

PUBLIC AGENDA

# Supplementary Agenda



Listening Learning Leading

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Date: 3 February 2021

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## A MEETING OF THE

# Scrutiny Committee

WILL BE HELD ON TUESDAY 9 FEBRUARY 2021 AT 6.00 PM

THIS WILL BE A VIRTUAL MEETING.

Watch the meeting here: <https://www.youtube.com/channel/UCTj2pCic8vzucpzlaSWE3UQ>

### Members of the Committee:

Ian White (Chair)

Mocky Khan (Vice-Chair)

Anna Badcock

Sam Casey-Rerhaye

Stefan Gawrysiak

Alexandrine Kantor

George Levy

David Turner

### Substitutes

Ken Arlett

David Bretherton

Peter Dragonetti

Kate Gregory

Victoria Haval

Lorraine Hillier

Kellie Hinton

Axel Macdonald

Jo Robb

Ian Snowdon

Alan Thompson

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MARGARET REED

Head of Legal and Democratic

**REPORTS AND ISSUES FOR THE CONSIDERATION OF THE SCRUTINY  
COMMITTEE**

**7 Budget 2021/22**

To consider the Cabinet report of the Interim Head of Finance - Revenue Budget 2021/22 and Capital Programme to 2025/26.

# **Report to: Cabinet Scrutiny Committee Council**



Listening Learning Leading

Report of Interim Head of Finance

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To: CABINET

4 February 2021

To: SCRUTINY COMMITTEE

9 February 2021

To: COUNCIL

11 February 2021

## **Revenue Budget 2021/22 and Capital Programme to 2025/26**

### **RECOMMENDATIONS**

1. That Cabinet recommends to Council that it:

- a. sets the revenue budget for 2021/22 as set out in appendix A.1 to this report,
- b. approves the capital programme for 2021/22 to 2025/26 as set out in appendix D.1 to this report, together with the capital programme changes as set out in appendix D.2 to this report,
- c. sets the council's prudential limits as listed in appendix E to this report,
- d. approves the medium-term financial plan to 2025/26 as set out in appendix F to this report,
- e. allocates £500,000 to fund the Communities Capital and Revenue grant scheme,
- f. asks officers to review the Medium-Term Financial Strategy (MTFS) following the 2021 spending review and Ministry of Housing, Communities and Local Government (MHCLG) announcements of changes to the council's future funding streams

2. That Cabinet agrees that the cabinet member for finance, in conjunction with the interim head of finance, may make minor adjustments to this report and the prudential indicators should they prove necessary prior to its submission to Council on 11 February 2021.

## Purpose of report

### 1. This report:

- brings together all relevant information to allow Cabinet to recommend to Council a revenue budget for 2021/22 and a capital programme for 2021/22 to 2025/26;
- recommends the prudential indicators to be set by the council in accordance with 'the Prudential Code' introduced as part of the Local Government Act 2003;
- contains the opinion of the council's chief financial officer on the robustness of estimates and adequacy of the council's financial reserves;
- contains the Medium-Term Financial Plan (MTFP) which provides details of the forward budget model for the next five years.

## Strategic objectives

2. The allocation of financial resources within the revenue and capital budgets needs to match the objectives agreed by the council.

## Revenue budget 2021/22

### Budget composition 2021/22

3. **Appendix A.1** summarises the movements in the base budget from £17,703,774 in 2020/21 to £20,308,954 in 2021/22. These movements are detailed below.
4. **Opening budget adjustment reduction (£740,820) (appendix A.2).** This includes the removal of one-off growth items relating to 2020/21 and before, and the realisation of the full-year effect of savings proposals identified in previous years.
5. Additions to the base budget:
  - **inflation, salary increments and other salary adjustments £462,099 (appendix A.3).** The salary and contract inflation total £362,790. For council employees an overall increase in salary of two per cent is budgeted for 2021/22. Increments payable to council employees not at the top of their salary range total £151,917. Other salary adjustments are a net decrease of £52,609. This is primarily the result of a reduction in the fixed element of the council's contribution to the pension fund, following the previous actuarial review of the pension scheme liabilities.
  - **essential growth – one-off £1,832,730 and ongoing £1,450,866 (appendix A.4),** these items comprise additional expenditure items, and reductions in income, which have been identified by officers and the cabinet member and are considered to be unavoidable and reflect changes that have occurred in the current year or which are known will happen in 2021/22. For 2021/22 this includes some items necessitated by the council's ongoing response to the Coronavirus pandemic, alongside provision for potential irrecoverable income losses, again due to COVID-19.

- **Increase in contingency budget £900,000 (appendix A.6)** As with essential growth above, the contingency budget has been increased for one year only to make provision for potential irrecoverable expenditure incurred whilst the council continues to respond to the pandemic. A breakdown of this figure is provided in a separate confidential version of appendix A.6 circulated to all councillors.
- **Deductions from the base budget:**
  - **base budget reductions £1,271,213, (appendix A.5)** These base budget savings are reductions in costs identified by officers which may be the result of more efficient working or previously agreed policy decisions, cost reductions outside of the council's control, increases in income, or correction to budgets. These savings do not affect frontline service delivery.
  - **increase in managed vacancy factor £28,482**, this provision has been increased maintain the total as four per cent of the total salary cost.
- 6. As a result of these changes the council's revised base budget for 2021/22 is **£20,308,954** some **£2,655,180** higher than that set in 2020/21. This increase is primarily due to the council making provision for potential irrecoverable expenditure and income losses due to the pandemic, the course of which cannot be predicted at this time. The provisions are ring fenced for this purpose and, should they not be needed in full, then they can only be used for a different purpose if agreed by Cabinet and where necessary Council.

### Revenue growth and savings proposals

7. There are no discretionary revenue growth and savings proposals being recommended to council for inclusion in the budget for 2021/22 at this time.
8. The council has adopted a new corporate plan since the last budget was set. As part of budget setting activity, officers had originally intended to bring forward for consideration items of growth that were linked to corporate delivery plan activities. This would be in addition to corporate plan delivery activities that are already funded within existing budgets.
9. The delivery plan reflects much of the activity that was included as "transformation" work, outlined when the 2021/21 budget was set. This was focussed on addressing the council's long-term financial position, and budget provision for this was made. Appendix B shows the corporate plan delivery activities for which budgetary provision – both within one-off and ongoing budgets – already exists.
10. Due to the need to prioritise the council's response to the Coronavirus pandemic, it has not been possible to build any more costs or savings relating to corporate plan delivery activity into the budgets for 2021/22 at this time. Deliverability of the activities for which budget provision already exists will be dependent on how long and how much officer resource is required to support the council's Coronavirus work.
11. Subject to capacity constraints, should the opportunity arise during the year to consider funding further corporate plan activities then these can be brought forward for consideration as supplementary estimates.

## Gross treasury income

12. Treasury income earned in 2021/22 is currently forecast to be **£1,846,610** and will be allocated as follows:
- £1,446,610 to support future revenue budgets; and
  - £400,000 reinvested in financial instruments.
13. This represents a significant reduction in the council's investment income and follows the reduction of the Bank of England base rate to 0.1 per cent, as a response to the Coronavirus pandemic. More details of treasury income can be found in the council's Treasury Management Strategy report<sup>1</sup>.
14. Including treasury income results in a net expenditure budget for the council of **£18,462,344** compared with **£15,121,054** in 2020/21.

## Reserves and other funding

### New Homes Bonus (NHB)

15. The provisional government allocation for NHB payment for 2021/22 is **£2,549,185**. Projections of future government grant funding are detailed later in this report.

### Transfers from reserves

16. The proposed transfers from earmarked reserves total **£121,943** and reflect:
- The transfer from reserves of treasury income earned in 2020/21 and earmarked to support the revenue account in 2021/22,
  - The transfer to reserves of treasury income earned in 2021/22,
  - Other transfers to / from the revenue grants reserve.
17. Based on the above use of reserves and other funding, the amount of revenue expenditure to be financed from government settlement and from council tax 2021/22 is **£11,531,987 (appendix A.1)**.

## Funding

### Local government settlement

18. Following the Spending Review in November 2020, the provisional local government settlement for 2021/22 was announced in December 2020. As with the previous year's settlement, this is for one year only.
19. Table 1 below details the government's funding for the council in 2021/22.

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<sup>1</sup> Considered by Cabinet 4 February 2021, Council 11 February 2021

**Table 1: provisional local government finance settlement 2021/22**

|                                      | <b>Provisional Settlement<br/>£</b> |
|--------------------------------------|-------------------------------------|
| Business rates retention scheme      | (2,604,892)                         |
| Indexation                           | (135,726)                           |
| NDR at safety net                    | 195,367                             |
| <b>Settlement Funding Assessment</b> | <b>(2,545,251)</b>                  |
| <b>Other funding</b>                 |                                     |
| New Homes Bonus                      | (2,549,185)                         |
| Rural Services Delivery Grant        | (44,314)                            |
| Lower tier grant                     | (110,935)                           |
| <b>Grand total</b>                   | <b>(5,249,685)</b>                  |

20. The provisional settlement for 2021/22 is one percent lower than 2020/21. Whilst the provisional settlement, at a national level, includes an average increase in “core revenue spending power” of 4.5 per cent, council tax income is included in that definition and, in calculating the increase, government assumes that council tax will increase by the maximum allowed before a referendum is required. As shown in the government’s calculations, the council’s core revenue spending power will increase by 2.6 per cent, reflecting an increasing reliance on council tax income whilst government grant funding reduces.
21. Included within the government’s definition of core revenue spending power is NHB, which has become critical to the sustainability of the council’s MTFP. As identified above funding has been provisionally announced along with the settlement this year at **£2,549,185** for 2021/22. Government have confirmed that 2021/22 is the final year of the NHB.
22. Outside of core revenue spending power, government has also provided additional one-off funding to support the council’s response to the Coronavirus pandemic for 2021/22. This amounts to **£516,770**.
23. At the time of writing this report the final settlement figures had not been received from the government. It is not anticipated that when this information is available it will be significantly different to the provisional figures.
24. For budget setting purposes it has been assumed that the council’s “core revenue spending power” will remain at the same level throughout the MTFP period. In announcing the provisional settlement, government announced that no council would see a reduction in core revenue spending power for 2021/22 and, as noted above, the council did see a modest increase in that figure.
25. Adopting this approach over the MTFP period means that government funding reduces as a percentage of the total core revenue spending power whilst council tax increases. It is less pessimistic than the approach adopted previously and suggests a slower reduction in government grant funding than previously predicted. It should be noted that the government also indicated that no council should take this year’s core revenue spending power as a guarantee of future funding levels. However, without any certainty over those funding levels officers believe this approach offers a “middle way” between the most optimistic and

pessimistic forecasts of future funding and as such is a fair assumption for the remainder of the MTFP period.

26. The actual funding generated in future years will depend on the outcome of the review of the retained business rates scheme which will include changes to:

- The percentage of business rates growth is retained by the different tiers of local government,
- the baseline in accordance with the fair funding review,

together with the outcome of the review of NHB.

27. Business rates retained by the council as planning authority relating to facilities generating renewable energy within the district is estimated at **£76,894** (MTFP row 57).

### **Collection fund**

28. The surplus on the collection fund is estimated in 2021/22 to be **£472,194**.

### **Use of reserves**

29. The difference between expenditure requirement and the funding available is smoothed over the medium-term financial plan by transfers to and from earmarked reserves and the general fund balance. The net impact of these budget proposals is a draw on NHB reserves of **£3,985,509** and a draw on the enabling fund of **£273,720** in 2021/22.

## **Cabinet member for finance's revenue budget proposal**

30. Based on the amendments detailed above, and as shown in **appendix A.1** of this report, the cabinet member's budget proposal, including growth, is for a net revenue budget of **£11,531,987**. This revenue budget as proposed would result in an increase of £5.00 to current band "D" council tax to **£131.24**.

31. The Band D council tax in 2020/21 of £126.24 was the seventh lowest in the country for a shire district and compares to a national average in 2020/21 of £194.22. The proposed increase of £5.00 in 2021/22 is the maximum increase allowed under the draft council tax referendum principles announced in the provisional local government settlement.

32. **Appendix C** shows the breakdown of the revenue budget.

## **Capital programme 2021/22 to 2025/26**

### **Current capital programme**

33. The latest capital programme (before growth) is attached at **appendix D.1** and is summarised in table 3 below. It is the capital programme as set by Council in February 2020 plus: -

- slippage (caused by delays to projects) carried forward from 2019/20



- new schemes approved by Council during 2020/21
- re-profiling of expenditure on schemes from the 2020/21 financial year to future years where delays to schemes have occurred
- cabinet approved movement of schemes from the provisional to the approved capital programme
- the deletion of previously agreed schemes that have completed or are no longer being pursued at this time in their original form.

### Cabinet capital programme proposals

34. **Appendix D.2** contains a list of capital schemes that are being recommended for inclusion and amendment in the capital programme. Officers will amend the provisional capital programme to include the proposals if approved by Cabinet and Council.

### Financing the capital programme

35. **Table 2** contains a schedule showing the current and proposed capital programme and how it will be financed, including the growth proposals, if they are approved. The programme proposed can be fully funded from existing and anticipated capital resources. The total planned capital expenditure is **£55.7 million** over five years.

**Table 2: current and proposed capital programme with financing**

|   | 2020/21<br>latest<br>estimate | 2021/22<br>estimate | 2022/23<br>estimate | 2023/24<br>estimate | 2024/25<br>estimate | 2025/26<br>estimate | GRAND<br>TOTAL |
|---|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
|   | £000                          | £000                | £000                | £000                | £000                | £000                | £000           |
| <b>Capital programme before growth</b>  |                               |                     |                     |                     |                     |                     |                |
| - approved  | 3,718                         | 19,018              | 13,097              | 1,453               | 1,119               | 920                 | 39,325         |
| - provisional   | 10,074                        | 2,240               | 707                 | 706                 | 733                 | 707                 | 15,167         |
|   | <b>13,792</b>                 | <b>21,258</b>       | <b>13,804</b>       | <b>2,159</b>        | <b>1,852</b>        | <b>1,627</b>        | <b>54,492</b>  |
| Cabinet capital growth proposals  | 0                             | 608                 | 138                 | 138                 | 138                 | 138                 | 1,160          |
| <b>Total expenditure</b>  | <b>13,792</b>                 | <b>21,866</b>       | <b>13,942</b>       | <b>2,297</b>        | <b>1,990</b>        | <b>1,765</b>        | <b>55,652</b>  |
| <b>Financing</b>  |                               |                     |                     |                     |                     |                     |                |
| Grant funding   | 4,391                         | 2,674               | 1,399               | 1,401               | 875                 | 875                 | 11,615         |
| Developers' contributions/CIL   | 208                           | 9,693               | 0                   | 0                   | 0                   | 0                   | 9,901          |
| Usable capital receipts/revenue reserves  | 9,193                         | 9,499               | 12,543              | 896                 | 1,115               | 890                 | 34,136         |
| <b>Total financing</b>  | <b>13,792</b>                 | <b>21,866</b>       | <b>13,942</b>       | <b>2,297</b>        | <b>1,990</b>        | <b>1,765</b>        | <b>55,652</b>  |
| <b>Estimated balances as at 31 March 2026 (excluding amounts ring-fenced as part of the the MTFS)</b> |                               |                     |                     |                     |                     |                     |                |
| Usable capital receipts   |                               |                     |                     |                     |                     |                     | <b>0</b>       |
| General fund balance  |                               |                     |                     |                     |                     |                     | <b>10,947</b>  |
| New homes bonus:  |                               |                     |                     |                     |                     |                     |                |
| Unringfenced  |                               |                     |                     |                     |                     |                     | <b>0</b>       |
| Affordable homes  |                               |                     |                     |                     |                     |                     | <b>1,764</b>   |

### Future pressures on the capital programme

36. **Table 2** also shows the use of council resources to fund the capital programme. Officers advise Cabinet not to earmark all available resources in proposing the budget to Council, as the prudential code requires local authorities to set sustainable budgets. By retaining unallocated balances, Cabinet can demonstrate that through a combination of this and future income (that can be expected beyond the period of the budget) it can fund future pressures.

## The prudential code and prudential indicators

37. In setting its revenue and capital budgets for 2021/22, the council must agree prudential indicators in accordance with the prudential code (see below). When recommending its budgets to Council, Cabinet must also recommend the prudential indicators.
38. From 1 April 2004, government control of local authorities' borrowing was abolished and replaced by a prudential system of self-regulation. Authorities are able to borrow based on need and affordability, which they demonstrate through compliance with the prudential code developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) and given statutory force by government regulation.
39. The key objectives of the prudential code are to ensure that the capital investment plans of the authority are affordable, prudent and sustainable. To demonstrate that authorities have had regard to these objectives, the prudential code sets out a number of indicators that must be considered covering five distinct areas – capital expenditure, affordability, prudence, external debt and treasury management. Council must approve the indicators through the budget process before 1 April each year, but they can be revised during the year if required.
40. The key indicators that will drive the capital budget decision making process will be those concerning long term affordability, as these measure the impact of capital investment decisions on the overall revenue budget and in particular the precept against the collection fund.
41. In setting or revising the prudential indicators the council is required to have regard to:
- affordability e.g. implications for the precept
  - prudence and sustainability e.g. implications for external borrowing
  - value for money e.g. option appraisal
  - stewardship of assets e.g. asset management planning
  - service objectives e.g. strategic planning for the council
  - Practicality e.g. achievability of the forward plan.
42. Under the code, the interim head of finance as chief finance officer is responsible for ensuring that the council considers all relevant matters when setting or revising indicators through a report. The interim head of finance is also required to establish procedures to monitor performance against all forward-looking indicators; and report upon any significant deviations from forward forecasts with proposed actions.
43. **Appendix E** contains the recommended prudential indicators, which have been calculated based on the budget proposals. The interim head of finance is satisfied that these indicators show that the council's capital investment plans are affordable, prudent and sustainable.

## The Medium-Term Financial Plan (MTFP)

44. The MTFP provides a forward budget model for the next five years. **Appendix F** contains the MTFP for 2021/22 to 2025/26. This is a projection of the revenue budget up to 31 March 2026. The projection allows for budget pressures in later years and assumes that council approves all the budget proposals within this report. Officers have made no adjustments for the costs of contracts that will be re-let during this period. They could rise or fall depending on market conditions.
45. The MTFP identifies significant challenges ahead for the council. It reflects the updated provisional settlement figures published in draft by the government in December 2020 and shown in table 1 above. As discussed above, ongoing funding after 2021/22 is an estimate by officers and is subject to change. The estimates will be refined as more information on the future funding schemes becomes available.
46. Officers consider that the pressures highlighted are manageable in the period covered by the MTFP (in light of the reserves and balances available to the council and our ability to vary budgets and redirect funding). However, to balance the budget in all years covered by the MTFP requires a significant annual draw on reserves which is not sustainable over the medium and long term. Table 3 below shows how the value of council reserves that are estimated to be used over the MTFP period.

**Table 3: use of reserves during MTFP period to balance the revenue budget**

| Financial year | Use of reserves<br>£000 |
|----------------|-------------------------|
| 2021/22        | 4,259                   |
| 2022/23        | 3,564                   |
| 2023/24        | 3,632                   |
| 2024/25        | 4,242                   |
| 2025/26        | 5,140                   |
| <b>Total</b>   | <b>20,837</b>           |

47. The council's MTFP states that the council will hold £50 million of investments of which up to £35 million can be invested in capital schemes that will produce a return of certainty. The remaining balance can be invested in treasury investments. Whilst the treasury investments may in some cases be capable of being realised, investment in capital schemes is not capable of being realised. Such principles will need to be reviewed and potentially adjusted in accordance with the level of future government funding.
48. As at 31 March 2026 the council is currently projected to have invested or earmarked at least £30 million of the £35 million permitted in capital schemes, including an ongoing £15 million loan to South Oxfordshire Housing Association. A further £15 million has been invested in long term financial instruments.
49. Excluding the £50 million investment, the council is projected to hold £10.9 million of general revenue balances and £7.0 million earmarked revenue reserves as at 31 March 2026.

## **Communities Capital and Revenue Grant Scheme**

50. On an annual basis, the council has considered the amount to be made available for the Community Capital Grant Scheme. From 2018/19, some of this funding has been allocated to revenue projects. The council is asked to consider the amount to be made available for the Community Capital and Revenue Scheme and it is recommended that a grants budget of £500,000 be set for 2021/22 comprising:

- £180,000 for individual councillor grants,
- £320,000 for the communities' capital grants scheme.

Any underspend on the individual councillor grants will be available to fund additional spend on the communities' capital grants scheme.

## **The robustness of the estimates and the adequacy of reserves**

51. The Local Government Act 2003 places a duty on the chief finance officer (i.e. the interim head of finance) to report on the robustness of the estimates and the adequacy of reserves. The council must have regard to this report when making decisions about the setting of the budget.

52. The construction of the budget has been managed by qualified accountants and has been subject to challenge, specifically by the interim head of finance, other heads of service and cabinet members.

53. The challenge process included breaking down all costs and differentiating between statutory and discretionary expenditure. All expenditure has been scrutinised to identify potential efficiencies, whilst income budgets have been reviewed to ensure that they reflect expected fee levels. In addition, benchmarking information prepared by LG futures has been reviewed to compare our costs with those of our near neighbours – councils with similar economic and social characteristics – and the English average. In 2020/21, the revenue cost per resident for the council was £131.13. This compared to a near neighbour average of £143.93 and the English average of £141.91.

54. An informal briefing on the council's overarching budget position, which was open to all councillors, took place during December 2020. A further, more detailed briefing on this budget proposal will be given to the council's scrutiny committee members on 9 February 2021. This session will also be open to all councillors.

55. In view of the process undertaken and his own knowledge of the budget, the interim head of finance is satisfied that the budget is both prudent and robust. The budget allows retention of sufficient uncommitted balances at the end of the period to ensure that the overall level of reserves is adequate in relation to the proposed revenue budget and capital programme and that the budgets are sustainable over the course of the MTFP period.

56. The enabling fund balance as at 31 March 2026 is estimated to be £10.2 million. In the MTFP the 2025/26 revenue budget is balanced by using the enabling fund. This is based on current projections of government funding, which are

themselves subject to uncertainty pending further information on the results of the fair funding review and the review of NHB.

57. However, the need to use reserves to balance the MTFP across its duration, as shown in table 4 above, reflects the fact that the budget is not sustainable beyond the end of the MTFP period. In every year of the MTFP period, revenue expenditure exceeds revenue income. Although the budget is sustainable over the MTFP period it is not sustainable beyond that period. This situation has been made worse by the pandemic, particularly in respect of some of the council's key income streams, such as investment income, and it is unclear when those income streams will recover to pre-pandemic levels.
58. The transformation activity, which was identified in last year's budget setting report and now forms part of the corporate plan delivery activity, is central to the council's efforts to tackle the increasing budget gap. This work, which has been delayed due to the pandemic, focuses on both reviewing costs and seeking to maximise income. When resources allow, it will take place against the backdrop of the new corporate plan priorities. Those priorities may themselves have to be reviewed to help ensure that the council's finances remain sustainable in the future.
59. The interim head of finance's full report will be available at full Council.

## **Legal Implications**

60. The Cabinet needs to make recommendations to Council on its spending proposals. Under the Local Government Act 2000 it is Council that must agree the revenue and capital spending plans, and then set the council tax. Council will meet on 11 February 2021 in order to set the budget, and the council tax (including amounts set by Oxfordshire County Council and the Police and Crime Commissioner for the Thames Valley).
61. The requirement placed on the council by the Local Government Act 2003 to set prudential indicators and for the chief finance officer to make a report to the authority on the robustness of the estimates and the adequacy of reserves are addressed within the body of this report.

## **Other Implications**

62. Agreement of the revenue and capital budgets authorises expenditure in accordance with the council's delegated powers and financial procedure rules. The officer, councillor or councillor body taking those decisions will take into account the human resources, sustainability and equality and diversity implications of individual spending decisions.

## **Conclusion**

68. This report provides details of the revenue base budget for 2021/22, the capital programme 2021/22 to 2025/26, government grants (the settlement), uncommitted reserves and balances, the cabinet member for finance's budget proposals and the resulting prudential indicators.

69. In light of the information provided Cabinet must make a number of recommendations to Council regarding the revenue budget, the capital programme and the prudential indicators.

## **Appendices**

|              |   |
|--------------|---|
| Appendix A.1 | Revenue budget 2021/22                                    |
| Appendix A.2 | Opening budget adjustments                                |
| Appendix A.3 | Inflation, salary increments and other salary adjustments |
| Appendix A.4 | Essential growth  |
| Appendix A.5 | Base budget savings                                       |
| Appendix A.6 | Revenue contingency                                       |
| Appendix B   | Budgeted corporate plan activity                          |
| Appendix C   | Service budget analysis                                   |
| Appendix D.1 | Capital programme before growth                           |
| Appendix D.2 | Capital growth bids                                       |
| Appendix E   | Prudential indicators                                     |
| Appendix F   | Medium term financial plan                                |

## **Background Papers**

Provisional settlement figures (December 2020)  
Medium term financial strategy 2018/19-2022/23 – Cabinet 12 February 2018,  
Council 15 February 2018  
Council tax base 2021/22 – Cabinet 3 December 2020, Council 10 December 2020  
Treasury management strategy – Cabinet 3 February 2021, Council 10 February  
2021

|  | 2020/21<br>Budget   | 2021/22<br>Budget   | Appendix Ref: |
|--|---------------------|---------------------|---------------|
| <b>Opening base budget 2019/20</b>             |                     | <b>17,703,774</b>   |               |
| <b>Revisions to base budget</b>                |                     |                     |               |
| Opening budget adjustments                     |                     | (740,820)           | Appendix A.2  |
| Inflation, salary increments and adjustments   |                     | 462,099             | Appendix A.3  |
| Essential growth - one-off                     |                     | 1,832,730           | Appendix A.4  |
| Essential growth - ongoing                     |                     | 1,450,866           | Appendix A.5  |
| Base budget savings                            |                     | (1,271,213)         | Appendix A.6  |
| Other movement in revenue contingency          |                     | 900,000             |               |
| Movement in managed vacancy factor             |                     | (28,482)            |               |
| <b>Total base budget after revisions</b>       | <b>17,703,774</b>   | <b>20,308,954</b>   |               |
| Gross treasury income                          | (2,582,720)         | (1,846,610)         |               |
| <b>Net expenditure</b>                         | <b>15,121,054</b>   | <b>18,462,344</b>   |               |
| <b>Funding</b>                                 |                     |                     |               |
| Funding from reserves and New Homes Bonus      | (4,532,026)         | (6,930,357)         |               |
| Funding from government grants and council tax | (10,589,028)        | (11,531,987)        |               |
| <b>Total Funding</b>                           | <b>(15,121,054)</b> | <b>(18,462,344)</b> |               |
|  |                     |                     |               |
| <b>Council tax yield required</b>              | <b>(7,302,795)</b>  | <b>(7,765,628)</b>  |               |



## South Oxfordshire DC - 2021/22 budget build changes

### Opening budget adjustments

| Year of bid               | Summary  | Spending profile |              |              |              |              |
|---------------------------|--|------------------|--------------|--------------|--------------|--------------|
|                           |  | 2021/22<br>£     | 2022/23<br>£ | 2023/24<br>£ | 2024/25<br>£ | 2025/26<br>£ |
| CORPORATE MANAGEMENT TEAM |  |                  |              |              |              |              |
| 2020/21                   | Additional funding for transformation activities             | (200,000)        | (350,000)    | (350,000)    | (350,000)    | (350,000)    |
|                           |  | (200,000)        | (350,000)    | (350,000)    | (350,000)    | (350,000)    |
| CORPORATE SERVICES        |  |                  |              |              |              |              |
| 2014/15                   | Bi-annual residents survey                                   | 24,000           | 0            | 24,000       | 0            | 0            |
| 2017/18                   | Revenue Grants   | 85,289           | 85,289       | 85,289       | 85,289       | 85,289       |
| 2018/19                   | Make Grants Officer full time                                | (27,652)         | (27,652)     | (27,652)     | (27,652)     | (27,652)     |
| 2018/19                   | Data Protection Officer                                      | (21,500)         | (21,500)     | (21,500)     | (21,500)     | (21,500)     |
| 2019/20                   | Support development of commercialisation                     | (75,000)         | (75,000)     | (75,000)     | (75,000)     | (75,000)     |
| 2020/21                   | Training budget reduction                                    | (10,000)         | (10,000)     | (10,000)     | (10,000)     | (10,000)     |
| 2020/21                   | Review of costs and income at Cornerstone                    | (42,200)         | (115,322)    | (142,647)    | (165,394)    | (165,394)    |
| 2020/21                   | Fixed term Community Liaison Officer post no longer required | 17,695           | 30,335       | 30,335       | 30,335       | 30,335       |
| 2020/21                   | External income to support arts development                  | (2,326)          | (2,326)      | (2,326)      | (2,326)      | (2,326)      |
| 2020/21                   | Remove shared Complaints Officer post                        | (1,393)          | (1,393)      | (1,393)      | (1,393)      | (1,393)      |
|                           |  | (53,087)         | (137,569)    | (140,894)    | (187,641)    | (187,641)    |

## South Oxfordshire DC - 2021/22 budget build changes

### Opening budget adjustments

| Year of bid                | Summary  | Spending profile |              |              |              |              |
|----------------------------|--|------------------|--------------|--------------|--------------|--------------|
|                            |  | 2021/22<br>£     | 2022/23<br>£ | 2023/24<br>£ | 2024/25<br>£ | 2025/26<br>£ |
| DEVELOPMENT & REGENERATION |  |                  |              |              |              |              |
| 2019/20                    | Lease of 135 and car parking                           | 0                | (20,000)     | (40,000)     | (40,000)     | (40,000)     |
| 2019/20                    | Rent of 135 - Vale contribution                        | 0                | 157,500      | 315,000      | 315,000      | 315,000      |
| 2019/20                    | Rental of 135 ceases in 2022                           | 0                | (322,500)    | (645,000)    | (645,000)    | (645,000)    |
| 2020/21                    | Active communities strategy                            | (37,500)         | (37,500)     | (37,500)     | (37,500)     | (37,500)     |
| 2020/21                    | Repairs & maintenance to HQ                            | 0                | (10,000)     | (10,000)     | (10,000)     | (10,000)     |
| 2020/21                    | Rent for 135 Milton Park                               | 0                | (14,782)     | (29,565)     | (29,565)     | (29,565)     |
| 2020/21                    | No longer receiving rent for the data centre           | 0                | (5,134)      | (10,268)     | (10,268)     | (10,268)     |
| 2020/21                    | Station Road car park income Didcot                    | 234,000          | 234,000      | 234,000      | 234,000      | 234,000      |
| 2020/21                    | Surveys and feasibility studies from capital           | (25,000)         | (25,000)     | (25,000)     | (25,000)     | (25,000)     |
|                            |  | 171,500          | (43,416)     | (248,333)    | (248,333)    | (248,333)    |
| FINANCE                    |  |                  |              |              |              |              |
| 2020/21                    | Reduction in income from overpaid HB debtors           | 43,282           | 73,751       | 93,970       | 100,378      | 100,378      |
|                            |  | 43,282           | 73,751       | 93,970       | 100,378      | 100,378      |
| HOUSING & ENVIRONMENT      |  |                  |              |              |              |              |
| 2018/19                    | Environmental improvement team (public realm)          | (200,500)        | (200,500)    | (200,500)    | (200,500)    | (200,500)    |
| 2018/19                    | Environmental improvement team (public realm) income   | 15,000           | 15,000       | 15,000       | 15,000       | 15,000       |
| 2018/19                    | Syrian vulnerable people - expenditure                 | (2,622)          | (5,323)      | (5,323)      | (5,323)      | (5,323)      |
| 2018/19                    | Syrian vulnerable people - grant funding               | 2,622            | 5,323        | 5,323        | 5,323        | 5,323        |
| 2019/20                    | Homelessness prevention- supported accommodation       | (82,920)         | (82,920)     | (82,920)     | (82,920)     | (82,920)     |
| 2020/21                    | NNDR on public conveniences                            | 0                | (9,800)      | (9,800)      | (9,800)      | (9,800)      |
| 2020/21                    | Homelessness prevention/supported accommodation (1)    | 0                | (101,824)    | (101,824)    | (101,824)    | (101,824)    |
| 2020/21                    | Homelessness prevention/supported accommodation (2)    | (32,129)         | (32,129)     | (32,129)     | (32,129)     | (32,129)     |
| 2020/21                    | Homelessness prevention/tenancy support                | (29,310)         | (29,310)     | (29,310)     | (29,310)     | (29,310)     |
| 2020/21                    | Global resettlement scheme                             | 10,350           | (10,350)     | (51,750)     | (51,750)     | (51,750)     |
| 2020/21                    | Global resettlement scheme - funding                   | (10,350)         | 10,350       | 51,750       | 51,750       | 51,750       |
| 2020/21                    | Additional resource for waste contract re-tender       | 33,843           | 35,843       | 35,843       | 0            | 0            |
| 2020/21                    | Savings from upgrade to the CCTV cabling               | (28,000)         | (28,000)     | (28,000)     | (28,000)     | (28,000)     |
| 2020/21                    | Increase car parking fees.                             | (25,500)         | (25,500)     | (25,500)     | (25,500)     | (25,500)     |
| 2020/21                    | Increase income to clear Wallingford Cemetery deficit. | (5,777)          | (5,777)      | (5,777)      | (5,777)      | (5,777)      |
|                            |  | (355,293)        | (464,917)    | (464,917)    | (500,760)    | (500,760)    |

## South Oxfordshire DC - 2021/22 budget build changes

### Opening budget adjustments

| Year of bid        | Summary                                 | Spending profile |              |              |              |              |
|--------------------|---|------------------|--------------|--------------|--------------|--------------|
|                    |   | 2021/22<br>£     | 2022/23<br>£ | 2023/24<br>£ | 2024/25<br>£ | 2025/26<br>£ |
| LEGAL & DEMOCRATIC |   |                  |              |              |              |              |
| 2018/19            | District and parish election            | 0                | 50,000       | 115,000      | 0            | 0            |
| 2020/21            | Storage costs for election equipment    | 0                | 0            | (5,000)      | (5,000)      | (5,000)      |
| 2020/21            | District/parish elections               | 0                | 0            | 50,000       | 0            | 0            |
|                    |   | 0                | 50,000       | 160,000      | (5,000)      | (5,000)      |
| PARTNERSHIPS       |   |                  |              |              |              |              |
| 2017/18            | Corporate contract savings              | (115,720)        | (203,643)    | (203,643)    | (203,643)    | (203,643)    |
| 2018/19            | Additional costs 5CP from renegotiation | (49,240)         | 4,760        | 4,760        | 4,760        | 4,760        |
| 2019/20            | 5CP contract costs                      | 7,001            | 7,001        | 7,001        | 7,001        | 7,001        |
| 2020/21            | Reprofiling of Capita 5CP costs         | 0                | (135,515)    | (542,061)    | (542,061)    | (542,061)    |
|                    |   | (157,959)        | (327,397)    | (733,943)    | (733,943)    | (733,943)    |

## South Oxfordshire DC - 2021/22 budget build changes

### Opening budget adjustments

| Year of bid         | Summary  | Spending profile |              |              |              |              |
|---------------------|--|------------------|--------------|--------------|--------------|--------------|
|                     |  | 2021/22<br>£     | 2022/23<br>£ | 2023/24<br>£ | 2024/25<br>£ | 2025/26<br>£ |
| PLANNING            |  |                  |              |              |              |              |
| 2017/18             | Neighbourhood planning   | (38,000)         | (38,000)     | (38,000)     | (38,000)     | (38,000)     |
| 2018/19             | Great Crested Newt licensing pilot - expenditure                     | (25,000)         | (25,000)     | (25,000)     | (25,000)     | (25,000)     |
| 2018/19             | Great Crested Newt licensing pilot - income                          | 25,000           | 25,000       | 25,000       | 25,000       | 25,000       |
| 2019/20             | Local plan   | (195,000)        | (220,000)    | (220,000)    | (220,000)    | (220,000)    |
| 2020/21             | Cost of new local plan   | 145,000          | 350,000      | 155,000      | (100,000)    | (150,000)    |
| 2020/21             | Reduction in planning fees   | 0                | (100,178)    | (200,356)    | (200,356)    | (200,356)    |
| 2020/21             | Vacant posts not recruited due to fewer applications                 | 0                | 38,319       | 76,319       | 76,319       | 76,319       |
| 2020/21             | Development Income to return to 2017/18 levels by end of MTFP period | 0                | 0            | 0            | (50,000)     | (50,000)     |
| 2020/21             | Development fees for condition discharge                             | 5,000            | 10,000       | 12,000       | 12,000       | 12,000       |
|                     |  | (83,000)         | 40,141       | (215,037)    | (520,037)    | (570,037)    |
|                     |  |                  |              |              |              |              |
| POLICY & PROGRAMMES |  |                  |              |              |              |              |
| 2020/21             | Climate change emergency work programme                              | (106,263)        | (106,263)    | (106,263)    | (106,263)    | (106,263)    |
|                     |  | (106,263)        | (106,263)    | (106,263)    | (106,263)    | (106,263)    |
| GRAND TOTAL         |  | (740,820)        | (1,265,670)  | (2,005,417)  | (2,551,599)  | (2,601,599)  |

**South Oxfordshire DC - 2021/22 budget build changes**  
**Inflation, salary increments and other salary adjustments**

| Summary                  | Spending profile |                |                  |                  |                  |
|--------------------------|------------------|----------------|------------------|------------------|------------------|
|                          | 2021/22<br>£     | 2022/23<br>£   | 2023/24<br>£     | 2024/25<br>£     | 2025/26<br>£     |
| <b>ALL SERVICES</b>      |                  |                |                  |                  |                  |
| Salary inflation         | 223,755          | 451,985        | 684,780          | 922,231          | 1,164,431        |
| Salary increments        | 151,917          | 306,873        | 464,927          | 626,143          | 790,583          |
| Other salary adjustments | (52,609)         | (53,661)       | (54,734)         | (55,829)         | (56,946)         |
| Other net inflation      | 139,035          | 280,851        | 425,503          | 573,048          | 723,545          |
| <b>GRAND TOTAL</b>       | <b>462,099</b>   | <b>986,048</b> | <b>1,520,476</b> | <b>2,065,593</b> | <b>2,621,613</b> |

**South Oxfordshire DC - 2021/22 budget build changes**  
**Essential growth**

| No                        | Title of bid  | Summary   | One-off/<br>Ongoing | Spending profile: |              |              |              |              |
|---------------------------|---|---|---------------------|-------------------|--------------|--------------|--------------|--------------|
|                           |   |   |                     | 2021/22<br>£      | 2022/23<br>£ | 2023/24<br>£ | 2024/25<br>£ | 2025/26<br>£ |
| CORPORATE MANAGEMENT TEAM |   |   |                     |                   |              |              |              |              |
| 1                         | Management team costs   | Increase in cost to reflect new senior management structure   | Ongoing             | 68,768            | 68,768       | 68,768       | 68,768       | 68,768       |
| 2                         | Transformation costs  | Slippage of prior year budget for transformation activities   | One-off             | 100,000           | 0            | 0            | 0            | 0            |
| 3                         | Delivery vehicle  | Budget to support creation of council owned delivery vehicle  | One-off             | 67,000            | 0            | 0            | 0            | 0            |
|                           |   |   |                     | 235,768           | 68,768       | 68,768       | 68,768       | 68,768       |
| CORPORATE SERVICES        |   |   |                     |                   |              |              |              |              |
| 1                         | Mobile phone  | New way of working and Centralise mobile phone budget   | Ongoing             | 13,000            | 13,000       | 13,000       | 13,000       | 13,000       |
| 2                         | Cornerstone   | An uplift in the budget for this item is required as the premises service charge for Cornerstone from Hammersons was increased by 100% in 2019-20 and is forecasted to continue. Property are in discussions with Hammerson over this but as things currently stand we need to build this into our budget.  | Ongoing             | 34,000            | 34,000       | 34,000       | 34,000       | 34,000       |
| 3                         | Contract extenstions for two fixed term communications officers | To support the extra demand on the communications service as a result of the pandemic, SMT agreed to fund two senior communications officers to provide the team leader and communications manager with more strategic communications support. This was on a fixed term basis until 31 March. Given where we are with the pandemic, we're likely to need this extra resource for some time. A one year's extension seems realistic given the current uncertainty. | One-off             | 44,009            | 0            | 0            | 0            | 0            |
| 4                         | Information Governance officer                                  | Information Governance officer-to meet GDPR new requirements on the council over and above the existing Data Protection Act.  | Ongoing             | 20,535            | 20,535       | 20,535       | 20,535       | 20,535       |
|                           |   |   |                     | 111,544           | 67,535       | 67,535       | 67,535       | 67,535       |

**South Oxfordshire DC - 2021/22 budget build changes**  
**Essential growth**

| No                           | Title of bid              | Summary  | One-off/<br>Ongoing | Spending profile: |              |              |              |              |
|------------------------------|---------------------------|--|---------------------|-------------------|--------------|--------------|--------------|--------------|
|                              |                           |  |                     | 2021/22<br>£      | 2022/23<br>£ | 2023/24<br>£ | 2024/25<br>£ | 2025/26<br>£ |
| DEVELOPMENT AND REGENERATION |                           |  |                     |                   |              |              |              |              |
| 1                            | Staff costs property team | Extra resources agreed by SMT in November 2020 to support Property Team.   | One-off             | 54,718            | 0            | 0            | 0            | 0            |
| 2                            | Staff costs property team | Extra resources agreed by SMT in November 2020 to support Property Team.   | Ongoing             | 111,600           | 111,600      | 111,600      | 111,600      | 111,600      |
| 3                            | Commercial property       | Utilities and building maintenance costs for commercial property to bring them up to standard.                             | Ongoing             | 80,100            | 80,100       | 80,100       | 80,100       | 80,100       |
| 4                            | Commercial property       | Rental income budget reduced to account for loss of rental income resulting from pandemic.                                 | Ongoing             | 421,904           | 421,904      | 421,904      | 421,904      | 421,904      |
| 5                            | Facilities management     | Increase in budgets to maintain facilities management team, including condition surveys, agency staff and compliance work. | Ongoing             | 168,675           | 36,875       | 36,875       | 36,875       | 36,875       |
| 6                            | 135 Milton Park           | Increase in budgets to maintain HQ, right size budgeted income and cover anticipated NNDR increase.                        | One-off             | 65,343            | 65,343       | 0            | 0            | 0            |
|                              |                           |  |                     | 902,340           | 715,822      | 650,479      | 650,479      | 650,479      |
|                              |                           |  |                     |                   |              |              |              |              |
| FINANCE                      |                           |  |                     |                   |              |              |              |              |
| 1                            | Housing benefit           | Housing benefit subsidy  | Ongoing             | 189,168           | 189,168      | 189,168      | 189,168      | 189,168      |
|                              |                           |  |                     | 189,168           | 189,168      | 189,168      | 189,168      | 189,168      |

**South Oxfordshire DC - 2021/22 budget build changes**  
**Essential growth**

| No                      | Title of bid  | Summary  | One-off/<br>Ongoing | Spending profile: |              |              |              |              |
|-------------------------|---|--|---------------------|-------------------|--------------|--------------|--------------|--------------|
|                         |   |  |                     | 2021/22<br>£      | 2022/23<br>£ | 2023/24<br>£ | 2024/25<br>£ | 2025/26<br>£ |
| HOUSING AND ENVIRONMENT |   |  |                     |                   |              |              |              |              |
| 1                       | Staffing costs  | Temporary increase in Environmental Health and Housing staff to cover extra work due to Covid-19 pandemic  | One-off             | 170,266           | 97,588       | 0            | 0            | 0            |
| 2                       | Domestic abuse service  | We receive funding from the Police and Crime Commissioner which we use to fund the county wide domestic abuse service. We find out in January whether our PCC funding will continue and the amount we will receive. Should the funding be reduced or removed we would serve notice to the domestic abuse serve contract (8 months notice required) and will need to cover the shortfall from April 2020 to cover the service until the end of the notice period. This bid covers the potential shortfall | One-off             | 10,625            | 0            | 0            | 0            | 0            |
| 3                       | Increased contract costs to Biffa for waste collection services | Increased contract costs to Biffa for waste collection services, including growth in properties and increased subscribers to the garden waste service and 2021/22 indexation not included in the base budget.  | Ongoing             | 116,500           | 116,500      | 116,500      | 116,500      | 116,500      |
| 4                       | Car parking   | Termination of agreement to receive income for Henley train station  | Ongoing             | 30,000            | 30,000       | 30,000       | 30,000       | 30,000       |
| 5                       | Homelessness prevention and supported accommodation(1)          | SODC received £203,648 Flexible Homelessness Support Grant in 2020/21. The grant "may be used only to prevent and deal with homelessness". It will be used to: a) fund supported housing for SODC residents who are homeless or at risk of becoming homeless in 2021/22; b) to help households secure sustainable accommodation and c) to fund 2.5FTE employees engaged in homelessness prevention activities. <b>FULLY FUNDED</b>   | Ongoing             | 203,648           | 203,648      | 203,648      | 203,648      | 203,648      |
| 6                       | Homelessness prevention and supported accommodation(2)          | SODC received £78,976 Homelessness Reduction Grant in 2020/21. It will be used to: a) fund supported housing for SODC residents who are homeless or at risk of becoming homeless in 2021/22; and b) to help households secure sustainable accommodation. <b>FULLY FUNDED.</b>  | Ongoing             | 78,976            | 78,976       | 78,976       | 78,976       | 78,976       |
|                         |   | Government funding of homelessness activity listed above   | Ongoing             | (282,624)         | (282,624)    | (282,624)    | (282,624)    | (282,624)    |



**South Oxfordshire DC - 2021/22 budget build changes**  
**Essential growth**

| No                          | Title of bid   | Summary  | One-off/<br>Ongoing | Spending profile: |                |                |                |                |
|-----------------------------|--|--|---------------------|-------------------|----------------|----------------|----------------|----------------|
|                             |  |  |                     | 2021/22<br>£      | 2022/23<br>£   | 2023/24<br>£   | 2024/25<br>£   | 2025/26<br>£   |
| 7                           | <b>Additional Waste Technical Officer (possibly funded from S106 monies)</b> | Linked to the previously approved growth bid (2020/21) for tendering of new waste contract. Resource to collate detailed information needed in preparation for retendering the waste contract, while still maintaining current contractors performance. Information required includes :<br>- audit of litter bin provision<br>- review assisted collections list<br>- review Schedule 1 collections<br>- produce a litter strategy<br>- produce road indemnities database<br>- review communal bin store provision | One-off             | 20,070            | 20,070         | 20,070         | 20,070         | 0              |
|                             |  |  |                     | <b>347,461</b>    | <b>264,158</b> | <b>166,570</b> | <b>166,570</b> | <b>146,500</b> |
| <b>LEGAL AND DEMOCRATIC</b> |  |  |                     |                   |                |                |                |                |
| 1                           | <b>Councillor allowances</b>   | Increase in councillor's allowances-To increase the budget provision to reflect the increased cost of the Councillors' Allowances Scheme to reflect recommendations of the Independent Remuneration Panel.   | Ongoing             | 19,958            | 19,958         | 19,958         | 19,958         | 19,958         |
|                             |  |  |                     | <b>19,958</b>     | <b>19,958</b>  | <b>19,958</b>  | <b>19,958</b>  | <b>19,958</b>  |
| <b>PARTNERSHIPS</b>         |  |  |                     |                   |                |                |                |                |
| 1                           | <b>Support Growth Board</b>  | Council's contribution to shared team developing the Oxfordshire Plan 2050   | One-off             | 60,000            | 60,000         | 0              | 0              | 0              |
| 2                           | <b>Support Growth Board</b>  | Council's contribution to pooled resources for work on the Oxford-Cambridge Arc  | Ongoing             | 8,000             | 8,000          | 8,000          | 8,000          | 8,000          |
|                             |  |  |                     | <b>68,000</b>     | <b>68,000</b>  | <b>8,000</b>   | <b>8,000</b>   | <b>8,000</b>   |

**South Oxfordshire DC - 2021/22 budget build changes**  
**Essential growth**

| No                    | Title of bid                      | Summary   | One-off/<br>Ongoing | Spending profile: |              |              |              |              |
|-----------------------|-----------------------------------|---|---------------------|-------------------|--------------|--------------|--------------|--------------|
|                       |                                   |   |                     | 2021/22<br>£      | 2022/23<br>£ | 2023/24<br>£ | 2024/25<br>£ | 2025/26<br>£ |
| POLICY AND PORGRAMMES |                                   |   |                     |                   |              |              |              |              |
| 1                     | Programmes Team Staff             | Programmes Team 3 Staff-When set up in the recent restructure the programmes team was only funded for a two year period, ending 31 March 2021. Having developed and introduced the Corporate Delivery Framework and project management methodology and demonstrated the value of the approach across the organisation this bid covers making the three G6 Corporate Project Officer roles permanent.                            | Ongoing             | 81,213            | 81,213       | 81,213       | 81,213       | 81,213       |
| 2                     | Joint Programmes Team Leader post | Programmes Team Leader post-When established, the Programmes Team reported directly to the Programmes Service Manager, however expansion of the team workload and responsibility are such that this reporting structure is not sustainable or resilient, and the team needs additional team management resource to enable effective strategic and operational management work. In the short/medium term to respond to Covid-19. | Ongoing             | 33,280            | 33,280       | 33,280       | 33,280       | 33,280       |
| POLR3                 | Climate change lead post          | Request to extend 2nd Climate Change Lead post from a 6 month contract (finishing in June 2021) to a 12 month contract. As the Corporate Plans 2020-24 have developed it is clear that the Climate Emergency is very prominent and will require additional resources above what was originally requested to deliver on the Council's ambitions over a longer-term.  | One-off             | 15,899            |              |              |              |              |
| 5                     | IT Programmes Manager             | South have on-going essential business need for technology, project management and commercial expertise to support the delivery of the councils' IT strategy and operational requirements.  | Ongoing             | 39,265            | 39,265       | 39,265       | 39,265       | 39,265       |
|                       |                                   |   |                     | 169,657           | 153,758      | 153,758      | 153,758      | 153,758      |

**South Oxfordshire DC - 2021/22 budget build changes**  
**Essential growth**

| No           | Title of bid                         | Summary  | One-off/<br>Ongoing | Spending profile: |              |              |              |              |
|--------------|--------------------------------------|--|---------------------|-------------------|--------------|--------------|--------------|--------------|
|              |                                      |  |                     | 2021/22<br>£      | 2022/23<br>£ | 2023/24<br>£ | 2024/25<br>£ | 2025/26<br>£ |
| PLANNING     |                                      |  |                     |                   |              |              |              |              |
|              | 1 Development management large sites | 60% of Two temporary enforcement officers G6 for one year to deal with backlog of enforcement cases and allow capacity for process improvement/statement review - invest to save | One-off             | 49,800            | 0            | 0            | 0            | 0            |
|              | 2 Local plan                         | Funding in respect of potential challenges to the local plan   | One-off             | 250,000           | 0            | 0            | 0            | 0            |
|              | 3 Policy team income                 | loss of income to policy team - no capacity to run externa training session to try and generate extra income   | Ongoing             | 14,900            | 14,900       | 14,900       | 14,900       | 14,900       |
|              |                                      |  |                     | 314,700           | 14,900       | 14,900       | 14,900       | 14,900       |
|              |                                      |  |                     |                   |              |              |              |              |
| ALL SERVICES |                                      |  |                     |                   |              |              |              |              |
|              | 1 Provision for income losses        | Provision for irrecoverable income losses incurred directly as a result of the Coronavirus pandemic only   | One-off             | 925,000           | 0            | 0            | 0            | 0            |
|              |                                      |  |                     | 925,000           | 0            | 0            | 0            | 0            |
|              |                                      |  |                     |                   |              |              |              |              |
|              | TOTAL                                |  |                     | 3,283,596         | 1,562,067    | 1,339,136    | 1,339,136    | 1,319,066    |

## South Oxfordshire DC - 2021/22 budget build changes

## Base budget savings

| No                         | Summary  | One-off or ongoing? | Spending profile: |              |              |              |              |
|----------------------------|--|---------------------|-------------------|--------------|--------------|--------------|--------------|
|                            |  |                     | 2021/22<br>£      | 2022/23<br>£ | 2023/24<br>£ | 2024/25<br>£ | 2025/26<br>£ |
| CORPORATE SERVICES         |  |                     |                   |              |              |              |              |
| 1                          | Reduction of budget to meet in year need pending review of grants policy | One-off             | (85,289)          | 0            | 0            | 0            | 0            |
| 2                          | Other budget savings   | Ongoing             | (44,734)          | (44,734)     | (44,734)     | (44,734)     | (44,734)     |
|                            |  |                     | (130,023)         | (44,734)     | (44,734)     | (44,734)     | (44,734)     |
| DEVELOPMENT & REGENERATION |  |                     |                   |              |              |              |              |
| 1                          | Removal of posts as a result of structure review                         | Ongoing             | (60,956)          | (60,956)     | (60,956)     | (60,956)     | (60,956)     |
| 2                          | Revenue savings on capitalised staff costs                               | Ongoing             | (108,979)         | (108,979)    | (108,979)    | (108,979)    | (108,979)    |
| 3                          | CIL income to support staff costs  | Ongoing             | (47,349)          | (47,349)     | (47,349)     | (47,349)     | (47,349)     |
|                            |  |                     | (217,284)         | (217,284)    | (217,284)    | (217,284)    | (217,284)    |
| FINANCE                    |  |                     |                   |              |              |              |              |
| 1                          | Savings on merchant banking contract                                     | Ongoing             | (10,300)          | (10,300)     | (10,300)     | (10,300)     | (10,300)     |
|                            |  |                     | (10,300)          | (10,300)     | (10,300)     | (10,300)     | (10,300)     |
| HOUSING & ENVIRONMENT      |  |                     |                   |              |              |              |              |
| 1                          | Home improvement costs identified as capital                             | Ongoing             | (44,475)          | (44,475)     | (44,475)     | (44,475)     | (44,475)     |
| 2                          | Wheeled bin costs identified as capital                                  | Ongoing             | (14,500)          | (14,500)     | (14,500)     | (14,500)     | (14,500)     |
| 3                          | Increase in income from Garden Waste subscribers and increased recycling | Ongoing             | (371,739)         | (371,739)    | (371,739)    | (371,739)    | (371,739)    |
| 4                          | Car parking income   | Ongoing             | (35,500)          | (35,500)     | (35,500)     | (35,500)     | (35,500)     |
| 5                          | CCTV maintenance costs   | Ongoing             | (12,000)          | (12,000)     | (12,000)     | (12,000)     | (12,000)     |
| 6                          | Small saving in pest control   | Ongoing             | (94)              | (94)         | (94)         | (94)         | (94)         |
|                            |  |                     | (478,308)         | (478,308)    | (478,308)    | (478,308)    | (478,308)    |
| LEGAL & DEMOCRATIC         |  |                     |                   |              |              |              |              |
| 1                          | Small savings taken to match actual expenditure                          | Ongoing             | (1,563)           | (1,563)      | (1,563)      | (1,563)      | (1,563)      |
|                            |  |                     | (1,563)           | (1,563)      | (1,563)      | (1,563)      | (1,563)      |
| PARTNERSHIPS               |  |                     |                   |              |              |              |              |
| 1                          | Savings on five councils contract  | Ongoing             | (30,038)          | (30,038)     | (30,038)     | (30,038)     | (30,038)     |
|                            |  |                     | (30,038)          | (30,038)     | (30,038)     | (30,038)     | (30,038)     |


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**South Oxfordshire DC - 2021/22 budget build changes**  
**Base budget savings**

| No            | Summary  | One-off or ongoing? | Spending profile: |              |              |              |              |
|---------------|--|---------------------|-------------------|--------------|--------------|--------------|--------------|
|               |  |                     | 2021/22<br>£      | 2022/23<br>£ | 2023/24<br>£ | 2024/25<br>£ | 2025/26<br>£ |
| PLANNING      |  |                     |                   |              |              |              |              |
| 1             | Increase in Planning fees                                | Ongoing             | (250,000)         | (250,000)    | (250,000)    | (250,000)    | (250,000)    |
| 2             | Reimbursement for Secondments to OCC For Local Plan 2050 | Ongoing             | (123,697)         | (123,697)    | (123,697)    | (123,697)    | (123,697)    |
| 3             | Grant income for neighbourhood plan                      | Ongoing             | (30,000)          | (30,000)     | (30,000)     | (30,000)     | (30,000)     |
|               |  |                     | (403,697)         | (403,697)    | (403,697)    | (403,697)    | (403,697)    |
| Overall total |  |                     | (1,271,213)       | (1,185,924)  | (1,185,924)  | (1,185,924)  | (1,185,924)  |


**South Oxfordshire DC - 2021/22 revenue budget contingency**  
**Revenue contingency**

|   | Provision<br>£   |
|---|------------------|
| <b>Contingency base budget 2021/22</b>  | <b>200,000</b>   |
| <b>Additional contingency budget - 2021/22 only</b><br>Provision for additional irrecoverable expenditure incurred directly as a result of the<br>Coronavirus pandemic only | <b>900,000</b>   |
| <b>Total contingency budget for 2021/22</b>   | <b>1,100,000</b> |

| Theme                                 |   | Corp Plan ID | Project description   | BUDGET STATUS                        |
|---------------------------------------|---|--------------|---|--------------------------------------|
| Protect and restore our natural world |  | PRN1         | With partners, promote in-depth mapping and surveying of ecosystems across the district, planning for restoration of the natural world and working closely with land-owners and specialist agencies | a - within base budget               |
|                                       |   |              |   |                                      |
| Openness and accountability           |   | OA1          | Enhance trust and accountability in democratic decision-making, including live-streaming and recording of   | a - within base budget               |
|                                       |   | OA3          | Embed an organisational culture that celebrates diversity, inclusion and respect  | a - within base budget               |
|                                       |   | OA4          | Apply good governance and transparency in all our working and decision-making, exploring optimal structures and mechanisms for best practice in local government                                    | a - within base budget               |
|                                       |   | OA5          | Engage effectively with residents, Parish and Town Councils and other community organisations, using plain English in our communications and using appropriate methods and                          | a - within base budget               |
| Action on the Climate Emergency       |   | ACE1         | Achieve our own zero carbon target by 2025 and support others to achieve the  | b - one-off provision transformation |
|                                       |   | ACE2         | Develop an annually approved climate emergency programme and adequately finance it  | a - within base budget               |
|                                       |   | ACE3         | Deliver Council-owned net-zero homes and use grants, planning policy and advocacy to ensure the same standards throughout the district  | b - one-off provision transformation |
|                                       |   | ACE4         | Promote and encourage behavioural change with informational campaigns and leading by example  | a - within base budget               |
|                                       |   | ACE6         | Mitigate climate change through planning and land use, enhancing biodiversity on our own land and strengthening the planning system to enforce environmental standards                              | a - within base budget               |
|                                       |   | ACE7         | Promote the circular economy (reduce, re-use and recycle), including in our waste management contracts  | a - within base budget               |
|                                       |   | ACE8         | Support and encourage local businesses to respond to climate change and nature recovery   | a - within base budget               |
|                                       |   | ACE9         | Promote waste minimisation initiatives such as Repair Cafés   | a - within base budget               |

| Theme  |  | Corp Plan ID | Project description  | BUDGET STATUS                        |
|--|---|--------------|--|--------------------------------------|
| <div data-bbox="153 271 624 640" style="background-color: #76b82a; color: white; padding: 20px; border-radius: 15px; text-align: center;"> <b>Improved economic and community wellbeing</b> </div>       |   | ECW1         | Partner with regional agencies to ensure economic recovery, quality employment, thriving businesses and vibrant communities, avoiding the blight of “dormitory towns”  | a - within base budget               |
|  |   | ECW2         | Provide advice on access to grants, training and diversification programmes, helping local businesses to build agility and resilience  | a - within base budget               |
|  |   | ECW4         | Launch a new community wellbeing strategy to encourage and support culture, leisure and the arts   | b - one-off provision transformation |
|  |   | ECW6         | Work with our communities to maximise Community Infrastructure Levy funds and to allocate these to achieve best outcomes for residents in the District   | a - within base budget               |
|  |   | ECW7         | Take enforcement action on fly-tipping and dog fouling   | a - within base budget               |
|  |   | ECW8         | Work with local partners to introduce civil parking enforcement as a district responsibility   | a - within base budget               |
| <div data-bbox="153 969 624 1350" style="background-color: #f1c40f; color: black; padding: 20px; border-radius: 15px; text-align: center;"> <b>Homes and infrastructure that meet local needs</b> </div> |   | HILN1        | Didcot Garden Town priority projects as identified by the Advisory Board, specifically a sustainable plan to redevelop the Didcot Gateway site, a public transport and active walking and cycling network, community facilities and accessible green spaces for Didcot residents | a - within base budget               |
|  |   | HILN2        | The transformation of Berinsfield into a thriving Garden Village with improved facilities that are developed in line with the community's needs and aspirations  | a - within base budget               |
|  |   | HILN3        | New council-owned homes with a focus on quality of design, affordability and local requirements  | b - one-off provision transformation |
|  |   | HILN4        | Support and encouragement for the retrofit of our existing housing stock for low-carbon performance and to eliminate fuel poverty  | a - within base budget               |
|  |   | HILN5        | Elimination of homelessness in our District  | a - within base budget               |
|  |   | HILN7        | Ensuring that our teams are ready to access or signpost to any Government  | a - within base budget               |
|  |   | HILN8        | New homes are future-proofed, meeting the highest environmental standards and enhancing nature through sensitive, high quality design  | a - within base budget               |
|  |   | HILN9        | Spatial planning embeds public health, wellbeing and sustainability  | a - within base budget               |



| Theme  |  | Corp Plan ID | Project description   | BUDGET STATUS                        |
|--|---|--------------|---|--------------------------------------|
| <div data-bbox="167 331 608 734"> <p><b>Investment and innovation that rebuilds our financial viability</b></p> </div> |   | IRFV1        | Develop and implement an innovative Transformation Strategy to diversify our revenue streams, improve our effectiveness and secure our on-going viability             | b - one-off provision transformation |
|  |   | IRFV2        | “Invest to save” for the District, including the delivery of sustainable new Council offices – on time and within budget – to realise future operational efficiencies | b - one-off provision transformation |
|  |   | IRFV3        | Exercise strong Stewardship of all Council assets including property and financial investments, optimising their performance for the benefit of our residents         | b - one-off provision transformation |
|  |   | IRFV4        | Maximise external funding opportunities to support our services and to enrich our leisure, sporting and community activities  | b - one-off provision transformation |
|  |   | IRFV5        | Invest responsibly and ethically with the Climate Emergency at the heart of what we do  | a - within base budget               |

| South Oxfordshire DC Service budget analysis 2021/22 |                   |                   |
|--|-------------------|-------------------|
| Budget head  | Final Budget<br>£ | Final Budget<br>£ |
| Corporate Management Team                            |                   | 1,162,965         |
| Corporate Services                                   |                   | 4,083,798         |
| Development & Regeneration                           |                   | 1,104,626         |
| Finance  |                   | 364,917           |
| Housing & Environment                                |                   | 6,106,394         |
| Legal Services                                       |                   | 1,057,194         |
| Partnerships   |                   | 2,703,957         |
| Planning   |                   | 1,789,722         |
| Policy & Programmes                                  |                   | 428,709           |
| Managed Vacancy Factor                               |                   | (518,328)         |
| All services   |                   | 925,000           |
| Contingency  |                   | 1,100,000         |
| <b>Net cost of delivering services</b>               |                   | <b>20,308,953</b> |
| Gross treasury income                                |                   | (1,846,610)       |
| <b>Net expenditure</b>                               |                   | <b>18,462,343</b> |
| <b>Government grant funding:</b>                     |                   |                   |
| New Homes Bonus                                      | (2,549,185)       |                   |
| <b>Transfer to reserves</b>                          |                   |                   |
| New Homes Bonus                                      | 214,447           |                   |
| Interest and dividends                               | 1,846,610         |                   |
| <b>Funding from existing resources:</b>              |                   |                   |
| <b>Transfer from reserves</b>                        |                   |                   |
| Previous years interest                              | (2,182,999)       |                   |
| General Fund Balance                                 | (273,720)         |                   |
| New Homes Bonus                                      | (3,985,509)       |                   |
|  |                   | (6,930,356)       |
| <b>Total net revenue budget</b>                      |                   | <b>11,531,987</b> |

**SOUTH OXFORDSHIRE DISTRICT COUNCIL**  
**CAPITAL PROGRAMME TO 31 MARCH 2026**

|                                 | No. | App/Prov | Note | Cost C | 2020/21<br>Original<br>Budget | 2020/21<br>Latest<br>Budget<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 | 2023/24<br>£000 | 2024/25<br>£000 | 2025/26<br>£000 |
|---------------------------------|-----|----------|------|--------|-------------------------------|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>APPROVED PROGRAMME</b>       |     |          |      |        |                               |                                     |                 |                 |                 |                 |                 |
| Corporate Services              |     | App      |      |        | 4,172                         | 679                                 | 6,352           | 11,646          | 0               | 0               | 0               |
| Development & Regeneration      |     | App      |      |        | 2,235                         | 175                                 | 10,759          | 0               | 0               | 199             | 0               |
| Finance                         |     | App      |      |        | 0                             | 170                                 |                 |                 |                 |                 |                 |
| Housing & Environment           |     | App      |      |        | 1,476                         | 2,694                               | 1,907           | 1,451           | 1,453           | 920             | 920             |
| Partnership & Insight           |     | App      |      |        | 0                             | 0                                   | 0               | 0               | 0               | 0               | 0               |
| Planning                        |     | App      |      |        | 0                             | 0                                   | 0               | 0               | 0               | 0               | 0               |
| <b>TOTAL APPROVED PROGRAMME</b> |     | App      |      |        | 7,883                         | 3,718                               | 19,018          | 13,097          | 1,453           | 1,119           | 920             |
| PROVISIONAL PROGRAMME           |     | Prov     |      |        | 9,127                         | 10,074                              | 2,240           | 707             | 706             | 733             | 707             |
| <b>GRAND TOTAL</b>              |     | Both     |      |        | 17,010                        | 13,792                              | 21,258          | 13,804          | 2,159           | 1,852           | 1,627           |

|   |        |
|---|--------|
| <b>Cumulative Total Budget (Approved &amp; Provisional)</b> | 54,492 |
|---|--------|

|   |  |      |  |  |        |        |        |        |       |       |       |
|---|--|------|--|--|--------|--------|--------|--------|-------|-------|-------|
| <b>CAPITAL FINANCING</b>                      |  |      |  |  |        |        |        |        |       |       |       |
| Grants  |  | Both |  |  | 737    | 4,391  | 2,674  | 1,399  | 1,401 | 875   | 875   |
| New homes bonus                               |  | Both |  |  | 3,192  | 0      | 0      | 0      | 0     | 0     | 0     |
| Developers contributions                      |  | Both |  |  | 0      | 208    | 65     | 0      | 0     | 0     | 0     |
| Community Infrastructure Levy                 |  | Both |  |  | 0      | 0      | 9,188  | 0      | 0     | 0     | 0     |
| Usable capital and earmarked revenue receipts |  | Both |  |  | 13,081 | 9,193  | 9,331  | 12,405 | 758   | 977   | 752   |
| <b>GRAND TOTAL</b>                            |  | Both |  |  | 17,010 | 13,792 | 21,258 | 13,804 | 2,159 | 1,852 | 1,627 |

**Corporate Services**

|   |     |     |              |      |       |     |       |        |   |   |   |
|---|-----|-----|--------------|------|-------|-----|-------|--------|---|---|---|
| <b>Programmes &amp; Assurance</b>       |     |     |              |      |       |     |       |        |   |   |   |
| New Office Accommodation                | 317 | App | 2018/19 (4)  | A317 | 4,150 | 330 | 5,900 | 11,646 |   |   |   |
| <b>Communications</b>                   |     |     |              |      |       |     |       |        |   |   |   |
| New Website                             |     | App | 2016/17 (2)  | A288 |       | 5   |       |        |   |   |   |
| <b>IT Operations</b>                    |     |     |              |      |       |     |       |        |   |   |   |
| Upgrade GIS                             | 088 | App |              | A088 |       | 5   |       |        |   |   |   |
| IT Infrastructure                       | 251 | App | 2013/14 (22) | A251 | 22    | 77  |       |        |   |   |   |
| <b>CIF Grants</b>                       |     |     |              |      |       |     |       |        |   |   |   |
| Capital Grants - 16/17 Delegated Powers |     | App |              | A293 |       | 0   | 125   |        |   |   |   |
| Capital Grants - 17/18 Delegated Powers |     | App |              | A306 |       | 17  | 83    |        |   |   |   |
| Capital Grants - 18/19 Delegated Powers |     | App |              | A308 |       | 101 | 69    |        |   |   |   |
| Capital Grants - 19/20 Delegated Powers |     | App |              | A319 |       | 144 | 175   |        |   |   |   |
| <b>Arts Development</b>                 |     |     |              |      |       |     |       |        |   |   |   |
| Cornerstone Capital Works               | 242 | App |              | A242 |       | 0   |       |        |   |   |   |
|   |     |     |              |      | 4,172 | 679 | 6,352 | 11,646 | 0 | 0 | 0 |

**SOUTH OXFORDSHIRE DISTRICT COUNCIL**  
**CAPITAL PROGRAMME TO 31 MARCH 2026**

| No.  | App/Prov | Note | Cost C            | 2020/21<br>Original<br>Budget | 2020/21<br>Latest<br>Budget<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 | 2023/24<br>£000 | 2024/25<br>£000 | 2025/26<br>£000 |
|--|----------|------|-------------------|-------------------------------|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Development &amp; Regeneration</b>            |          |      |                   |                               |                                     |                 |                 |                 |                 |                 |
| <b>Leisure</b>                                   |          |      |                   |                               |                                     |                 |                 |                 |                 |                 |
| Henley Leisure Centre - spend to save            | 274      | App  | A274              | 41                            | 0                                   | 54              |                 |                 |                 |                 |
| Park Sports Centre - gym equipment               | 275      | App  | A275              |                               |                                     |                 |                 |                 | 66              |                 |
| Abbey Sports Centre - gym equipment              | 285      | App  | A285              |                               |                                     |                 |                 |                 | 38              |                 |
| Thame Leisure Centre - learner pool conversion   | 286      | App  | A286              | 285                           | 0                                   | 0               |                 |                 |                 |                 |
| Thame Leisure Centre - gym equipment replacement | 287      | App  | A287              |                               | 0                                   | 1               |                 |                 | 95              |                 |
| Didcot Wave Essential Works                      | 298      | App  | A298              |                               | 0                                   | 4               |                 |                 |                 |                 |
| Thame LC Dry side Refurbishment                  | 315      | App  | 2018/19 (dc) A315 | 55                            | 28                                  | 27              |                 |                 |                 |                 |
| Sports Hall Floor Berinsfield                    | 318      | App  | 2019/20 (dc) A318 | 60                            | 0                                   | 60              |                 |                 |                 |                 |
| Leisure Centre - capital works                   | 078      | App  | 201314 (8) X155   | 519                           | 147                                 | 150             |                 |                 |                 |                 |
| <b>Development</b>                               |          |      |                   |                               |                                     |                 |                 |                 |                 |                 |
| CIL - OCC  |          | App  | TBC               |                               |                                     | 6,563           |                 |                 |                 |                 |
| CIL - CCG  |          | App  | TBC               |                               |                                     | 2,625           |                 |                 |                 |                 |
| <b>Private housing renovation</b>                |          |      |                   |                               |                                     |                 |                 |                 |                 |                 |
| Growth Points                                    | 136      | App  | A136              | 1,275                         | 0                                   | 1,275           |                 |                 |                 |                 |
|  |          |      |                   | 2,235                         | 175                                 | 10,759          | 0               | 0               | 199             | 0               |

**SOUTH OXFORDSHIRE DISTRICT COUNCIL**  
**CAPITAL PROGRAMME TO 31 MARCH 2026**

| No. | App/Prov | Note | Cost C | 2020/21<br>Original<br>Budget | 2020/21<br>Latest<br>Budget<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 | 2023/24<br>£000 | 2024/25<br>£000 | 2025/26<br>£000 |
|-----|----------|------|--------|-------------------------------|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|-----|----------|------|--------|-------------------------------|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|

**Finance**

|                |     |     |  |      |   |     |   |   |   |   |
|----------------|-----|-----|--|------|---|-----|---|---|---|---|
| General Ledger | 325 | App |  | A325 |   | 170 |   |   |   |   |
|                |     |     |  |      | 0 | 170 | 0 | 0 | 0 | 0 |

**Housing & Environment**

|   |     |     |             |      |       |       |       |       |       |     |
|---|-----|-----|-------------|------|-------|-------|-------|-------|-------|-----|
| <b>Property</b>                                       |     |     |             |      |       |       |       |       |       |     |
| Car Park Furniture                                    | 249 | App | 201314 (20) | A249 | 25    | 20    |       |       |       |     |
| <b>Customer Service, Licensing &amp; Land Charges</b> |     | App |             |      |       |       |       |       |       |     |
| Licensing Software Project                            |     | App |             | A259 |       | 1     |       |       |       |     |
| <b>Technical</b>                                      |     | App |             |      |       |       |       |       |       |     |
| Housing Act Works Refurbishment                       | 103 | App |             | X170 |       | 1     | 355   |       |       |     |
| Flood Alleviation                                     | 143 | App |             | A143 |       | 0     | 57    |       |       |     |
| <b>Private housing renovation</b>                     |     | App |             |      |       |       |       |       |       |     |
| Mandatory disabled facilities grants                  | 011 | App | 201516 (1)  | X108 | 1,399 | 2,548 | 1,399 | 1,399 | 1,401 | 875 |
| Discretionary assistance                              | 012 | App |             | X109 | 52    | 52    | 52    | 52    | 52    | 45  |
| Rent Management Software                              | 299 | App | 201718 (5)  | A299 |       | 1     |       |       |       |     |
| <b>Community Safety</b>                               |     |     |             |      |       |       |       |       |       |     |
| Replacement CCTV Cameras                              | 271 | App | 201516 (8)  | A271 |       | 71    | 44    |       |       |     |
|   |     |     |             |      | 1,476 | 2,694 | 1,907 | 1,451 | 1,453 | 920 |

**SOUTH OXFORDSHIRE DISTRICT COUNCIL**  
**CAPITAL PROGRAMME TO 31 MARCH 2026**

| No. | App/Prov | Note | Cost C | 2020/21<br>Original<br>Budget | 2020/21<br>Latest<br>Budget<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 | 2023/24<br>£000 | 2024/25<br>£000 | 2025/26<br>£000 |
|-----|----------|------|--------|-------------------------------|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|-----|----------|------|--------|-------------------------------|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|

**Provisional Capital Programme**

|  |          |      |               |  |       |       |       |     |     |     |
|--|----------|------|---------------|--|-------|-------|-------|-----|-----|-----|
| <b>CORPORATE SERVICES</b>                  |          |      |               |  |       |       |       |     |     |     |
| Volunteer brokerage                        | 302      | PROV | 2017/18 (9)   |  | 40    |       |       |     |     |     |
| IT Operations                              | 321      | PROV | 202021 (2)    |  | 25    | 50    | 50    | 50  | 50  | 50  |
| <b>DEVELOPMENT &amp; REGENERATION</b>      |          |      |               |  |       |       |       |     |     |     |
| Purchase of Vans                           | 316      | PROV | 2019/20 (2)   |  | 18    | 0     |       |     |     |     |
| Affordable Homes Delivery Plan             | 317      | PROV | 2019/20 (3)   |  | 2,937 | 3,225 | 440   |     |     |     |
| External Capital Grants                    | 009, 010 | PROV | 201314 (4)    |  | 320   | 321   | 320   | 320 | 320 | 320 |
| Leisure Centres Essential Works            | 173      | PROV | 201314 (8)    |  | 370   | 0     | 198   | 198 | 198 | 198 |
| Leisure Centres General Works              | 320      | PROV | 202021 (1)    |  |       | 20    | 20    | 20  | 20  | 20  |
| Public Art - Great Western Park            | 248      | PROV | 201314 (19)   |  |       | 156   |       |     |     |     |
| Cornerstone Capital Works                  | 242      | PROV | 201314 (13)   |  | 29    | 56    |       |     |     |     |
| <b>HOUSING &amp; ENVIRONMENT</b>           |          |      |               |  |       |       |       |     |     |     |
| Purchase of new bins                       | 279      | PROV | 201516 (2)    |  | 93    | 93    | 93    | 93  | 93  | 93  |
| Replacement CCTV Cameras                   | 271      | PROV | 201516 (8)    |  | 0     | 4     |       |     |     |     |
| CCTV replacement cameras                   | 322      | PROV | 202021 (3)    |  |       | 35    |       |     |     |     |
| Car Park Resurfacing & Improvement         | 142      | PROV | 201314 (10)   |  | 42    | 42    |       |     |     |     |
| Car Park resurfacing                       | 323      | PROV | 202021 (4)    |  |       | 22    | 26    | 26  | 25  | 26  |
| Refurb Kidmore and Wallingford cemeteries  | 265      | PROV | 201415 (6)    |  | 34    | 0     | 34    |     |     |     |
| Greys Road WC                              | 291      | PROV | 201617 (7)    |  | 80    | 80    |       |     |     |     |
| Grounds Team Equipments                    | 310      | PROV | 2018/19 (2)   |  | 30    | 90    |       |     |     |     |
| Flood Alleviation Wheatley                 | 246      | PROV | 201314 (17)   |  | 59    | 0     | 59    |     |     |     |
| Flood Defence                              | 281      | PROV | 201516 (7)    |  | 55    | 55    |       |     |     |     |
| Replacement Sewage Pumping Station for FMP | 309      | PROV | 2018/19 (1)   |  | 60    | 60    |       |     |     |     |
| Temporary Accommodation                    | 312      | PROV | Council 10/17 |  |       | 0     | 1,000 |     |     |     |

**SOUTH OXFORDSHIRE DISTRICT COUNCIL**  
**CAPITAL PROGRAMME TO 31 MARCH 2026**

|                                     | No. | App/Prov | Note        | Cost C | 2020/21<br>Original<br>Budget | 2020/21<br>Latest<br>Budget<br>£000 | 2021/22<br>£000 | 2022/23<br>£000 | 2023/24<br>£000 | 2024/25<br>£000 | 2025/26<br>£000 |
|-------------------------------------|-----|----------|-------------|--------|-------------------------------|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| PARTNERSHIP & INSIGHT               |     |          |             |        |                               |                                     |                 |                 |                 |                 |                 |
| Investment in Pension Scheme Assets | 311 | PROV     | 2018/19 (5) |        | 5,000                         | 5,000                               |                 |                 |                 |                 |                 |
| CONTINGENCY                         |     |          |             |        |                               |                                     |                 |                 |                 |                 |                 |
| Capital Contingency                 | 235 | PROV     | 201314 (2)  |        |                               | 750                                 |                 |                 |                 |                 |                 |
|                                     |     |          |             |        | 9,127                         | 10,074                              | 2,240           | 707             | 706             | 733             | 707             |

| No                           | Title of bid                                   | Summary   | One-off<br>or<br>rolling | South<br>only or<br>joint<br>bid? | CAPITAL SPEND     |              |              |              |              | REVENUE CONSEQUENCES |              |              |              |              |
|------------------------------|--|---|--------------------------|-----------------------------------|-------------------|--------------|--------------|--------------|--------------|----------------------|--------------|--------------|--------------|--------------|
|                              |  |   |                          |                                   | Spending profile: |              |              |              |              | Spending profile:    |              |              |              |              |
|                              |  |   |                          |                                   | 2021/22<br>£      | 2022/23<br>£ | 2023/24<br>£ | 2024/25<br>£ | 2025/26<br>£ | 2021/22<br>£         | 2022/23<br>£ | 2023/24<br>£ | 2024/25<br>£ | 2025/26<br>£ |
|                              |  |   |                          |                                   |                   |              |              |              |              |                      |              |              |              |              |
| DEVELOPMENT AND REGENERATION |  |   |                          |                                   |                   |              |              |              |              |                      |              |              |              |              |
| 1                            | Didcot Leisure Centre - floor replacement      | Replacement of reception flooring <b>FULLY FUNDED</b>                                   | One-off                  | South                             | 5,000             |              |              |              |              |                      |              |              |              |              |
| 1                            | Didcot Leisure Centre - floor replacement      | Replacement of reception flooring <b>FUNDING</b>  | One-off                  | South                             | (5,000)           |              |              |              |              |                      |              |              |              |              |
| 2                            | Abbey Sports Centre - ATP renovation           | Upgrade of artificial turf pitch <b>FULLY FUNDED</b>                                    | One-off                  | South                             | 250,000           |              |              |              |              |                      |              |              |              |              |
| 2                            | Abbey Sports Centre - ATP renovation           | Upgrade of artificial turf pitch <b>FUNDING</b>   | One-off                  | South                             | (250,000)         |              |              |              |              |                      |              |              |              |              |
| 3                            | Park Sports Centre - roof light replacement    | Replacement of roof lighting <b>FULLY FUNDED</b>  | One-off                  | South                             | 5,000             |              |              |              |              |                      |              |              |              |              |
| 3                            | Park Sports Centre - roof light replacement    | Replacement of roof lighting <b>FUNDING</b>   | One-off                  | South                             | (5,000)           |              |              |              |              |                      |              |              |              |              |
| 4                            | Thame Leisure Centre - replace CHP             | Replacement of combined heat and power unit <b>FULLY FUNDED</b>                         | One-off                  | South                             | 180,000           |              |              |              |              |                      |              |              |              |              |
| 4                            | Thame Leisure Centre - replace CHP             | Replacement of combined heat and power unit <b>FUNDING</b>                              | One-off                  | South                             | (180,000)         |              |              |              |              |                      |              |              |              |              |
| 5                            | Staffing costs                                 | Capitalisation of staffing costs for property   | Ongoing                  | Joint                             | 108,979           | 108,979      | 108,979      | 108,979      | 108,979      |                      |              |              |              |              |
|                              |  |   |                          |                                   | 108,979           | 108,979      | 108,979      | 108,979      | 108,979      | 0                    | 0            | 0            | 0            | 0            |
|                              |  |   |                          |                                   |                   |              |              |              |              |                      |              |              |              |              |
| HOUSING AND ENVIRONMENT      |  |   |                          |                                   |                   |              |              |              |              |                      |              |              |              |              |
| 1                            | Wheeled bins                                   | Increase the current approved capital budget for purchase of new bins and replacements. | Ongoing                  | South                             | 17,000            | 17,000       | 17,000       | 17,000       | 17,000       | 0                    | 0            | 0            | 0            | 0            |
| 2                            | Future provision to purchase electric vehicles | Vehicle for GM supervisor and small van for PC supervisor                               | One-off                  | Joint                             | 30,000            |              |              |              |              |                      |              |              |              |              |
| 3                            | CCTV   | Replacement programme for CCTV  | Ongoing                  | South                             | 12,000            | 12,000       | 12,000       | 12,000       | 12,000       |                      |              |              |              |              |
|                              |  |   |                          |                                   | 59,000            | 29,000       | 29,000       | 29,000       | 29,000       | 0                    | 0            | 0            | 0            | 0            |
|                              |  |   |                          |                                   |                   |              |              |              |              |                      |              |              |              |              |
|                              | GRAND TOTAL                                    |   |                          |                                   | 167,979           | 137,979      | 137,979      | 137,979      | 137,979      | 0                    | 0            | 0            | 0            |              |



## Prudential indicators – South Oxfordshire DC

### 1 Affordability

#### 1.1 Ratio of financing costs to net revenue stream

These indicators compare the net interest payable less investment income receivable to the overall net revenue spending of the council. Because the council has a high level of investment income and no long term borrowing this indicator is negative and remains so throughout the period.

| <b>Indicator A-1</b>                                  | <b>2021/22</b>  | <b>2022/23</b>  | <b>2023/24</b>  | <b>2024/25</b>  | <b>2025/26</b>  |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Ratio of financing costs to net revenue stream</b> | <b>estimate</b> | <b>estimate</b> | <b>estimate</b> | <b>estimate</b> | <b>estimate</b> |
| Non – HRA   | (9.3%)          | (9.5%)          | (8.7%)          | (9.0%)          | (8.9%)          |

### 2 Prudence

#### 2.1 Gross borrowing and the capital financing requirement

It is prudent to ensure that borrowing is only used to fund capital (as opposed to revenue) expenditure. The indicator to measure whether this is achieved is to demonstrate that external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

| <b>Indicator P-1</b>                 | <b>2019/20</b> | <b>2020/21</b>  | <b>2021/22</b>  | <b>2022/23</b>  |
|--------------------------------------|----------------|-----------------|-----------------|-----------------|
|                                      | <b>actual</b>  | <b>estimate</b> | <b>estimate</b> | <b>estimate</b> |
|                                      | <b>£m</b>      | <b>£m</b>       | <b>£m</b>       | <b>£m</b>       |
| <b>Capital financing requirement</b> | 0              | 0               | 0               | 0               |
| <b>Gross borrowing</b>               | 0              | 0               | 0               | 0               |

In this instance the capital financing requirement is shown as zero; this reflects the on-going debt-free status of the council.

The head of finance reports that the authority had no difficulty meeting this requirement in 2019/20, nor are there any difficulties envisaged for the current or future years. This view takes into account current commitments, existing plans, and the proposals in the 2021/22 budget.

#### 2.2 Capital expenditure

The first indicator shows the total capital expenditure plans of the council's approved plus provisional programme including capital growth proposals put forward.

| <b>Indicator P-2</b>                    | <b>2020/21</b>  | <b>2021/22</b>  | <b>2022/23</b>  | <b>2023/24</b>  | <b>2024/25</b>  | <b>2025/26</b>  |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|   | <b>estimate</b> | <b>estimate</b> | <b>estimate</b> | <b>estimate</b> | <b>estimate</b> | <b>estimate</b> |
|   | <b>£000</b>     | <b>£000</b>     | <b>£000</b>     | <b>£000</b>     | <b>£000</b>     | <b>£000</b>     |
| <b>Estimates of capital expenditure</b> | 13,792          | 21,866          | 13,942          | 2,297           | 1,990           | 1,765           |

The second indicator records actual capital expenditure for the previous financial year.

| <b>Indicator P-3</b>              | <b>2019/20<br/>estimate<br/>£000</b> | <b>2019/20<br/>actual<br/>£000</b> |
|-----------------------------------|--------------------------------------|------------------------------------|
| <b>Actual capital expenditure</b> | 4,373                                | 2,955                              |

## 2.3 Borrowing need

This indicator reflects the authority's underlying need to borrow for a capital purpose, its Capital Financing Requirement (CFR). This borrowing may not need to take place externally, and the council may judge it prudent to make use of cash that it has already invested for long term purposes.

| <b>Indicator P-4</b>                | <b>31/3/2021<br/>estimate<br/>£000</b> | <b>31/3/2022<br/>estimate<br/>£000</b> | <b>31/3/2023<br/>estimate<br/>£000</b> | <b>31/3/2024<br/>estimate<br/>£000</b> | <b>31/3/2025<br/>estimate<br/>£000</b> | <b>31/03/2026<br/>estimate<br/>£000</b> |
|-------------------------------------|--|--|--|--|--|---|
| <b>Estimate of CFR</b>              |  |  |  |  |  |   |
| Non-HRA                             | 0                                      | 0                                      | 0                                      | 0                                      | 0                                      | 0                                       |
| <b>Estimate of movement in year</b> |  |  |  |  |  |   |
| Non-HRA                             | 0                                      | 0                                      | 0                                      | 0                                      | 0                                      | 0                                       |

The capital financing requirement as at 31 March each year is derived from specific balances within the balance sheet, and adjustments are made for capital expenditure, and the resources applied to finance the expenditure. As all the authority's capital expenditure is resourced immediately from capital receipts, reserves, grants, contributions and directly from revenue, the CFR remains zero throughout.

The actual CFR for 31 March 2020 is shown below.

| <b>Indicator P-5</b>                        | <b>31/3/2020<br/>actual<br/>£000</b> |
|---|--------------------------------------|
| <b>Actual capital financing requirement</b> |                                      |
| Non-HRA                                     | 0                                    |
| <b>Actual movement in year</b>              |                                      |
| Non-HRA                                     | 0                                    |

|    | A  | B                  | C                  | D                  | E                  | F                  |
|----|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| 1  | <b>South Oxfordshire District Council</b>  | <b>Budget</b>      | <b>Indicative</b>  | <b>Indicative</b>  | <b>Indicative</b>  | <b>Indicative</b>  |
| 2  |  | <b>2021/22</b>     | <b>2022/23</b>     | <b>2023/24</b>     | <b>2024/25</b>     | <b>2025/26</b>     |
| 3  |  | <b>£</b>           | <b>£</b>           | <b>£</b>           | <b>£</b>           | <b>£</b>           |
| 22 | <b>Base budget bfw</b>   | <b>17,703,774</b>  | <b>17,703,774</b>  | <b>17,703,774</b>  | <b>17,703,774</b>  | <b>17,703,774</b>  |
| 23 | <b>Revisions to base budget</b>  |                    |                    |                    |                    |                    |
| 24 | Opening budget adjustments   | (740,820)          | (1,265,670)        | (2,005,417)        | (2,551,599)        | (2,601,599)        |
| 25 | Inflation, salary increments and adjustments   | 462,099            | 986,048            | 1,520,476          | 2,065,593          | 2,621,613          |
| 26 | Essential growth - one-off   | 1,832,730          | 243,001            | 20,070             | 20,070             | 0                  |
| 27 | Essential growth - ongoing   | 1,450,866          | 1,319,066          | 1,319,066          | 1,319,066          | 1,319,066          |
| 28 | Future essential growth  | 0                  | 500,000            | 1,000,000          | 1,500,000          | 2,000,000          |
| 29 | Base budget savings  | (1,271,213)        | (1,185,924)        | (1,185,924)        | (1,185,924)        | (1,185,924)        |
| 30 | Movement in revenue contingency  | 900,000            | 0                  | 0                  | 0                  | 0                  |
| 31 | Movement in managed vacancy factor   | (28,482)           | (28,482)           | (28,482)           | (28,482)           | (28,482)           |
| 33 | <b>Total revised base budget</b>   | <b>20,308,954</b>  | <b>18,271,813</b>  | <b>18,343,563</b>  | <b>18,842,498</b>  | <b>19,828,448</b>  |
| 44 | Gross treasury income  | (1,846,610)        | (1,819,220)        | (1,708,130)        | (1,795,980)        | (1,795,980)        |
| 45 | <b>Net expenditure</b>   | <b>18,462,344</b>  | <b>16,452,593</b>  | <b>16,635,433</b>  | <b>17,046,518</b>  | <b>18,032,468</b>  |
| 48 | Transfers to/from earmarked reserves   | (121,943)          | 403,970            | 288,910            | 487,850            | 400,000            |
| 49 | <b>Amount to be financed</b>   | <b>18,340,401</b>  | <b>16,856,563</b>  | <b>16,924,343</b>  | <b>17,534,368</b>  | <b>18,432,468</b>  |
| 50 | <b>Financing</b>   |                    |                    |                    |                    |                    |
| 51 | Core Government Funding  | (5,249,685)        | (4,857,091)        | (4,456,193)        | (4,046,849)        | (3,628,912)        |
| 52 | Coronavirus Support Grant  | (516,770)          | 0                  | 0                  | 0                  | 0                  |
| 53 | <b>Core Funding</b>  | <b>(5,766,455)</b> | <b>(4,857,091)</b> | <b>(4,456,193)</b> | <b>(4,046,849)</b> | <b>(3,628,912)</b> |
| 54 | NDR - renewable energy   | (76,894)           | (76,894)           | (76,894)           | (76,894)           | (76,894)           |
| 58 | Collection fund surplus/deficit  | (472,194)          | (200,000)          | (200,000)          | (200,000)          | (200,000)          |
| 59 | <b>Council tax req'ment before reserves funding</b>                                  | <b>12,024,858</b>  | <b>11,722,578</b>  | <b>12,191,256</b>  | <b>13,210,625</b>  | <b>14,526,662</b>  |
| 60 | Use of New Homes Bonus to balance budget   | (3,985,509)        | 0                  | 0                  | 0                  | 0                  |
| 61 | Use of revenue reserves to balance budget  | (273,720)          | (3,564,356)        | (3,632,136)        | (4,242,161)        | (5,140,261)        |
| 62 | <b>Council tax req'ment after reserves funding</b>                                   | <b>7,765,628</b>   | <b>8,158,222</b>   | <b>8,559,120</b>   | <b>8,968,464</b>   | <b>9,386,401</b>   |
| 63 | Tax base   | 59,171.2           | 59,881.3           | 60,599.8           | 61,327.0           | 62,063.0           |
| 64 | Band D Council tax   | 131.24             | 136.24             | 141.24             | 146.24             | 151.24             |
| 65 | Council tax increase from previous year  | 3.8%               | 3.8%               | 3.7%               | 3.5%               | 3.4%               |
| 66 | <b>Usable balances at year end:*</b>   | <b>£000</b>        | <b>£000</b>        | <b>£000</b>        | <b>£000</b>        | <b>£000</b>        |
| 67 | General fund balance   | (28,831)           | (24,863)           | (20,335)           | (16,977)           | (10,947)           |
| 68 | Earmarked revenue reserves - allocated   | (7,404)            | (7,808)            | (8,096)            | (6,584)            | (6,984)            |
| 69 | Capital receipts   | (7,369)            | 0                  | 0                  | 0                  | 0                  |
| 70 | <b>Total</b>   | <b>(43,604)</b>    | <b>(32,670)</b>    | <b>(28,431)</b>    | <b>(23,562)</b>    | <b>(17,931)</b>    |
| 71 |  |                    |                    |                    |                    |                    |
| 72 | * Excludes balances held for the long term as per the Medium Term Financial Strategy |                    |                    |                    |                    |                    |