35.00	01/04/2019	0.0%	NB
		Extended 70 day Notice for foreign Nationals (for 1 person)	£47.00	£47.00	01/04/2019	0.0%	NB
Commemorative Certificates	Discretionary	per certificate	£10.00	£10.00	01/04/2019	0.0%	SR
Additional birth, death and marriage certificates	Statutory	on the day of registration	£4.00	£11.00	16/02/2019	175.0%	NB
	Statutory	subsequent	£7.00	£11.00	16/02/2019	57.1%	NB
Consideration of Foreign Divorce	Statutory	per application	£50.00	£50.00	16/01/1900	0.0%	NB
Consideration of Foreign Divorce (RG involvement)	Statutory	per application	£75.00	£75.00	01/04/2019	0.0%	NB
Space 17 addition	Statutory	per application	£40.00	£40.00	01/04/2019	0.0%	NB
Consideration for a correction	Statutory	per application	£75.00	£75.00	01/04/2019	0.0%	NB
Consideration for a correction (RG involvement)	Statutory	per application	£90.00	£90.00	01/04/2019	0.0%	NB
Music Service							
Ensembles	Discretionary	Full membership Standard Ensemble lessons	£71.00	£74.00	01/09/2019	4.2%	EX
		Full membership CMS lessons - Central Music School	£99.00	£102.00	01/09/2019	3.0%	EX
		Single ensemble - OCMS lessons	£50.00	£52.00	01/09/2019	4.0%	EX
		Choir Primary	£40.00	£42.00	01/09/2019	5.0%	EX
		Secondary Choir Activity	£50.00	£52.00	01/09/2019	4.0%	EX
		CMS Pass	£150.00	£154.00	01/09/2019	2.7%	EX
		Advanced Musicianship Programme	£75.00	£80.00	01/09/2019	6.7%	EX
		County Level Ensemble 2 hours	£81.00	£84.00	01/09/2019	3.7%	EX
		County Level Ensemble 1.5 hours	£53.00	£57.50	01/09/2019	8.5%	EX
		County Level Ensemble 1 hours	£49.00	£49.50	01/09/2019	1.0%	EX

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class	
Individual Tuition	Discretionary	Individual 20 minutes	£18.90	£18.99	01/09/2019	0.5%	EX	
		Individual 30 Minutes	£28.35	£28.49	01/09/2019	0.5%	EX	
		Individual 40 minutes	£37.80	£37.99	01/09/2019	0.5%	EX	
		Individual 45 minutes	£42.52	£42.74	01/09/2019	0.5%	EX	
		Individual 60 minutes	£56.70	£56.99	01/09/2019	0.5%	EX	
Group Tuition	Discretionary	Group of 2 (30 minutes)	£14.25	£14.55	01/09/2019	2.1%	EX	
		Group of 2 (20 minutes)	£9.75	£9.95	01/09/2019	2.1%	EX	
		Group of 3-4 (30 minutes)	£9.75	£9.95	01/09/2019	2.1%	EX	
		Group of 3-4 (45 minutes)	£14.63	£14.55	01/09/2019	-0.5%	EX	
		Group of 3-4 (20 minutes)	£6.75	£6.95	01/09/2019	3.0%	EX	
		Group of 5-6 (30 minutes)	£6.75	£6.95	01/09/2019	3.0%	EX	
		Group of 7 -9 (40 minutes)	£6.75	£6.95	01/09/2019	3.0%	EX	
		Group of 10 + (50 minutes)	£5.75	£6.95	01/09/2019	20.9%	EX	
Late cancellation Charge	Discretionary	Late Cancellation fee	£35.00	£40.00	01/09/2019	14.3%	EX	
Extra late cancellation Charge		Very late cancellation fee		£50.00	01/09/2019	New	EX	
Own teacher accompanist	Discretionary	Accompanist own teacher	£25.00	£26.00	01/09/2019	4.0%	EX	
Not own teacher accompanist	Discretionary	Accompanist Oxfordshire County Music Service teacher	£40.00	£42.00	01/09/2019	5.0%	EX	
Hire	Discretionary	Hire of Instruments (Violin, Viola and Guitars only)	£23.50	£25.00	01/09/2019	6.4%	EX	
		Hire of Instruments (All other instruments on offer)	£44.50	£46.00	01/09/2019	3.4%	EX	
		Instrument Purchase Charge	£60.00	£70.00	01/09/2019	16.7%	SR	
		Oxfordshire schools orchestra	£525.00	£550.00	01/09/2019	4.8%	EX	
		Oxfordshire Schools Symphony Orchestra	£825.00	£850.00	01/09/2019	3.0%	EX	
		Oxfordshire County Youth orchestra	£750.00	£775.00	01/09/2019	3.3%	EX	
		Oxfordshire Youth Music Theatre	£450.00	£480.00	01/09/2019	6.7%	EX	
		Charges to schools	Discretionary	First Access (60 or 45 minutes)	£1,480.00	£1,500.00	01/09/2019	1.4%
Play On (1 hour)	£1,760.00	£1,810.00		01/09/2019	2.8%	EX		
Play On (40 minutes)	£1,175.00	£1,207.00		01/09/2019	2.7%	EX		
Play On (30 minutes)	£880.00	£905.00		01/09/2019	2.8%	EX		
Transport Zone 1	£90.00	£95.00		01/09/2019	5.6%	EX		
Transport Zone 2	£75.00	£80.00		01/09/2019	6.7%	EX		
Transport Zone 3	£62.00	£66.00		01/09/2019	6.5%	EX		
Transport Zone 4	£40.00	£43.00		01/09/2019	7.5%	EX		
Adults	£110.00	£115.00		01/09/2019	4.5%	EX		
Curriculum (per hour)	£62.70	£63.00		01/09/2019	0.5%	EX		
workshops	£8.00	£10.00		01/09/2019	25.0%	EX		
summer fun	£110.00	£115.00		01/09/2019	4.5%	EX		
Other Charges	Discretionary	launchpad band		£0.00	£10.00	01/09/2019	New	EX
		Key stage 1 festival		£0.00	£3.00	01/09/2019	New	EX
		Primary Pop	£0.00	£3.00	01/09/2019	New	EX	
		spotlight talent	£0.00	£3.00	01/09/2019	New	EX	

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class		
Library Service									
Photocopying	Discretionary	A4 BW& Colour	£0.20	£0.25	01/04/2019	25.0%	SR		
		A4 BW & Colour double sided	£0.30	£0.40	01/04/2019	33.3%	SR		
		A3 BW & Colour	£0.40	£0.50	01/04/2019	25.0%	SR		
		A3 BW & Colour double sided	£0.60	£0.70	01/04/2019	16.7%	SR		
		b) minimum charge for postal requests for copies	£5.00	£5.20	01/04/2019	4.0%	SR		
Microform Copying	Discretionary	a) self service copying	£0.70	£0.80	01/04/2019	14.3%	SR		
		b) staff service	£1.50	£1.60	01/04/2019	6.7%	SR		
Library Overdue Charges for Static Libraries	Discretionary	- Adults							
		- per day library open during first week (daily rate)	£0.30	£0.35	01/04/2019	16.7%	NB		
		- maximum per item	£5.00	£5.20	01/04/2019	4.0%	NB		
		-Children							
		- per day library open during first week	£0.05	£0.06	01/04/2019	20.0%	NB		
		- maximum per item	£2.30	£2.40	01/04/2019	4.3%	NB		
		- Children in public care	Exempt	Exempt	01/04/2019		NB		
		- Institutions							
		- per day library open during first week (daily rate)	£0.30	£0.31	01/04/2019	3.3%	NB		
		- maximum per item	£5.00	£5.20	01/04/2019	4.0%	NB		
		Charge for lost/damaged books	Various	Various	01/04/2019		NB		
		Replacement of Library Tickets	Discretionary	per ticket	£3.00	£3.10	01/04/2019	3.3%	NB
		Library Reservation Fees	Discretionary	a) Book / Audio Books Reservations:					
- Standard charge	£1.20			£1.25	01/04/2019	4.2%	NB		
- Under 18s (Incl children in public care)	Exempt			Exempt	01/04/2019				
b) Items supplied from outside Oxfordshire :									
- Standard charge	£7.50			£8.50	01/04/2019	13.3%	NB		
Items supplied by the British Library and Universities	£15.00			£17.00	01/04/2019	13.3%	NB		
c) Audio Visual Reservations (excluding Audio Books):									
- Standard charge	£1.20			£1.25	01/04/2019	4.2%	NB		
- Concessionary rate	£0.60	£0.65	01/04/2019	8.3%	NB				

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class	
Audio Visual Hire Charges	Discretionary	a) DVDs (Per Week)						
		- Band 1	£1.20	£1.50	01/04/2019	25.0%	NB	
		- Band 2 NOT IN USE						
		- Band 3	£2.40	£2.60	01/04/2019	8.3%	NB	
		- Band 4	£3.60	£4.00	01/04/2019	11.1%	NB	
		b) DVDs Late return Charges (Per day Static Library)						
		- Band 1 (maximum charge £3.00)	£0.30	£0.35	01/04/2019	16.7%	NB	
		- Band 2 NOT IN USE						
		- Band 3 (maximum charge £6.00)	£0.60	£0.65	01/04/2019	8.3%	NB	
		- Band 4 (maximum charge £9.00)	£0.90	£0.95	01/04/2019	5.6%	NB	
		d) Music CD's (per Week)						
		- Band 1	£1.20	£1.40	01/04/2019	16.7%	NB	
		- Band 2 & 3	£2.40	£2.60	01/04/2019	8.3%	NB	
		e) Music CDs Late return Charges (Per day Static Library)						
		- Band 1 (maximum charge £3.00)	£0.30	£0.35	01/04/2019	16.7%	NB	
		- Band 2 & 3 (maximum charge £6.00)	£0.60	£0.65	01/04/2019	8.3%	NB	
		g) Audio Books and Language Packs on CD (3 weeks):						
		- Band 1	£1.50	£1.60	01/04/2019	6.7%	NB	
		- Band 2 & 3	£2.50	£2.60	01/04/2019	4.0%	NB	
		- Children in public care	Exempt	Exempt	01/04/2019			
		h) Audio Books & Language Packs Late Return Charges (Per day Static Library)						
		- Band 1 (maximum charge £4.50)	£0.07	£0.08	01/04/2019	14.3%	NB	
		- Band 2 & 3 (maximum charge £7.50)	£0.11	£0.12	01/04/2019	9.1%	NB	
j) CD-ROM (per Week)								
- Band 1	£1.50	£1.60	01/04/2019	6.7%	NB			
k) CD-ROM late return charges								
Band 1 (per day static library) - maximum charge £3.00	£0.30	£0.35	01/04/2019	16.7%	NB			
Charge for lost/damaged AV		Various	Various	01/04/2019		SR		

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Vocal/Orchestral Play sets	Discretionary	a) Booking Fee per 4 month loan					
		- Vocal Scores Oxfordshire Borrowers					
		- per score with performance time of 5 minutes or less	£0.70	£0.75	01/04/2019	7.1%	NB
		- per score with performance time of more than 5 minutes	£1.80	£1.85	01/04/2019	2.8%	NB
		- Vocal Scores Non Oxfordshire Borrowers					
		- per score with performance time of 5 minutes or less	£1.40	£1.45	01/04/2019	3.6%	NB
		- per score with performance time of more than 5 minutes	£3.00	£3.10	01/04/2019	3.3%	NB
		- Orchestral Sets Oxfordshire Borrowers	£30.00	£31.00	01/04/2019	3.3%	NB
		- Orchestral Sets Non Oxfordshire Borrowers	£40.00	£41.00	01/04/2019	2.5%	NB
		- Play Sets	£5.00	£5.50	01/04/2019	10.0%	NB
		b) Overdue charge					
		- per week or part week, per loan, vocal or orchestral	£13.00	£13.40	01/04/2019	3.1%	NB
		- per playset, per day library open during first week (daily rate)	£0.30	£0.50	01/04/2019	66.7%	NB
		- maximum per playset	£5.00	£5.20	01/04/2019	4.0%	NB
		c) Administration fee for performance sets supplied from outside Oxfordshire.	£7.00	£7.50	01/04/2019	7.1%	NB
Internet Service	Discretionary	A4 BW & Colour	£0.20	£0.25	01/04/2019	7.1%	SR
		A4 BW & Colour double sided	£0.30	£0.40	01/04/2019	25.0%	SR
		A3 BW & Colour	£0.40	£0.50	01/04/2019	33.3%	SR
		A3 BW & Colour double sided	£0.60	£0.70	01/04/2019	25.0%	SR
		Sales of memory sticks	£6.00	£7.00	01/04/2019	16.7%	SR
		Sales of headphones	£1.50	£2.50	01/04/2019	16.7%	SR
Hire of Accomodation	Discretionary	Hire of space Half day commercial use	£25.00	£50.00	01/04/2019	66.7%	EX
		Hire of space Full day commercial use	£59.00	£100.00	01/04/2019	100.0%	
		Hire of space Half day community use	£0.00	£25.00	01/04/2019	69.5%	
		Hire of space Full day community use	£0.00	£50.00	01/04/2019	69.5%	EX
Customer Service Centre							
Concessionary Fares	Discretionary	Card issue and admin	£10.00	£10.00	01/04/2019	0.0%	NB
Disabled Parking	Discretionary	Card issue and admin, assessment service	£10.00	£10.00	01/04/2019	0.0%	NB

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class	
Human Resources								
Job Evaluations for Academies	Discretionary	Ad-Hoc/ Re-evaluation of a Role per role	£100.00	£100.00	Charges introduced from January 2018 no increase	n/a	SR	
		Rate per hour if it takes more than 25 hours per role	£150.00	£150.00		n/a	SR	
Employee Assistance Programme - Academies	Discretionary	Per person	£6.30	Contract ending 2019 and charging under review		n/a	NB	
Occupational Health - Academies	Discretionary	Per person	£11.50	Contract ending 2019 and charging under review		n/a	NB	
Museum Service								
MRC Digital Imaging	Discretionary	Plain paper Digital Prints (pre-existing image)						
		- per copy on A4	£6.00	£6.20	01/04/2019	3.3%	SR	
		- per copy on A3	£6.00	£6.20	01/04/2019	3.3%	SR	
		Plain paper Digital Prints (created to order)						
		- per copy on A4	£10.00	£10.30	01/04/2019	3.0%	SR	
		- per copy on A3	£10.00	£10.30	01/04/2019	3.0%	SR	
		Photo paper Digital Prints (pre-existing image)						
		- per copy A4	£10.00	£10.30	01/04/2019	3.0%	SR	
		- per copy A3	£10.00	£10.30	01/04/2019	3.0%	SR	
		Photo paper Digital Prints (created to order)						
		- per copy on A4 (or smaller)	£14.00	£14.50	01/04/2019	3.6%	SR	
- per copy on A3 paper	£14.00	£14.50	01/04/2019	3.6%	SR			
		Electronic files (automated scan, Archive, microform, or delicate sources including pre-existing scans of wills and parish registers)						

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
MRC Digital Imaging	Discretionary	- per sheet scanned	£1.50	£1.60	01/04/2019	6.7%	SR
		Electronic files (pre-existing image, compressed)					
		- per image 700 pixels	£1.50	£1.60	01/04/2019	6.7%	SR
		Electronic files (pre-existing image, compressed)					
		- per image 2250 pixels	£6.00	£6.20	01/04/2019	3.3%	SR
		Electronic files (pre-existing image, uncompressed)					
		- per image 3200 pixels and above	£10.00	£10.30	01/04/2019	3.0%	SR
		Electronic files (created to order, compressed)					
		- per image 2500 pixels	£10.00	£10.30	01/04/2019	3.0%	SR
		Electronic files (created to order, uncompressed)					
		- per image 3200 pixels and above	£14.00	£14.50	01/04/2019	3.6%	SR
		Other					
		- Use of Digital Camera/USB Memory Stick per day	£6.00	£7.00	01/04/2019	16.7%	SR
		- Use of Digital Camera/USB Memory Stick per week	£17.00	£20.00	01/04/2019	17.6%	SR
		Transfer to CD-R	£5.00	£6.00	01/04/2019	20.0%	SR
		Publication Commercial					
		- Per image	£43.00	£45.00	01/04/2019	4.7%	SR
		- Per extra instance of an image	£18.00	£19.00	01/04/2019	5.6%	SR
		Internal Use Commercial					
		-For use within organisation	£24.00	£25.00	01/04/2019	4.2%	SR

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class	
MRC Reproduction Fees	Discretionary	One programme, unlimited transmissions, one country (EU = one country) - per image used, 0-6 years		£75.00	01/04/2019	New	SR	
		One programme, unlimited transmissions, one country (EU = one country) - per image used, in perpetuity		£125.00	01/04/2019	New	SR	
		One programme, unlimited transmissions, worldwide - per image used, 0-6 years		£190.00	01/04/2019	New	SR	
		One programme, unlimited transmissions, worldwide - per image used, in perpetuity		£310.00	01/04/2019	New	SR	
		Publication: academic						
		- Per image used (1st image)		£14.50	01/04/2019	New	SR	
		- Per image used (2 images)		£10.88	01/04/2019	New	SR	
		- Per image used (3 images)		£9.72	01/04/2019	New	SR	
		- Per image used (4 images)		£8.99	01/04/2019	New	SR	
		- Per image used (5 images)		£8.70	01/04/2019	New	SR	
		- Per image used (6-10 images)		£7.98	01/04/2019	New	SR	
		- Per image used (11-15 images)		£6.82	01/04/2019	New	SR	
		- Per image used (16-20 images)		£6.09	01/04/2019	New	SR	
		- Per image used (21-40 images)		£3.77	01/04/2019	New	SR	
		- Per image used (41-60 images)		£3.05	01/04/2019	New	SR	
		- Per image used (61 or more images)		£2.61	01/04/2019	New	SR	
		Publication: local individuals, organisations and partners						
		- Per use of one or more images		£20.00	£20.00	01/04/2019	0.0%	SR

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Hire of Accommodation	Discretionary	Location fee for use of Oxfordshire Museum/Museums Resource Centre or Swalcliffe Barn premises for film / TV / broadcast purposes per hour or part hour	£55.00	£60.00	01/04/2019	9.1%	EX
		a) Oxfordshire Museum					
		- Exhibition Gallery					
		- per week	£200.00	£205.00	01/04/2019	2.5%	EX
		b) Brewhouse					
		- Exhibition Gallery					
		- per month	£260.00	£267.00	01/04/2019	2.7%	EX
		- 1/2 day Education Use	£26.00	£27.00	01/04/2019	3.8%	EX
		- 1/2 day Commercial Use	£66.00	£68.00	01/04/2019	3.0%	EX
		- per day - Education Use	£61.00	£52.00	01/04/2019	-14.8%	EX
		- per day - Commercial Use	£101.00	£104.00	01/04/2019	3.0%	EX
		c) Coachhouse					
		- 1/2 day Education Use	£37.00	£38.00	01/04/2019	2.7%	EX
		- 1/2 day Commercial Use	£78.00	£81.00	01/04/2019	3.8%	EX
		- per day - Education Use	£62.00	£64.00	01/04/2019	3.2%	EX
		- per day - Commercial Use	£138.00	£143.00	01/04/2019	3.6%	EX
		d) MRC Education Lecture Room					
		- 1/2 day Education Use	£26.00	£27.00	01/04/2019	3.8%	EX
		- per day - Education Use	£52.00	£54.00	01/04/2019	3.8%	EX
		e) Provision of staff to support activities of hirer per hour					
		- during Museum open hours	£21.00	£22.00	01/04/2019	4.8%	SR
		- out of Museum open hours	£32.50	£34.00	01/04/2019	4.6%	SR
		f)Coach House charge for use outside normal hours plus staffing as necessary					
		Education use up to 3 hours	£48.00	£50.00	01/04/2019	4.2%	EX
		Commercial use up to 3 hours	£73.00	£75.00	01/04/2019	2.7%	EX

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Conservation & Exhibition Services	Discretionary	a) MRC					
		Remedial conservation - per hour	£60.00	£62.00	01/04/2019	3.3%	SR
		c) Specialist Climate Controlled Collections Storage and Care per year					
		-Small Item (c.10x10x10cm)	£120.00	£123.00	01/04/2019	2.5%	SR
		-Medium Item (c 20x20x20cm)	£240.00	£246.00	01/04/2019	2.5%	SR
		-Large Item (c.0.5 cubic meters)	£420.00	£430.00	01/04/2019	2.4%	SR
		d) General Collections storage and Care per year					
		-Large Item	£480.00	£492.00	01/04/2019	2.5%	SR
		e) Environmental Monitoring (per month)					
		- for 3 thermohygrographs	£55.00	£57.00	01/04/2019	3.6%	SR
		Loan of datalogger and printout per period up to 2 months	£55.00	£57.00	01/04/2019	3.6%	SR
		Environmental summary					
		f) Conservation Advice per hour	£55.00	£57.00	01/04/2019	3.6%	SR
		- per day	£450.00	£461.00	01/04/2019	2.4%	SR
		- per half-day	£225.00	£231.00	01/04/2019	2.7%	SR
		g) Museum Pest Management plus materials					
		- per day	£450.00	£461.00	01/04/2019	2.4%	SR
		- per half day	£225.00	£231.00	01/04/2019	2.7%	SR
		- per hour	£55.00	£57.00	01/04/2019	3.6%	SR
		h) Hire of display equipment Cases					
		- per day	£15.00	£20.00	01/04/2019	33.3%	SR
		- per week	£80.00	£100.00	01/04/2019	25.0%	SR
		- per month	£200.00	£220.00	01/04/2019	10.0%	SR
		i) Training					
		- per day	£450.00	£461.00	01/04/2019	2.4%	SR
		- per half day	£225.00	£231.00	01/04/2019	2.7%	SR
		k) Documentation and storage of archaeological archives					
		- site archive up to 3 archaeological storage boxes ((0.022m3)	£100.00	£103.00	01/04/2019	3.0%	SR
		-per archaeological storage box (0.022m3)	£65.00	£67.00	01/04/2019	3.1%	SR

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Museums Service Research Enquiries	Discretionary	- written reply to each enquiry per hour (or pro-rata) Minimum 30 minutes £20, Maximum 2 hours £80.	£40.00	£40.00	01/04/2019	0.0%	SR
		- higher rate for businesses and profit-making organisations per hour (or pro-rata) Minimum 30 minutes £26. Maximum 2 hours £120.	£52.00	£60.00	01/04/2019	15.4%	SR
Microform Copying	Discretionary	Copying by Staff					
		- per A4 copy	£1.50	£1.60	01/04/2019	6.7%	SR
Administrative Charge	Discretionary	- per A3 copy	£1.50	£1.60	01/04/2019	6.7%	SR
		Minimum charge for providing an invoice for any service	£26.00	£30.00	01/04/2019	15.4%	SR
MRC Photographic	Discretionary	Photographic Prints by External Photographer	Various				SR
Postage & Packing	Discretionary	- Reinforced Envelope in reinforced C4 envelope	£2.50	£3.00	01/04/2019	20.2%	SR
		Cardboard Tube - Copies supplied in 450mm cardboard tube	£5.00	£6.00	01/04/2019	19.9%	SR
		Disc Mailer - CR-ROM supplied in disc mailer	£5.00	£6.00	01/04/2019	19.9%	SR
		Air Mail - additional to basic cost	£2.50	£3.00	01/04/2019	20.2%	SR
Oxfordshire Museum Lecture Fees plus travel at current OCC rates	Discretionary	Per event	£55.00	£65.00	01/04/2019	18.2%	SR
Use of Oxfordshire Museum Garden for Wedding Photography	Discretionary	Per event	£88.00	£91.00	01/04/2019	3.4%	EX

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class	
Learning & Access	Discretionary	School Sessions at The Oxfordshire Museum - up to 30 children	£78.00	£80.00	01/04/2019	2.6%	NB	
		Outreach School Sessions KS1 (approximately 1.25 hours)						
		- up to 30 children	£92.00	£95.00	01/04/2019	3.3%	NB	
		Outreach School Sessions KS2 (approximately 1.5 hours)						
		- up to 30 children	£110.00	£115.00	01/04/2019	4.5%	NB	
		School Box Loans						
		- per term	£32.00	£33.00	01/04/2019	3.1%	NB	
		Reminiscence Box Loans						
		- per 2 week loan	£21.00	£22.00	01/04/2019	4.8%	NB	
		Reminiscence sessions						
		- per session	£21.00	£22.00	01/04/2019	4.8%	NB	
		Facilitated Community Group Visits to The Oxfordshire Museum						
		- per group during normal opening (approximately 2.5 hours)	£25.00	£26.00	01/04/2019	4.0%	NB	
		Family Learning Drop In at The Oxfordshire Museum						
		- per child	£2.00	£2.00	01/04/2019	0.0%	NB	
		- per family of up to 3 children	£5.00	£5.00	01/04/2019	0.0%	NB	
		TOM Tots under 5s sessions at The Oxfordshire Museum						
		- per child	£1.00	£1.00	01/04/2019	0.0%	NB	
- per family	£2.50	£2.50	01/04/2019	0.0%	NB			
Booked family workshop		£5-10 depending length of session					NB	

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
History Service							
Digital Imaging	Discretionary	Plain paper Digital Prints (pre-existing image)					
		- per copy on A4	£6.00	£6.20	01/04/2019	3.3%	SR
		- per copy on A3	£6.00	£6.20	01/04/2019	3.3%	SR
		Plain paper Digital Prints (created to order)					
		- per copy on A4	£10.00	£10.30	01/04/2019	3.0%	SR
		- per copy on A3	£10.00	£10.30	01/04/2019	3.0%	SR
		Photo paper Digital Prints (pre-existing image)					
		- per copy A4	£10.00	£10.30	01/04/2019	3.0%	SR
		- per copy A3	£10.00	£10.30	01/04/2019	3.0%	SR
		Photo paper Digital Prints (created to order)					
		- per copy on A4 (or smaller)	£14.00	£14.50	01/04/2019	3.6%	SR
		- per copy on A3 paper	£14.00	£14.50	01/04/2019	3.6%	SR
		Electronic files (automated scan of Archive, microform, or delicate sources)					
		- per sheet scanned		£1.60	01/04/2019	New	SR
		Electronic files (pre-existing digital image, excluding Picture Oxon images and hi-res tithe map images)					
		- per image or per page as appropriate		£0.80	01/04/2019	New	SR
		Electronic files (automated scan, Local Studies sources)					
		- per sheet scanned	£0.70	£0.80	01/04/2019	14.3%	SR
		Electronic files (pre-existing image, compressed)					
		- per image 700 pixels	£1.50	£1.60	01/04/2019	6.7%	SR

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class	
Digital Imaging	Discretionary	Electronic files (pre-existing image, compressed)						
		- per image 2250 pixels	£6.00	£6.20	01/04/2019	3.3%	SR	
		Electronic files (pre-existing image, uncompressed)						
		- per image 3200 pixels and above	£10.00	£10.30	01/04/2019	3.0%	SR	
		Electronic files (created to order, compressed)						
		- per image 2500 pixels	£10.00	£10.30	01/04/2019	3.0%	SR	
		Electronic files (created to order, uncompressed)						
		- per image 3200 pixels and above	£14.00	£14.50	01/04/2019	3.6%	SR	
		Electronic files (digitised Tithe Maps)						
		- per image	£14.00	£14.50	01/04/2019	3.6%	SR	
		Other						
		- Use of Digital Camera and / or Downloading digital files	£6.00	£7.00	01/04/2019	16.7%	SR	
		- Use of Digital Camera and / or Downloading digital files	£17.00	£20.00	01/04/2019	17.6%	SR	
		Transfer to CD-R	£5.00	£6.00	01/04/2019	20.0%	SR	
		Reproduction Fees	Discretionary	Publication Commercial				
- Per image	£43.00			£44.00	01/04/2019	2.3%	SR	
- Per extra instance of an image	£18.00			£19.00	01/04/2019	5.6%	SR	
Internal Use Commercial								
-For use within organisation	£24.00			£25.00	01/04/2019	4.2%	SR	
-Use on a website (per year) - per image				£60.00	01/04/2019	New	SR	
Broadcast Media (multi-platform, including streaming and online catchup servers)								

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class		
Reproduction Fees	Discretionary	One programme, unlimited transmissions, one country (EU = one country) - per image used, 0-6 years		£75.00	01/04/2019	New	SR		
		One programme, unlimited transmissions, one country (EU = one country) - per image used, in perpetuity		£125.00	01/04/2019	New	SR		
		One programme, unlimited transmissions, worldwide - per image used, 0-6 years		£190.00	01/04/2019	New	SR		
		One programme, unlimited transmissions, worldwide - per image used, in perpetuity		£310.00	01/04/2019	New	SR		
		Publication: academic							
		- Per image used (1st image)		£14.50	01/04/2019	New	SR		
		- Per image used (2 images)		£10.88	01/04/2019	New	SR		
		- Per image used (3 images)		£9.72	01/04/2019	New	SR		
		- Per image used (4 images)		£8.99	01/04/2019	New	SR		
		- Per image used (5 images)		£8.70	01/04/2019	New	SR		
		- Per image used (6-10 images)		£7.98	01/04/2019	New	SR		
		- Per image used (11-15 images)		£6.82	01/04/2019	New	SR		
		- Per image used (16-20 images)		£6.09	01/04/2019	New	SR		
		- Per image used (21-40 images)		£3.77	01/04/2019	New	SR		
		- Per image used (41-60 images)		£3.05	01/04/2019	New	SR		
		- Per image used (61 or more images)		£2.61	01/04/2019	New	SR		
		Publication: local individuals, organisations and partners							
		- Per use of one or more images	£20.00	£20.00	01/04/2019	0.0%	SR		
		OHC USE OF PREMISES							
		Location fee for use of Oxfordshire History Centre premises for film / TV / broadcast purposes							
		- per hour or part hour		£55.00	£60.00	01/04/2019	9.1%	EX	

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Research Enquiries	Discretionary	- written reply to each enquiry per hour (or pro-rata) Minimum 30 minutes £20, Maximum 2 hours £80.	£40.00	£40.00	01/04/2019	0.0%	SR
		- higher rate for businesses and profit-making organisations per hour (or pro-rata) Minimum 30 minutes £30. Maximum 2 hours £120.	£52.00	£60.00	01/04/2019	15.4%	SR
Microform Copying	Discretionary	a) Self Service Copying					
		- per A4 copy	£0.70	£0.80	01/04/2019	14.3%	SR
		- per A3 copy	£0.70	£0.80	01/04/2019	14.3%	SR
		b) Copying by Staff					
Photocopies	Discretionary	- per A4 copy	£1.50	£1.60	01/04/2019	6.7%	SR
		- per A3 copy	£1.50	£1.60	01/04/2019	6.7%	SR
		Self Service Copying -					
		- per A4 copy	£0.20	£0.20	01/04/2019	0.0%	SR
		- per A3 copy	£0.40	£0.40	01/04/2019	0.0%	SR
		Local Studies -					
		Staff Operated Copying -					
		- per A4 copy	£0.70	£0.80	01/04/2019	14.3%	SR
		- per A3 copy	£0.70	£0.80	01/04/2019	14.3%	SR
		All Archive Documents and Delicate Documents					
- per A4 or A3 copy (ordered on-site)	£1.25	£1.30	01/04/2019	4.0%	SR		
- per A4 or A3 copy (ordered remotely)	£1.50	£1.60	01/04/2019	6.7%	SR		
Computer Printouts	Discretionary	Self Service Copying -					
		- per A4 copy	£0.20	£0.20	01/04/2019	0.0%	SR
		- per A3 copy	£0.40	£0.40	01/04/2019	0.0%	SR
		Staff Operated Copying -					
Certificates	Discretionary	- per A4 copy	£0.70	£0.80	01/04/2019	14.3%	SR
		- per A3 copy	£0.70	£0.80	01/04/2019	14.3%	SR
		Per Copy -					
		Motor Vehicle Registration copies	£10.00	£12.00	01/04/2019	20.0%	SR
Copies of Recordings	Discretionary	Baptism Certificates	£13.00	£14.00	01/04/2019	7.7%	NB
		Marriage Certificates	£10.00	£10.00	01/04/2019	0.0%	NB
		From Oral History (per CD)	£17.00	£18.00	01/04/2019	5.9%	SR
Minimum Charge	Discretionary	From Oral History (per DVD)	£34.00	£35.00	01/04/2019	2.9%	SR
		Minimum charge for providing copies		£4.00	01/04/2019	n/a	SR
Administrative Charge		Minimum charge for providing an invoice for any service	£26.00	£30.00	01/04/2019	15.4%	SR
Postage & Packing	Discretionary	- Reinforced Envelope in reinforced C4 envelope	£2.50	£3.00	01/04/2019	20.2%	SR
		Cardboard Tube - Copies supplied in 450mm cardboard tube	£5.00	£6.00	01/04/2019	19.9%	SR
		Disc Mailer - CR-ROM supplied in disc mailer	£5.00	£6.00	01/04/2019	19.9%	SR
		Air Mail - additional to basic cost	£2.50	£3.00	01/04/2019	20.2%	SR

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Oxfordshire History Service Lecture Fees plus travel at current OCC rates	Discretionary	Per event	£68.00	£70.00	01/04/2019	2.9%	SR
USB memory sticks	Discretionary	per 4Bb-8Gb stick		£5.00	01/04/2019	n/a	SR

Capital & Investment Strategy - 2019/20 to 2028/29 (incorporating the Treasury Management Strategy Statement 2019/20)

Purpose and Objectives

1. The Prudential Code for Capital Finance in Local Authorities was updated by the Chartered Institute of Public Finance and Accountancy in December 2017. The code requires that for each financial year, a local authority should prepare at least one Investment Strategy which should contain 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. This may therefore include investments that are not managed as part of normal treasury management processes or under treasury management delegations.
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 & Investment strategy sets out the requirements of the Prudential Code covering all the investments of the authority and covers the following areas:

- The Council's Corporate Plan priorities and the local context
- Financial context and funding streams
- Approach to capital investment
- Capital Programme financing principles
- Capital programme approach and overview of existing Capital Programme
- Capital investment proposals for 2019/20 – 2028/29
- Capital governance and decision-making
- Prudential Indicators for capital finance
- Treasury Management Strategy Statement (including external debt)

Introduction

7. The Capital & 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)
 - The SEND Sufficiency Strategy
 - School Organisation Plan
 - Oxfordshire Local Industrial Strategy
 - Oxfordshire Joint Statutory Spatial Plan
 - The Highways Asset Management Plan
 - The Financial Strategy including the Medium Term Financial Plan
8. The Capital & 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.
9. 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 & Investment Strategy is to ensure that capital projects or programmes are only approved where they accord with the capital investment principles.
10. 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 & 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.

The Council's Corporate Plan Priorities

11. The Capital & 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 also seeks to ensure that resources are used in the most efficient way and support the Council's objectives most effectively.

Local Context

12. Oxfordshire's population is around 682,400¹ and the county's area is 260,500 hectares. It is the most rural county in the South-East region; over 40%² of Oxfordshire's population live in settlements of fewer than 10,000 people. Almost a quarter of Oxfordshire's population live in the city of Oxford with a similar proportion in its largest market towns and the remainder living in more rural areas. The population is ageing with substantial recent growth in the number of people aged 85 and over.
13. The County is facing significant demographic pressures. Economic prosperity and the quality of the environment make Oxfordshire an attractive place in which to live and work. Between 2016 and 2031, the council's population forecasts predict the county's population will grow by over 27%³, whilst over the same period, the number of people aged 85 and over is forecast to grow by 55%. This will increase the number of people requiring intensive support from the social and health care system. In addition, the growth in new housing across the county and an increase in fertility rates will lead to an increase in the number of children requiring school places. There has also been a significant increase in the number of children requiring an Education, Health and Care Plan leading to a pressure on special school and resource base provision.
14. Oxfordshire plays a critical and growing role in the UK economy, being one of three net contributors to the national exchequer and generating an estimated £22 billion GVA. Oxfordshire's relationship to neighbouring authorities through the Oxford Cambridge Arc is becoming increasingly important as a regional entity; with an emerging ambition to double our GVA by 2040, this region is nationally and internationally significant. This added growth will be achieved by unlocking opportunities through the emerging Arc local industrial

¹ ONS 2017 population estimate

² ONS Census 2011, as a proportion of Oxfordshire's total population

³ Oxfordshire County Council's population forecasts released April 2018

strategies and by delivering a substantial uplift of new homes and through major investment in road and rail infrastructure.

15. The emerging Local Industrial Strategy (OxLIS) will see an unprecedented focus on the strategic promotion of growth in Oxfordshire especially in Artificial Intelligence and disruptive technology sectors where rapid growth is predicted.
16. Oxfordshire's local authorities worked collectively through the Growth Board on an Oxfordshire Infrastructure Strategy (OxIS) designed to identify, map and prioritise Oxfordshire's infrastructure requirements to 2040 and beyond. Significant elements of this were completed and published in the course of 2017.
17. Negotiations with national government partners led to Oxfordshire securing a Housing & Growth Deal in February 2018, providing £215m of government investment to support Oxfordshire's ambition to plan for and support the delivery of 100,000 homes by 2031. £150m of this funding is to fund transport and supporting infrastructure schemes to secure the delivery of priority housing and employment sites. £60m is to support a bespoke Oxfordshire wide affordable housing delivery programme that will support delivery of at least 1320 affordable homes across a range of tenures to start on site by 2021. A further £5m has been provided as capacity funding for costs of delivering the deal.
18. Oxfordshire partners and Government view the Housing & Growth Deal as a positive first stage in an on-going partnership to pursue a comprehensive approach to deliver housing and economic growth and will work together to explore opportunities arising from investment in the Cambridge-Milton Keynes-Oxford corridor and other funding streams.
19. Forward funding through the Growth Deal also helps unlock further funds that are paid by developers as new homes are built, to support the completion of the various infrastructure projects. This funding is typically made in the form of Community Infrastructure Levy or Section 106 payments. Therefore, the total value of the schemes to be unlocked by the five-year infrastructure programme is significantly higher than the initial £150m Growth Deal contribution - at over £480m, excluding the costs of the major rail projects which are still to be confirmed.
20. A further £300m of investment from the Government's Housing and Infrastructure Fund (HIF) is awaiting final approval. This will fund transport infrastructure needed to help bring forward the Didcot Garden Town and West Oxfordshire Garden Village, near Eynsham.

21. In this context, Oxfordshire County Council will need to play a significant role in delivering major infrastructure investment.

Partnership Working

22. The Council has a strong vision to create sustainable places by working closely with its partners. It recognises that it can only achieve its objectives through partnership working and is therefore committed to working with public, private, voluntary and community organisations.
23. The Council already has a history of pursuing joint-working and joint-service delivery initiatives for better outcomes for communities and residents of the County. It will continue to actively seek opportunities to work in partnership to provide capital investment in Oxfordshire.
24. The Council is currently working with:
- All Oxfordshire District Councils, the City Council and OxLEP to deliver the Housing & Growth Deal;
 - OxLEP to deliver Local Growth Fund projects;
 - Cherwell District Council through our joint partnership arrangements; and
 - Oxfordshire District Councils and the City Council to deliver One Public Estate Projects.

Financial Context and Funding Streams

25. Since 2010, local government has seen significant reductions in the revenue funding received from government to address the national deficit; however, national capital funding allocations, despite large initial reductions, have returned to or increased from the pre-2010 levels. The establishment of Local Enterprise Partnerships (LEPs) in 2011 has resulted in significant funding for large infrastructure schemes through the Local Growth Fund. The government have committed to borrow for investment in infrastructure and innovation which will boost productivity through the National Productivity Investment Fund established in 2016, gives additional funding for housing, infrastructure and research & development.
26. For the Council, government capital grants have continued for basic need, school's structural maintenance and highways maintenance plus ad hoc specific grants such as that to address potholes. These grants are however not enough to meet local investment demand.
27. A key source of capital funding for the council is developer contributions. There have been significant contributions to the schools and transport programmes in recent years provided through development permissions. It is expected that developer contributions will continue to be an important

funding source for the council to deliver the infrastructure needed in these growth areas.

28. The Council changed its policy on disposal of surplus land and property in 2016; rather than automatically dispose of surplus assets, these are now considered on a case by case basis to maximise the value the Council achieves from them. Retention could be on the basis of potential development opportunities, enhancing value of the asset through planning permission processes, due to future expected valuation increases or other similar reasons.
29. The Council made a decision to release its small-holdings' estates in the 1990s; however, sites that were recognised to hold long term potential for residential development were purposely held. There is only c132 hectares remaining of land holdings, of which c86 hectares relate to land development deals that are in progress and c£40m of expected receipts from this, which will be realised from 2024 onwards. These have already been included as funding in the existing 10-year Capital Programme (2018-2028).
30. Another source of capital funding is prudential borrowing. The Council must ensure that borrowing is affordable, prudent and cost effective. This has provided the Council with the flexibility to raise capital funding as demand and business opportunities arise, particularly where there is a case of invest to save. However, prudential borrowing has revenue implications for the Council in the form of financing costs. The recently agreed Street Lighting LED replacement programme of £41m replacing traditional lanterns with LED is an example of a programme funded by prudential borrowing. And as an invest to save scheme, the costs will be repaid from the savings in the energy costs that will be generated from the programme.

Approach to Capital Investment

31. The Council's approach to capital investment is integral to the Council's financial planning processes. The approach aims to ensure that:
 - a. Capital expenditure contributes to the achievement of the priorities set out in the Corporate Plan;
 - b. An affordable and sustainable capital programme is agreed;
 - c. Use of resources and value for money is maximised;
 - d. A clear framework for making capital investment decisions is provided;
 - e. A corporate approach to the use of capital resources is maintained;
 - f. Sufficient assets to provide services are acquired, or built, and maintained;
 - g. Invest to save initiatives to make efficiencies within the Council's revenue budget are encouraged;

- h. Investment in existing assets to enhance their value, including acquisition of land, is supported;
- i. An appraisal and prioritisation process for new schemes is robust

Capital Programme Financing Principles

32. The Council's capital programme financing principles are:
- a. The government grants received for basic need, school maintenance and highways maintenance are treated as a single flexible pot that fund the statutory requirements of the provision of school places and school and highways maintenance as the first priority.
 - b. Capital receipts are also treated as a corporate resource and used across the capital programme flexibly.
 - c. 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.
 - d. Ringfenced resources are used for the purposes for which they are issued.
 - e. Prudential borrowing will be considered where:
 - i. capital investment will result in future revenue savings and the cost of borrowing can be met from the savings; or
 - ii. the council has a significant unmet capital need. The borrowing is repaid from revenue over the life of the asset and this implication is taken into account when assessing the affordability of the proposal.
 - iii. It contributes towards the overall investment approach, subject to clear and demonstrable business case;
 - f. The Council will try wherever possible to influence investment through the targeted use of its limited capital resources to lever in other investment to meet its objectives. However, the Council is clear that projects that may bring in further investment will only be supported if they meet the Council's priorities and objectives. The Council also evaluates long-term implications of accepting any external funding provision, in particular on its revenue budget.
 - g. The Capital Programme will maintain a 3% contingency level.
 - h. The Council will continue to employ an effective year-end financing strategy that is aimed at minimising the liability on the revenue budget. The first calls on capital resources are therefore external funding (including S106), grants, capital receipts and reserves. The final calls, where necessary, are on prudential borrowing.

Commercial Activity

33. The 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.

Capital Programme Approach

34. Last year, in-line with the ambition to focus on a longer-term approach to financial planning, the Council moved from a four year to a ten-year capital programme. The extended programme enables strategic choice and options around developing our community assets, responding to issues such as rising demand in adults and children's services and allows for a planned approach to the replacement of assets.
35. With this in mind, the overall vision for the capital programme is to have a diverse portfolio of activity, ensuring the continued creation of new infrastructure; maintenance of existing infrastructure; plus, replacement of old infrastructure, for the benefit of Oxfordshire residents and businesses. This will deliver value for money within an affordable financial envelope by generating income and growth, enabling the delivery of savings and focussing on creating better places to live and work. This is all underpinned by the needs of the people and businesses of Oxfordshire to meet the Council's overall vision.
36. In alignment with the vision for the capital programme, there is a new focus on:
 - Developing the Council's assets and responding to rising demand (social care and highway condition)
 - Improving and retaining our assets to generate positive return
 - New approach to borrowing to take a longer term and more responsible approach to asset management (including statutory compliance)
 - New approach to investment in further assets where this meets our corporate objectives
 - Strategies underpinning investment decisions
37. To support this vision a portfolio area approach has been adopted for the capital programme. This allows for a policy led methodology or the ambition to achieve a desired outcome. The portfolio areas are:
 - **Schools Estate:** including basic need (new schools and expansion), maintenance, health and safety and improvements
 - **Non-Schools Estate:** including health & safety, maintenance, improvements
 - **Operational Assets:** including vehicles, ICT systems and equipment and vehicles
 - **Highways and associated infrastructure:** including street lighting, and bridges

- **Organisational redesign:** including schemes to address demand management and digitalisation
38. Allocations for the portfolio areas have been based on a combination of identified schemes with known budget requirements, identified schemes with estimated budget requirements and general allocations where services can bring forward business cases to bid for the funding. For the portfolio areas, detailed business cases will be brought forward to the Capital Investment Programme Board who will approve them or make recommendations to Cabinet for inclusion in the capital programme, depending on the approval thresholds in the Financial Procedure Rules (FPRs).

Investing in Oxfordshire Strategy

39. Linked to the new approach to capital programme planning, the Council will be developing a strategy about Investing in Oxfordshire. The primary objective of this strategy will be to achieve policy benefits or service outcomes, whether this is supporting economic growth, delivery of services, creating affordable housing etc. This will build on the existing approach of investing in existing assets to enhance their value, including acquisition of land. The strategy will be brought forward for approval in the new financial year.

Capital Programme Overview

40. The current capital programme for 2018/19 to 2027/28 totals £891m⁴. The existing programme predominately comprises School Basic Need projects, the annual highways maintenance programme and large transport schemes that have received specific government grant funding. These include City Deal, Local Growth Fund, the Housing and Growth Deal and additional highways pothole funding. The current programme also includes investment, funded by prudential borrowing, in the street lighting estate. The table below sets out the current programme summary.

⁴ Based on the Capital Programme presented to Cabinet in December 2018

Total Programme 2018/19 – 2027/28 £891m				
Schools Estate	Non schools Estate	Operational Assets	Highways and Associated Infrastructure	Organisational Redesign
Including H&S, maintenance, improvement	Including H&S, maintenance, improvement	including ICT equipment, ICT systems, vehicles	including street lighting & bridges	including Demand Management and Digitalisation
£167m	£131m	£15m	£452m	£20m
Earmarked Reserves/Contingency £106m				

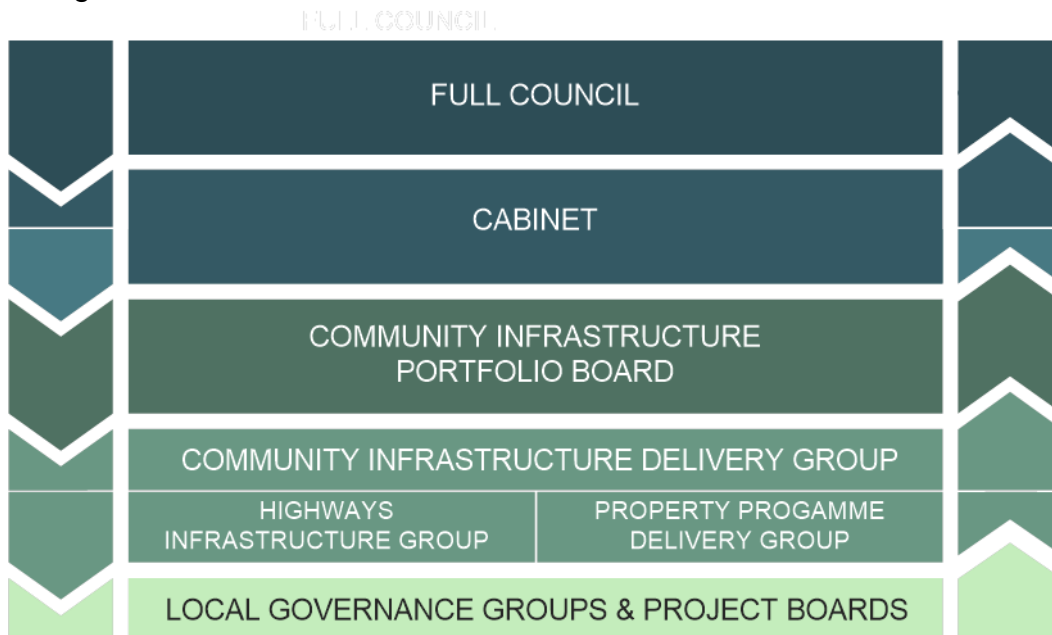
Capital investment proposals 2019/20 - 2028/29

41. The new Capital Programme proposed alongside this strategy, extends the programme period to 2028/29. Details of proposed new capital investments are set out in Annex 3.
42. In addition to extending the programme by a year, the portfolio allocations have been reviewed in light of emerging proposals, agreed programmes and revised funding levels.
43. The proposed programme includes investment of £120m in the Council's assets approved by Cabinet in September 2018. Reduced funding and deterioration in asset condition in highways and property has led to reassessment of the benefits of investment. Investment at this stage would allow repairs to many of the roads already in poor condition and reduce the number of potholes that arise and improve the longevity of future repairs in these areas, thus reducing the increasing pressure on revenue resources.
44. The Schools estate allocation reflects £19.5m investment linked to the SEND strategy, agreed by Cabinet in December 2018, to increase the provision of Special School places in the county. £10m of this relates to the rebuild of Northfield School with an expanded number of places. Further amounts are available for additional SEN bases at mainstream schools and the expansion of existing special schools. The school's estate allocation also includes provision to increase the number of early year's places across the county.
45. The Non-Schools Estate allocation includes estimated allocations to address several immediate and critical legacy issues arising from both the decline in

the spend on maintenance and Carillion’s liquidation. This includes the rectification of known defects with completed projects; the treatment of latent defects (defects not known at this point that could emerge over time); the assessment of the estates compliance with statutory and health & safety requirements; and the condition of both the School’s and Non-School’s estate.

Governance Arrangements

- 46. 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, remains with full council. Although detailed implementation and monitoring may be delegated to a committee.
- 47. Capital governance arrangements were reviewed during 2017 and a new structure was put in place to establish a strong link between the mainstream capital programme and capital investment needs arising from the growth agenda and from organisational strategic issues such as rising demand in adults and children’s services. The Council also recognises that a truly corporate approach to strategic capital investment, infrastructure and asset planning is essential.
- 48. The governance structure is set out below:



Council and Cabinet

49. 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.

The Community Infrastructure Portfolio Board (CIPB)

50. The Community Infrastructure Portfolio Board (CIPB) is a director-level working group to be the senior point of contact in the delivery of all capital infrastructure projects. It takes its decision-making power from the delegated authority of member officers as per Financial Procedure Rules and the council's Constitution. It makes decisions only where priorities are already agreed by the Cabinet as part of the Council's budgetary framework. It also ensures that necessary consultation is carried out with the Informal Cabinet and relevant Directors as part of the decision-making process.
51. The board controls the implementation programme of strategic capital investment for Oxfordshire and ensures that the investment is planned and delivered effectively. It facilitates effective decision-making and provides officer leadership, governance and challenge in the capital and asset portfolios.

The Community Infrastructure Delivery Group

52. The Community Infrastructure Delivery Group (CIDG) is a working group with a remit and function to be the first point of contact in the delivery of all capital infrastructure matters. It takes decision-making power from the delegated authority of member officers as per the Financial Procedure Rules. It makes decisions only where priorities are already agreed by Council as part of the Council's budgetary framework.
53. The group will provide oversight on cost control / timescales / quality of individual major capital projects. The group enables the development of a programme of strategic capital investment for Oxfordshire and ensures that strategic capital investment is planned and delivered in the most effective way possible. It aims to facilitate effective decision-making and provides officer leadership, governance and challenge in the capital and asset arena.

Programme/Project Delivery Boards

54. The Over-arching Programme Delivery Boards deal with capital and asset management issues across portfolio areas and report progress to CIDG. Sub-programme and project delivery boards are responsible for effective programming of commissioned programmes/projects within the given scope and budget.

Capital Programme Implementation

55. The Council operates a two-stage approval process for capital resource allocation. If a project is approved at stage 1, it is accepted in principle to the capital programme and is allocated a project development budget. This stage is also called “commit to investigate”. At stage 2, the project receives full approval for work to commence and expenditure to be incurred, subject to the budget constraints of the project delivery budget allocation.

56. A business case supports each approval stage that has:

- Analysed a range of possible solutions at the feasibility phase of each major capital investment;
- Based the options appraisal on the life cycle costs of possible solutions, including the discounted cost of future expenditures to determine their affordability;
- Explored different project delivery models that, where possible, include partnerships, sharing costs with other organisations, obtaining grant contributions or generates revenue income;
- Recommended the option that ensures the capital investment secures the maximum benefit.

Capital Expenditure Definitions

57. Expenditure which qualifies as capital under this strategy is set out on the Council’s intranet using the link below. It also sets out information on de minimus values, abortive costs, abnormal costs and leases.

<https://intranet.oxfordshire.gov.uk/cms/content/what-capital-expenditure>

Prudential Indicators for Capital Finance

58. The Prudential Code for Capital Finance in Local Authorities (2011) requires the Council to set and monitor against Prudential Indicators in the following categories:

- Prudence – Capital Expenditure and External Debt
- Affordability
- Treasury Management

59. The indicators have been based on the February 2019 capital programme which will be approved by Council on 12 February 2019 with the Service & Resource Planning Report.

60. The capital expenditure figures for beyond 2019/20 will be able to be revised in twelve months' time.

Prudence

Estimates of Capital Expenditure

61. The Council is required to make reasonable estimates of the total of capital expenditure that it plans to incur during 2019/20 and the following two financial years. The Council must also approve the actual expenditure for 2017/18 and revised expenditure for 2018/19.

	Actual	Estimates			
	2017/18	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m	£m
Capital Expenditure	94.718	114.264	120.051	179.474	162.307

	Actual	Estimates			
	2017/18	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m	£m
Prudential Borrowing	3.141	24.679	15.688	21.838	23.160
Grants and Contributions	88.675	89.235	104.213	157.571	136.858
Capital Receipts	0.514	0.000	0.000	0.000	2.187
Revenue	2.388	0.350	0.150	0.065	0.102
Reserves	0.000	0.000	0.000	0.000	0.000
TOTAL	94.718	114.264	120.051	179.474	162.307

The Capital Financing Requirement

62. 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 2018 that are recommended for approval are:

Year	Actual/Estimate	£m
2017/18	Actual	376.731
2018/19	Estimate	397.518
2019/20	Estimate	402.921
2020/21	Estimate	413.264
2021/22	Estimate	423.794

63. 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

64. 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.
65. 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.
66. 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).
67. 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.

	2018/19 probable outturn	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
	£m	£m	£m	£m
Operational Boundary for External Debt				
Borrowing	400.000	410.000	425.000	440.000
Other long-term liabilities	25.000	25.000	25.000	25.000
TOTAL	425.000	435.000	450.000	465.000
Authorised Limit for External Debt				
Borrowing	410.000	420.000	435.000	450.000
Other long-term liabilities	35.000	35.000	35.000	35.000
TOTAL	445.000	455.000	470.000	485.000

Actual External Debt

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

Total External Debt as at 31.03.18	£m
External Borrowing	367.383
Other Long-term Liabilities	23.878
Total	391.261

Gross Debt and the Capital Financing Requirement

69. 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.

70. The Director of Finance reports that the Council's level of gross debt exceeded the CFR in 2017/18. This is because the repayment of external debt has not been in-line with decrease in the CFR. From 2018/19 the CFR will be higher than gross debt, indicating a level of internal borrowing in line with this strategy. This view takes into account current commitments, existing plans and the proposals in the approved budget.

Debt	31.03.18 Actual £m	31.03.19 Revised £m	31.03.20 Estimate £m	31.03.21 Estimate £m	31.03.22 Estimate £m
External Borrowing	367.383	343.383	341.383	335.383	338.383
Long Term Liabilities	23.878	22.861	21.791	19.468	18.198
Total Debt	391.261	366.244	363.174	354.851	356.581

Affordability

The Ratio of Financing Costs to the Net Revenue Stream

71. 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 Cost £m	Net Revenue Stream £m	Ratio %
2017/18	Actual	30.591	440.170	6.95%
2018/19	Estimate	23.565	441.716	5.33%
2019/20	Estimate	22.817	446.778	5.11%
2020/21	Estimate	23.717	453.491	5.23%
2021/22	Estimate	22.510	464.599	4.84%

72. Financing costs include interest payable on borrowing, interest and investment income and the amount required for the minimum revenue provision (MRP). The ratio fell in 2017/18 due to the change in the MRP policy.

Minimum Revenue Provision Policy Statement for 2019/20

Introduction

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. Until 2007/08, the basis of the calculation for the MRP was specified in legislation. Legislation (Statutory Instrument 2008 no. 414 s4) which came into force on 31 March 2008, gives local authorities more freedom to determine what a prudent level of MRP is.
3. The legislation 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.
4. 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.

MRP Methodology Statement 2019/20

5. The Council is recommended therefore to approve the following statement:
6. 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.
7. 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).
8. 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).

Treasury Management Strategy Statement & Annual Investment Strategy for 2019/20

Background

1. 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.
2. 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.
3. Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
4. The proposed strategy for 2019/20 is based upon the views of the Council's Treasury Management Strategy Team (TMST)⁵, informed by market forecasts provided by the Council's treasury advisor, Arlingclose Limited.
5. It is a statutory requirement for the Council to produce a balanced budget and to calculate its council tax requirement for each financial year to include the revenue costs that flow from capital financing decisions. This means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue caused by increased borrowing to finance additional capital expenditure (and any increases in running costs from new capital projects) are limited to a level which is affordable within the projected income of the Council for the foreseeable future.

Treasury Limits for 2019/20 to 2021/22

6. It is a statutory duty, under section 3 (1) of the Local Government Act 2003, for the Council to determine and keep under review the amount it can afford to borrow. This amount is termed the 'Affordable Borrowing Limit' and is equivalent to the 'Authorised Borrowing Limit' as specified in the Prudential Code.

⁵ Comprising the Director of Finance, Service Manager (Pensions), Strategic Finance Manager (Treasury & Banking) and Financial Manager (Treasury Management).

7. 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'.
8. Whilst termed an "Affordable Borrowing Limit" within the Act, the capital plans 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

9. The Council's treasury forecast portfolio position for the 2019/20 financial year comprises:

	Principal £m	Average Rate %
Opening External Debt Balance		
PWLB	293.383	4.510
LOBO	45.000	3.943
Money Market Loans	5.000	3.950
TOTAL EXTERNAL DEBT	343.383	
<u>2019/20 Average Cash Balance</u>		
Average In-House Cash	250.616	
Average Externally Managed	100.000	
TOTAL INVESTMENTS	350.616	

10. The average forecast cash balance for 2019/20 is comprised of the following:

	Average Balance £m
Earmarked Reserves	51.250
Capital and Developer Contributions	202.286
General Balances	22.500
Cashflow and Working Capital Adjustments	61.231
Provisions and Deferred Income	13.350
TOTAL	350.616

Prospects for Interest Rates

Economic Background – Provided by Arlingclose

11. The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Authority's treasury management strategy for 2019/20.

12. UK Consumer Price Inflation (CPI) for October was up 2.4% year/year, slightly below the consensus forecast and broadly in line with the Bank of England's November Inflation Report. The most recent labour market data for October 2018 showed the unemployment rate edged up slightly to 4.1% while the employment rate of 75.7% was the joint highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.3% as wages continue to rise steadily and provide some pull on general inflation. Adjusted for inflation, real wages grew by 1.0%, a level still likely to have little effect on consumer spending.
13. The rise in quarterly GDP growth to 0.6% in Q3 from 0.4% in the previous quarter was due to weather-related factors boosting overall household consumption and construction activity over the summer following the weather-related weakness in Q1. At 1.5%, annual GDP growth continues to remain below trend. Looking ahead, the Bank of England, in its November Inflation Report, expects GDP growth to average around 1.75% over the forecast horizon, providing the UK's exit from the EU is relatively smooth.
14. Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy has been made since. However, the Bank expects that should the economy continue to evolve in line with its November forecast, further increases in Bank Rate will be required to return inflation to the 2% target. The Monetary Policy Committee continues to reiterate that any further increases will be at a gradual pace and limited in extent.
15. While US growth has slowed over 2018, the economy continues to perform robustly. The US Federal Reserve continued its tightening bias throughout 2018, pushing rates to the current 2%-2.25% in September. Markets continued to expect one more rate rise in December, but expectations are fading that the further hikes previously expected in 2019 will materialise as concerns over trade wars drag on economic activity.

Credit outlook – Provided by Arlingclose:

16. The big four UK banking groups have now divided their retail and investment banking divisions into separate legal entities under ringfencing legislation. Bank of Scotland, Barclays Bank UK, HSBC UK Bank, Lloyds Bank, National Westminster Bank, Royal Bank of Scotland and Ulster Bank are the ringfenced banks that now only conduct lower risk retail banking activities. Barclays Bank, HSBC Bank, Lloyds Bank Corporate Markets and NatWest Markets are the investment banks. Credit rating agencies have adjusted the ratings of some of these banks with the ringfenced banks generally being better rated than their non-ringfenced counterparts.

17. The Bank of England released its latest report on bank stress testing, illustrating that all entities included in the analysis were deemed to have passed the test once the levels of capital and potential mitigating actions presumed to be taken by management were factored in. The Bank of England did not require any bank to raise additional capital.
18. European banks are considering their approach to Brexit, with some looking to create new UK subsidiaries to ensure they can continue trading here. The credit strength of these new banks remains unknown, although the chance of parental support is assumed to be very high if ever needed. The uncertainty caused by protracted negotiations between the UK and EU is weighing on the creditworthiness of both UK and European banks with substantial operations in both jurisdictions.

Interest rate forecast – Provided by Arlingclose:

19. Following the increase in Bank Rate to 0.75% in August 2018, the Authority's treasury management adviser Arlingclose is forecasting two more 0.25% hikes during 2019 to take official UK interest rates to 1.25%. The Bank of England's Monetary Policy Committee (MPC) has maintained expectations for slow and steady rate rises over the forecast horizon. The MPC continues to have a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. Arlingclose believes that MPC members consider both that ultra-low interest rates result in other economic problems, and that higher Bank Rate will be a more effective policy weapon should downside Brexit risks crystallise when rate cuts will be required.
20. The UK economic environment remains relatively soft, despite seemingly strong labour market data. Arlingclose's view is that the economy still faces a challenging outlook as it exits the EU and Eurozone growth softens. While assumptions are that a Brexit deal is struck and some agreement reached on transition and future trading arrangements before the UK leaves the EU, the possibility of a "no deal" Brexit still hangs over economic activity (at the time of writing this commentary in late-December). As such, the risks to the interest rate forecast are considered firmly to the downside.
21. Gilt yields and hence long-term borrowing rates have remained at low levels but some upward movement from current levels is expected based on Arlingclose's interest rate projections, due to the strength of the US economy and the European Central Bank's forward guidance on higher rates. 10-year and 20-year gilt yields are forecast to remain around 1.7% and 2.2% respectively over the interest rate forecast horizon, however volatility arising from both economic and political events are likely to continue to offer borrowing opportunities.

Treasury Management Strategy Team's View

22. 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 2019/20 and over the medium term. TMST forecast a 25 bps rise in the UK Bank Rate during 2019/20 on the basis that UK inflation will continue be slightly above the Bank of England's target, a position supported by the Bank of England's November 2018 Inflation Report. The Bank Rate forecasts set out below represent the average rate for the financial year:

- 2019/20 0.88% (increase from 0.75% to 1.00% in October 2019)
- 2020/21 1.00%
- 2021/22 1.00%
- 2022/23 1.25%

23. 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:

- 2019/20 0.98%
- 2020/21 1.00%
- 2021/22 1.00%
- 2022/23 1.25%

24. The Treasury Management Strategy Team continues to monitor the risks relating to Brexit.

Borrowing Strategy

Arlingclose's View

25. The Public Works Loan Board (PWLB) sets new borrowing rates at the gilt yield plus 1.00%. Arlingclose have forecast gilt yields as follows:

- The 50-year gilt yield - 1.95% at April 2019, rising to 2.00% by December 2021.
- The 20-year gilt yield - 2.10% at April 2019, rising to 2.18% by December 2021.
- The 10-year gilt yield - 1.65% at April 2019, rising to 1.70% by December 2021.
- The 5-year gilt yield - 1.25% at April 2019, rising to 1.33% by December 2021.

26. Arlingclose's forecasts have an upside variation range of between 25 and 40 basis points, and a downside variation range of between 55 and 75 basis points depending on the economic and political climate.

Treasury Management Strategy Team's View

27. It is expected that the Bank Rate will increase by 25 basis points to 1.00% during 2019/20 and that there will continue to be a high "cost of carry⁶" associated with the long-term borrowing compared to temporary investment returns. The TMST will continue to monitor the Council's debt portfolio and will consider debt repayment if it is in the Council's interest.
28. In April 2011, the Government replaced the 'credit approval' system for capital financing with direct provision of capital resources in the form of capital grant. This means that the Council only 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. This means that the majority of the current capital programme is fully funded without the need to take up any new borrowing.
29. 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. This could result in higher financing costs over the long term.
30. Internal borrowing is a short-term financing solution which uses temporary cash surpluses to fund the Council's capital financing requirement. The temporary cash surpluses are balances made up of creditors over debtors, earmarked reserves and capital reserves. As reserves are drawn down for their earmarked purpose internal borrowing will need to be replaced with external borrowing.
31. The Council's TMST have agreed that they should increase 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.
32. If market conditions change during the 2019/20 financial year such that the policy to borrow internally is no longer in the short term or long-term interests

⁶ The difference between the interest payable on borrowing on debt and the interest receivable from investing surplus cash.

of the Council, the TMST will review the borrowing strategy and report any changes to Cabinet.

33. As the Accountable Body for OxLEP Ltd, the Oxfordshire Local Enterprise Partnership, the Council will be required to prudentially borrow £42m on behalf of OxLEP for project funding from 2019/20 onwards. The loans will be repaid through the retained business rates of OxLEP. This represents projects to be delivered by the Council. The TMST monitor interest rates and will consider forward borrowing on behalf of OxLEP at the end of 2018/19 if it is determined to be cost-effective.
34. The Council will be able to apply for the new Local Infrastructure Rate, 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.
35. 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.
36. 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

37. The Council's Capital Financing Requirement (CFR) represents the Council's underlying need to finance capital expenditure by borrowing. The CFR is the value of the Council's assets that have not been permanently financed, in other words, borrowing has been used to finance spending. When capital expenditure is financed by grants, capital receipts or direct contributions from revenue this is not included the CFR.
38. The Council is required to make an annual contribution from revenue towards the repayment of debt termed the Minimum Revenue Provision (MRP). This contribution reduces the CFR and effectively provides the resource to permanently finance the capital expenditure and reduce the Council's borrowing requirement by that amount. The Council's MRP Policy

Statement sets out the methodology that the Council applies in its MRP calculation.

39. Under the Prudential Code, the Council must ensure that gross external borrowing does not, except in the short term, exceed the sum of the CFR in the previous year plus estimates of any increases to the CFR for the current and next two financial years. Where the gross debt is greater than the CFR the reasons for this should be clearly stated in the annual treasury management strategy. The Council's current position is set out below.
40. 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 33 and increased investment in the Council's Capital Programme.
41. The Council's external debt is also forecast to increase over the medium term financial plan as new external borrowing required for OxLEP projects is forecast to exceed the rate at which existing long term debt is repaid upon maturity.

Borrowing Instruments

42. The TMST's forecast for the period 2019/20 – 2022/23 for 20 and 50-year PWLB rates over the medium term are an average rate of 2.80% and 2.60% per year respectively.
43. In November 2012, the PWLB introduced the Certainty Rate which allows eligible Councils to borrow at a discounted rate of 0.20% below the advertised borrowing rate. Eligibility is established by the submission of an annual application form to the Department of Communities and Local Government. The Council has successfully applied and qualified for the rate for the period from 1 November 2018 to 31 October 2019.
44. An annual application will be made to renew eligibility for the Certainty Rate, in order to maintain the option should it be required.
45. 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 2019/20. As at 30 November 2018, LOBOs represent 13.07% of the total external debt.
46. The Council has four £5m LOBO's with call options in 2019/20, 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.

Annual Investment Strategy

47. 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
48. 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.
49. 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 2018. The statement has been reviewed and there are no revisions proposed.

Investment Instruments

50. Investment instruments identified for use in the 2019/20 financial year are set out at Appendices A and B under the 'Specified' and 'Non-Specified' Investment categories.
51. 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.
52. 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.

53. All specified investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the 'high' credit rating criteria where applicable.
54. 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.
55. A maximum of 50% of the portfolio will be held in non-specified investments.

Changes to Instruments

56. There are no proposed changes to instruments for 2019/20.

Credit Quality

57. The CIPFA Code of Practice on Treasury Management (2011) 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 68 and 69 respectively.
58. 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.
59. 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.
60. 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 68 and 69), that counterparty will be immediately removed from the lending list.
61. Where a counterparty has been placed on Negative Watch or Outlook by any of three major credit rating agencies the counterparty's status on the

approved lending list will be reviewed by the TMST and appropriate action taken.

62. 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

63. 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

64. 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.
65. 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 68 and 69 will still apply.
66. Counterparty limits as set out in paragraphs 68 and 69, 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.
67. Any changes to the approved lending list will be reported to Cabinet as part of the Financial Monitoring and Business Strategy Delivery Report.

68. The Council also manages its credit risk by setting counterparty limits. The matrix below sets out the maximum proposed limits for 2019/20. 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	
	F1+	F1
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

69. 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	
	F1+	F1
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

70. In addition to highly credit rated banks and building societies the authority may also place deposits with AAA rated Money Market funds, Collective Investment Schemes and local authorities.

Structured Products

71. As at 30 November 2018, 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.

Revolving Credit Facility

72. The Council has a £10m revolving credit facility (RCF) investment with Network Homes, whereby Network Homes has the ability to draw down an amount, up to the value of £10m in any 6 month period from the RCF. The investment was arranged with the advice of Arlingclose in July 2017 and continues to be utilised in full. The investment returns 3 month LIBOR + 1.50% and has a final maturity in July 2020.

External Funds

73. 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.
74. As at 30 November 2018, the Council had £58m invested in external funds (excluding MMFs), representing 13% of the Council's total investment portfolio.
75. In December 2018 the TMST agreed to increase the exposure to external funds (excluding MMFs) to £100m from £58m, representing an increase of 10% to 23% of the Council's total investment portfolio. It was agreed to move away from lower yielding short dated funds and to invest in longer dated strategic funds with the aim of a more balanced portfolio with a higher return. There will be an equal allocation to 4 asset classes (Bond Funds, Equity, Property & Multi Asset) to limit overall portfolio volatility. All of the funds are income producing funds, as opposed to accumulating value funds. These funds have a variable net asset value which means that the value of the

funds can decrease as well as increase depending on the performance of the instruments in the fund.

76. 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.
77. The Council's holding in the Columbia Threadneedle Strategic Bond Fund was transferred from an accumulating fund to an income producing fund. The switch has realised a one-off gain of £2.9m which will be taken to the General Fund in 2018/19.
78. 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

79. The weighted average maturity (WAM) of in-house deposits as at 30 November 2018 was 209 days. This was made up of £89.5m of instant access balances with a maturity of 1 day, and £295.5m of deposits with a WAM of 272 days.
80. With the increased investment in longer dated external funds, the TMST will aim to maintain the balance between medium-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 in interest rates in the short-term.
81. The Council maintain the option to invest directly in UK Government Gilts, T-bills, Certificates of Deposits and other Sovereign Bonds, use of such instruments remains dependent upon custody arrangements. If availability of acceptable credit worthy institutions is reduced, the Council may use the Debt Management Office Deposit Facility and will continue to prioritise security and liquidity of assets over investment returns.
82. It is proposed that any further changes required to the Annual Treasury Management Strategy & Annual Investment Strategy, continue to be

delegated to the Chief Finance Officer in consultation with the Leader of the Council and Cabinet Member for Finance.

Treasury Management Prudential Indicators

Gross and Net Debt

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

Upper Limit of net debt:	2018/19	2019/20	2020/21	2021/22
Net Debt / Gross Debt	70%	70%	70%	70%

Upper and lower limits to maturity structure of fixed rate borrowing

84. 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.

85. 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.

86. LOBOs are classified as maturing on the next call date, this being the earliest date that the lender can require repayment.

Maturity structure of fixed rate borrowing during 2018/19	Lower Limit	Upper Limit
	%	%
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	50	95

Upper limits on fixed and variable rate interest exposures

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

Fixed interest rate exposure

88. 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	2018/19	2019/20	2020/21	2021/22
Net principal re fixed rate borrowing / investments	£350m	£350m	£350m	£350m

89. 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

90. The upper limit for variable rate exposure has been set to ensure that the Authority is not exposed to interest rate rises which could adversely impact on the revenue budget. As with the fixed rate exposure limits, the variable rate exposure limits set offer the council protection in an uncertain interest rate environment. This is achieved by ensuring variable rate debt is lower than variable rate investments, which would result in a net benefit if interest rates were to increase.
91. Interest rate exposure limits will be amended in future years to reflect any changes to the forecast trajectory of interest rates.

Upper limit for variable rate exposure	2018/19	2019/20	2020/21	2021/22
Net principal re variable rate borrowing / investments	£0	£0	£0	£0

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

92. 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.
93. It is proposed to maintain the upper limit of £150m in 2018/19. This limit had previously been set to reduce to £120m in 2020/21 however maintaining the £150m is to reflect higher forecast cash balance than previously forecast.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Upper limit on principal sums invested longer than 364 days	150	150	150	150

94. 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 2018/19 and the Treasury Management Mid-Term Review 2019/20, which will be considered in July and November 2018 respectively.

Policy on Use of Financial Derivatives

95. Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The CIPFA Code (2011) requires authorities to clearly detail their policy on the use of derivatives in the annual strategy.
96. 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.
97. 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.
98. It is the view of the TMST that the use of standalone financial derivatives will not be required for Treasury Management purposes during 2019/20. The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

Performance Monitoring

99. The Council will monitor its Treasury Management performance against other authorities through its membership of the CIPFA Treasury Management benchmarking club.

100. 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.
101. The Council will benchmark its internal return against the 3-month London Interbank Bid Rate (LIBID) - the rate at which banks are willing to borrow from other banks.
102. Latest performance figures will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2018/19, and the Treasury Management Mid-Term Review 2019/20, which will be considered in July and November 2019 respectively.

Investment Training

103. 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.
104. 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.

Treasury Management Advisors

105. Arlingclose continue to provide the Council's Treasury Management Advisory Service, following the award of a three-year contract via a competitive procurement process.

Appendix A

Specified Investments

Investment Instrument	Minimum Credit Criteria	Use
Debt Management Agency Deposit Facility	N/A	In-house and Fund Managers
Term Deposits – UK Government	N/A	In-house
Term Deposits – other Local Authorities	N/A	In-house
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 ⁷	Minimum equivalent credit rating of A+. These funds do not have short-term or support ratings.	In-house and Fund Managers
UK Government Gilts	N/A	In-house on a buy and hold basis and Fund Managers
Treasury Bills	N/A	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

⁷ 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.

Appendix B

Non-Specified Investments

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
Term Deposits – other Local Authorities (maturities in excess of 1 year)	N/A	In-house	50%	3 years
Term Deposits – Banks and Building Societies (maturities in excess of 1 year)	Short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Structured Products (e.g. Callable deposits, range accruals, snowballs, escalators etc.)	Short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
UK Government Gilts with maturities in excess of 1 year	N/A	In-house and Fund Managers	50% in-house; 100% External Funds	5 years in-house, 10 years fund managers
Bonds issued by Multilateral Development Banks	AAA	In-house and Fund Managers	50% in-house; 100% External Fund	25 years
Bonds issued by a financial institution which is guaranteed by the UK Government	AA	In-house and Fund Managers	50% in-house; 100% External Fund	5 years in-house

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
Collective Investment Schemes ⁸ but which are not credit rated	N/A	In-house and Fund Managers	50% In-house; 100% External Funds	Pooled Funds do not have a defined maturity date
Sovereign Bond Issues	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Funds	5 years 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	50% in-house; 100% External Funds	3 years
Covered Bonds	AAA	In-house and Fund Managers	50% in-house; 100% External Funds	20 years
Registered Providers	As agreed by TMST in consultation with the Leader and the Cabinet Member for Finance	In-house	50% In-house	5 years

The maximum limits for in-house investments apply at the time of arrangement.

⁸ Pooled funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

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PROPOSED ADDITIONAL ALLOCATIONS TO PORTFOLIO AREAS

Ref.	Project	Existing Allocation £000	Proposed Additional Allocation £000	Total Allocation £000	Description/Notes
	<u>Schools Estate</u>				
1)	Basic Needs Additional Pressure 2028/29		2,500		In line with estimated grant funding
2)	Annual Programme Allocation 2028/29		1,500		In line with estimated grant funding
3)	Northfield School		10,000		Approved by Cabinet in December 2018 for inclusion in programme
4)	SEND Sufficiency		8,000		In line with strategy approved by Cabinet in December 2018
5)	Early Years - Sufficient Places		1,500		Annual allocation from 2019/20
	Total Schools Estate	167,000	23,500	190,500	
	<u>Non Schools Estate</u>				
6)	Annual Programme Allocation 2028/29		250		Allocation for additional year
7)	Indicative 10-year Allocation		51,500		Part of additional £120m investment approved by Cabinet in July 2018. Will potentially include; provision for defects and latent defects work; asset condition; and the waste strategy
	Total Non Schools Estate	131,000	51,750	182,750	
	<u>Operational Assets</u>				
8)	Indicative 10-year allocation		11,950		Will potentially include; Children's Services (Liquid Logic) ICT Solution; Fire & Rescue Service protective equipment; ICT replacement equipment and ICT - Data Centre
	Total Operational Assets	15,000	11,950	26,950	
	<u>Highways & Associated Infrastructure</u>				
9)	Annual Programme Allocation		16,050		Allocation for additional year, includes East-West Rail Contribution
10)	Indicative 10-year allocation		80,000		Part of additional £120m investment approved by Cabinet in July 2018
	Total Highways & Associated Infrastructure	452,000	96,050	548,050	
	<u>Organisational Redesign</u>				
11)	Indicative 10-year allocation		6,000		Transformation Programme Funding and potentially includes Children's Crisis Provision
	Total Organisational Redesign	20,000	6,000	26,000	
	Total Programme Contingency/Reserves	106,000		106,000	
	TOTAL PROPOSED PROGRAMME ALLOCATIONS	891,000	189,250	1,080,250	

ESTIMATED GRANT FUNDING

Shaded cells are provisional or estimated allocations

CURRENT PROGRAMME	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	TOTAL £'000
<u>Education</u>												
Basic Need	0	0	3,250	3,250	2,500	2,500	2,500	2,500	2,500	2,500		21,500
Basic Need *	27,180	0	-3,250	-3,250	-2,500	-2,500	-2,500					13,180
Capital Maintenance	3,410	3,000	2,500	2,000	2,000	1,750	1,500	1,500	1,500	1,500		20,660
<u>Transport</u>												
Integrated Transport Block	3,688	3,688	3,688	3,688	3,700	3,700	3,700	3,700	3,700	3,700		36,952
Structural Maintenance	13,434	13,434	13,434	13,434	13,500	13,500	13,500	13,500	13,500	13,500		134,736
Incentive Funding	2,820	1,399	839	839	800	800	800	800	800	800		10,697
Pothole Funding	7,870											7,870
TOTAL	58,402	21,521	20,461	19,961	20,000	19,750	19,500	22,000	22,000	22,000	0	245,595

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PROPOSED PROGRAMME	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	TOTAL £'000	Change £'000
<u>Education</u>													
Basic Need	0	0	3,250	3,250	2,500	2,500	2,500	2,500	2,500	2,500	2,500	24,000	2,500
Basic Need*	27,180	0	-3,250	-3,250	-2,500	-2,500	-2,500					13,180	0
Capital Maintenance	3,410	3,000	2,500	2,000	2,000	1,750	1,500	1,500	1,500	1,500	1,500	22,160	1,500
<u>Transport</u>													
Integrated Transport Block	3,688	3,688	3,688	3,688	3,700	3,700	3,700	3,700	3,700	3,700	3,700	40,652	3,700
Structural Maintenance	13,434	13,434	13,434	13,434	13,500	13,500	13,500	13,500	13,500	13,500	13,500	148,236	13,500
Incentive Funding	2,820	2,798	839	839	800	800	800	800	800	800	800	12,896	2,199
Pothole Funding	7,870											7,870	0
TOTAL	58,402	22,920	20,461	19,961	20,000	19,750	19,500	22,000	22,000	22,000	22,000	268,994	23,399

* 2020/21 allocation paid in 2018/19. Estimated adjustments to future years' allocations to reflect ESFA direct funding of Swan School included in allocation paid in 2018/19