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OXFORDSHIRE COUNTY COUNCIL

To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 27 January 2015 at 2.00 pm

Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND

Joanna Simons

Joanna Simons
Chief Executive

January 2015

Contact Officer: ***Sue Whitehead***
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Membership

Councillors

Ian Hudspeth	*Leader of the Council*
Rodney Rose	*Deputy Leader of the Council*
Mrs Judith Heathcoat	*Cabinet Member for Adult Social Care*
Nick Carter	*Cabinet Member for Business & Customer Services*
Melinda Tilley	*Cabinet Member for Children, Education & Families*
Lorraine Lindsay-Gale	*Cabinet Member for Cultural & Community Services*
David Nimmo Smith	*Cabinet Member for Environment*
Lawrie Stratford	*Cabinet Member for Finance*
Hilary Hibbert-Biles	*Cabinet Member for Public Health & the Voluntary Sector*

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on unless called in by that date for review by the appropriate Scrutiny Committee. Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.

Date of next meeting: 24 February 2015

Declarations of Interest

The duty to declare…..
Under the Localism Act 2011 it is a criminal offence to
(a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
(b) provide false or misleading information on registration, or
(c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?
The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**

- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

(in each case where the member or co-opted member is aware that the other person has the interest).

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?.
The Code requires that, at a meeting, where a member or co-opted member has a disclosable interest (of which they are aware) in any matter being considered, they disclose that interest to the meeting. The Council will continue to include an appropriate item on agendas for all meetings, to facilitate this.

Although not explicitly required by the legislation or by the code, it is recommended that in the interests of transparency and for the benefit of all in attendance at the meeting (including members of the public) the nature as well as the existence of the interest is disclosed.

A member or co-opted member who has disclosed a pecuniary interest at a meeting must not participate (or participate further) in any discussion of the matter; and must not participate in any vote or further vote taken; and must withdraw from the room.

Members are asked to continue to pay regard to the following provisions in the code that *"You must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself"* or *"You must not place yourself in situations where your honesty and integrity may be questioned…..".*

Please seek advice from the Monitoring Officer prior to the meeting should you have any doubt about your approach.

List of Disclosable Pecuniary Interests:
Employment (includes"*any employment, office, trade, profession or vocation carried on for profit or gain*".), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members' conduct guidelines. http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/ or contact Glenn Watson on (01865) 815270 or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, but please give as much notice as possible before the meeting.

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AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes

To approve the minutes of the meeting held on 20 January 2015 (**CA3**) and to receive information arising from them. (to be circulated separately)

4. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am two working days before the meeting, ask a question on any matter in respect of the Cabinet's delegated powers.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

5. Petitions and Public Address

6. Preparing for Future Financial Pressures (Pages 1 - 50)

Cabinet Member: Leader
Forward Plan Ref: 2014/204
Contact: Councillor Ian Hudspeth, Leader of the Council Tel: (01865) 815283

Report by Leader of the Council (**CA6**).

In response to government announcements about future public spending cuts the Leader of the Council will present the findings of a report from Ernst and Young on the

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options for the future configuration of local government in Oxfordshire.

Cabinet is RECOMMENDED to consider the Ernst and Young report and to refer it to Council in order that all Members can debate the issues.

7. Service & Resource Planning 2015/16 - January 2015 (Pages 51 - 226)

Cabinet Member: Finance
Forward Plan Ref: 2014/125
Contact: Stephanie Skivington, Corporate Finance Manager, Tel: (01865) 323995

Report by Chief Finance Officer (**CA7**).

This report is the final report to Cabinet in the series on the Service & Resource Planning process for 2015/16 to 2017/18, providing councillors with information on budget issues for 2015/16 and the medium term. It sets out the proposed 2015/16 budget; the updated Corporate Plan; the draft 2015/16 – 2017/18 Medium Term Financial Plan (MTFP) and the updated Capital Programme 2014/15 – 2018/19.

The Cabinet is RECOMMENDED to approve:

(1) a £0.500m project development budget for the Didcot Northern Perimeter Phase 3 Scheme;

(2) a budget increase of £0.364m for the Frideswide Square Transport and Public Realm scheme and to proceed to construction of the works on the main square.

The Cabinet is RECOMMENDED to RECOMMEND Council to approve:

(a) the Corporate Plan, Directorate Business Strategies and Performance Indicators;

(b) in respect of revenue:

- **(1) a budget for 2015/16 and a medium term plan to 2017/18, based on the proposals set out in the December 2014 report to Cabinet and the variations in Section 3.2;**
- **(2) a council tax requirement (precept) for 2015/16;**
- **(3) a council tax for band D equivalent properties;**
- **(4) virement arrangements to operate within the approved budget;**
- **(5) the virement of £2.8m from corporate contingency to children's social care included in section 3.4;**

(c) in respect of treasury management:

- **(1) the Treasury Management Strategy Statement and Annual Investment Strategy;**
- **(2) to continue to delegate the authority to withdraw or advance additional funds to/from external fund managers to the Treasury Management Strategy Team;**

(3) that any further changes required to the 2015/16 strategy be delegated to the Chief Finance Officer in consultation with the Leader of the Council and the Cabinet Member for Finance;
(4) the Prudential Indicators as set out in Appendix A of Section 3.5;
(5) Minimum Revenue Provision Methodology Statement as set out in Appendix B of Section 3.5;
(6) The Specified Investment and Non Specified Investment instruments as set out in Appendix C and D of Section 3.5;
(7) The Treasury Management Policy Statement as set out in Appendix E of Section 3.5;

(d) approve a Capital Programme for 2014/15 to 2018/19 including the Highways Structural Maintenance Programme 2015/16 and 2016/17;

(e) to delegate authority to the Leader of the Council, following consultation with the Chief Finance Officer, to make appropriate changes to the proposed budget.

8. Housing Related Support (Pages 227 - 254)

Cabinet Member: Adult Social Care
Forward Plan Ref: 2014/191
Contact: Natalia Lachkou, Commissioning Manager Tel: 07881 500344

Report by Director for Adult Social Services (**CA8**).

Housing related support services have largely been protected from cuts for the past four years, but the scale of financial challenge facing the County Council now has required action to be taken to reduce the budget by 38% in line with the actual funding available.

On 29 May 2014 the members of the Health Improvement Board agreed a proposal for how to implement the reduction of funding for housing related support services to go forward to consultation with other stakeholders.

This report outlines the findings from the public consultation that ran from 26 June to 17 September and sets out the proposed way forward following that consultation. This proposed way forward has been subsequently considered and approved by the members of the Health Improvement Board on 20 October 2014 and of the Health and Wellbeing Board on 13 November 2014.

The Cabinet is RECOMMENDED to approve the proposed plan for re-commissioning of housing related support services as revised following the consultation and set out in this report.

9. LTP4 and Oxford Transport Strategy (Pages 255 - 750)

Cabinet Member: Environment
Forward Plan Ref: 2014/099
Contact: Daniel Round, Locality Manager Tel: (01865) 815623

Report by Deputy Director for Environment & Economy – Strategy & Infrastructure Planning (**CA9**).

Connecting Oxfordshire: Local Transport Plan 2015-2031 (the 'Local Transport Plan') sets out the Council's county-wide policy and strategy for transport. It has an important role in helping to secure the infrastructure necessary to support economic and housing growth in the County, by setting out clearly what we want to achieve and why it is necessary.

The new plan has been drafted following internal, stakeholder and public consultation on goals and objectives last summer. The results of these consultations led to some changes to plan goals/objectives and presentation, including placing more emphasis on public transport, cycling and walking, and emphasising the whole of Oxfordshire, rather than focusing more narrowly on the Didcot-Oxford-Bicester 'Knowledge Spine'.

The plan reflects current Government policy and supports the overarching objectives of Oxfordshire 2030 and the Corporate Plan. It supports the Strategic Economic Plan and the scale of growth indicated in the Strategic Housing Market Assessment. District councils have also been involved in drafting the Area Strategies in the document, to support emerging Local Plans.

The Plan is broken down into a main document, which sets out the county council's high level policies and strategic approach as well as our area and route strategies, which is supported by a number of supporting strategy documents. The final version of document will also include a programme of Oxfordshire's priorities for investment in transport schemes. The document is structured around a number of links that enable readers to easily navigate between areas of greatest interest.

This is the consultation draft of the Plan that, subject to approval including any changes agreed, will go forward for public consultation in February/March, returning for final Cabinet approval and adoption by Full Council (as it is a statutory document) by summer 2015. This final version will include a more detailed programme of scheme delivery.

Cabinet is RECOMMENDED to approve the draft Local Transport Plan for Public Consultation.

10. Compulsory Purchase Orders - Required to Deliver City Deal (Pages 751 - 760)

Cabinet Member: Environment
Forward Plan Ref: 2014/189
Contact: Richard Warren, Strategic Project Delivery Manager Tel: 07748 112169

Report by Director for Environment & Economy (**CA10**).

The Council's Major Infrastructure Delivery Commercial Team is managing the delivery of a number of major highway improvement schemes. Some of these schemes require additional land to enable delivery of the proposed improvements which will reduce

congestion, improve movement, access and safety and encourage use of sustainable transport.

This report provides a list of the following schemes (with supporting compulsory purchase order land details) that require additional land.

- Chilton Interchange
- Featherbed and Steventon Lights
- Harwell Phase 1
- Harwell Phase 2 - Hagbourne Hill
- Ducklington Lane Corridor Improvements, Witney

The report requests approval by Cabinet for the Director of Environment and Economy in consultation with the Executive Cabinet member to exercise delegated authority for use of Compulsory Purchase powers for the purchase of land for these schemes, in the event that this land required cannot be purchased by negotiation.

Cabinet is RECOMMENDED to:

(a) approve delegation of the exercising of compulsory purchase powers to the Director of Environment and Economy in consultation with the Executive Cabinet member, for the purchase of land required for the delivery of the major infrastructure schemes as outlined in this report, further to the Council seeking (exhaustively) to acquire the necessary land through negotiation with the landowners;

(b) note that in so far as the whole or any part or parts of land required is not acquired by negotiation the making of a compulsory purchase order, under provisions contained in Part X11 of the Highways Act 1980 for the acquisition of the land, will be progressed. This could include providing the necessary attendance, expert witness provision, etc at a public inquiry if required.

11. Cabinet Business Monitoring Report for Quarter 2 (Pages 761 - 774)

Cabinet Member: Deputy Leader
Forward Plan Ref: 2014/126
Contact: Maggie Scott, Head of Policy, Tel: (01865) 816081

Report by Head of Policy (**CA11**).

The report provides details of performance for quarter two (2014-15) for the Cabinet to consider. The report is required so that the Cabinet can monitor the performance of the Council in key service areas and be assured that progress is being made to improve areas where performance is below the expected level.

Cabinet is RECOMMENDED to note and discuss the performance reported in the dashboards.

12. Delegated Powers of the Chief Executive - January 2015

Cabinet Member: Leader
Forward Plan Ref: 2014/127
Contact: Sue Whitehead, Principal Committee Officer, Tel: (01865) 810262

To report on a quarterly basis any executive decisions taken by the Chief Executive under the specific powers and functions delegated to her under the terms of Part 7.4 of the Council's Constitution– Paragraph 6.3(c)(i). It is not for scrutiny call in.

Date	*Subject*	*Decision*	*Reasons for Urgency*
14 January 2015	Request for Exemption from the Contract Procedure Rules – Request in relation to further education provision for learners with special educational needs	Approve an exemption from tendering with the Council's Contract Procedure Rules in respect of contracts in respect of commencing or continuing contracts in the academic year 2014/2015 for the provision of education to learners with higher special educational needs which result in contracts with a value of over £75,000	To ensure continuity of provision for individuals with higher special educational needs.

13. Forward Plan and Future Business (Pages 775 - 778)

Cabinet Member: All
Contact Officer: Sue Whitehead, Committee Services Manager (01865 810262)

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include "updating of the Forward Plan and proposals for business to be conducted at the following meeting". Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA13.** This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

The Schedule is for noting, but Cabinet Members may also wish to take this opportunity to identify any further changes they would wish to be incorporated in the next Forward Plan update.

The Cabinet is RECOMMENDED to note the items currently identified for forthcoming meetings.

Division(s): All

CABINET – 27 JANUARY 2015

PREPARING FOR FUTURE FINANCIAL PRESSURES

Report by the Leader of the Council, Cllr Ian Hudspeth

Introduction

1. Local government faces the most extreme financial challenge of my lifetime, both in the short and longer term. The budget proposals that will go to Council in February set out how Oxfordshire County Council is required to find an additional £28m of savings on top of the £265m that has been achieved or is already planned by 2017/18.

2. The Chancellor of the Exchequer's Autumn Statement made clear that the longer term picture is no rosier. Whilst great strides have been made in reducing the national deficit there is a substantial amount still to do, and politicians of all parties have made commitments that will see the need for very substantial further cuts to public services. Over recent years local government has delivered enormous savings but I anticipate that we will be expected to bear much of the brunt of these cuts, as health and education and others are protected. We are beyond the point where further savings can be achieved by finding more efficiencies or 'salami slicing' of services and we must find a different way of being able to provide essential services to our residents.

3. In real terms the County Council has seen its government grant cut by 50% since 2010, and we are severely constrained in our ability to raise income to make up any shortfall. Currently around half of our current budget is spent on services for the neediest 2% of the population - targeted care for vulnerable adults and children. Demand for these services is rising rapidly. By 2017/18 demographic trends mean that if we made no savings in those areas, this could rise to three quarters of our spending. This means that any services where the council has any discretion and that are more universal in nature are inevitably having to be squeezed further.

4. As Leader of the Council it is my job to leave no stone unturned in seeking to provide the best services for Oxfordshire's residents. Fundamentally I must ensure that we have the resources available to fund the services that our residents need. It is in this context that I commissioned a report from independent consultants Ernst and Young to explore the potential savings that could be made in Oxfordshire were there to be some form of unitary structure of local government. The report is appended at Annex 1.

5. Local government in Oxfordshire currently consists of Oxfordshire County Council, four district councils and a city council, in addition to a large number of town and parish councils. The proposed models would not affect the town and

parish council tier of local government and would in fact provide the opportunity for them to play an enhanced role as a crucial link to local communities.

6. My decision to commission this work followed discussion in the local media in April 2014, with the Leader of the City Council calling for a unitary solution for an expanded area around the city of Oxford, and further discussion at County Council last summer when I answered a question on this issue.

7. The report proposes that there are three potential models of council reorganisation covering county and district / city council functions:
   - a single unitary council for Oxfordshire;
   - two unitary councils, based on the city of Oxford and the rest of the county; and
   - three unitary councils covering the city of Oxford, north Oxfordshire and south Oxfordshire.

8. There may be other options that people wish to propose, I will welcome the opportunity to consider these as part of the debate.

9. The report finds that the single council option would release by far the largest amount of potential savings to reinvest in frontline services. A single unitary council for Oxfordshire would save up to £32.5m per year, and could:
   - Protect front line services for Oxfordshire's residents
   - Reduce the number of chief executives and senior managers that are duplicated across the current arrangements;
   - Reduce the numbers of councillors and their costs. There are currently 309 Oxfordshire councillors at county and district / city council levels, with expenses of over £2m per year. This could be reduced to under 100 councillors, sitting on a single council and dealing with all service issues in a coordinated way;
   - Potentially reduce council tax levels for 80% of Oxfordshire's residents to the current lowest rate in the county. This would reduce bills for many, particularly residents in the city of Oxford who currently pay £167 per year for city council services. This could be reduced to the level in West Oxfordshire, currently £82 per year.
   - Massively simplify issues for residents - there would be a single council dealing with all matters, be that highways, housing or anything else. The current system is confusing and makes it difficult to provide the joined up public services that our residents want.
   - Pool council reserves, that currently total over £250m, together into a single pot to invest strategically in vitally needed infrastructure. For example potentially providing the much wished for relief roads in Banbury, Didcot and Wantage, and tackling congestion on the A40.

10. It is clear from the report that there are great savings to be made. I am not recommending a particular course of action, indeed it is not within my gift to make any local structural change happen, as this responsibility rests with the national government. But the opportunity to achieve the benefits above, and at the same time play a bigger role in nursing the national economy back to robust health, is not something that should be dismissed without debate. Indeed if a

single tier of local government was to be rolled out nationally then I estimate that we could save in the region of one billion pounds across the country.

11. The county and district / city councils already work well together on many issues, focused on meeting the needs of residents. I do not wish to jeopardise good relationships, however if we were starting with a blank piece of paper I do not believe that we would design the current structure, with complex split responsibilities between different organisations.

12. Times are tough for all of local government, but particularly for upper tier authorities with strategic responsibilities for social care and transport. I feel that it would be a dereliction of my duty not to be putting this information into the public domain and encouraging debate on this issue. My own view is that we cannot carry on along our current course, where services, particularly for the most vulnerable residents are having to be cut and we are also unable to provide the infrastructure to support our buoyant economy. This debate is needed urgently and I am therefore proposing that a special council meeting should be held in March to seek the views of my fellow councillors. I am of course also keen to hear from the council's partners and, most importantly, from the public who pay for the services that are provided by local government in Oxfordshire.

13. Nationally the government has made it clear that it is keen to encourage local areas to work together through a combined authority model. This is a joined-up way of working on planning for economic growth - it is not the same as a unitary council. I, with my counterparts in Buckinghamshire and Northamptonshire, have recently announced that the three county areas will be exploring the possibility of establishing a combined authority focused on supporting economic growth through working together at a sub-regional level on infrastructure and transport. Our three authorities collectively have substantial financial muscle; we truly are the powerhouse of the national economy and we must ensure that we can effectively access government funding to unlock further growth. Our collective economy approaches that of Greater Manchester and is twice as large as the Sheffield city region. Working together we hope to be able to deliver ambitions for East-West rail and the expressway to Cambridge.

14. A combined authority model will not address the spending squeeze that is affecting our ability to provide essential services to Oxfordshire's residents. I am clear that it is not in residents' interests to continue to chip away at service delivery, and our options are so limited that we must consider radical options, including major structural change.

15. Were any of the proposed options to happen all councillors would face re-election in new divisions. The role of Leader would stem from those election results so I must stress that this is not about me personally or a desire for more power in my position as Leader of the County Council. Nonetheless for too long this issue has been the elephant in the room in Oxfordshire, the time has come for us to consider it head on and take the steps that are needed to put us in the best position possible in order to ride the turbulent times ahead.

RECOMMENDATION

16. Cabinet is RECOMMENDED to consider the Ernst and Young report and to refer it to Council in order that all Members can debate the issues.

Annex 1: EY Report, Strategic Financial Case for a Unitary Council

CLLR IAN HUDSPETH
Leader Oxfordshire County Council

January 2015

CONFIDENTIAL

Embargoed until Monday 19 January 2015

Oxfordshire County Council

Strategic Financial Case for a Unitary Council

November 2014

EY

Building a better working world

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Disclaimer: *In carrying out EYs work and preparing this report, we have worked to the instructions of Oxfordshire County Council. This document should not be provided to any third party without EY's prior written consent. EY's work may not have considered all issues relevant to any third parties, any use such third parties may choose to make of this report is entirely at their own risk and EY shall have no responsibility in relation to any such use. EY's work did not include generally accepted auditing, review or other assurance standards and accordingly does not express any form of assurance. Furthermore, EY's work does not constitute any legal opinion or advice.*

1. Executive summary

1.1. Overview

This strategic financial case explores three options for changing the way local government is organised in Oxfordshire. Each option is predicated on the amalgamation of the six existing Councils into a new configuration, the options are:

- Option 1 - The creation of a single, county-wide Unitary Council;
- Option 2 - The creation of two Unitary Councils; and
- Option 3 - The creation of three Unitary Councils.

Analysis of both national and local funding projections for local government, has confirmed a stark picture of decreasing resources and growing demand. As things currently stand, the funding gap in Oxfordshire by the end of this decade could be as much as £71m. The picture nationally is much the same with the Local Government Association (LGA) predicting a national funding gap for local government services of £16.5billion by 2020.

We have assessed the three options against a number of important factors:

- The potential level of savings that can be delivered;
- The impact of changes on service users;
- The practicality of the proposed options; and
- Implementation costs and timeline.

In order to maintain the objective integrity of the analysis within the report, the evidence base that formed the assumptions was gathered from publicly available data and, wherever possible, 13/14 data sources were used. The main information used to build the financial baseline and to develop the financial case for Unitary includes:

- Budget books and statement of accounts;
- Pay policy statements and organisational charts;
- Medium term financial plans (MTFP) and Annual Reviews; and
- Official Local Authority data and reports from industry recognised professional bodies (i.e. CIPFA and SOCITM)

Local government reorganisation is not a straightforward process and each option presents both challenges and opportunities. This objective assessment presents a series of initial, high-level insights, which will need to be subjected to further detailed analysis as part of any next steps.

1.2. Efficiency savings

The three options have the potential to realise efficiency savings based on the removal of duplication and rationalisation across a range of services. We have considered these factors in relation to senior and middle management, duplication of back office functions, the cost of elections, streamlining costs associated with delivering services and optimising the way services are currently assembled.

We have produced upper and lower ranges of savings figures by applying prudent and more challenging financial models. We have also factored in the likely costs associated with implementation as well as the timescales for payback.

In addition to this, we have modelled the savings over a cumulative five - year period, recognising that savings would be phased over a number of years.

The table below sets out the potential savings and costs for each of the three options:

Option	Savings range	Reduction to spend (exc. Care and Education)	Implementation	Payback period	Net cumulative saving	FTE reduction
One Unitary	£26.5m - £32.5m	12.6% - 15.4%	£14.7m - £15.9m	1 - 2 years	£69.2m - £81.1m	444 - 507
Two Unitaries	£10.0m - £15.0m	4.8% - 7.1%	£13.6m - £14.4m	2 - 3 years	£18.6m - £30.2m	174 - 202
Three Unitaries	£1.9m - £6.8m	0.9% - 3.2%	£12.0m - £12.2m	4 - 5 years	£(8.5)m - £5.7m	72 - 92

1.3. Council tax

There are currently variations in the level of Council tax paid across the county due to the differing levels set by individual districts. Reorganisation would enable Council tax levels to be harmonised depending on the preferred option and level of savings realised which can be reinvested.

For the purposes of this report, we have produced two potential harmonisation scenarios. One option is based on pegging Council tax to the current lowest rate payable across the County (West Oxfordshire), which results in a reduction in Council tax bills for over 80% of tax payers. A second option is based on a 5% average reduction in Council tax across the county which sees all taxpayers (including West Oxfordshire) paying less Council tax.

The first option results in a saving of £38 per household when averaged across the county. This would lead to all Districts (aside from West Oxfordshire, already the lowest) seeing a reduction in their annual bill.

The second option would see an average 5% cut in Council tax, leading to an average reduction of £61 and all Districts, including West Oxfordshire, seeing a reduction.

1.4. Streamlining service delivery

Whilst the achievement of efficiency savings is clearly of a high priority given the current financial climate, reorganisation also provides an opportunity to streamline service delivery across the county by shaping services in the newly created organisation(s) around the needs of service users.

Our analysis suggests that this would create better outcomes by:

- Removing existing district boundaries, producing a much clearer commissioning focus on natural communities;
- Enhancing focus on communities, families and individuals;
- Providing better opportunities for communities to plan and act together; and
- Designing new managerial structures which optimise community outcomes.

1.5. Strategic approach

Much of the strategic level planning which affects Oxfordshire is already conducted at county level. However, currently, each district maintains responsibility for a range of services e.g. development control and planning housing needs and investment.

This produces something of an anomaly given that much of the apparatus of government and public sector bodies is at county level, good examples of this being the Clinical Commissioning Group (CCG) which has a coterminous county boundary and the Local Enterprise Partnership (LEP).

Reorganisation would provide the opportunity to:

- Create more strategic, county-wide bodies;
- Facilitate the creation of a single planning authority; and
- Enhance planning capability for economic development, housing etc.

1.6. Conclusions and next steps

Each option presents an opportunity to realise a range of efficiency savings at a time when the local government is facing an increasingly difficult financial climate. There are also a number of challenges which will need to be overcome by developing a clear and more detailed business case based on whichever option is ultimately pursued.

1.6.1. Next steps

This report sets out the potential options at a strategic level which could form the basis of a future model of local government in Oxfordshire. The next steps will include deciding on the most appropriate option, thorough consultation, and building on this strategic case with a detailed business case for the preferred option.

2. Introduction and background

2.1. Purpose of the report

The purpose of this report is to assess the strategic and financial implications of a managed transition to Unitary local government in Oxfordshire. In doing so, we will examine the potential advantages and drawbacks of three different models, these are:

- Option 1 - The creation of a single, County-wide Unitary Council;
- Option 2 - The creation of two Unitary Councils; and
- Option 3 - The creation of three Unitary Councils.

The basis of the report and the research it is constructed upon is two-fold:

- To identify achievable efficiency savings to enable the County to meet some of the considerable financial and demand pressures it is facing; and
- To protect and enhance the quality of front-line service provision.

The strategic business case is predicated on publicly available data and forms a snapshot of each organisation in its existing context. It does not account for any financial planning currently taking place within each organisation and if the case is to be further developed then the assumptions will need to be subject to further testing and refinement.

2.2. Locality overview

The County of Oxfordshire has a population of 655,000 residents and covers an overall geographical area of over 1,000 square miles (260,500 hectares). The County is administered by a County Council and 5 District Councils comprising Cherwell, Oxford City, South Oxfordshire, Vale of White Horse and West Oxfordshire.

As a two-tier County, services are delivered separately with the County assuming responsibility for highways, passenger transport, waste disposal and services for vulnerable children and adults. The District Councils have responsibility for local taxation and benefits along with waste collection and leisure and housing facilities. Each District Council is also the Planning Authority for its area. The table below sets out the population of each of the Districts sourced from 2011 census data and net services expenditure based upon published DCLG Revenue Account Data for 2013/14 in order to give an overview of each of the Councils in terms of scale and spending.

Council	Members	Population	Net Service Expenditure 2013/14*
Oxfordshire	63	655,000	£601.0m
Cherwell	50	141,900	£14.9m
Oxford City	48	151,900	£28.1m
South Oxfordshire	48	134,400	£23.9m
Vale of White Horse	51	121,000	£16.2m
West Oxfordshire	49	104,800	£12.4m

*13/14 DSG removed

2.3. Proposed options for a Unitary Council

A Unitary Council consolidates Council functions into a new single Authority, which assumes responsibility for the full remit of local government services within its geographical area. Unitary local government has a relatively long history. It was first brought into common usage in the Redcliffe-Maude report of 1969 which ultimately led to the Local Government Act (1972) and the reorganisation of much of England's local government, including the creation of a considerable number of new Unitary Authorities. Over the intervening decades there have been repeated attempts to return to the issue with a number of Unitary Councils being created in the late 1990's (Milton Keynes, Luton) and again in 2009 when a number of former County Councils transferred into either single or split into two new Unitary Authorities.

Generally speaking Unitary local government is considered to be an effective means of reducing cost though there are inevitable significant short-term implementation costs. Analysis of the 2009 changes has illustrated a number of considerable savings, beyond general efficiency savings, which are attributable to Unitary status.

EY has undertaken its own analysis of the performance of the 2009 Unitary Authorities, including interviewing a range of key stakeholders. The initial conclusions highlight how consolidation and streamlining has enabled improvements in both efficiency and service impact which are over and above savings from efficiency measures. Given the current financial context of local government and the learning gained from both historical and more recent transitions to Unitary local government, it would seem prudent to explore the potential options for Oxfordshire.

2.3.1. Exploring different Unitary options for Oxfordshire

There is no fixed formula for local government reorgansaition. The 2009 cohort followed two models:

- Single Unitary County Councils which merged all functions into a single organisation. These were Cornwall, Wiltshire, Durham, Northumberland, and Shropshire; and
- Two Unitary Councils which created a geographic split within the former County boundary. These were Cheshire East and Cheshire West & Chester, and Central Bedfordshire and Bedford Borough.

There are clearly a number of factors to balance when considering options including historical or natural communities, the ratio of democratic representation, relative complexity, service efficiency and the quantum of efficency savings possible. Often one of these factors will very much affect the others so for example a single Unitary is likley to save the most money over the long term but is also likely to have an effect on democratic representation, while a multi-Council option will do much the opposite in that there will be increased democratic representation (i.e. number of Councillors across the County) but is unlikely to save as much over the long term. In terms of a strateigc business case there are a number of objective factors which are critical:

- Reducing the cost of back office and administrative functions which are often duplicated in two-tier structures;
- Improving service efficiency based on the premise of eliminating the organisational and bureaucratic barriers which often encumber delivery and planning;
- Upholding and improving democratic representation and political accountability by streamlining the role of elected members but ensuring that they remain close to the community infrastructure across the County; and
- Predicating any new structural options on the basis of geographic and cultural identity ensuring that natural and historic communities are recognised and protected.

This report will explore the following three options:

- One Unitary Council in which all previous County Council and District Council responsibilities are merged and taken over by a single entity;
- Two Unitary Councils in which two new entities would be created which will take over all responsibilities of the current County and District Councils; one covering the area currently administered by Oxford City District Council and the other combining the area covered by the remaining four District Councils; and
- Three Unitary Councils in which three new entities would be created to take over all responsibilities of the current County and District Councils. These three Unitary Councils would cover separately the areas of North Oxfordshire, Oxford City and South Oxfordshire.

3. Case for change

3.1. Introduction

The six Councils which make up the County of Oxfordshire, in common with most Councils across the country, are facing a series of largely unprecedented challenges. While history demonstrates that periods of fiscal challenge are nothing new to the vast majority of Councils, the current mix of financial, social, demographic and even technical challenges facing local Councils over the mid-term is considerable.

There is little that Councils such as those within Oxfordshire can do to influence the funding settlements they receive, and, while demand management is playing an increasing role in the strategic planning of many Councils, the reality of an ageing and ever more socially diverse society means that costs associated with these services are likely to continue to grow. All of this, combined with on-going governmental resistance to any significant increases in Council tax, means that the range of variables available for Councils to affect their financial prospects is narrowing.

However, reconfiguring and optimising service design and commissioning through collaboration and integration, offers opportunities to reduce administrative and managerial duplications, releasing more resources to address demand pressures and creating leaner, fitter and more resilient organisations in the process that are better equipped to deal with the challenges they will face in the immediate and mid-term future. Reconfiguration would also go some way to addressing the specific challenge that the vast majority of planning at strategic level for economic, transport and social infrastructure programmes is conducted at sub-regional (i.e. County) level. This frequently leads to inconsistency in terms of the incentives for change being at different levels which is a particular challenge in terms of infrastructure and could lead to competitive disadvantage for the County as a whole.

While commendable progress has been made on collaboration in Oxfordshire over recent years, the inherent weaknesses of the two-tier system serves to undermine the potential of efficiency savings over the long term. Some of these inherent weaknesses are:

AREA	CONSIDERATION
Administrative and managerial	Even with the recent collaboration which has taken place, there remain six separate organisations which need to be sustained across the County with inherent inefficiencies.
Duplication of effort and responsibility	Responsibility for services such as planning, economic development and housing are currently split across different organisations across the County as well as duplication of back office and managerial functions.
Customer focus	Are residents best served by having two separate delivery organisations in the same locality?
Strategic planning	Given the different and at times confusing roles and responsibilities between planning, highway infrastructure and housing for example - who do potential investors go to?

While there are explicit financial weaknesses associated with two-tier local government in terms of the multiples of particular job functions in a given area, the potential 'soft' impact on services should not be underestimated. Over the last twenty years local government has evolved from service deliverer to service commissioner. The increasing complexity of ever more diverse communities means that local government can no longer act alone, but rather as a central partner at local level; identifying and predicting demand and working with others to commission sustainable solutions. This evolution has in many ways outpaced two-tier arrangements; services such as community safety, health (for example, the Clinical Commissioning Group (CCG) coterminous boundary with the County and the LEP) and economic development are increasingly overseen by multi-agency partners with the role of Councils being to use their local democratic legitimacy to lead outcomes which best fit the needs of the area.

Speaking with a single and unified voice, Unitary Councils have the potential to lead these debates more effectively, combined with the control of the statutory functions it needs to more effectively facilitate and drive change.

This sentiment was recently echoed by Lord Heseltine in his review of local growth entitled *'No Stone Unturned; In Pursuit of Growth'*. In it he stated:

> *"England has 353 principal authorities. Some of these are single Unitary authorities; others operate in tiers of District and County Councils. The number of different Councils doing similar things remains costly and confusing. For many, the range of different systems is baffling too. "*
>
> No Stone Unturned; in Pursuit of Growth

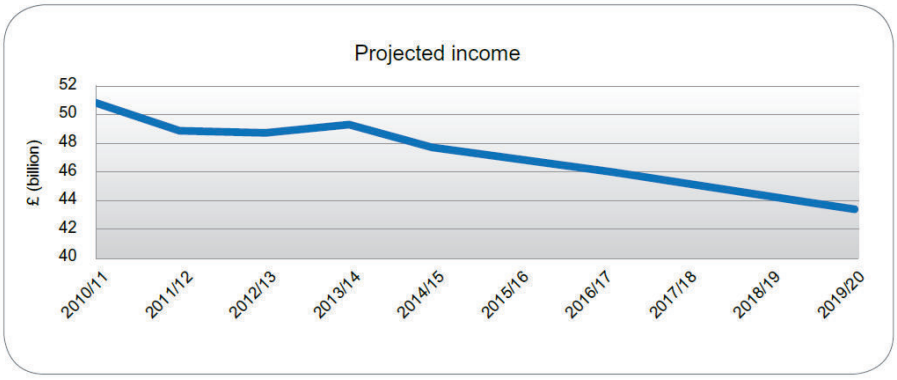
3.2. Local Government funding projections

3.2.1. Income

The financial challenges facing local government over the foreseeable future have been well documented, as have the considerable efficiency savings which have already been achieved by the sector over the last four years. Based on Treasury predictions for UK growth and taxation, in addition to local government and others own projections for on-going demand pressures, these financial challenges are unlikely to be cyclical but rather structural. Put simply, less resources to deal with increased service demand is likely for the foreseeable future.

At the recent MJ 'Future Forum'; a gathering of senior local government leaders and finance professionals, this outlook was set out by the Institute for Fiscal Studies (IFS), who assessed that the austerity policies being pursued by the current government have gone some way to achieving the reduction of the spending deficit, but that more remains to be done. In short, the message from a wide range of local government finance experts is that based on current figures, budgetary pressures will remain a key issue for the foreseeable future.

The graph below highlights the projected central grant income available to local government based on projected Departmental Expenditure Limits (DELs) up to 2020.

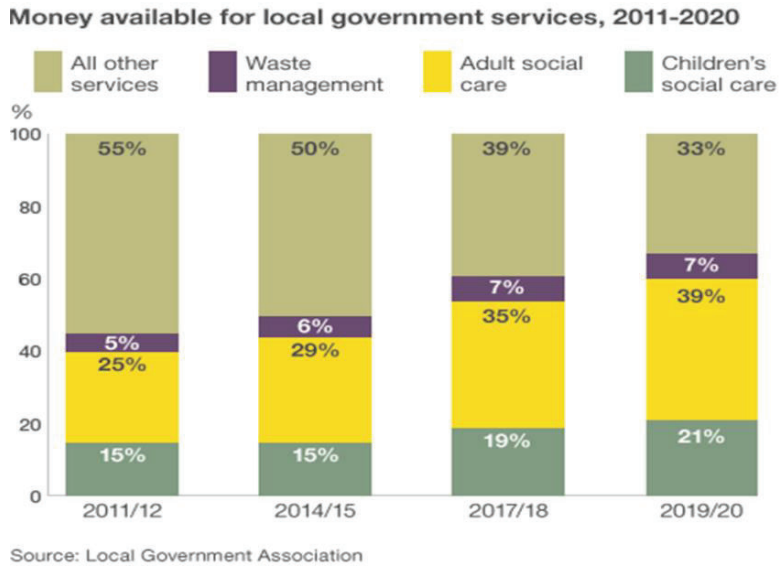


LGA Future Funding Outlook 2014

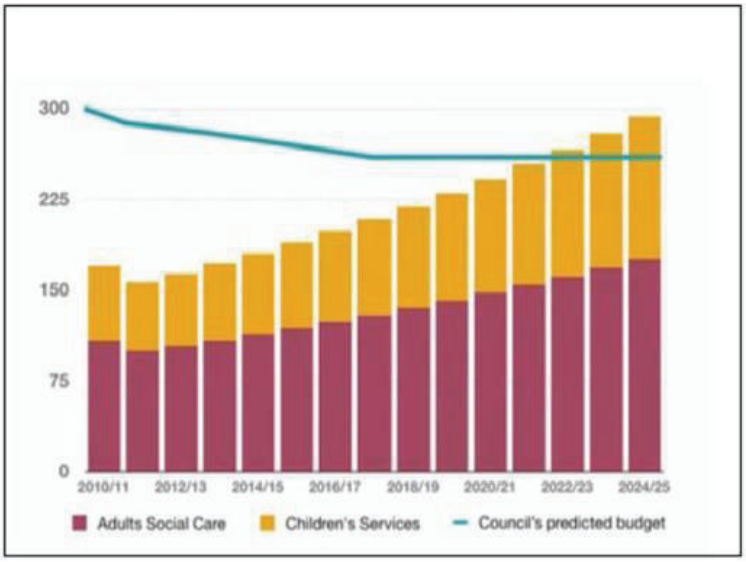
3.2.2. Service pressures

Alongside this, it is important to consider the impact of increasing cost pressures driven by a range of social, economic and demographic pressures. A report by the Local Government Association (LGA) in 2012 which was based on in-depth research with a wide range of Councils set these demand pressures in stark terms. In particular, it illustrated the effects of escalating cost pressures from services to

vulnerable older people and children, outlining "a likely funding gap of £16.5 billion per year by 2019/20, or a 29% shortfall between revenue and spending pressure" - the effect of this can be seen clearly in the chart below.



The results of this will have a considerable and growing effect on local government budgets over the coming years. Some years ago Barnet Council in London, in modelling the combined effects of budget reductions and cost pressures, produced what was quickly coined 'the graph of doom'. This can be seen below.



Source: Barnet 'graph of doom' INLOGOV

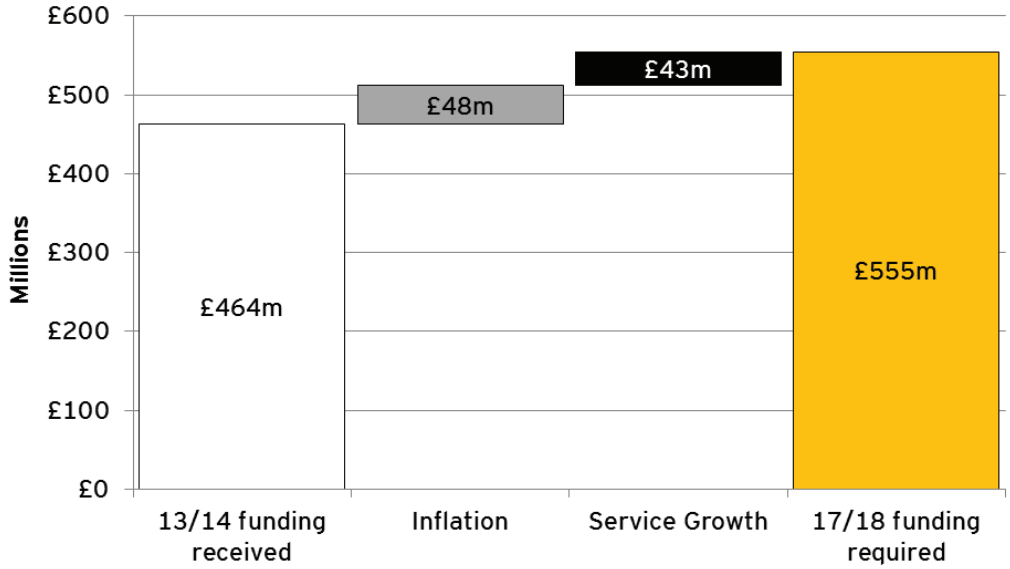
This slide sets out in stark terms the effects of growth in children's and adults services against Council budgets should current trends continue. As can be seen, the effects of this by early in the next decade will be that Councils will only have resources for these two services and indeed, these will be in deficit.

Finally, in assessing the funding outlook for the six Councils going forward, it is important to recognise the efforts which have been made across the County over the course of the last six years. The integration of managerial functions in South Oxfordshire and Vale of White Horse was innovative when it was executed in 2008. This saved significant amounts through reducing duplication and is a model

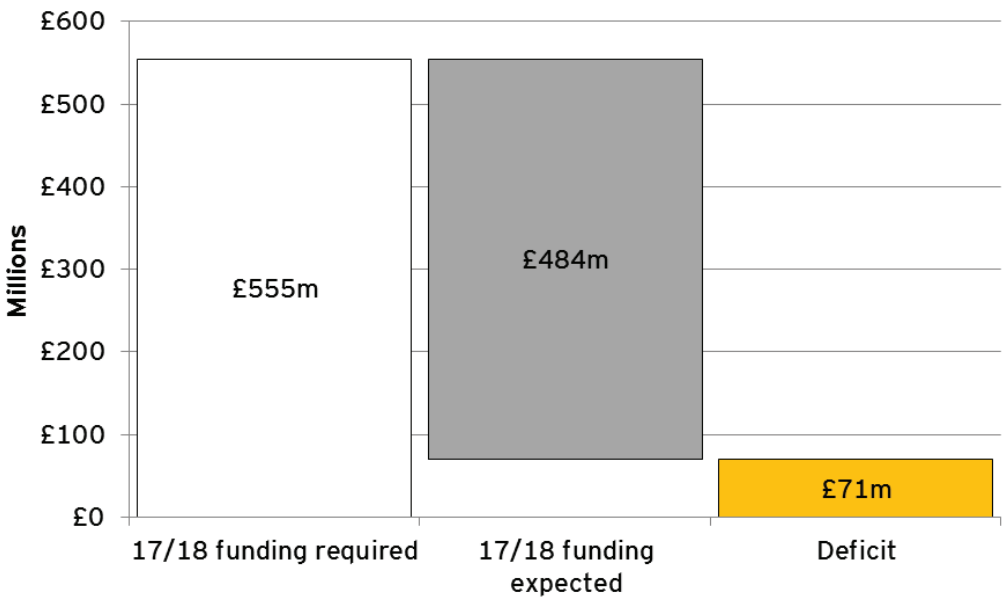
which has subsequently been replicated across other parts of the County. There are also similar examples of good practice across the County which have done much to drive efficiency.

3.2.3. Funding projection for the County Council

County Councils are facing huge financial pressures and this is expected to continue into the immediate future and over the medium term. As set out above, demand for services will continue to grow as an effect of an ageing population and a number of other factors but funding is unlikely to increase enough to counteract this. Based on published data from the DCLG, Oxfordshire County Council received £464 million from its main sources of funding in 2013/14 but as the graph below illustrates, it is estimated that funding would need to increase by £91 million over the next four years in order to maintain current levels of service. This should also been considered alongside current sizable cost pressures faced by the County, which include deficits to highways and infrastructure of £165m and property backlog maintenance of £66m.



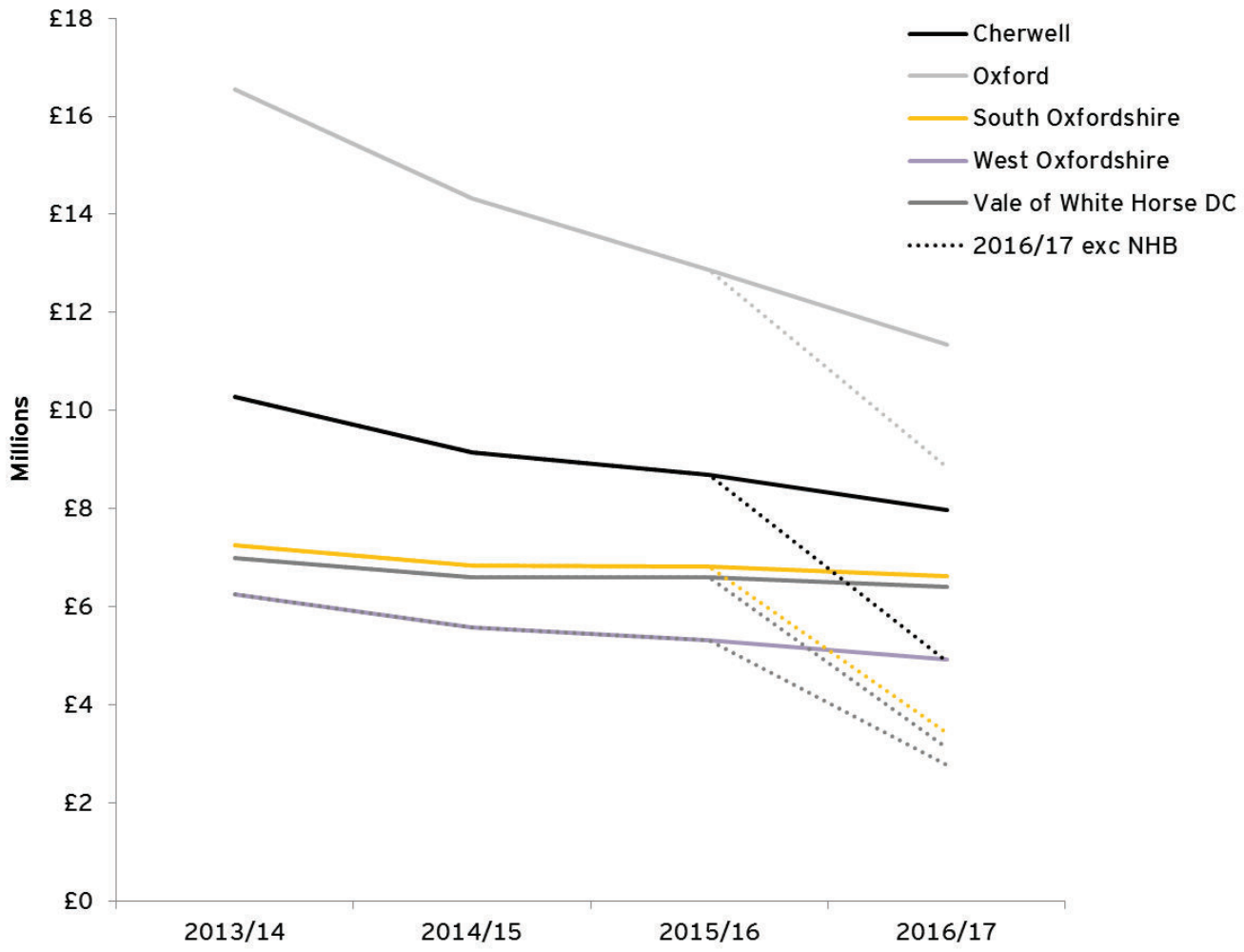
The DCLG data projects funding for Oxfordshire County Council will increase to £474 million in 2015/16 and extrapolating this figure using the average yearly increase in funding, it is projected that the Council will receive £484 million from its main sources of funding in 2017/18. This leaves Oxfordshire County Council with a potential £71 million funding deficit which will have to be met by either reducing expenditure or increasing income. This deficit will represents 13% of the funding required in 2017/18.



3.2.4. Funding projections for the District Councils

It is not only County Councils that are facing financial pressures, District Councils are also facing reductions to their funding in the immediate future, and the funding projections below highlight this. The graph shows the decrease in settlement funding assessment (SFA) that is anticipated for each of the District Councils over the next four years. The funding projections for 2013/14, 2014/15 and 2015/16 are based on published data from the DCLG, and the 2016/17 projection is then extrapolated using the average funding reduction across the Districts from the previous three years.

The New Homes Bonus (NHB) is a grant paid by central government to local Councils for increasing the number of homes and their use and it forms a significant percentage of the settlement funding District Councils receive. It is understood that the future of NHB is far from certain and has been subject to a review. Furthermore, even if it were to continue, it is likely to be reviewed once more following the general election in 2015. With this in mind, it is prudent to model the potential impact the loss of this funding would have on the District Councils and the graph below models the significant risk should NHB be reduced or possibly removed.



By creating new Unitary arrangements in Oxfordshire and replacing the existing six Councils with one of the options set out above, there will be a significantly increased opportunity to:

- Align and assimilate administrative and managerial functions to deliver better value for money;
- Harmonise the existing levels of Council tax and reduce bills for a majority of residents across the County;
- Enable more streamlined service delivery across the County;
- Create more robust and resilient organisation(s) through exploiting managerial synergies;
- Adopt a more strategic approach to service commissioning with a clearer focus on locality impact by removing some of the artificial boundaries which currently exist; and
- Align incentives for infrastructure delivery and housing growth at strategic level.

These opportunities are explored in more detail through this section.

3.3. Delivering better value

Compared with the existing arrangements, the three options have the potential to reduce the cost of local government in Oxfordshire as follows:

- Option 1 – A single Unitary Council model could save up to £32.5m;
- Option 2 – A two Unitary Council model could save up to £15.0m; and
- Option 3 – A three Unitary Council model could save up to £6.8m.

3.3.1. Potential efficiency savings

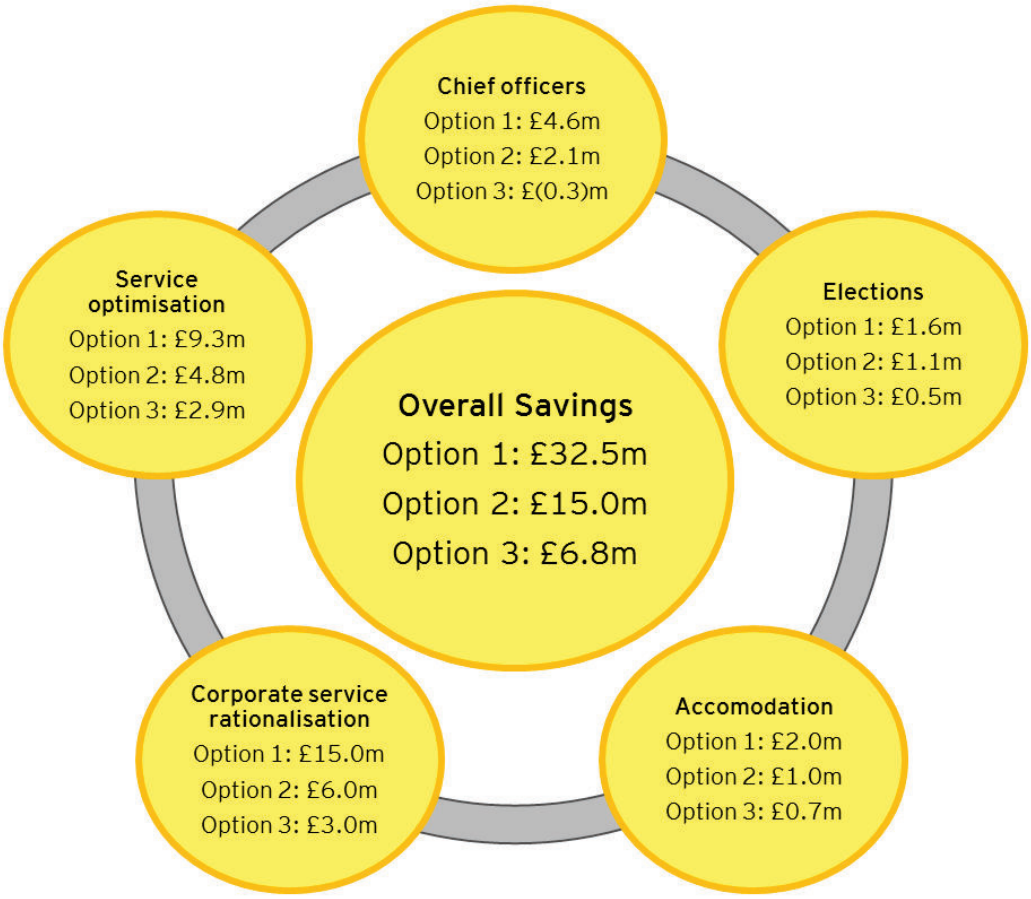
We recognise that delivering better value is not merely about reducing cost. Nonetheless, given the sheer scale of the fiscal challenge facing Oxfordshire there is a pressing need to examine all aspects of at least non-operational expenditure and identify where savings can be re-directed to offset cost pressures. We have summarised the scope of potential savings in the table below:

AREA OF SPEND	KEY ISSUES
Chief officers	Even with sharing arrangements in place, Oxfordshire still has 5 (4 f.t.e.) Chief Executive Officers, 12.5 Directors and 41 Assistant Directors/Heads of Service.
Elections	Oxfordshire is currently represented by a total of 309 elected members. The pattern of election cycles across the County and Districts are as follows: • Oxford elects in alternate years, half the Council each time • Cherwell and West elect most areas three of every four years • South and Vale elections occur every four years
Accommodation	There are Council offices and assets all across the County, each of which need to be operated and maintained.
Corporate services	Each organisation needs services such as ICT and back office services such as finance, payroll and HR to function effectively. Could this be consolidated?
Frontline services	While the operation of frontline services should remain untouched, are there savings to be made by reducing the managerial overheads required to deliver them and optimisation of service delivery processes and mechanisms?

We have assessed each of these areas of spend in turn and modelled potential savings across the three options. We have examined these savings against a set of assumptions and the following publicly available data:

- Budget books and statement of accounts;
- Pay policy statements and organisational charts;
- Medium term financial plans (MTFP) and Annual Reviews; and
- Official Local Authority data and reports from industry recognised professional bodies (i.e. CIPFA and SOCITM)

The diagram below sets out the potential financial savings that can be delivered across the three options considered. These savings are explored in more detail in the financial case (section 4).



3.3.2. Harmonisation of council tax

The following table represents the combined charge for District and County Council tax across the County. The average District plus County rate that is paid is £1329, however, there is some variance in what is currently paid within individual Districts whereby Oxford City pay £46 more and West Oxfordshire pay £38 less than this figure.

Council	Total band D equivalents	District Element	Band D District + County*	Movement from average
Cherwell	50,793	£124	£1332	£3
Oxford City	41,291	£167**	£1375	£46
South Oxfordshire	52,607	£115	£1323	£(5)
Vale of White Horse	45,965	£117	£1325	£3
West Oxfordshire	42,442	£82	£1290	£(38)

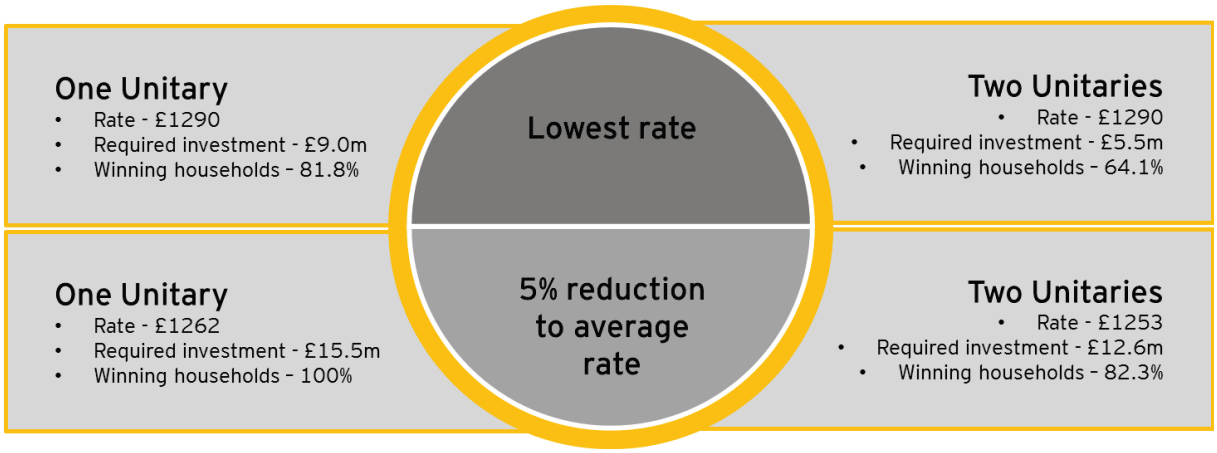
*County element £1208

** **Figure adjusted down from £274 to reflect parish council element akin to the other districts**

Given these discrepancies, moving to a Unitary model of service delivery offers the new Council(s) the opportunity to harmonise Council tax rates and directly share the financial benefits of the new structure with households in Oxfordshire. The two approaches that have been explored in the current report include application of:

- Lowest rate - involves harmonising Council tax for all households to the lowest rate currently paid in the County (i.e. £1,290 in West Oxfordshire); and
- 5% reduction to average rate - which involves harmonising to 5% below the average rate currently paid within the County.

The diagram below represents the application of these harmonisation approaches to the one and two Unitary options under review, and is based on the assumption that the latter option comprises an Oxford City Unitary and Unitary that is made up of the remaining four District Councils. Notably, as the third option under consideration introduces geographical variables that are currently unknown, this would have to be subjected to further detailed analysis before harmonisation could be modelled. However, as this option also involves the formation of the Oxford City Unitary, outcomes would not significantly deviate from the two Unitary option detailed below.



As shown in the diagram above, applying the lowest rate harmonisation approaches to a one Unitary model indicates that across the County, the current average band D Council tax charge for the combined County and District could reduce by 2.9% (equating to an average saving of £38 per household, per year). This means that, for a savings reinvestment of £9.0m out of up to £32.5m, 190,657 (i.e. 82%) Oxfordshire households would see a reduction in their Council tax bill. Most importantly no households would experience an increase, given that the baseline would be pegged to the existing lowest level.

However, by reinvesting £15.5m out of up to £32.5m and applying an overall average decrease of 5% across the County, all 233,099 Oxfordshire households could benefit from an average saving of £61 per year. The breakdown of how households could benefit within each of the current Districts is represented below, indicating that the biggest relative winners would be households in Oxford City who could experience an annual saving of up to £113 per year.

		One Unitary		Two Unitaries	
Council	Option	Annual household reduction	Annual household saving	Annual household reduction	Annual household saving
Cherwell	Lowest rate	3.1%	£42	3.1%	£42
	5% reduction	5.3%	£70	5.9%	£79
Oxford City	Lowest rate	6.2%	£85	0.0%	£0
	5% reduction	8.2%	£113	0.0%	£0
South Oxfordshire	Lowest rate	2.5%	£33	2.5%	£33
	5% reduction	4.6%	£61	5.3%	£70
Vale of White Horse	Lowest rate	2.6%	£35	2.6%	£35
	5% reduction	4.8%	£63	5.5%	£72
West Oxfordshire	Lowest rate	0.0%	£0	0.0%	£0
	5% reduction	2.2%	£28	2.9%	£37

Notably, by moving to a multiple Unitary option that splits out Oxford City, the number of benefitting households would significantly reduce by up to 36%. This is largely because, as the Oxford City Unitary only involves the integration of a single District into the new structure, Council tax could not be harmonised here. The required reinvestment level under this option would be £5.5m due to the fact that Oxford City Council tax would remain at current levels. This means that the biggest winner under a single Unitary option (i.e. Oxford City) would not benefit at all under options two or three. It is also worth considering that up to 80% of savings may have to be reinvested to realise harmonisation of Council tax within the remaining Unitary.

3.4. Streamlining service delivery

Managed correctly, the organisational consolidation intrinsic to a shift to Unitary local government will provide a huge opportunity to redesign both managerial structures and more importantly, service outcomes much more closely around the needs of service users. There are a number of ways this can be achieved.

3.4.1. Focusing accountability

Local Councils are the most natural conduit for local accountability based on their democratic mandate and the sheer range of services they are involved in at a local level. This affords a governing mandate which progressive Councils will use to adopt a position of 'first among equals' in working with other organisations and agencies to co-ordinate and prioritise local services. Such accountability could be enhanced further through Unitary status by removing any confusion which exists in two-tier areas and enabling both elected members and staff to engage more directly with communities.

The three options considered in this report are likely to each result in differing levels of member representation across the County, the details of which can be found in appendix A. Whichever option is ultimately pursued will also benefit from the creation of effective mechanisms to work with both parish and town Councils ensuring that accountability remains as local as possible. Oxfordshire already benefits from a sophisticated network of around 300 town and parish Councils which will provide a firm basis for further improved local connections.

This in turn could enable the new Council(s) to place a premium on diverse and sometimes distinct local need, combined with the strategic delivery power to ensure that relevant outcomes are achieved.

3.4.2. Removing boundaries

The shift to Unitary status would require the removal of the existing municipal boundaries. This will enable increased focus on natural or whole communities and in turn, remove many of the managerial barriers which currently exist. This will present a clear opportunity to create a better locality focus because:

- Better outcomes can be planned, commissioned and delivered because the removal of municipal boundaries will encourage a greater degree of strategic planning, providing more targeted and integrated services across the County
- Services can be targeted more effectively at specific challenges based on a County-wide view of communities, families and individuals
- Natural communities can plan and act together to influence the type and quality of services in their area

3.4.3. Aligning commissioning

Services which have impact and resonance with local communities are designed around specific outcomes, but these outcomes can become obscured when separation of managerial culture, resources and capacity are introduced.

In simple terms, the creation of Unitary local government could help reduce the number of delivery partners and strip away much of the bureaucracy which can obstruct clear community outcomes. Combined with clear managerial and political leadership, this clarity can help create the conditions for greater levels of innovation and creativity in service commissioning and delivery, it can enable the new Council(s) to more effectively partner with local communities and focus on the effective co-design of better outcomes as a result.

Over time, and managed effectively with the existing network of parish and town Councils, this alignment of capacity and resources will enable better management of demand and the potential for sustainable efficiency savings to be locked into the new organisational culture.

3.4.4. Managerial synergy and resilience

The creation of new organisational structures which would be an inevitable consequence of reorganisation presents an opportunity to design in a new culture of management and governance which is leaner, fitter and better able to cope with future changes and demand.

Private sector mergers often cite this, along with resource consolidation, as a central factor in exploring the possibility of bringing different organisations together. The reality for local government managers is that many of the relative certainties which existed even relatively recently are no longer relevant. The ability to negotiate, influence, lead and adapt have rapidly overtaken the more traditional administrative and transactional skills traditionally associated with local government.

The establishment of managerial resilience and innovation, along with the ability to be organisationally nimble, are increasingly becoming pre-requisites of long-term planning and the development of Unitary local government presents a unique opportunity to exploit this.

3.5. A more strategic approach

Identifying and co-ordinating key stakeholders is central to the emerging community leadership role which more progressive Councils are now realising. Over the last decade, successive governments have attempted to codify this notion in policy terms through a variety of initiatives such as Local Area Agreements, Total Place, Public Service Agreements and City Regions. While the policy terminology might be subject to ongoing change, the central thinking based on increasing strategic planning and resource allocation at local level, continues to develop.

The division between municipal boundaries and respective responsibilities found in two-tier areas encumbers the ability to work cohesively across the whole County. This is not to deny good work which has gone on and continues to go on across the County due to the hard work and leadership of many people. Rather it is to recognise that progress is currently made despite the local government structures and not because of them. Unitary status presents an opportunity to redress this.

For example, in Oxfordshire currently there is:

- No single planning Authority - each District has responsibility for its own relatively small geographical area;
- No single, integrated housing strategy
- No single economic and social planning for the area as a whole

Additionally, given the County-wide remit of the relatively new Clinical Commissioning Group (CCG), the ability to plan and resource better health outcomes across the County would be greatly enhanced with the introduction of a simplified and more streamlined approach at Council level.

In addition to the CCG, there is a wide range of service planning, commissioning and delivery apparatus which currently exists at County rather than District levels including the Local Enterprise Partnership (LEP), many of the bodies which support and represent the voluntary and community sector. There is also a government backed 'City Deal' in place which straddles the existing District boundaries.

Given the fact that the financial climate remains somewhat tenuous, combined with an inevitably more competitive environment for attracting new investment, there is a real danger that those areas who struggle to demonstrate clear strategic intent and capacity will simply lose out to those who can. Of course the stimulus for economic growth is complex and manifold; however the role of a determined and strategically driven Council can act as a 'golden lever' to investment as has been seen repeatedly in numerous places over recent years.

Finally, there is an argument that increasing the strategic focus of the County by enabling an enhanced role for natural communities, will unlock considerable social impact. While this has an indirect rather than direct financial emphasis, social impact is increasingly seen as a central tenet of community cohesion and could well serve to underpin and enhance the wider efforts for growth.

3.6. Additional considerations

Whilst a transition to Unitary status has the potential to deliver significant benefits, there are also a number of additional considerations which would need to be carefully planned for. The considerations below would need to be subjected to further detailed analysis and planning before any comprehensive conclusions can be drawn on a final blueprint for Unitary local government.

3.6.1. Pooling resources

Reserves

When exploring the possibility of creating one or more Unitary authorities in Oxfordshire, it is sensible to consider the level of reserves that each of the Councils hold. Currently Oxfordshire County Council and the five District Councils each hold and manage their own reserves separately but the creation of a Unitary Authority in Oxfordshire could allow these funds to be pooled and potentially managed more efficiently. All Councils are required to hold financial reserves in order to help them manage variations between their planned and actual budgets, and to strategically plan the use of finances to support activities over the medium and long term. The table below sets out the current level of usable reserves in the 2013/14 financial year for Oxfordshire County Council, Oxford City, South Oxfordshire and Vale of White Horse Council and in the 2012/13 financial year for Cherwell and West Oxfordshire District Councils.

Council	Net Service Expenditure 2013/14*	General fund	Earmarked	Unapplied capital receipts/ grants	Total usable**	Unapplied usable % of expenditure
Oxfordshire	£601.0m	£21.5m	£130.2m	£68.7m	£220.4m	15%
Cherwell	£14.9m	£3.7m	£10.9m	£30.4m	£45.0m	230%
Oxford City	£28.1m	£3.6m	£29.9m	£22.6m	£56.1m	93%
South Oxfordshire	£23.9m	£35.6m	£15.9m	£30.3m	£81.8m	276%
Vale of White Horse	£16.2m	£9.5m	£3.3m	£6.8m	£19.6m	101%

West Oxfordshire	£12.4m	£10.7m	£1.8m	£8.1m	£20.6m	152%
Total	**£696.5m**	**£84.6m**	**£192.0m**	**£166.9m**	**£443.5m**	**36%**

*13/14 DSG removed **Minus HRA reserves

Housing Revenue Account (HRA)

One or more Unitary Authorities in Oxfordshire would also be able to pool together their Housing Revenue Accounts (HRA). The HRA specifically accounts for spending and income related to the management and maintenance of an authorities housing stock. The HRA is a ring-fenced account meaning that it is kept separate from other Council accounts and funds held within it cannot be used to cover the costs of other Council services. Rather these must be spent on maintaining current housing stock or possibly improving or buying new assets should surplus funds be available.

There is also a slightly wider issue relating to land availability as the resources and potential development land are not currently aligned meaning that the demand for new housing, particularly social housing, is unmet. Reorganisation could present an opportunity to take a more strategic view of this challenge in addition to providing additional collateral against which to maximise future borrowing potential. The table below sets out the total number of dwellings held by the Council and Districts based upon DCLG published data, and the income each Council receives. In total, Oxfordshire Councils received income of approximately £19.7 million in the financial year 2013/14.

Council	13/14 housing stock	13/14 HRA Income
Oxfordshire	0	£0.0m
Cherwell	160	£0.3m
Oxford City	7,624	£19.1m
South Oxfordshire	0	£0.0m
Vale of White Horse	110	£0.3m
West Oxfordshire	0	£0.0m
Total	7,894	£19.7m

3.6.2. Harmonisation of pay and conditions

The new Council(s) would need to create a single framework for structure and reward across each organisation. While serving to capture any remaining pay anomalies, this may well also produce potential harmonisation costs, similar to 'single status' procedures.

3.6.3. Member representation

Any reduction in the number of elected members is likely to invoke considerable political debate. We have modelled each option in terms of the ratio of electors to elected members, but the impact of any reductions will have to be managed.

3.6.4. Assets

It is important to recognise that the assumptions regarding property assets is based on a prudent assessment of future need based on potential FTE requirement. Additionally, the modelling is purely revenue based, so does not consider any (potentially substantial) capital receipts which would result from a property rationalisation programme.

We have made high level assumptions about the quality and potential upkeep of the existing property portfolios across the County in addition to the likely scale of accommodation required by the newly created organisation(s). However, it is possible, if not probable, that there will be a requirement to invest in some of the accommodation retained to ensure that it is fit for purpose.

Finally, reconsideration of the property portfolio will offer the potential to reshape public buildings around current need across the County rather than it being simply based on an historic portfolio. This will provide a genuine opportunity to not only realise considerable revenue savings but also ensure that public access points are designed around need.

3.6.5. Harmonising service delivery

Addressing variations in service standards in order to ensure consistency and quality of service delivery across the new organisation(s) has the potential to involve investment in equipment and skills in the short-term.

3.6.6. Senior and specialist recruitment

The current market for senior local government professionals, while recovering from the extremely challenging conditions experienced between circa 2008 - 2012, remains difficult in terms of attracting strong candidates. There are several factors contributing to this difficulty including continued uncertainty in the wider economy and employment market, resulting in increased numbers of managers staying put rather than accepting the perceived risk of moving to a new role, however attractive. In addition to this there is a continued downward pressure on senior salaries, due to on-going political pressure and the resulting media scrutiny. Finally, there are factors in specific service areas such as Children's Services which are experiencing serious supply challenges, exacerbating this situation still further. The combination of these factors will significantly increase risks associated with senior recruitment, particularly for Options 2 and 3, where a requirement to simultaneously approach the market for up to three Directors of Children's Services would present a significant challenge.

3.7. Conclusions

The analysis above suggests there is a strong case to explore the potential of Unitary local government in Oxfordshire. Our findings suggest that this would present the opportunity to:

- **Deliver better value** for money by tacking managerial and administrative duplication and waste while protecting and indeed potentially enhancing frontline services;
- Provide a **direct benefit to a majority of Council tax payers** by harmonising taxation levels across the County;
- Create a **more strategic approach** to service planning, commissioning and delivery, which will create better outcomes for service users; and
- **Enhance and streamline service delivery** ensuring that outcomes are more bespoke and therefore relevant to distinctive community needs.

4. Financial Case

4.1. Summary

The summary of the analysis illustrates that Unitary Local Government in Oxfordshire could help to ease growing pressure on frontline services. Each of the three proposed options assessed aims to reduce the expense of maintaining six independent government organisations, which currently have their own management teams, infrastructure and bureaucracy. Most importantly, all of the options offer the potential to free up funding to reinvest in reducing Council Tax, direct this back into frontline services, and/or help towards meeting the expected future funding deficit. This could also help to offer service users better value for money and build a more resilient Council for the future.

Each of the options have been summarised in the table below to reflect the lower and upper ranges for savings targets, implementation costs, payback period, net cumulative savings and FTE reduction.

Option	Savings range	Reduction to spend (exc. Care and Education)	Implementation	Payback period	Net cumulative saving	FTE reduction
One Unitary	£26.5m - £32.5m	12.6% - 15.4%	£14.7m - £15.9m	1 - 2 years	£69.2m - £81.1m	444 - 507
Two Unitaries	£10.0m - £15.0m	4.8% - 7.1%	£13.6m - £14.4m	2 - 3 years	£18.6m - £30.2m	174 - 202
Three Unitaries	£1.9m - £6.8m	0.9% - 3.2%	£12.0m - £12.2m	4 - 5 years	£(8.5)m - £5.7m	72 - 92

The largest potential annual savings figure of up to £32.5m (by moving to a single Unitary Council) comprises the following savings areas:

- Up to £4.6m in chief officer savings;
- Up to £1.6m in having fewer Members and running fewer Elections;
- Up to £2.0m from reducing the use of accommodation;
- Up to £15.0m from corporate service rationalisation; and
- Up to £9.3m from service optimisation.

A £32.5m saving represents 4.7% of total net expenditure of £696.5m across all services within the County Council and the 5 District Councils. Notably, as Care and Education services are uniquely provided by the County Council, FTE and non-pay expenditure for these services was not included in the addressable spend figures when quantifying savings. This should also help to protect the integrity of these services £32.5m actually represents up to 15.4% of an adjusted addressable net expenditure figure of £211.0m.

The cost of implementing the proposed changes is estimated to be £12.0m - £15.9m, depending on which of the options is selected, and largely relates to costs resulting from a reduction in FTE and disaggregation costs. The following implementation plan is applicable to all the options and dictates the potential timeline for realisation of savings and implementation costs. The cost of implementation has been forecast to take between 3 and 4 years:

- Year 1: Senior Management and Democratic change;
- Year 2 and 3: Service and middle management restructuring, redesign of support services / infrastructure and rationalisation of assets; and
- Year 4: Full service integration and contract harmonisation.

Over the five years a move to a Unitary Council could offer up to a £81.1m cumulative saving when the phased delivery of benefits is considered. These considerable savings could play a key role in creating streamlined and resilient frontline services in the face of external funding pressures and increasing demand for services. The payback period across the range of options has been modelled between one and five years post implementation.

It is notable that, splitting Oxfordshire into more than one Unitary Council could reduce the saving by up to £25.7m per annum. Furthermore, it is likely that a multi-Unitary model would cost significantly more to implement after removing costs associated with headcount reductions. This is due to inflated staffing and member induction costs and significant additional contingencies for the disaggregation of the current County Council. In particular, approximately 50% of the current County Council's staff may need to be accommodated elsewhere to allow for the disaggregation of current services across the new Unitary Authorities. Finally, consideration should also be made around the expense and practicality of maintaining the delivery of integrated County wide services such as fire and rescue, under a new multi–Unitary model.

In subsequent sections there is a detailed breakdown of the analysis and assumptions that sit behind these high-level figures. Following which there is an appraisal of each of the Unitary options considered in this report.

4.2. Benefits

4.2.1. Overarching savings assumptions

Although profile of benefit alter across each of the options the same service baseline and generic savings assumptions were applied within each savings area. The overarching analysis approach and savings assumptions for each savings area are outlined in the tables below:

- Chief officers savings assumptions:

AREA	BASELINE ANALYSIS	SAVINGS RATIONALE/ASSUMPTIONS
Chief officers	District and County actual roles and sourced from headcount breakdowns from published annual reports. Senior costs include the top three tiers of management. Work share arrangements for senior management in Cherwell, South Oxfordshire, Vale of White Horse and West Oxfordshire were applied as per detail in pay policy statements. Salaries were sourced from published financial statements. Assumed on-costs of 25% have been added where these were not explicitly detailed.	Each new Unitary Council will need a single Chief Executive, 4 - 5 Directors and 14 - 16 Heads of Service. Chief officers will be paid salary bands currently in operation at the County level.

- Elections savings assumptions:

AREA	BASELINE ANALYSIS	SAVINGS RATIONALE/ASSUMPTIONS
Members	Actual numbers of Members and allowances (including basic, special responsibility, travel and subsistence) were sourced from County and District websites.	Assumed that the number of Members for the new Unitary Authority would be scaled down as per the relative size of the new Unitary Council (see Appendix A). Allowances for new Members will be equal to average amounts currently paid out at the County level. Members savings relate to impact of member unit reductions on current baseline spend on allowances.
Elections	The pattern of election cycles was understood from information provided by the County. This indicates that at least one District and/or the County run an election each calendar year and some form of election is planned each year for the next 4/5 years. An average unit cost per member per election within the County was derived from the total cost of a County election, which was provided by the County. An average unit cost per member per election within the Districts was estimated from information published in the 2013/14 Oxford City budget book.	Assumed that the number of Members for the new Unitary Authority would be scaled down as per the relative size of the new Unitary Council (see Appendix). Unit cost for Unitary elections will be equal to the average unit cost per member currently paid at the County level. Election savings relate to impact of member unit reductions on current baseline spend on elections.

- Corporate accommodation savings assumptions:

AREA	BASELINE ANALYSIS	SAVINGS RATIONALE/ASSUMPTIONS
Accommodation	A high level figure for maintaining property (i.e. FM costs) calculated via cost of required workspaces within each Council building. Unit cost of workspaces in Oxfordshire sourced from the Total Office Cost Survey (TOCS) 2010.	The saving figure for accommodation is based on facilities management spend for the number of workspaces required as a result of estimated total FTE reduction. This does not currently consider the valuation of occupied properties, which could also be released via FTE reductions.

- Corporate service rationalisation savings assumptions:

AREA	BASELINE ANALYSIS	SAVINGS RATIONALE/ASSUMPTIONS
ICT applications and infrastructure	Spend on FTE and applications/infrastructure was assumed as a percentage of total service expenditure (3%) sourced from SOCITM data and corroborated by evaluating ICT service spend in other Unitary Authorities. Oxfordshire County and Districts budget books indicate that spend on ICT FTE represents 50% of total assumed ICT expenditure. As such, assumed that applications and infrastructure represent 1.5% of service expenditure.	ICT application and infrastructure savings comprise 1.5% of the difference between current total service expenditure across the Districts and County and revised service total expenditure for the new Unitary/s after savings from all other areas have been applied.
Corporate services FTE	A baseline total FTE in Districts was established from gathering data in 2013/14 budget books, where available. Work share arrangements for FTE between South Oxfordshire and Vale of White Horse were applied as per information available Districts websites. An estimate of the split of FTE across corporate service areas (i.e. ICT, HR, Finance and Customer Services) was profiled using data from Oxfordshire County, and Cherwell and Oxford City Districts, and extrapolated the remaining District Councils. The County provided the overall 9% to 91% FTE split for management versus staff across all FTE in Oxfordshire (excluding chief officers), which was applied. A 17% to 83% split was observed across all FTE (excluding chief officers) in a staff breakdown for Cherwell. An average of 13% to 87% management to staff split was then extrapolated to the overall FTE numbers in the District Councils. Pay grades were taken from pay policy statements for each Council and grades of £40,000 and above were assumed to represented management salary. A 25% increase was applied to these figures to represent on-costs.	Assumed that corporate services middle management and staff in new authorities will be paid the average salaries currently paid by the County and Districts. The staff required in a new Unitary Authority would be equal in number currently employed by the County Council plus 10% - 20% of District employees.

- Service optimisation savings assumptions

AREA	BASELINE ANALYSIS	SAVINGS RATIONALE/ASSUMPTIONS
Middle management	An estimate of the split of FTE across delivered services (i.e. Community, Environment, Planning and Care) was profiled using data from Oxfordshire County, and Cherwell and Oxford City Districts, and extrapolated the remaining District Councils. Assumptions for work sharing, management to staff FTE splits and pay grades were applied as per the analysis detailed above for corporate services FTE.	No savings would be made from spend or FTE from Care and Education services. All delivered services middle management and staff in new Authorities will be paid the average salaries currently paid by the County and Districts. Regardless of size and number, new Unitary Councils will require 100% retention of frontline service delivery staff. The number of managers needed would be equal to current County managers plus 60% - 70% of District managers.
Optimisation of service expenditure	Net baseline expenditure for the different service areas was obtained for the County and Districts via 13/14 CLG Revenue Account data. 13-14 DSG income/expenditure was obtained from the County 13/14 statement of accounts and removed from the overall Care and Education figure for the County. These data were then clustered into different service areas (i.e. Community, Environment and Care and Education) and centralised services were apportioned equivalently across these groups. Following this estimated spend on FTE was removed from each service area.	High level percentage savings were applied to delivered services to reflect efficiencies from economies of scale, integration and service optimisation. These percentages adjust as per the relative size of the new Unitary Authority/s for a given option.

4.2.2. Option 1 savings - One Unitary Council

The overall potential savings range for this option is £26.5m - £32.5m. In the table below is a summary of how these high level savings profile across each of the main savings area:

Area	Savings Lever	Unit Reduction	Indicative Annual Value
Chief officers	Reduction in senior officers	36 - 39 FTE	£4.2 - £4.6m
Elections	Reduction in members allowances	191 - 211 Members	£0.8m - £1.0m
	Reduction in election costs	191 - 211 Members	£0.4m - £0.6m
Accommodation	Reduction in office space required	444 - 507 Workspaces	£1.8m - £2.0m
Corporate service rationalisation	Rationalisation of ICT via reduced service expenditure	1.5% of £26.2m - £32.0m	£0.4m - £0.5m
	Reduction in middle management	48 - 54 FTE	£2.8m - £3.2m
	Reduction in staff	320 - 360 FTE	£10.0m - £11.3m
Service optimisation	Reduction in middle management	40 - 54 FTE	£2.4m - £3.2m
	Optimisation of current service expenditure	3% - 5% of £121.7m	£3.7m - £6.1m

4.2.3. Option 2 savings - Two Unitary Councils

The overall potential savings range for this option is £10.0m - £15.0m. In the table below is a summary of how these high level savings profile across each of the main savings area:

Area	Savings Lever	Unit Reduction	Indicative Annual Value
Chief officers	Reduction in senior officers	14 - 20 FTE	£1.3 - £2.1m
Elections	Reduction in members allowances	162 - 187 Members	£0.4m - £0.7m
	Reduction in election costs	162 – 187 Members	£0.1m - £0.4m
Accommodation	Reduction in office space required	174 - 202 Workspaces	£0.9m - £1.0m
Corporate service rationalisation	Rationalisation of ICT via reduced service expenditure	1.5% of £10.0m - £14.7m	£0.2m
	Reduction in middle management	19 - 21 FTE	£1.1m - £1.3m
	Reduction in staff	127 - 143 FTE	£4.0m - £4.5m
Service optimisation	Reduction in middle management	14 - 18 FTE	£0.8m - £1.1m
	Optimisation of current service expenditure	1% - 3% of £121.7m	£1.2m - £3.7m

Those savings assumptions that are unique to Option 2 refer to the requirement to scale the formation of three new Unitary Councils. These are as follows:

- Double the number of chief officers would be required
- To maintain the current FTE structure across corporate and delivered services at Oxford City Council in its entirety

4.2.4. Option 3 savings - Three Unitary Councils

The overall potential savings range for this option is £1.9m - £6.8m. In the table below is a summary of how these high level savings profile across each of the main savings area:

Area	Savings Lever	Unit Reduction	Indicative Annual Value
Chief officers	Reduction in senior officers	(9) - 1 FTE	**£(1.5) - £(0.3)m**
Elections	Reduction in members allowances	133 - 162 Members	**£0.0m - £0.4m**
	Reduction in election costs	133 - 162 Members	**£(0.2)m - £0.1m**
Accommodation	Reduction in office space required	72 - 92 Workspaces	**£0.6m - £0.7m**
Administrative Overheads	Rationalisation of ICT via reduced service expenditure	1.5% of £2.0m - £6.7m	**£0.0m - £0.1m**
	Reduction in middle management	10 - 11 FTE	**£0.6m**
	Reduction in staff	64 - 71 FTE	**£2.0m - £2.3m**
Delivered Services	Reduction in middle management	7 - 9 FTE	**£0.4m - £0.5m**
	Optimisation of current service expenditure	0% - 2% of £121.6m	**£0.0m - £2.4m**

Those savings assumptions that are unique to Option 3 refer to the requirement to scale the formation of three new Unitary Councils. These are as follows:

- Triple the number of chief officers could be required
- To maintain the current FTE structure across corporate and delivered services at Oxford City Council in its entirety
- To reduce the reduction of FTE from corporate and delivered services from the remaining Districts by 50%

4.2.5. Non-financial benefits

The non-financial benefits are also generic and can be clustered into the main savings areas. These are represented in the table below:

AREA	SAVINGS LEVER	BENEFIT
Chief officers	Reduction in senior officers	Bringing together diverse expert management resource could help to devise and implement tactical decisions and policy initiatives Could aim to retain the best leadership talent
Elections	Reduction in members allowances Reduction in election costs	Streamlined political accountability and clarity within a single-tier system Reduced bureaucracy and perceived uncertainty around the roles and responsibilities of Members
Accommodation	Reduction in office space required	Retention of better properties Enhanced opportunity for departmental integration through co-location Encourage the locality and community based reconfiguration of services
Corporate service rationalisation	Rationalisation of ICT via reduced service expenditure Reduction in middle management Reduction in staff	Ability to attract and retain high calibre ICT professionals to support frontline service innovation and transformation Ensuring hardware, applications and infrastructure are fit-for-purpose Selective retention of ICT that optimises service delivery Opportunity to integrate the best talent and optimise the quality of internal support services A resilient corporate core that shares a unified view of how best to support the Council Improved streamlined decision making through implementation of robust corporate governance structures
Service optimisation	Reduction in middle management Optimisation of current service expenditure	Redesign the overall structure and management roles to reflect the needs, values and target culture of the new organisation To attract and retain high performing talent across key services, supporting innovation and change Facilitation of knowledge and skills sharing from a broader range of experiences and contexts Opportunity to move towards outcomes based service delivery Consolidated and strengthened business relationships with external providers

4.3. Implementation and payback

4.3.1. Overarching implementation assumptions

Implementation costs relate to the investment required for the creation of one or more Unitary Councils. The non-recurrent costs detailed below are for the implementation of the single Unitary option but apply to all proposed options. These have been developed on the basis of the following assumptions and include:

- The cost of FTE reduction is based on removing up to 39 of the most senior posts at an average cost of £50k, and the remaining 468 posts at an average cost of £16k. This assumption is in line with published data and averages across the public sector from the "CIPD/KPMG 2008 LMO Survey";
- The approach and cost estimates for the implementation project team, Member induction, corporate communications, branding and professional services are largely based on the experience of other authorities;
- The ICT costs are based on the integration and replacement of core service systems (e.g., housing, planning, local taxation, regulatory services);
- The implementation team costs reflect the costs to employ 25 FTE at an average salary of £38k;
- Disaggregation costs to reflect the costs involved with baselining and assessing the current single County structure with a view to splitting and reforming into new Unitary models; and
- As experience from other authorities who have moved to Unitary status indicates that transitional costs are often underestimated, contingency funds of have been built in to the 3 year delivery timescale

4.3.2. Option 1 - One Unitary Council

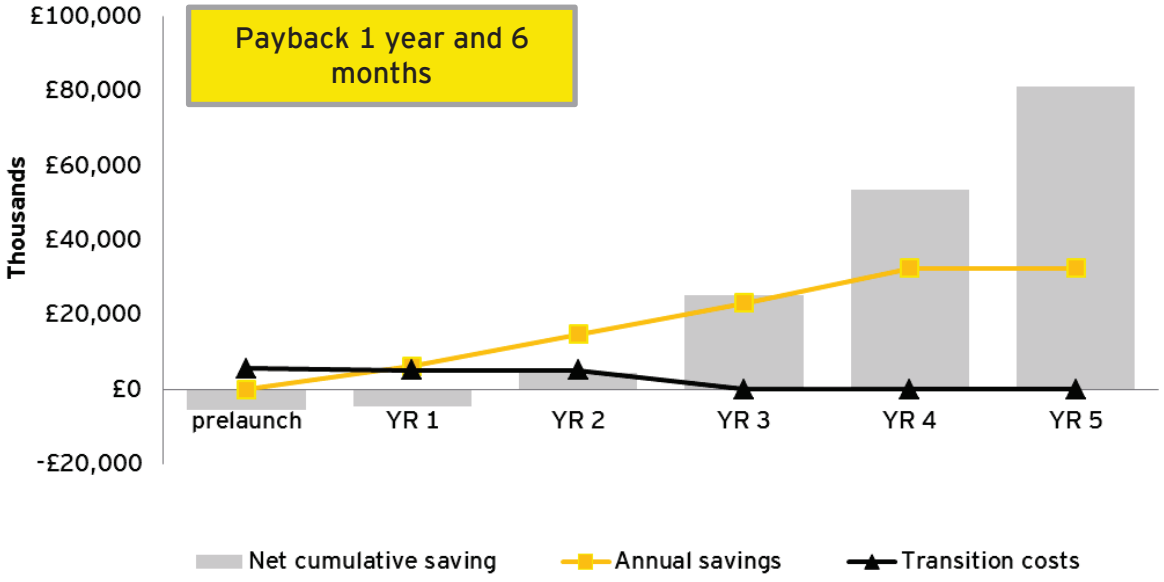
The profile of implementation costs for Option 1 has been modelled in line with the high level implementation plan and overarching assumptions set out above. The table below represents the upper range of these potential costs and also details how these factor in across the 3 year delivery timescale:

Investment area	Overall	YR 0	YR 1	YR 2
Planning and pre - launch	£0.5m	£0.5m	£0.0m	£0.0m
IT Costs and new system training	£2.0m	£1.0m	£1.0m	£0.0m
FTE reduction	£9.2m	£1.9m	£2.9m	£4.4m
Implementation programme team	£1.0m	£0.5m	£0.3m	£0.2m
Professional services	£0.3m	£0.1m	<£0.1m	<£0.1m
Corporate comms and branding	£0.3m	£0.1m	<£0.1m	<£0.1m
Staff induction	£0.1m	£0.1m	£0.0m	£0.0m
Member induction	<£0.1m	<£0.1m	£0.0	£0.0m
Disaggregation costs	£0.0m	£0.0m	£0.0m	£0.0m
Transitional contingency	£2.4m	£1.2m	£0.7m	£0.5m

The biggest investment area required to deliver Option 1 relates to FTE reduction. However, this is also the area that could deliver the majority of efficiency savings. As the current County structure would remain there would not be a requirement for disaggregation costs for this option and given that this is the most straightforward of the options to implement, costs for corporate communications and branding, professional services and ICT are also comparatively reduced.

Potential total non-recurrent implementation costs of £14.7m - £15.9m results in a payback period of 1 year and 6 months. The graph below represents the payback period for this option given the upper

range of savings and implementation costs across the proposed high level implementation timeline. This data also indicates that the net cumulative saving for Option 1 across the first five years has the potential to be up to £81.1m.



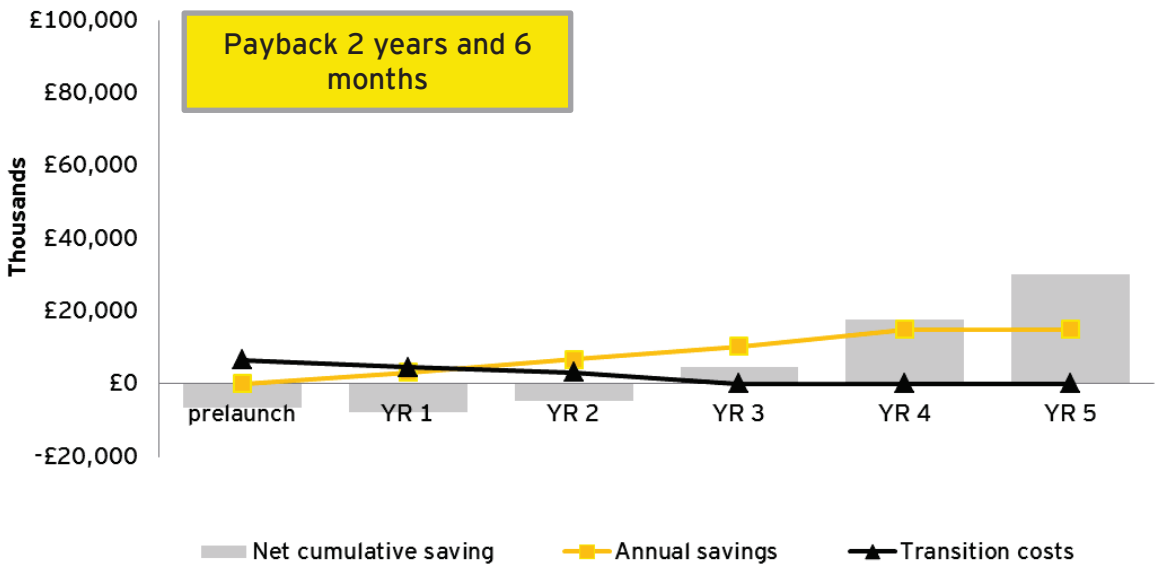
4.3.3. Option 2 - Two Unitary Councils

The profile of implementation costs for Option 2 has also been modelled in line with the high level implementation plan and overarching assumptions set out above. The table below represents the upper range of these potential costs and also details how these factor in across the 3 year delivery timescale:

Investment area	Overall	YR 0	YR 1	YR 2
Planning and pre – launch	£0.6m	£0.6m	£0.0m	£0.0m
IT Costs and new system training	£2.5m	£1.3m	£1.2m	£0.0m
FTE reduction	£3.8m	£1.0m	£1.1m	£1.7m
Implementation programme team	£1.0m	£0.5m	£0.3m	£0.2m
Professional services	£0.5m	£0.2m	£0.2m	£0.1m
Corporate comms & branding	£0.5m	£0.2m	£0.2m	£0.1m
Staff induction	£0.1m	£0.0m	£0.0m	£0.0m
Member induction	<£0.1m	<£0.1m	£0.0m	£0.0m
Disaggregation costs	£2.0m	£1.0m	£0.6m	£0.4m
Transitional contingency	£3.4m	£1.7m	£1.0m	£0.7m

The biggest investment area required to deliver Option 2 again relates to FTE reductions, however this is significantly reduced from Option 1. Services currently in operation within the County would need to be split so that they could be delivered across the two new Authorities, thus resulting in sizable disaggregation costs. Given the increased potential complications of setting up two vs. one new Unitaries, implementation costs for communication and branding, professional services and IT could end up being comparatively higher.

Potential total non-recurrent implementation costs of £13.6m - £14.4m should result in a payback period of 2 years and 6 months. The graph below represents the payback period for this option, assuming the upper range of savings and implementation costs, across the proposed high level implementation timeline. The data indicates that the net cumulative saving for Option 1 across the first five years has the potential to be up to £30.2m.



4.3.4. Option 3 - Three Unitary Councils

The profile of implementation costs for Option 3 has also been modelled in line with the high level implementation plan and overarching assumptions set out above. The table below represents the upper range of these potential costs and also details how these factor in across the 3 year delivery timescale:

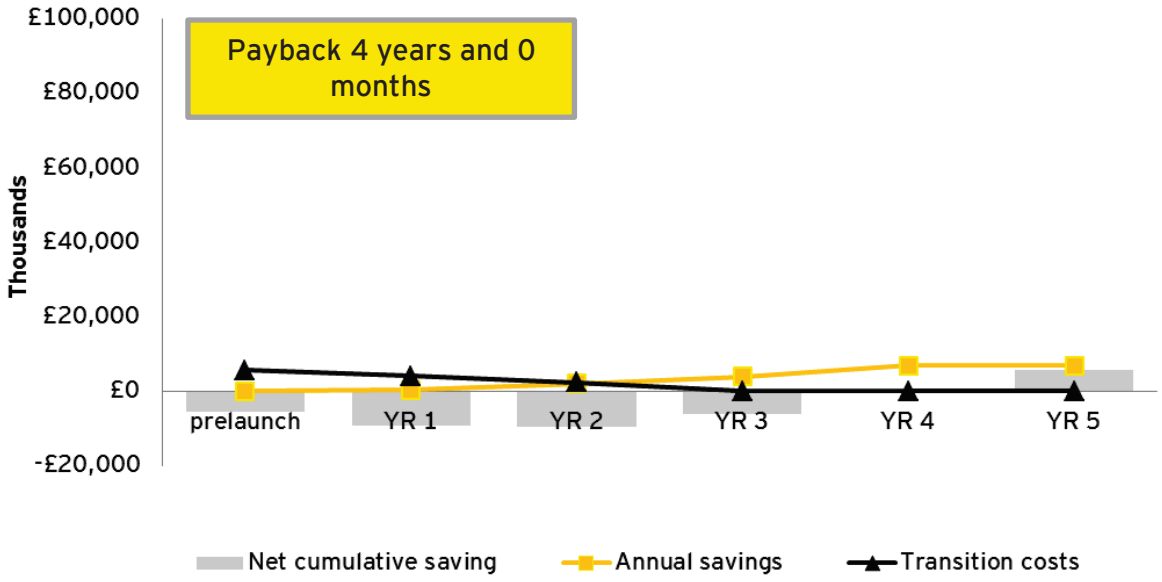
Investment area	Overall	YR 0	YR 1	YR 2
Planning and pre - launch	£0.6m	£0.6m	£0.0m	£0.0m
IT Costs and new system training	£2.5m	£1.3m	£1.2m	£0.0m
FTE reduction	£1.5m	<£0.1m	£0.5m	£0.9m
Implementation programme team	£1.0m	£0.5m	£0.3m	£0.2m
Professional services	£0.6m	£0.3m	£0.2m	£0.1m
Corporate comms & branding	£0.8m	£0.4m	£0.2m	£0.2m
Staff induction	£0.1m	£0.1m	£0.0m	£0.0m
Member induction	<£0.1m	<£0.1m	£0.0m	£0.0m
Disaggregation costs	£2.0m	£1.0m	£0.6m	£0.4m
Transitional contingency	£3.0m	£1.5m	£0.9m	£0.6m

The biggest investment area required to deliver Option 3 no longer relates to FTE reduction with this option, as this is the lowest relative to the other options. The main investment area relates to IT costs and new system training, as this is likely to be the least straightforward option to implement. The extra potential complication of this option also impacts on higher costs for communication and branding, and professional services. Furthermore, as per Option 2, there are likely to be extensive costs to disaggregate County services.

The lower end of this option requires an expansion of leadership teams and increased expenditure on members. This has been captured as a negative saving rather than an implementation cost as the increased expenditure required would be recurrent (i.e. not just required for implementation of the new Council). Notably, additional investment to cover the cost hiring new employees for the leadership teams have been included within required start - up costs.

Potential total non-recurrent implementation costs of £12.0m - £12.2m results in a payback period of 4 years and 0 months. The graph below represents the payback period for this option, assuming the upper range of savings and implementation costs, across the proposed high level implementation

timeline. The data indicates that the net cumulative saving for Option 3 across the first five years has the potential to be up to £5.7m.



4.4. Options appraisal

4.4.1. Introduction and approach

Three options for reorganising the function of local government in Oxfordshire have been explored in this report as follows:

- Option 1 - The creation of a single, County-wide Unitary Council;
- Option 2 - The creation of two Unitary Councils; and
- Option 3 - The creation of three Unitary Councils.

A sensitivity analysis of these options has been carried out based on assessment of the following areas:

- Potential Savings - to understand the impact of each Unitary option on overall savings targets
- Impact for service users - to capture the positive and negatives aspects of how District and County services will change from the perspective of the service user and the level of disruption they may experience
- Practicality - to understand feasibility of shared working across services and restructuring political landscape
- Implementation - to provide an overview of the relative costs and challenges to implement

For each of these areas a rating (red/amber/green) has also been applied to indicate the following:

- Red - provides a poor result relative to other options
- Amber - provides a satisfactory result relative to other options
- Green - provides the best result of all of the options

The methodology has been summarised in the table below:

ASSESMENT AREA	RATING			COMMENTS
Potential Savings	R	A	G	NARRATIVE
Impact for service users	R	A	G	NARRATIVE
Practicality	R	A	G	NARRATIVE
Implementation	R	A	G	NARRATIVE

4.4.2. Option 1 - One Unitary Council

ASSESSMENT AREA	RATING	COMMENTS
Potential Savings	G	Modelling indicates that this option will deliver the greatest potential savings of £26.5m - £32.5m
Impact for service users	G	A Unitary model could enhance user experience via streamlined services, and reduced duplication and bureaucracy Service users may benefit from continuity in the delivery of care, education and community services. However, suggested levels of political representation may be lower under this option than for other options.
Practicality	G	There should be limited requirement for service redesign and intuitive restructuring of democratic landscape. A single Unitary structure should support transfer of skills, capabilities, knowledge and best practice through shared working arrangements
Implementation	G	As this option involves the greatest FTE reduction, implementation costs are higher - however, this still represents the fastest payback period across all the options. Implementation will be challenging, but this has been successfully done elsewhere and there are ample opportunities to learn from others in this respect.

Option 1 proposes the creation of a single, County-wide Unitary Council to cover the whole of Oxfordshire. The creation of a single Unitary Council should result in the largest potential amount of savings, based as it is on the concept of amalgamating six separate organisations into a single entity.

Any change to an organisations practice and/or structure is likely to have some impact on service users as the transition to new ways of working is embedded. In this regard, Option 1 is likely to have the least relative impact given that it involves minimal disruption to existing County services with an agglomeration of District level services to County scale.

Option 1 also benefits from greater practicality given that the transition to an organisation which is already in place should reduce the need for new administrative materials, County-wide branding and marketing, and thus avoid incurring additional implementation costs.

Implementation is likely to be challenging given that there will be a concurrent reorganisation of managerial and administrative structures while integrating new services from District level. Nonetheless, this must once again be seen in relative terms and it is advantageous that new services can be integrated into existing structures.

4.4.3. Option 2 - Two Unitary Councils

ASSESSMENT AREA	RATING	COMMENTS
Potential Savings	A	Savings are likely to be significantly lower than the single Unitary option. This is driven by the extra costs of an additional senior management team, required duplication of corporate services and service managers across the two Councils, and reductions in service delivery efficiencies due to decreased potential economies of scale.
Impact for service users	A	There is still scope for potential improvements via streamlining services, removing duplication, reducing bureaucracy and optimising delivery but on a smaller scale to a single Unitary. This option requires the merger of District Councils and further disruption by splitting the current County Council's functions in two. As such, service users with care needs are likely to fall under the remit of an entirely new Council. Suggested levels of political representation should be higher than for a single Unitary and the creation of two Councils may offer a greater locality focus.
Practicality	A	Shared delivery of services may need to be redesigned around new agreed Council boundaries. As two Unitaries call for additional political representation it may be more straightforward to restructure the democratic landscape Forming two Unitaries could reduce the scope to transfer capabilities, knowledge and best practice via shared working arrangements.
Implementation	A	Due to considerable reductions to savings, overall implementation costs represent a high percentage (approx. 90%) of annual savings. Disaggregating the existing County Council structure is likely to introduce additional complications, as well as time and cost pressures. In particular, there is likely to be increased cost and difficulty in finding and attracting additional chief officers to fill required roles in the new Unitary Authorities. This could be particularly problematic for roles such as Director of Children's for which there are already Nationwide shortages and recruitment problems. Notably, however, this option has also been implemented successfully in other Counties.

Option 2 proposes the creation of two new Unitary Councils in Oxfordshire, and these are assumed to inherit responsibility for all services within their geographic area. Savings are likely to be lower than for a single County Unitary, as the creation of two Unitaries should require additional administrative and managerial structures.

A two Unitary solution may, at least in the short-term, have a greater impact on service delivery as in addition to the alteration to District level services; it would also involve the separation of existing County services such as Adults and Children's Social Care. In the longer-term, residents may benefit from a smaller scale organisation which has a greater ratio of political representation per elector.

In practical terms, although there is a precedent for the creation of two new Unitary Councils, this does not mean that it would be more practical than a single Unitary structure. This is largely because

new working arrangements and managerial structures would have to be introduced and embedding into a new organisational culture. All of these can be overcome, but are likely to take longer than Option 1.

Implementation of Option 2 will require careful planning given the relatively complex requirement to simultaneously separate (County) and join (District) services while embedding two wholly new organisations.

4.4.4. Option 3 - Three Unitary Councils

ASSESSMENT AREA	RATING	COMMENTS
Potential Savings	R	Similar to option 2, the formation of an additional Unitary Authority may result in further reduction of savings and is similarly driven by the higher recurring costs of an additional senior management teams, duplication of corporate services and service managers across the three Councils, and reductions in service delivery efficiencies due to decreased potential economies of scale. Notably, this option could require hiring more senior officers as current numbers are not sufficient to staff the three Unitary Councils. This, and the fact that senior officers will need to be paid County level salaries significantly impacts upon total recurrent savings.
Impact for service users	R	As per reductions in potential for savings, creating three Unitaries also reduces the scope for streamlining services, removing duplication, reducing bureaucracy and optimising delivery. The creation of three Councils from the single County structure currently in operation is likely to offer the most disruptive option. As with option 2, service users with care needs will also fall under the remit of an entirely new Council. Suggested levels of political representation will be higher than for both the single and two Unitary models, which could offer the strongest locality focus. However, the three Unitary split may not be as straightforward to communicate to the general public.
Practicality	A	Increased political representation under a three Unitary model could mean that restructuring the political landscape would be more straightforward. Notably, this will depend on how effectively new boundaries are drawn up. Many of non - financial benefits around work and knowledge sharing may reduce due to the creation of more Unitary Councils. Moreover, the shared delivery of services may need to be redesigned around new agreed Council boundaries - this is likely to become more complicated when there are more new Council structures to consider.
Implementation	R	Although the FTE reduction is lower for a three vs. one or two Unitary model, the same disaggregation implementation costs and issues apply as per the two Unitary option. Furthermore, disaggregating of County services is also likely to bring other additional work sharing and time pressures. It is also likely that these cost and implementation pressures may be higher to cover the requirement for roles, marketing, communications and branding across the three new Unitaries. However, there are examples of Councils who have split beyond two Unitaries, and lessons learnt from these Authorities indicate it is feasible.

Option 3 proposes the creation of a further organisation within Oxfordshire and would see the creation of three Unitary Councils across the County. Unsurprisingly, Option 3 reduces the potential scope of savings due to the requirement to create three organisational structures.

The potential impact on services due to disruption is likely to mirror Option 2, as both options require the creation of new bureaucratic and managerial structures. Notably, this could also be exacerbated for Option 3, in the creation of three rather than two new organisations.

The practicality of this option is again similar to the two - Unitary model and would similarly require careful management. However, there is logical to Option 3 in geographical terms, and there is nothing to suggest that the new structures could not resonate with natural communities and/or communities of interest.

A shift to three new organisations will present greater relative challenges in terms of implementation given the logistical and administrative challenges that may need to be overcome. While a shift from a County to more than two Unitary Councils is not without precedent (Berkshire was divided into six Unitary Councils in the late 1990's), it is nonetheless far from commonplace and there is little in terms of practical experience which could be drawn on to support the process.

4.5. Summary

All the options assessed in this report offer the potential to deliver significant savings, which could help to improve service user's experiences, reduce bureaucracy and protect delivered services. Savings profiles vary considerably across options, with the formation of a single Unitary (Option 1) offering the largest potential financial benefit at up to £81.1m over a 5 year period and a stable annual recurring saving of up to £32.5m. This breaks down as follows:

- Up to £4.6m in chief officer savings;
- Up to £1.6m in having fewer Members and running fewer Elections;
- Up to £2.0m from reducing the use of accommodation;
- Up to £15.0m from corporate service rationalisation; and
- Up to £9.3m from service optimisation.

The relative assessment of each option is summarised in the table below:

Option	Savings	Impact	Practicality	Implementation	Payback period
One Unitary Councils	Up to £32.5m				1.5 years
Two Unitary Councils	Up to £15.0m				2.5 years
Three Unitary Councils	Up to £6.8m				4.0 years

5. Conclusions and next steps

5.1. Conclusion

Oxfordshire has made considerable progress over recent years in reducing the cost of services in the County and mitigating the impact of reduced funding for services from central government.

However, the analysis in this report shows that these financial pressures combined with increased costs associated with demographic and social changes over the coming decade means that even based on the of savings already made by the County; by 2017/18 the County could be facing a funding deficit of over £70m per year.

This report has explored three options for reorganising the function of local government in Oxfordshire as a response to this financial challenge in addition to protecting and enhancing the quality of frontline services across the County. A summary of conclusions is set out below:

5.1.1. Financial savings

All of the options for local government reorganisation in Oxfordshire have the potential to deliver significant financial savings, with Option 1 (single Unitary Council) having the potential to deliver the greatest level of financial savings with a potential cumulative 5 year saving of £81.1m and a stable annual recurrent saving of up to £32.5m. This saving breaks down as follows:

- Up to £4.6m in chief officer savings;
- Up to £1.6m in having fewer Members and running fewer Elections;
- Up to £2.0m from reducing the use of accommodation;
- Up to £15.0m from corporate service rationalisation; and
- Up to £9.3m from service optimisation.

The other two options all carry significant additional costs (effectively reducing overall benefits) through:

- The extra cost associated with two or three senior management teams
- The increased number of members required for two authorities, and their associated allowances also weakens the savings that could be achieved. This is based on the assumption that each Authority would have approximately 100 - 120 members and the special responsibilities allowances will be double across two organisations compared to one. There will also be an increase in associated election costs and democracy support;
- The accommodation required by two or three organisations based upon a proportional reduction in facilities costs based on FTE reduction.
- The consolidation of other corporate services (HR/Finance/ Legal/property etc.) into two or three organisations rather than a single organisation could reduce possible savings further.
- Any efficiency from frontline service area optimisation that could be achieved through creation of a single Unitary Council would also be likely to be diluted by a multi Unitary option.
- There could also be increased transitional costs related to training, communications, inductions and implementation for creation of two or three new organisations.

5.1.2. Impact on services

It is likely that the structural changes associated with each of the options will lead to some degree of impact on service delivery; we have therefore made an assessment of the likely impact of this against each option.

- The creation of a single County Unitary is likely to have the lowest relative impact on services given that a County wide structure already exists with the assumption that existing District services can be up scaled and subsumed into this structure
- The creation of two or three Unitary Councils is likely to have a greater impact given that both existing County and District services would have to be split down and amalgamated simultaneously and migrated into two or three wholly new organisations

5.1.3. Practicality

Each of the options will require local consultation, the creation of a detailed business case and primary legislation to proceed in the next parliament. In addition to this we have considered:

- A single County Unitary represents the most straightforward organisational platform though which all existing services could be delivered of all of the options.
- Two Unitary Councils would still be relatively straightforward, though there would be a need for service and democratic boundaries to be redrawn to some extent, which would need to be clearly communicated. This option would also require the two new Councils to replace all existing stationary, branding, road signs etc. This practicality issue is exacerbated further for Option 3 with three new authorities being created.

5.1.4. Implementation

Implementation in each case has been assessed in terms of the relative challenges and associated costs of change.

- A single County Unitary is likely to be the most straightforward to implement as there is minimal disruption to existing County services and consolidation of District services
- A two or three Unitary solution requires the separation of existing County services in addition to the consolidation of District services (for Option 3 only) into two newly created organisations

5.2. Next steps

While the coalition government has made it clear that there should be no consideration of further Unitary bids during the current parliament, the debate over local government reorganisation and especially two-tier areas has seen increasing interest in recent months. It is likely to be an important factor in the debate about local government in the forthcoming general election campaign.

Notwithstanding this, the lead in time for the last round of reorganisation was approximately two years from concept through to the new organisations being established. Therefore, the suggested next steps would be:

- Undertake consultation with stakeholders as required;
- Once a preferred option or has been identified, this strategic business case will need to be developed into a detailed business case which involves a much more granular assessment of the numbers, issues and context involved;
- From the detailed business case, develop service planning and transition arrangements for the new organisation(s); and
- Create an indicative overarching implementation plan, including timescales, key Senior Responsible Officers (SROs) and resourcing.

Appendix A – Estimating a Council size

A.1. Context

Councils, particularly in England, come in a variety of shapes and sizes. This is primarily as a result of the fact that since the 1972 Local Government Act, there has been no comprehensive attempt to reorganise local government in totality. Consequently, there is no fixed formula for calculating the size of the 'ideal' Council across the country. This is recognised by the Local Government Boundary Commission for England (LGBCE) which attempts to take into account local considerations when recommending Council size and composition.

However, there is a balance to be struck in proposing Council size, between the level of representation in a given area (expressed as a ratio of number of electors per Councillor) and the practicalities of Council size in terms of decision making and strategic planning. These variables are intrinsically linked; a greater number of Councillors will reduce the overall number of electors per Councillor but will inevitably increase the overall size of the Council and vice versa. The Boundary Commission will take a close interest in any proposal for Councils which put forward proposals of significantly more than 100, on the basis of the practicalities of decision-making, but will also seek to see a reasonable ratio of electors per Councillor - it would therefore seem prudent to explore options around this number.

In deciding the most appropriate size for Oxfordshire, we have taken into account a number of factors, which include:

- Ratio of electors to Councillors;
- The demographic and geographical profile of Oxfordshire;
- The specific nature and characteristics of Oxfordshire; and
- Outline guidance from the LGBCE.

A.1. Existing Council size across the County

As a baseline, the current composition of Councils across Oxfordshire is as follows:

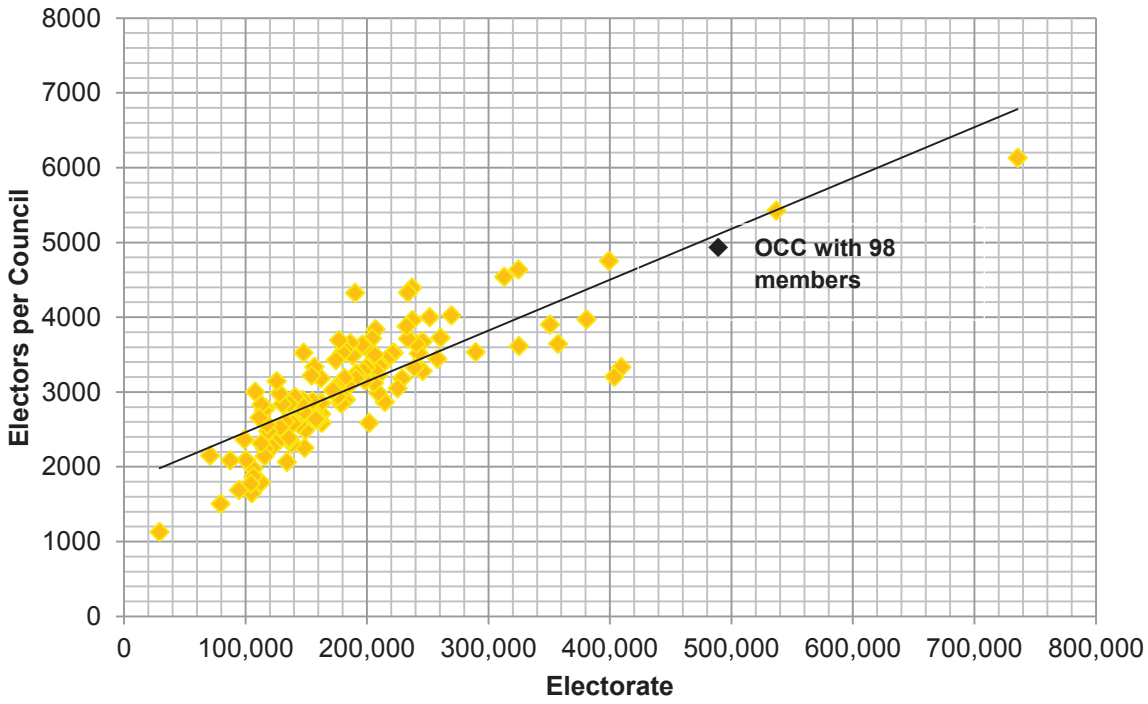
Council	Electorate	Council Size	Ratio of Electors per Councillor
Oxfordshire	502,253	63	7,972
Cherwell	109,418	50	2,188
Oxford City	111,823	48	2,330
South Oxfordshire	105,001	48	2,188
Vale of White Horse	95,442	51	1,871
West Oxfordshire	80,693	49	1,647

A.3. Specific factors

Ratio of Electors per Councillor

According to the LGBCE, the total electorate in Oxfordshire in 2014 is estimated to be 502,253. We have modelled each of the options, setting out the implications in terms of the ratio of Councillors per elected member. The scatter graph below plots out all upper tier Councils in England outside London based on electorate size and level of democratic representation, with a line of best fit having been included.

An indicative Council of 98 members has been plotted onto the diagram for illustrative purposes and demonstrates a close alignment with the line of best fit.



Geographical Considerations

The county of Oxfordshire covers a relatively large geographical area at 260,000 hectares, although that is still considerably smaller in geographical size than some of the other recently converted Unitary counties. In terms of representation, geographical size is a consideration in terms of potential future size, as access to constituents is an important consideration.

The table below sets out analysis of Council size and geographical area. An indicative new Oxfordshire County Council of 98 members has been inserted and would be just below the average of 2746 hectares per Councillor at 2658.

Authority	Area in hectares	Size of Council	Hectare per Councillor	Council Type
Northumberland	501,300	67	7482	Unitary County
Shropshire	319,731	74	4321	Unitary County
Herefordshire	217,973	58	3758	Unitary District
East Riding Of Yorkshire	240,763	67	3593	Unitary District
Wiltshire	325,535	98	3322	Unitary County
Cornwall	354,594	123	2883	Unitary County
Oxfordshire	**260,492**	**98**	**2658**	**Unitary County**
North Lincolnshire	84,631	43	1968	Unitary District
Durham	222,605	126	1767	Unitary County
Cheshire East	116,637	82	1422	Unitary District
Cheshire West & Chester	91,664	75	1222	Unitary District
Central Bedfordshire	71,567	59	1213	Unitary District
AVERAGE		73	2746	

A.4. Option 2 assumptions

Option 2 proposes the creation of a two Unitary structure for Oxfordshire. In order to accommodate the additional demands of additional service responsibilities for the new Councils (each would have a Children's and Adult's services department for example) we have assumed a 25% increase (on Option 1) in Councillors, which would create an overall county coverage of 123 elected members, though the ratio of this number per Council would depend on electorate and geographical size respectively.

Based on two Unitary Councils with electorates of 112,000(Council 'A') and 390,000 (Council 'B'), the electorate and geographical rations are:

Council	Electorate	Overall proportion	Nominal Council size	Electors per Councillor	Geographical Size	Hectares per Councillor
A	112,000	22%	27	4148	4560	169
B	390,000	78%	96	3980	255,932	2666

A.5. Option 3 assumptions

On a similar basis to the assumptions set out above, we have modelled Option 3 as requiring a 50% increase in representation from Option 1 which would create an overall representation figure of 147 for the county and would be subject to the same electorate and geographical considerations in terms of division.

Based on three Unitary Councils with electorates of 112,000(Council 'A') and 390,000 (Council 'B'), the electorate and geographical rations are:

Council	Electorate	Overall proportion	Nominal Council size	Electors per Councillor	Geographical Size	Hectares per Councillor
A	112,000	22%	32	3394	4560	143
B	200,000	40%	59	3333	125,615	2129
C	190,000	38%	56	3333	130,317	2327

A.6. Boundary Commission guidance

Guidance from LGBCE seeks to strike a balance between the ratio of representation to elector and the effective and efficient management of the Council. They specifically do not provide rigid guidelines on overall Council size:

> *"In our opinion, local government is as diverse as the communities it serves, providing services, leadership and representation tailored to the characteristics and needs of individual areas. Our aim, in an electoral review, is to recommend 17 electoral arrangements, including a Council size, which is right for the local authority in question."*

Local Government Boundary Commission England Technical Guidance 2014

Therefore, the overall shape and size of local government in Oxfordshire should strike a careful balance between statistical proximity to the wider sector and local conditions, specifically, meeting local needs.

Appendix B – Service optimisation assumptions

B.1. Overview

This area of savings relates to reductions in the cost of delivering non-corporate services (i.e. those services not classified as corporate services for the purpose of this analysis). It breaks down as two key categories:

- Savings through duplication of roles across the District Councils (for the purpose of this analysis, it has been assumed that there is no duplication in service delivery roles but there is 30% duplication across middle management of those service delivery roles).
- Savings through optimising the way services are delivered. The efficiencies are based on taking a whole systems approach to service redesign without the artificial boundaries of two-tier government impeding innovation. Specifically, savings should be achievable through procurement scale and contract management, convergence of systems and processes, better use of assets and optimising processes through utilising regional best practice.

A 3 - 5% optimisation savings range has been assumed across non-corporate services after staffing costs have been extracted from the cost base. However, it should be noted that there is an assumption that across care and education (accounting for £485.5m of a total £696.5m net spend) optimisation savings cannot be made.

Set out below are some examples with evidence from other local authorities of the types of service optimisation savings that can be delivered through this process. More detailed analysis of service delivery across all Oxfordshire authorities to understand the specific opportunities service by service would be required to quantify how the 3 - 5% could breakdown across services.

B.2. Waste

It is assumed that a reduction could be achieved through, for example:

i.	**Moving to a single waste collection service**	Better shift management, reduction in the number of vehicles, consolidation on to a single contract, unification of collection methods, reduction in team management but perhaps less opportunity across the team. Requirement to retain local knowledge. Evidence from other case studies indicates considerable savings can be achieved. • Dorset Waste Partnership - £1.4m p.a. • Somerset Waste Partnership - £1.5m p.a. • East Sussex - £30m over 10 years • East Kent Waste - £30m over 10 years
ii.	**Reduction in the collection cost per head**	There is considerable variation in the cost of collection per head. Whilst some of this variance may be due to geography and local context, there is an assumption that the service could reach the benchmark unity cost per head.
iii.	**Unification of pay**	Eliminating the variation in pay across the Districts which

		will increase the retention of staff in teams.
iv.	**Greater market presence and commercial clout**	Through joint procurement, savings could be achieved through standardisation of specifications, reduced number of procurements and leveraging a greater volume of spend.

B.3. Regulatory

It has been assumed that a saving against current budgets can be achieved through, for example, using a more efficient delivery model across Oxfordshire for the delivery of regulatory services, ensuring greater integration across historically two-tier functions.

i.	**Creation of a Single Building Control Service**	There is an opportunity to create a single Building Control service. This would be the consolidation of multiple services into one. There will be efficiencies through a reduction in senior management posts, in sharing facilities, integration of local teams, and scheduling of work.
ii.	**Integration of pest control and environmental health**	Efficiencies can be achieved through the integration of pest control and environmental health, which are currently fragmented across the two-tier structure. This will enable the integration of roles, teams and functions.

B.4. Planning

It is assumed that a reduction against net budgets could be achieved through service optimisation as a result of creating a single planning Authority.

i.	**Creation of a Single Planning Authority**	The efficiencies of a single planning Authority include the reduction in the number of local plans produced leading to efficiencies in the consultation process, and elimination of inefficiencies resulting from the 5 plans being unaligned. Professionalisation of the planning service leading to attracting greater expertise and retention levels, leading to better quality decisions and fewer appeals. There will also be some efficiency in the planning policy process. There will be efficiencies in closer and more co-ordinated working between the Highways Authority and the Planning Authority. An ability to plan more strategically across the area and to direct resources where there is greatest need.

ii.	**Business Application Consolidation**	A single planning Authority will facilitate the consolidation of planning case management systems, and building control. The support and maintenance of these systems can also be significant.

B.5. Local Taxation & Benefits

There is currently a significant variance in the unit cost and performance of this administrative and support function across the County.

It has been assumed that the unit cost of local taxation collection and benefits administration could be harmonised to at least maintain the current performance across Oxfordshire District Councils. If this performance improvement were achieved, significant savings could be realised.

Furthermore, the analysis does not include any savings associated with housing benefits due to the national implementation of the "Universal Credit" and welfare reform, led by DWP.

i.	**Creation of a Single Revenues & Benefits team**	Achieving an efficiency level equating to current upper quartile performance, through integrating teams and distributing workloads to improve productivity
ii.	**Business Application Consolidation**	Consolidation of the IT systems, resulting in reduced support and maintenance costs. This is taking account of a number of outsourced teams.

B.6. Highways & Street Cleaning

It has been assumed that a saving could be made against current service expenditure for open spaces and street cleaning through service efficiencies. The opportunity areas include asset management (e.g., plant rationalisation and vehicles), procurement (consolidating contracts, rationalise suppliers), integration of contract management teams, combining roles such as parking with environmental enforcement, better shift management and scheduling.

Division(s):N/A

CABINET – 27 JANUARY 2015

SERVICE & RESOURCE PLANNING 2015/16 – 2017/18

Report by the Chief Finance Officer

Introduction

1. This report is the final report to Cabinet in the series on the service & resource planning process for 2015/16 to 2017/18, providing councillors with information on budget issues for 2015/16 and the medium term. It sets out the proposed 2015/16 Corporate Plan, budget, the draft 2015/16 – 2017/18 Medium Term Financial Plan (MTFP) and 2014/15 – 2018/19 Capital Programme. Information outstanding at the time of the Cabinet meeting will be reported to Council when it considers the budget on 17 February 2015.

2. The budget and draft 2015/16 – 2017/18 MTFP include the Cabinet's budget proposals which take into consideration comments from the Performance Scrutiny Committee meetings on 18 December 2014 and 8 January 2015, and comments from the public consultation on the budget, as well as the latest information on the Council's financial position outlined in this report. As final notification of some funding streams is awaited, some further changes may be made to the budget proposals ahead of Council on 17 February 2015.

3. The service & resource planning report to Council in February will be set out in four sections:

   Section 1 – Leader of the Council's overview
   Section 2 – Corporate Plan
   Section 3 – Budget Strategy and Capital Programme
   Section 4 – Directorate Business Strategies and Corporate Performance Indicators
   Section 5 – Chief Finance Officer's statement on the budget

   This report forms the basis of Sections 2, 3 and 4 to that report.

4. The following annexes are attached:

Section 2	**Corporate Plan**
2.1	Corporate Plan 2014/15 – 2017/18 (update for 2015/16)
Section 3	**Budget Strategy and Capital Programme**
3.1	Draft medium term financial plan (MTFP) 2015/16 – 2017/18
3.2	Variations to the revenue budget pressures and savings proposals reported in December 2014
3.3	Council tax 2015/16 (draft)
3.4	Draft detailed revenue budget 2015/16
3.5	Treasury management strategy statement and annual investment

	strategy for 2015/16 (including prudential indicators and minimum revenue provision policy statement)
3.6	2015/16 risk assessment for level of balances
3.6.1	Summary of balances and reserves
3.7	Dedicated Schools Grant provisional allocation 2015/16
3.8	Virement rules for 2015/16
3.9	Updated capital programme 2014/15 – 2018/19
3.9.1	Capital proposals
3.9.2	Highways Structural Maintenance Programme 2015/16 – 2016/17
3.10	Comments from Performance Scrutiny Committee
3.11	Budget consultation summary
Section 4	**Directorate Business Strategies and Performance Indicators**
4.1	Directorate Business Strategies – available on the Council's website https://www.oxfordshire.gov.uk/cms/content/business-strategies-201516
4.2	Corporate Performance Indicators

Corporate Plan

5. As part of a range of documents which set out objectives and activities ahead, the Council produces a Corporate Plan that is refreshed on an annual basis. The update for 2015/16 has focussed on what the Council has achieved in the last year, where Council activity will be focussed in the coming twelve months and a general update of statistics and data.

6. Updates relating to finance will be made following the approval of the budget and capital programme by Council in February 2015 (shown in underlined italics).

7. The key themes and objectives remain the same, as below.

Our ambition: A Thriving Oxfordshire
This means having: A Thriving Economy Thriving People and Communities A Safety Net
The county council's role in delivering this ambition: Providing Community Leadership Working in Partnership Helping People to Help Themselves

Draft Medium Term Financial Plan 2015/16 to 2017/18

8. In September 2014, Cabinet agreed that given the uncertainties over future levels of government funding due to the forthcoming General Election that the medium term planning period would not be extended beyond 2017/18. A draft Medium Term Financial Plan (MTFP) for 2015/16 to 2017/18 is set out in Section 3.1. This is based on the latest information on financing available to the Council plus the proposed new pressures and savings as set out in the service & resource planning report to Cabinet in December 2014, as amended by the variations to those set out in Section 3.2 to this report.

Information Outstanding

9. There are several areas where information is still provisional and on which assumptions are included in the budget and capital programme for 2015/16:

- Final local government finance settlement, including the revenue support grant and the business rates top-up
- Adoption reform grant
- Local business rates forecasts
- Surpluses/shortfalls on collection fund
- Education capital maintenance grant

10. Any changes once this information is finalised could have an impact on the budget or capital programme. Any changes to the provisional assumptions will be reported to Council in February 2015 by the Chief Finance Officer. All Councillors will be notified of any updated information once it is received.

11. It is proposed that authority is delegated to the Leader of the Council, following consultation with the Chief Finance Officer, to make appropriate changes to the Cabinet's proposed budget ahead of the Council meeting on 17 February 2015.

Draft Budget 2015/16

2015/16	December report £m	Latest position £m	Change £m
Budget			
Base (2014/15 net budget)	430.3	430.3	0.0
Inflation	3.8	3.8	0.0
Function & funding changes	-0.2	2.3	+2.5
Previously agreed budget changes and allowed variations	-21.1	-21.1	0.0
Variations to the existing MTFP	3.8	7.8	+4.0
Total Net Operating Budget	**416.6**	**423.1**	**+6.5**
Funded by:			
Government grant:			
Revenue support grant	-61.7	-61.8	-0.1
Business rates top-up	-37.4	-37.1	+0.3
Business rates:			
Local share of business rates	-28.8	-28.8	0.0
Council tax:			
Council tax requirement	-282.1	-288.3	-6.2
Council tax surpluses/deficits	-6.6	-7.1	-0.5
Total Funding	**-416.6**	**-423.1**	**-6.5**

12. The table above sets out the net operating budget for 2015/16 and how this is funded as per the service & resource planning report presented to Cabinet in December 2014 and also the latest position. The net operating budget represents the gross expenditure on council services less specific government grants (such as the Dedicated Schools Grant). Changes from the previous report for both 2015/16 and over the medium term are explained in the ensuing paragraphs.

Inflation

13. Inflation for 2015/16 has been applied to budgets in-line with the existing MTFP assumed provision of 1% for pay inflation and no provision for non-pay inflation. The report presented to Cabinet in December 2014 included a savings proposal to

reduce the contract inflation applied to the Environment & Economy directorate by £1m, on the basis that RPI inflation is below the 3% contract inflation allowed for in the budget. However many contracts within E&E are linked to the RPIx inflation rate as at December 2014 or January 2015 rather than RPI. The rates to be applied will not be known until March 2015 and as RPIx is normally higher than both CPI and RPI inflation rates, E&E have put forward alternative savings proposals (shown in Section 3.2) in the event that contract inflation cannot be reduced in full by £1.0m.

Function and Funding Changes

14. The function and funding changes relate to changes to un-ringfenced specific grant allocations. Some allocations for 2015/16 are yet to be confirmed and are based on provisional estimates. The December report included the assumption that the council tax referendum limit would be set at 1%, with the Council then receiving a council tax freeze grant equivalent to a 1% increase in Council Tax. The Provisional Local Government Finance Settlement, announced on 18 December 2014, stated that the referendum limit for 2015/16 would be set at 2%. The change reflects that the Council is planning on a Council Tax increase of 1.99% and therefore will not receive the council tax freeze grant.

15. No announcement has been made on the Adoption Reform Grant and it is assumed that this grant will cease in 2015/16.

16. From 1 July 2015, the Department for Work and Pensions will close the Independent Living Fund (ILF) and instead devolve the funding to local authorities to allow the care and support needs of existing ILF users to be met within one social care system through personalised budgets and direct payments. The funding will not be ring-fenced, however as the amount of the grant is yet to be confirmed, the change in funding source has not been reflected in the proposed budget.

17. The commissioning of 0-5 children's public health services will be transferred to Public Health services from NHS England on 1 October 2015. The Council will receive ring-fenced funding and a provisional half-year allocation of £4.3m has been notified and included in the budget. Final allocations are expected to be announced in mid-January.

Variations to the existing MTFP

New pressures and savings

18. New pressures and savings proposals were set out in the report to Cabinet in December 2014. Section 3.2 sets out the variations to those proposals. The main change since December relates to the removal of a £3.2m pressure for reducing the council tax increase to 1%. As mentioned in paragraph 14 above, the council tax referendum limit has been announced at 2%; therefore the Cabinet are proposing to increase council tax by 1.99% in-line with the existing MTFP.

19. The corporate savings proposed in December 2014 included £2.5m for reducing agency and contracted staff and introducing a vacancy factor. The share of this saving by directorate is shown in Section 3.2. The savings proposals in December also included an unidentified £1.0m saving in Adult Social Care in 2015/16. This will be met from the new grant received for new burdens arising from the Care Act. The requirements of the Act can largely be met within existing resources, therefore releasing part of this additional non-ringfenced income (see paragraph 52 for further detail).

Strategic Measures

20. The report to Cabinet in December 2014 proposed changes to the Strategic measures budget arising from increased interest rates (which were set out in the September 2014 Cabinet report), higher than forecast average cash balances and changes in prudential borrowing profiles. Following the review of the treasury management strategy (detailed in paragraphs 60-65), further changes are proposed to this budget and are shown as variations to the December 2014 figures in Section 3.2.

21. The report to Cabinet in September 2014 and reflected in the savings presented in December 2014, assumed an average bank rate of 0.9% for 2015/16, 1.5% in 2016/17 and 1.9% in 2017/18. The Council uses the services of Arlingclose Limited to provide investment advice to the Council. Due to the continuing weakness in the Eurozone economy and the impact this could have on durability of UK growth along with the very low levels on inflation in the UK, Arlingclose's view is that the bank rate will not now rise until August 2015. Following this, increases are expected to be gradual with a forecast rate of 1.75% by March 2018. The Council has therefore revised its view on interest rates presented in September 2014 and now forecast the average bank rate for 2015/16 will be 0.625%, rising to 1.125% in 2016/17 and 1.625% in 2017/18.

22. Taking into account the Treasury Management Strategy principles that prioritise security and liquidity of principal over investment return (see paragraph 62 for further detail), target rates to be achieved on deposits have been reviewed, these are forecast as: 0.075% above the bank rate in 2015/16, reducing to the average forecast bank rate in 2016/17 and 2017/18. The reason for the reducing margin above bank rate is that the portfolio includes some longer-term deposits which were arranged in previous financial years, when market rates for longer-term loans were higher than those currently available with similar counterparties. As existing long-term deposits with higher rates mature, the average portfolio rate will continue to reduce. Additionally there is considerable uncertainty about the effects that the EU banking directives will have on the Council's ability to secure returns above bank rate and the need to find more secure investment opportunities. The revised rates have been incorporated into the strategic measures budget forecast and the variation to the savings set out in December 2014 is shown in Section 3.2.

23. The average cash balance for 2015/16 is forecast to be £294m. This is slightly lower than the average cash balance forecast in December 2014. The average cash balance includes an adjustment to reflect the impact of the Council no longer receiving many large government grants (including Revenue Support Grant) in the first month of the financial year (before there is the need to spend them). The

government has reviewed the payment profile of these grants and will now spread the payments on a more even basis throughout the year, reducing the cash flow advantage the Council received previously.

24. As the Accountable Body for the Oxfordshire Local Enterprise Partnership (OxLEP), the Council will be required to undertake prudential borrowing of £36.5m on behalf of OxLEP for capital schemes from 2015/16 as part of the City Deal. The borrowing will be repaid through the retained business rates from the Science Vale Enterprise Zone as part of OxLEP. The projects are being delivered by the Council and form part of the capital programme. The Treasury Management Strategy Team monitor PWLB rates and will consider forward borrowing on behalf of OxLEP in 2015/16 if it is determined to be cost-effective. This is consistent with the expectation that interest rates and Gilt yields will begin to rise over the medium term period.

25. As with last year, a corporate contingency has been set aside within the strategic measures budget to manage the risk that directorates are unable to deliver savings or see further increases in demand. On-going budget provision of £3.3m is available, of which £1.3m relates to funding for the Care Act (see paragraph 51) and is ring-fenced for Adult Social Care. The contingency is included in the variations to the existing MTFP line in the table at paragraph 12.

Use of Reserves

26. A £9.6m contribution from the Budget Reserve to support the budget in 2015/16 is already built into the existing MTFP. This contribution and the shortfall of proposed savings over pressures presented in the December 2014 report would have left the budget reserve in a deficit of £6.9m in 2015/16. The December 2014 report included the proposed use of £5.2m of earmarked reserves that will be released to contribute to the budget reserve, leaving a £1.7m deficit. The improvement in the net savings and pressures position as set out in Section 3.2 has contributed a further £3.0m to the budget reserve in 2015/16 and returned it to a surplus position of £1.3m for 2015/16.

27. Further details on the Budget Reserve over the medium term are given in paragraphs 57-59.

Revenue Support Grant and Business Rates Top-up

28. The provisional local government finance settlement was announced on 18 December 2014. The revenue support grant allocation for 2015/16 is £0.1m more than included in the December forecast. The business rates top-up allocation was £0.3m less than included in the December forecast due to the capping of the inflation increase on business rates to 2%, this was offset by an increase in the section 31 grant to compensate local authorities for this cap.

Local Share of Business Rates

29. The District Councils are required to provide final estimates of the Council's share of business rates for 2015/16 by 31 January 2015, together with the Council's

share of any surplus/deficit estimated from 2014/15. There is no change to the forecast from the position in December.

30. The Autumn Statement saw the forecast for inflation rates significantly reduced over the medium term. This impacts on the increase in business rate income and Section 3.2 sets out the effect of this.

31. The business rate pool established between Cherwell District Council, West Oxfordshire District Council and the County Council in 2014/15 will continue into 2015/16. The pooling arrangement is expected to bring benefits to the area as a whole through reduced levies on business rates growth. For 2015/16 the County Council will receive a 10% share of any growth (compared to 7.5% for 2014/15), in return for taking on a 2.5% share of any losses. The financial benefit for the County Council is expected to be small (less than £0.2m).

Council Tax Requirement

32. A council tax increase of 1.99% in 2015/16 is proposed, just below the council tax referendum threshold of 2%. Council tax increases of 3% are proposed for the final two years of the MTFP, in line with the position reported in December.

33. The existing MTFP includes a taxbase[1] of 231,558 for 2015/16, based on assumed growth of 0.75%. As set out in the report to Cabinet in December 2014, provisional figures from the district councils indicated an increase in the taxbase of 1.57% due to a combination of increased house building and lower than expected costs of the council tax support scheme. The final taxbase for 2015/16 has now been confirmed by all district councils at 233,884 an increase of 1.76% from 2014/15. Compared with the December report this increases the amount of funding available by £0.577m.

34. The existing MTFP included growth in the taxbase beyond 2015/16 of 0.75% per year. As set out in December, it is proposed to increase the taxbase by 1% per year to reflect the upturn in house building.

35. Section 3.3 provides a draft of the council tax calculation including the council tax requirement for 2015/16 and the Band D council tax equivalent.

Council Tax Surpluses/Deficits

36. The latest estimate for the Council's share of income from collection fund surpluses and shortfalls is £7.097m, an increase of £0.502m from the December position. Each district council must formally notify the County Council of its share of any surpluses or shortfalls on the council tax collection funds within seven working days of 15 January 2015. The final and confirmed position will be notified in due course/ahead of the Cabinet meeting.

[1] The taxbase is the number of banded properties that the council uses to set the council tax. It is the total number of properties in the county weighted by reference to council tax bands A to H and takes into account discounts and exemptions.

37. As mentioned in the report to Cabinet in December 2014, as the council tax surpluses since 2010/11 have been no lower than £3.0m, it is proposed to increase the assumed income from £2.0m to £3.0m in each year of the MTFP.

Draft 2015/16 Budget for Directorates

38. Section 3.4 sets out the draft detailed revenue budget for 2015/16 for directorates. The annex shows the movement in gross expenditure and income from 2014/15, comprising inflation, function and funding changes, previously agreed funding and proposed virements. For illustrative purposes, the annex includes the effects of the new funding for pressures and proposed savings as set out in the service & resource planning report to Cabinet in December 2014 and adjusted for the variations set out in Section 3.2. The report in December referred to the pressure in Children, Education & Families as a result of a significant increase in the number of children looked after being partly offset by a £2.8m virement from corporate contingency. This is reflected in Section 3.4 and Cabinet is recommended to recommend Council to approve the virement.

Schools Funding

39. Dedicated Schools Grant (DSG) for 2015/16 is being allocated to local authorities in accordance with the three block methodology introduced in April 2013: early years block, schools block and high needs block.

40. The long expected consultation on a national funding formula did not take place during 2014. Changes were announced to the schools block in the summer of 2014 to allocate additional funding to authorities identified as being the least fairly funded by review of minimum funding levels for a variety of factors in the school funding model. As a consequence of this additional funding allocated for 2015/16 the amount received in the schools block has increased by 1% per pupil, before the national top-slice of £7.51 per pupil made to the DSG baseline to remove funding previously included for the Carbon Reduction Energy Efficiency Scheme. The final school block unit of funding for 2015/16 is £4,312.22.

41. The government is currently reviewing DSG funding in the other blocks, and has issued a call for evidence in relation to high needs funding to explore options for a fairer distribution of Special Educational Needs and Disability (SEND) funding at national and local level. Further decisions are not expected until after the general election in May 2015 and the next spending review.

42. Limited changes have been made to the school funding formula for 2015/16. Funding of £0.561m previously retained centrally for Capital Expenditure from Revenue Allocations (CERA) or non-delegated repairs and maintenance will be newly delegated for secondary schools and academies from April 2015. Every Child programmes funded from centrally retained DSG of £0.760m will also be newly delegated to primary schools and academies from April 2015. Minimum funding guarantee protection continues in 2015/16 so that no school sees more than a 1.5% per pupil reduction in their budget compared to 2014/15 and before the pupil premium is added.

43. Funding for early learning places for two-year-olds from lower income households changes to funding being allocated on a participation basis rather than on estimated places in 2015/16. From 1 September 2014 the statutory entitlement was extended to around 40% of two year olds across England.

44. The government has announced Education Services Grant (ESG) per pupil rates of funding for 2015/16. The retained duties element of the funding is a flat rate of £15 per pupil. The general funding rate for pupils in local authority mainstream schools and academies is £87. There is continued transitional protection for academies. The estimate for 2015/16 ESG is reduced to £5.365m, based on latest forecasts for academy conversions.

45. Schools receive extra funding through the pupil premium. The level of the premium per pupil is increasing from £1,300 in 2014/15 to £1,320 in 2015/16 for primary-aged pupils, and remaining at £935 for secondary-aged pupils. For looked after children, adopted children and children with guardians the rate will remain at £1,900 in 2015/16.

46. Schools Forum met on 3 December 2014 and approved the use of the provisional Early Years block of DSG for 2015/16. The total provisional 2015/16 DSG allocation is included in Section 3.7.

Better Care Fund

47. The existing MTFP includes £8.0m in 2015/16 as a contribution from the Better Care Fund to protect Adult Social Care services.

48. The Better Care Fund plan was approved by the Health & Well Being Board and submitted to NHS England in January 2015. The submitted plan is currently going through the national assurance process, the outcome of which will be known in early February 2015. The £38.0m plan is expected to be approved although some conditions may be attached to the approval.

49. The agreement of the plan secures the £8.0m contribution to the Council's budget in line with the existing MTFP. In addition the plan agrees £2.4m funding for District Councils for Disabled Facility Grants, £1.3m of Adult Social Care capital funding, and £1.9m for implementation of the Care Act of which £0.5m is for the IT system.

50. The Better Care Fund is being accounted for within the Older Peoples' Pool. The funding stream is partly direct grants to the Council but £33.0m is a contribution from the Oxfordshire Clinical Commissioning Group. The contribution from the Clinical Commissioning Group includes funding streams that were previously paid directly to the Council. The impact of the Better Care Fund is that Council income reduces by £12m which is reflected in the draft revenue budget booklet at Section 3.4.

Care Act Funding

51. Oxfordshire has a grant of £3.3m for the new burdens arising from the Care Act in 2015/16. The new burdens are improved carers rights £0.5m, a universal deferred

payment agreement scheme £0.9m and £1.9m for early assessments of self-funders in readiness for the Care Act financial reform due in April 2016. In addition there is a Social Care in Prisons grant of £0.2m for assessing and meeting the care needs of offenders.

52. Because the Council already offers deferred payments and through the on-going work on Adult Social Care LEAN processes, self-service and the implementation of the new IT system, the costs of responding to the act will be significantly less than the grants provided. This will deliver the saving of £1.0m in 2015/16 which in the December report was set out as 'to be identified' and will also provide some contingency. In addition, the resources for carers have been ring-fenced for that purpose.

53. There is some risk around the numbers of Carers and Self Funders that may seek support from the Council and regular monitoring will be undertaken. Both of the funding for the Better Care Fund and the Care Act is uncertain for 2016/17 and beyond due to the spending Review.

Balances and Reserves

General Balances

54. The financial strategy states that balances will be maintained at a level commensurate with identified risks based on an annual risk assessment and subject to a minimum of 2.5% of gross expenditure (excluding schools). A risk assessment for 2015/16 is attached in Section 3.6 which takes into account the current financial monitoring position and the risks in the 2015/16 budget and the economy generally. The risk assessment has concluded that balances should be held at £17.4m for 2015/16, compared to £16.7m for 2014/15.

55. The financial monitoring report to Cabinet on 16 December 2014 showed the 2014/15 forecast year-end position on balances as £16.2m, based on the assumption that the much of the forecast overspend will be a call on balances. This is £1.2m below the risk assessed level set of £17.4m for 2015/16. It is proposed to make no adjustment for this variation at this stage as action is being taken to reduce the call on balances in 2014/15. In addition, there is a corporate contingency of £3.3m held to manage the risk that directorates are unable to deliver savings or see further increases in demand (see paragraph 25). However, any shortfall would need to be addressed as part of the service & resource planning process next year. The projected level of balances over the medium term is set out in Section 3.6.1.

Earmarked Reserves

56. All the Council's reserves which are maintained for specific purposes have been reviewed as part of the service and resource planning process. A summary of the planned use of the reserves over the medium term is given in Section 3.6.1. This shows that most of the revenue reserves will be used over this period, with the forecast falling to £36.1m by the end of 2017/18, of which £2.2m relates to schools. This is an improved position compared to December, which showed the forecast balance on reserves falling to £19.3m over the medium term as a result of

the Budget Reserve being overdrawn by £7.4m. The latest forecast position for the Budget Reserve is set out below. The capital reserve forecast has also been updated since December to reflect the updated capital programme in Section 3.9.

Budget Reserve

57. The Budget Reserve is being used to manage the cash flow implications arising from a different profile of pressures and savings in the MTFP. The existing MTFP includes contributions from the reserve in each of the years 2015/16 and 2016/17 totalling £19.3m.

58. The overall impact on the Budget Reserve based on the previously agreed use and new pressures/savings proposals is set out below.

	2015/16 £m	**2016/17 £m**	**2017/18 £m**
Opening balance	6.6	1.4	-6.5
Previously agreed contribution from reserve	-9.6	-9.7	0.0
Contribution to reserve arising from new proposals	4.4	1.8	7.1
Latest Closing balance	**1.4**	**-6.5**	**0.6**
Closing Balance Position in existing MTFP	-3.0	-12.7	0.0
Difference	**4.4**	**6.2**	**0.6**

59. The table shows that the Budget Reserve will be in surplus by the end of 2015/16, but will be £6.5m overdrawn in 2016/17, before returning to a surplus of £0.6m in 2017/18. This is an improved position compared to the forecast in December and to the existing MTFP. However the temporary use of other reserves or other balances held by the Council (e.g. developer contributions) are still forecast to be required in 2016/17 to manage the cash flow position, as the Council cannot hold a deficit reserve. Any temporary use of other reserves or other balances would need to be replaced in a subsequent year. This will need to be reviewed and addressed as part of next years' service & resource planning process.

Treasury Management Strategy

60. Treasury management is the management of the Council's cash flows, its banking, money market and capital transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.

61. The treasury management strategy statement and the annual investment strategy for 2015/16 are set out in Section 3.5. This document complies with the requirements of legislation, codes and government guidance, including the technical requirement of the CIPFA treasury management code of practice. It sets out, amongst other things the investment strategy for the Council's temporary cash flow surpluses.

62. The prime objective of the Council's investment strategy is to maintain capital security whilst ensuring that there is the necessary liquidity to carry out its

business and only once these have been satisfied should the return on the investment be considered. The annual investment strategy for 2015/16 continues with this premise. The strategy for financing prudential borrowing during 2015/16 continues with the policy of using temporary internal balances. External debt will remain to be repaid upon maturity and will not be refinanced unless the economic outlook or the capital programme forecasts change.

63. It is proposed that any changes required to the 2015/16 treasury management and investment strategies are delegated to the Chief Finance Officer in consultation with the Leader of the Council and the Cabinet Member for Finance. This is included in the recommendations at the end of the report.

64. As part of the service & resource planning process for 2015/16 the Council is required to approve a set of prudential indicators which show that the Council's prudential borrowing is prudent, affordable and in line with the Council's treasury management strategy. Appendix A of Section 3.5 sets out the draft prudential indicators.

65. Section 3.5 also incorporates the minimum revenue provision policy statement for 2015/16 at Appendix B. Legislation requires Council to approve a statement of its policy annually before the commencement of the financial year.

Virement Scheme

66. When approving the budget each year the Council is required to agree the virement rules. The existing arrangements have been reviewed and updated and are set out for approval in Section 3.8. The update relates to an increase to the limits applied for approval and the removal of the requirement for Cabinet approval for virements arising from organisational restructures.

Capital Programme and Asset Management Plans

The Capital Programme: 2014/15 to 2018/19

67. The updated capital programme in Section 3.9 includes £42.0m of new funding reported in the service & resource planning report to Performance Scrutiny Committee on 8 January 2015 and set out in Section 3.9.1. £15.4m of this relates to adding an additional year of annual programmes in 2018/19, £6.1m to Highways Maintenance and £2.7m to the Basic Need programme.

68. The funding assumptions within the capital programme have been revised and an extra year included for 2018/19. This includes an increase in funding arising from the Highways Maintenance allocations announced in December 2014. The Department for Transport announced a six year allocation, 2015/16 to 2020/21, with the final three years being indicative as formula data will be refreshed at that point. The allocations up to 2018/19 have been included in the capital programme. In addition, the un-ringfenced grant allocation for Adult Social Services has been removed from 2015/16 onwards as the allocation will become ringfenced as part of the Better Care Fund. The funding allocations for the Education Structural Maintenance grant are yet to be announced.

69. The table below shows the change in the overall capital programme from the last programme approved by Cabinet in October 2014.

	October 2014 Programme £m	January 2015 Programme £m	Change £m
Children, Education & Families	157.5	163.4	5.9
CEF programme reductions to be identified	-18.4	-5.8	12.6
Social & Community Services	33.0	37.2	4.2
Highways & Transport	141.9	181.3	39.4
Environment & Economy – Other	27.2	34.7	7.5
Chief Executive's Office	3.9	5.7	1.8
Total	**345.1**	**416.5**	**71.4**
Schools Local Capital	7.4	7.4	0.0
Earmarked Reserves	52.1	46.3	-5.8
Total Capital Programme	**404.6**	**470.2**	**65.6**

70. In December 2013, the Department for Education announced the Basic Need allocation for 2015/16 and 2016/17. Compared to the funding assumptions in the capital programme this resulted in a pressure of approximately £12m. It was also considered prudent to continue this funding level into 2017/18 and therefore the capital programme reported an £18.4m funding shortfall within the four year period. To address this shortfall it is proposed to release funds already held in earmarked resources (from the removal of the Schools Energy Reduction Programme and returned contingencies and underspends from the 2013/14 outturn position within the Children, Education & Families programme), utilisation of earmarked reserves and revised forecasts of future annual funding allocations.

71. Cabinet is recommended to approve the inclusion of a new project development budget of £0.500m to proceed with the preliminary design of the Didcot Northern Perimeter Road 3. This will be funded by S106 money held by the Council. This scheme has been identified as part of the Science Vale Transport Strategy. The new road would extend the existing A4130 Didcot Northern Perimeter Road linking the A4130 Abingdon Road and B4016 junction to the A4130 and Hadden Hill junction. This is necessary to relieve pressure on existing roads in the vicinity, to accommodate additional traffic generated by planned housing and economic growth in the area, and to improve access to the Power Station site and Milton Park from the east. Funding for the delivery of the scheme will be secured from future developments in the Didcot area through S106, S278 and Community Infrastructure Levies (CIL). Opportunities to bid for government funding will also be sought. An Initial Business Case for the scheme is available as a background paper.

72. Cabinet is also recommended to approve a budget increase of £0.364m for the Frideswide Square Transport and Public Realm scheme and to proceed to construction of the works on the main square. The budget increase will be met from capital programme contingencies. The funding agreement between Oxford

City Council and the County Council to secure the City's contribution of £0.670m is yet to be completed. This leaves the Council with a risk of a further gap in the funding of the scheme if it is not completed before construction commences. A Full Business Case for the scheme is available a background paper. Both of these changes will be reflected in the Capital Programme presented to Council in February 2015 if approved.

Asset management plans

73. The Property Asset Management Plan which sets out the role of the Council's property assets in meeting strategic objectives and the business strategies will not be updated until the budget is agreed and the service implications that arise can be incorporated into the plan. A refreshed plan will be considered as part of the service & resource planning process next year.

74. The Highways Asset Management Plan sets out the prioritisation for investment in highway infrastructure and was approved by Cabinet in September 2014. The two year rolling programme for all highways structural maintenance activities is set out in Section 3.9.2 and has been developed to reflect current needs and to ensure that prioritisation of schemes enables the Council to derive the greatest value from its investment.

Comments from the Performance Scrutiny Committee

75. The Performance Scrutiny Committee considered the new revenue pressures and proposed savings at its meeting on 18 December 2014 and the Corporate Plan, treasury management strategy statement and capital proposals on 8 January 2015. A summary of the comments from the meetings is attached in Section 3.10.

Consultation

76. Between 8 December 2014 and 9 January 2015 members of the public and stakeholders had the opportunity to comment on the budget proposals through the Council's website. A summary of the results of these consultation exercises is attached in Section 3.11.

Directorate Business Strategies 2015/16 – 2017/18

77. Last year each directorate proposed a new business strategy. These have been refreshed for the period 2015/16 – 2017/18 to reflect achievements in the last year and any new savings proposals. These are available on the Council's website https://www.oxfordshire.gov.uk/cms/content/business-strategies-201516.

Corporate Performance Indicators 2015/16

78. The corporate performance indicators proposed for 2015/16 have undergone a light touch update, ensuring that indicators reflect the core business of each directorate as set out in their business strategies and the Council's priorities as set out in the corporate plan. Updates have focused on:

    a. Strengthening our focus on safeguarding vulnerable adults

b. Reducing waiting times for care and support
c. Support to carers
d. The introduction of the Multi Agency Safeguarding Hub
e. Strengthening our focus on safeguarding children
f. Growth, particularly through the provision of apprenticeships and the use of developer funding
g. The implementation of the support transport programme
h. The introduction of the energy recovery facility and the impact on wider waste management.

79. There has been no change to the education and attainment indicators.

80. Cabinet is asked to note that some of the amended indicators will continue to be refined to ensure that they are achievable and realistic, particularly to take account of the impact of implementing savings proposals. Any further necessary revisions to targets, for example to respond to year end performance levels, will be monitored by the Performance Scrutiny Committee.

Overview and advice from the Chief Finance Officer

81. Under Section 25 of the Local Government Act 2003, the Chief Finance Officer is required to report on the robustness of the estimates made in determining the council tax requirement and on the adequacy of the proposed financial reserves. This assessment will be included in Section 4 of the report to Council in February 2015.

Financial and Legal Implications

82. This report is mostly concerned with finance and the implications are set out in the main body of the report. The Council is required under the Localism Act 2011 to set a council tax requirement for the authority. This report provides information which will lead to the council tax requirement being agreed in February 2015.

Equality and Inclusion Implications

83. The Equality Act 2010 imposes a duty on local authorities that when making decisions of a strategic nature, decision makers must exercise ‘due regard to the need to eliminate unlawful discrimination… advance equality of opportunity… and foster good relations.’

84. A general assessment of the broad impact of the new budget proposals is set out in the service & resource planning report to Cabinet on 16 December 2014. This is supported by initial service-level assessments for the new proposals published on the Council’s website.

RECOMMENDATIONS

85. **The Cabinet is RECOMMENDED to approve:**

(1) a £0.500m project development budget for the Didcot Northern Perimeter Phase 3 Scheme;
(2) a budget increase of £0.364m for the Frideswide Square Transport and Public Realm scheme and to proceed to construction of the works on the main square.

86. **The Cabinet is RECOMMENDED to RECOMMEND Council to approve:**

(a) the Corporate Plan, Directorate Business Strategies and Performance Indicators;

(b) in respect of revenue:

(1) a budget for 2015/16 and a medium term plan to 2017/18, based on the proposals set out in the December 2014 report to Cabinet and the variations in Section 3.2;
(2) a council tax requirement (precept) for 2015/16;
(3) a council tax for band D equivalent properties;
(4) virement arrangements to operate within the approved budget;
(5) the virement of £2.8m from corporate contingency to children's social care included in section 3.4;

(c) in respect of treasury management:

(1) the Treasury Management Strategy Statement and Annual Investment Strategy;
(2) to continue to delegate the authority to withdraw or advance additional funds to/from external fund managers to the Treasury Management Strategy Team;
(3) that any further changes required to the 2015/16 strategy be delegated to the Chief Finance Officer in consultation with the Leader of the Council and the Cabinet Member for Finance;
(4) the Prudential Indicators as set out in Appendix A of Section 3.5;
(5) Minimum Revenue Provision Methodology Statement as set out in Appendix B of Section 3.5;
(6) The Specified Investment and Non Specified Investment instruments as set out in Appendix C and D of Section 3.5;
(7) The Treasury Management Policy Statement as set out in Appendix E of Section 3.5;

(d) approve a Capital Programme for 2014/15 to 2018/19 including the Highways Structural Maintenance Programme 2015/16 and 2016/17;

(e) to delegate authority to the Leader of the Council, following consultation with the Chief Finance Officer, to make appropriate changes to the proposed budget.

LORNA BAXTER
Chief Finance Officer

Background papers: Initial Business Case for Didcot Northern Perimeter Scheme Phase 3
Full Business Case for Frideswide Square Transport and Public Realm Scheme

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January 2015

A Thriving Oxfordshire

Oxfordshire County Council
Corporate Plan 2014/15-2017/18

Update for 2015/16

DRAFT

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1. Leader's Foreword

Last year I introduced the Corporate Plan by setting out the scale of the challenge faced by the county council, in particular around reducing budgets, and preparing for growth in our economy and population. If anything, both those challenges have become even starker over the last twelve months.

We are in the second year of a four year budget cycle and this year we have needed to find an additional £20m in budget savings, bringing the total amount delivered through savings, efficiency and, yes, sadly some cuts, close to £300m. This has involved hard work with staff and partners in challenging times, and I would like to thank them for their efforts and understanding.

Every year the decisions we need to make to meet the ambitious austerity challenge get harder, particularly as we are expected to reduce our spending at a much faster rate than other parts of the public sector, and due to the inexorably rising cost of protecting and caring for our most vulnerable residents.

Looking further ahead, there seems little cause to believe that the clouds will lift. The latest budget projections from central government suggest that austerity will need to continue, under any party or group of parties, throughout the next Parliament. Ultimately we will have to get used to the public sector being permanently smaller than we have been used to in our lifetimes. It is quite likely in my view that by 2020 local councils will receive no funding from national government, spending only what we can raise locally.

In happier news, while the public sector has contracted, Oxfordshire's private sector continues to thrive, meaning that we have the lowest unemployment rate on record - below 1% - and are delivering consistent economic growth, more than paying our way in terms of the national accounts. We have moved beyond the City Deal, with the Oxfordshire Local Enterprise Partnership, and signed a successful Local Growth Deal.

Of course, planning for the growth involved in maintaining our reputation as "Thriving Oxfordshire" cannot be left to the private sector alone, and takes hard work. We have come together with district councils to establish the Oxfordshire Growth Board, and are putting plans in place to deal with the housing and infrastructure needs of our growing population.

This includes significant investment in transport improvements. While this inevitably causes disruption in the short-term, I am working hard to minimise that, and maximise the contribution made by private developers to the infrastructure needs resulting from the houses they build.

In summary, these remain hard financial times for the county council, and require efficiency and tough decisions. However, while we will be unable to sustain the kind of services we have provided in the past, life is getting better for most of Oxfordshire's people; the economy is recovering at pace, and we are ready to step up and help deliver growth.

I have actively campaigned, including speaking directly to national Government, for greater devolution of powers over skills, transport, and housing. This would help us

deliver growth, and also alleviate the cost burden by allowing Oxfordshire to keep more of the tax revenue generated by a growing economy and population, rather than paying more than our fair share into the national pot.

I remain optimistic about the role of democratic local institutions in finding a path through these difficult times, about Oxfordshire County Council's ability to rise to the challenge, and about the future of the county we serve.

Cllr Ian Hudspeth *Leader of Oxfordshire County Council*

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2. The Financial Challenge

Unprecedented reductions in funding for local government, coupled with increasing demand, present a huge challenge for Oxfordshire County Council.

We know that between 2010 and 2018 the grant we receive from government will be cut by a total of 40%. And there may be further cuts to come.

We are already one of the worst funded local authorities. Average government funding per head every year is £571. In Oxfordshire this amount is £286.

The government cap on annual Council Tax increases means that in real terms we will receive the same amount of money from Council Tax in 2017 as we did in 2009.

All of this means that by 2018 our annual budget will have reduced by £285m compared with 2010.

So far we have worked hard to deliver efficiencies which have contributed annual savings of £200million. But we still have a further £85m worth of annual savings to make. It is clear that these savings are not achievable through efficiencies alone and that cuts to services are necessary.

Money is not the only factor we need to consider in our planning. We must also take account of the changing needs of our local population:

- We need to plan for the growing number of older people
- We need to address the pressures resulting from a growing number of children coming into the care system
- We need to manage a changing relationship with key public sector partners in health, education, and policing
- We need to respond to the changing demands placed upon us by national government.

We must also work within the context that Oxfordshire is an expensive place to live and that house prices in Oxford City are the second highest in the country outside of London. This presents serious challenges, including a substantial barrier to recruiting essential staff, such as care workers.

We also need to adapt to changing financial arrangements. In many instances funding that in the past came direct to the county council is now either distributed via other organisations, such as the Local Enterprise Partnership (LEP), or is being pooled with partners, such as the local health service. We must change our focus to ensure we have the skills to influence and work with these partners if we are to access the money we need to deliver key projects.

Despite all this change, we remain a county with many strengths - our world class academic and research institutions, our areas of outstanding natural beauty, our strong heritage, and our proximity to key transport links, especially access to London. The council is determined to make the most of these strengths and will work closely

with local and national partners to set the agenda and create the environment in which Oxfordshire can thrive.

Making Savings

The council has made major savings since 2010, including:

- reducing the workforce by 30%
- reducing the number of managers by 40%
- increasing productivity
- reducing the number of councillors
- reducing the number of offices
- making more services easier to use online
- sharing services with other councils
- centralising and outsourcing back office services
- tighter contracts, getting better value for money
- reducing our spend on discretionary services, focussing on those in greatest need
- using volunteers wherever possible to supplement our permanent staff
- supporting the transfer of services to the voluntary sector

But there is still a lot more to do.

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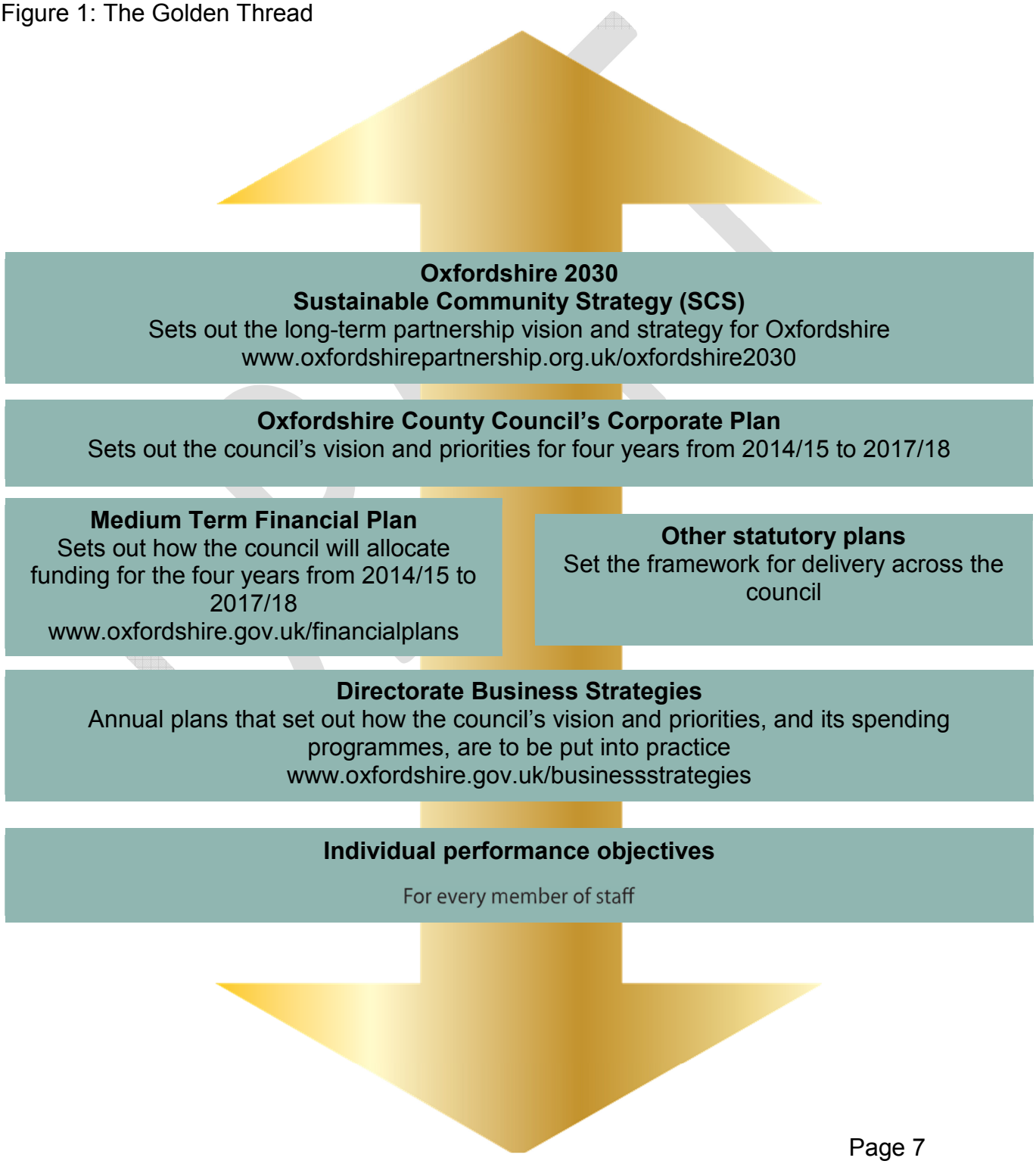
3. About this Plan

The Corporate Plan sets out the county council's strategic priorities. The Plan drives the work of all our services and feeds into each directorate's business strategy.

It is a four year plan covering the years 2014/15 to 2017/18. This update is for the second of the four years.

The Plan is a 'golden thread' that links our very high level, long term, strategy called 'Oxfordshire 2030' with our day-to-day working priorities.

Figure 1: The Golden Thread



Measuring Progress

A series of performance indicators are used to assess our performance in delivering our priorities. These are monitored on a quarterly basis by the council's Performance Scrutiny Committee and Cabinet, and the reports are published on our website. [url]

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4. Our County

Oxfordshire is a diverse and dynamic county, home to 654,000 people[1] and over 30,000 businesses. The county has a competitive economy, where the unemployment rate is one of the lowest in the country, and the number of young people unemployed has returned to pre-recession levels. In total, Oxfordshire's economy contributes £19.2 billion a year to the national economy[2].

The vibrancy of Oxfordshire's economy is inextricably linked to the activities of its two universities, its teaching hospital and research trust - which is one of the largest in the UK - and the concentration of science and research activity in the south of the county. Oxfordshire's bio-technology sector has grown 14% since 2008[3], while the space technology cluster located at Harwell is growing rapidly and includes the European Space Agency and the International Space Innovation Centre. Along with the neighbouring counties of Berkshire and Buckinghamshire, Oxfordshire forms part of one of the highest concentrations of high-tech employment in Europe. In addition, we are home to globally recognised, prestigious, brands such as BMW Mini and Oxford University Press.

Oxfordshire is the second most rural county in the south-east of England and three Areas of Outstanding Natural Beauty (AONBs) fall within its borders. Thanks to this natural beauty, along with its rich cultural and historic heritage, the county attracts over 26 million visitors every year. The total value of tourism in 2011 was estimated at £1.7 billion, and the industry supports around 30,000 jobs[4]. The agricultural and forestry sector also contributes £81million to the local economy.[5] Oxfordshire has a strong strategic location, in the heart of England, and its transport links mean many people who make their homes here enjoy a good quality of life, while having the opportunity to commute to employment opportunities both inside and outside the county. Many highly-qualified young people move here to study and work, and we also have a significant military population, including the largest station of the Royal Air Force, Brize Norton, in our county.

Notwithstanding our overall prosperity, the county faces some important challenges.– The 2011 census tells us that the population grew by 50,000 between 2001 and 2011 and is still growing, and there were 18% more people over the age of 65 in 2011 compared with 2001.[6]. The county has pockets of significant deprivation, with eighteen local areas in the county amongst the 20% most deprived in England[7]. Rural isolation affects the lives of many people living outside our major towns and city. Oxfordshire is also one of the most expensive places to live in the country, with house prices almost nine times higher than median annual earnings. House prices in Oxford City are the second highest in the country outside of London.

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[1] ONS Census 2011
[2] ONS Gross Value Added data, December 2014
[3] ONS Business Register and Employment Service, 2012
[4] The Economic Impact of Tourism on Oxfordshire, estimates for 2011, Tourism South East
[5] ONS Regional Gross Value Added (income approach), December 2013 release
[6] ONS Census 2011
[7] Index of Multiple Deprivation (IMD) 2010

Crucial to meeting some of these challenges, Oxfordshire is home to strong civic activism. While best known as the home of Oxfam, our county also has 3,800 other voluntary and community organisations[8].

If you would like to know more about the make-up of the county, visit the Oxfordshire Insight website: insight.oxfordshire.gov.uk

[8] Hidden Asset 2009, Regional Action and Involvement South East

5. About Oxfordshire County Council

Oxfordshire County Council is made up of 63 councillors who were elected by Oxfordshire residents in May 2013. The council is controlled by the Conservative Independent Alliance and its decision-making body - the Cabinet – has 9 councillors.

The day-to-day management and operations of the council are carried out by the County Council Management Team, which consists of the Chief Executive and directors who, between them, manage the delivery of public services provided by the council.

In 2014/15 we:

- fixed 45,500 highways defects
- assessed the care needs of 5,543 vulnerable adults
- allocated 13,500 primary and secondary school places
- investigated 2,400 trading standards complaints
- safely managed 307,500 tonnes of municipal waste
- received 11,157 emergency calls to our Fire and Rescue Service, resulting in 5,505 incidents attended
- registered 16,682 births, deaths, marriages and civil partnerships

and much more…

The Strategic Role of Oxfordshire County Council
In 2014/15 Oxfordshire County Council's gross expenditure is £873.6m.

49% of our funding is from council tax. Central government grants make up another 26% and the remainder is a combination of income we raise from charging for services and our share of local business rates.

With this money the county council provides 80% of local government services in Oxfordshire. We work closely with many local partners, including Oxford City Council and the four Oxfordshire district councils, but as the 'Upper Tier' authority our budget is more than double all of Oxfordshire's district and city councils combined. The city council and district councils are responsible for local planning and housing services, but otherwise the county council delivers most of the services for Oxfordshire residents.

Our key strategic responsibilities are:

Children's Social Services	Social Care for Adults and Older People	Highways and Transport
Thriving Families	Fire and Rescue Service	Infrastructure Planning
Education Services, including school admissions	Emergency Planning	Waste Management
Public Health	Trading Standards	Customer Services

Respective statutory responsibilities of the county council and our city and district partners mean that there is substantial crossover in our work.
For example:

- It is widely acknowledged that Oxfordshire's economy is constrained by a lack of housing supply. Decisions about the numbers and locations of new housing rest with the city or district council and rely on the county council for provision of infrastructure.
- District councils are responsible for housing services. However if a vulnerable young person or family are made 'intentionally homeless' in some circumstances the county council has responsibility for providing housing support.

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6. Our Vision for a Thriving Oxfordshire

Our ambition is for a county where local residents and businesses can flourish - a Thriving Oxfordshire. To us this means having:

- A Thriving Economy - with small businesses starting, existing small businesses growing, and large businesses choosing to locate here, creating good jobs for local people. A strong economy makes everything else possible.
- Thriving People and Communities - where residents are empowered to help themselves and can contribute to what happens locally, and where everyone can make informed decisions about their health and wellbeing.
- A Safety Net – where we support some of the county's most vulnerable residents, focusing on those we have a duty to consider, such as older people, disabled adults, and children. We must ensure these residents are aware of, and are easily able to access, the services and care to which they are entitled.

We will work to achieve these objectives by delivering essential core services and playing a key leadership role within the county to bring partners together to encourage the best possible outcomes for the residents of Oxfordshire. We will also, wherever appropriate, look first at how we can help people and communities to help themselves.

Our ambition: A Thriving Oxfordshire
This means having: A Thriving Economy Thriving People and Communities A Safety Net
The county council's role in delivering this ambition: Providing Community Leadership Working in Partnership Helping People to Help Themselves

Connecting Oxfordshire

Connecting Oxfordshire is the council's vision for a thriving Oxfordshire supported by a 21st century transport system. It takes account of the planned £800m of transport investment planned over the next 20-30 years and looks ahead to future challenges and opportunities facing the county.

With a predicted 85,000 new jobs and over 100,000 potential new homes in the county by 2031, pressure on transport will continue to rise. If Oxfordshire is to continue to prosper, we need to think creatively to improve transport connections and capacity, and Connecting Oxfordshire was developed to start the debate on what this means in practice.

Connecting Oxfordshire was launched by the Leader of the Council in Spring 2014. During the summer, the council raised the profile of Connecting Oxfordshire around the county and hosted seven public meetings attended by more than 600 people. At these events the Leader of the Council set out the planned transport improvements for specific areas and explored with the audience the county's transport challenges and some more visionary options that could be used to solve them, such as mass transit systems, re-opening branch lines, new pedestrianised areas in town centres and monorails.

Highways improvement schemes under the Connecting Oxfordshire banner include the:

- A423 Kennington/Hinksey Roundabout
- A40/A420 London Road
- Frideswide Square transformation in Oxford
- A34 Milton interchange
- A34 Chilton slip roads
- Plain roundabout in Oxford
- A40 Wolvercote and Cutteslowe roundabouts

Feedback received via the Connecting Oxfordshire public meetings and through social media is being used to guide the development of the council's new Local Transport Plan, which will be called Connecting Oxfordshire, and will be adopted in 2015.

7. The County Council's role in a Thriving Oxfordshire – Community Leadership and Partnership

To both respond effectively to our significant financial challenges and meet our vision for a Thriving Oxfordshire we need to fundamentally rethink the role of the county council. The council will make the transition to being an organisation that:

- prioritises work we are required to do by legislation, regulation or policy
- has a concentrated focus on prevention and early intervention
- ultimately provides a vital safety net for the most vulnerable people in our communities that we have a duty to support.

The council is actively refocusing its work, and is engaged in looking for new ways to deliver the most efficient services that provide the best outcomes for our residents. We have to be single-minded in ensuring that we use the resources we have to provide services that have the greatest impact.

We remain responsible for services that are essential to the county - supporting older people, protecting vulnerable children, and securing crucial strategic infrastructure, like roads and rail, that underpins the economy. However, wherever appropriate we will look first to:

- **Enable people and communities to help themselves** – the days when the county council could deliver all services to all people have gone. Responsibility and accountability needs to be shared throughout our communities for the county to thrive, so enabling people to become more empowered and proactive is crucial.
- **Commission and support partners** in the public, private and voluntary sectors to provide services – already, £400m of our revenue spend goes to partners to deliver services on our behalf. Our role is to ensure these arrangements have high levels of quality control and deliver the best value for money for the county. We will use our influence to encourage and facilitate a thriving market of suppliers and providers. We are paying particular attention to this in relation to social care where providers face serious challenges around recruiting and retaining care workers due to the high cost of living across the county, and particularly in Oxford City. We must also continue to build on the good relationships we have with our partners in order to deliver seamless services to residents in a way that makes sense to them and results in the best possible outcomes.
- **Take a community leadership role** – we remain extremely ambitious for the county, and we also recognise that many complex social, economic and environmental challenges can only be successfully addressed through collaboration with our partners and communities. When we are best placed to lead or co-ordinate work we will play a key role in linking up efforts, particularly where they deliver on our ambition for a Thriving Oxfordshire. We have a responsibility to provide strong and positive community leadership to encourage the best possible outcomes for our residents.

By sharpening our focus in this way we can ensure that the council remains resilient to the ongoing changes we face and that we work effectively to ensure those most in

need have access to quality services. If we do this we will be best placed to ensure Oxfordshire is the Thriving County we want to see for all our residents.

We are already taking great strides towards meeting our ambition for a Thriving Oxfordshire. Examples of our work in the last year include:

- **The Oxford and Oxfordshire City Deal** – We worked alongside the Oxfordshire Local Enterprise Partnership, district and city councils, Universities, and scientific research institutions to win a City Deal agreement from the government. This means that around £55.5 million of government funding can now be controlled locally to boost innovation and business growth, create jobs and help secure Oxfordshire's place as a world leader in technology, knowledge and expertise. Ultimately the deal is expected to be worth over £1.2 billion when private sector investment is taken into account. The plans we have developed with our partners include the delivery of improvements to the A40 and A34, as well as a real push to drive up skills to support the accelerated development of our high-tech business sector. This means more jobs for the county and more inward investment across the board.
- **Fire and Rescue Service and Community Safety** – We continue to safeguard our communities from fire risk through the provision of advice and enforcement of fire protection, risk reduction, intervention activities and provision of information to improve community safety. We also provide (directly or with partners) preventative programmes for children and young people at risk of offending. Our safeguarding processes have been identified as notable practice with the UK fire sector and demonstrate our integrated approach within the county council. Trading Standards continues to provide protection to people who may be vulnerable to consumer frauds, including supporting a national initiative tackling postal scams.
- **Broadband for all in Oxfordshire** – Our £25 million programme – a partnership with BT, with government support – aims to ensure that over 90 per cent of all premises across the county have access to superfast broadband by December 2015. Through the same partnership with BT we are working with district and city councils and the LEP on plans to extend coverage further to achieve a minimum of 95% coverage by 2017 in South Oxfordshire, Vale of the White Horse, Cherwell, and Oxford City.
- **Working closely with the NHS** – Over £330m is currently committed to pooled budget arrangements to spend on service users of both the county council and the local Clinical Commissioning Group. This includes a significantly expanded pooled budget covering care for older people, and others to improve care and outcomes in physical disability, learning disability and mental health and wellbeing. We are developing integrated locality teams, and working towards a single point of access for health and social care. To facilitate closer working, the Director of Adult Social Services at the county council also holds the post of Director of Strategy & Transformation at the Oxfordshire Clinical Commissioning Group.
- **Public Health** – The Public Health Directorate is now fully embedded in the work of the council. Health improvement work, prevention of illness and some treatment services are delivered through a series of contracts. These include an integrated service for sexual health, a strengthened school

health nursing service and transition to new ways of delivering alcohol and drug treatment services and smoking cessation services. The team also influence the broader social determinants of health by working with partners on housing, community safety, healthy weight and mental wellbeing initiatives.

- **Tackling Child Sexual Exploitation: The Kingfisher Team** – Kingfisher is a joint social work, police and health team focused on preventing, protecting and prosecuting cases of child sexual exploitation in Oxfordshire. The team provides a response to concerns about exploitation as well as support to children, families and other professionals to reduce the risk to children through awareness raising, training, disruption activity and, where required, gathering evidence and achieving prosecutions. In 2014 the team won two national awards for its work.
- **Community Information Networks** – We have partnered with Age UK to create networks of local advisers across the county to improve the dissemination of information and advice about the range of social care and the support services available, and to support people to access them. The networks have rolled out across the county with clear locality plans supporting the development of local strategies. We will continue the development of outcomes for this and ensure that there is a coherent all age strategy linked to Care Act implementation throughout 2015.
- **Thriving Families** – Our targeted approach continues to support troubled families – those with the most problems and who cause problems to the community around them - to make lifestyle changes and become thriving families. By January 2014 Oxfordshire had turned around 778 troubled families, the 10th highest out of 152 authorities and we are now an Early Starter for Phase 2 of the expanded programme, which runs through to 2020.
- **East-West Rail** – The county council provided a leadership role in achieving agreement amongst national and local partners to develop a new train route providing direct connection to London, Milton Keynes, Heathrow via Reading and all points east and west. In 2014 work began on the new 'Oxford Parkway' station at Water Eaton. The economic impact of the project is estimated to be £15m per year and is estimated to create up to 12,000 new private sector jobs.
- **Office Co-location** – The county council has been working with Vale of White Horse District Council to co-locate staff into the District offices at Abingdon. This arrangement will see property released to enable cost savings, and deliver better outcomes for staff and their clients. We have good working relationships with health, and staff work from offices at the Clinical Commissioning Group and hospitals across Oxfordshire. The Health and Wellbeing Resource Centres are used by health services and voluntary organisations to extend the use of the buildings and offer important support to service users. We will work closely with other public sector agencies to identify further opportunities for co-locating services as a way of improving the customer experience.
- **Schools** – We have completed the redevelopment and construction works of 12 schools in 2014, and works are progressing to 15 schools which will be completed in 2015. This work underlines our commitment to a thriving Oxfordshire, supporting growth and wellbeing.

Oxfordshire County Council is responsible for 80% of local government services in the county.

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A selection of our key partners

8. A Thriving Economy

As the country returns to economic growth Oxfordshire is well placed to play a pivotal role in supporting the recovery - thanks to local businesses, our attractiveness as a location for investment, our skilled workforce, and our national and international transport links. A thriving economy is crucial to the wider success of the county.

The council has a key role to play in realising the potential of the county's economy but cannot drive economic development alone. Instead, we increasingly take a community leadership role to achieve these goals. For example:

- **City Deal** - we are working with partners including the Universities, research institutions, City and District Councils and the Oxfordshire Local Enterprise Partnership to deliver the 'Oxford and Oxfordshire City Deal' – this is a deal that means £55.5 million of government funding can now be controlled locally to enable us to set ambitious policies to boost innovation and economic growth . Our aim with the Deal is to support high-tech and research industries along the 'knowledge spine' from Science Vale, through Oxford, and up to Bicester (see map), to grow into thriving businesses, and to attract similar companies to the county through providing improved road and rail links. The result will be high quality jobs and an opportunity to drive the improvement of skills of local people.
- **Strategic Economic Plan** - We are working to deliver the 'Strategic Economic Plan' which provides a basis for future Oxfordshire bids to the Local Growth Fund. As of 2015 this Fund is the primary source of Government funding for capital investment in major structural maintenance and new highway schemes, so it is essential we have a robust strategy in place that puts us in a strong position to access these funds. Work on the Plan has been led by the Oxfordshire Local Enterprise Partnership of which the county council is a member. As a democratically accountable body, the county council has a key role to play in influencing the work of the Local Enterprise Partnership and the proposals for future development across the county.

We must be realistic in that we have significantly less money under our own control, but we will make sure that wherever alternative pots of money are available – either from central government or other partners - we are able to access them so that we can deliver this essential work. For example, we are working to ensure we have an up-to-date 'Local Transport Plan' so that we have strategies in place early to secure sufficient financial contributions from developers to fund essential infrastructure.

The county council continues to have direct control over some crucial areas, however. For example, we are the local 'Highways Authority' which means we must be consulted on planned infrastructure for all new developments and have a duty to maintain a safe highway network. Across the county we are responsible for approximately 3,000 miles of roads, 2,000 miles of footways, 2,900 bridges and structures and 59,600 street lights. We recognise this is an area of our business that has an immediate impact on everyone's day to day lives, and we are improving public access to information through initiatives such as the 'Fix My Street' web site – where the public can report road defects. We are also responsible for network management

of traffic flows, and a central part of the City Deal is to take forward much needed improvement to the highways system – particularly on the congested A34 and A40.

We are also engaged in some exciting new developments on the railways, including the East-West Rail line, which will connect to London, Milton Keynes, Heathrow via Reading and all points east and west, and will include the development of a new Oxford station at Water Eaton. There are also ambitious plans in place for Didcot station to become a 'state of the art' multi-modal interchange and gateway to the area, supporting the goal of improved connectivity for the Enterprise Zones within Science Vale. This type of work is core to our focus on supporting and enabling future growth.

More broadly, our Cultural Services team attracts wedding business into Oxfordshire, provides citizenship ceremonies to welcome our new citizens, and contributes to cultural tourism. Our Trading Standards team enable local businesses and industry to successfully compete in the marketplace, ensure their business continuity, and minimise the likelihood and impact of regulatory challenge.

The proportion of Oxfordshire GCSE students achieving at least five A*- C grades including English and Maths is at its highest ever level, and there have been significant improvements in reading, writing and mathematics for seven and eleven year olds. There has also been an increase in the number of schools rated 'good' or 'outstanding' by OFSTED. This suggests the council's education strategy launched in 2012 is already having a positive impact, although our performance has still not reached the aspirations the council, pupils, parents and schools hold, and performance varies significantly for some groups of children. 'A Strategy for Change – Improving Educational Outcomes in Oxfordshire' sets out a clear vision for Oxfordshire to be a dynamic and forward-looking place for education and learning, providing the best quality experiences for children and young people to grow up, learn, develop and achieve.

Our priorities for action in the next 12 months are:

- **Growth and Investment** – we will continue to support the Oxfordshire Local Enterprise Partnership and help deliver its priorities, including those of the Oxford and Oxfordshire City Deal and the Strategic Economic Plan. We will support our district colleagues to provide local housing for local people. In particular we will cooperate with district and city councils to respond to the Strategic Housing Market Assessment (SHMA), which has indicated that that up to 106,560 additional homes are needed across Oxfordshire in the period 2011-2031. We will also explore, along with Buckinghamshire and Northamptonshire County Councils, the potential for a tri-county council alliance. This 'combined authority' alliance will focus on innovation, science, technology and creative industries in order to unlock further economic growth and significantly build on the £45 billion (GVA) that the tri-counties area already generates.
- **Infrastructure** – we will build upon the work associated with the City Deal to set out the infrastructure required to support economic growth in the longer term. We are a key member of the Local Enterprise Partnership which has developed the Strategic Economic Plan that forms the basis of our Growth Bid to Government – we will also seek to access any funding required to support

the significant growth that is planned. We will work with district and city councils to: ensure that new development pays for the infrastructure and services that are needed to support it; ensure these costs are reflected in proposals for the introduction of the Community Infrastructure Levy; and ensure the right infrastructure plans are in place for areas of significant planned development, such as Bicester, Oxford and Science Vale.

- **Spatial Growth** - we will develop a Spatial Growth and Infrastructure Strategy. The work will involve looking at options for delivering the future growth needs of the county and in particular, the unmet housing need for Oxford. The strategy will test possible growth options across the county against their ability to deliver infrastructure in the most sustainable way. The work will look at infrastructure needs including transport, schools, health and leisure and will involve close working with the district and city councils, as well as other major infrastructure stakeholders such as Network Rail and The Highways Agency.
- **Skills** – we will continue to support the Oxfordshire Skills Board to implement the Oxfordshire Skills Strategy, which aims to: create a more responsive skills system aligned to the needs of our employers; increase the availability and take-up of apprenticeships; and to up-skill people who have few or no formal qualifications bringing them closer to the labour market. We will also work wherever we can to promote educational excellence for all children and young people and improve educational attainment in the county, including by brokering higher levels of business engagement with schools and education through our new 02i – Opportunities to Inspire initiative. Many of our schools – especially our secondary schools – are now academies, meaning they are independent from us, but we will continue to work hard to build positive relationships with our academy partners, including through the Oxfordshire Schools Forum. We still have a crucial leadership role in ensuring there is a diverse supply of strong schools for the county's children, and a key role in continuing to improve educational attainment in the county.
- **Transport** – we will work closely with our partners to deliver funded projects, including significant improvements to Oxfordshire's road and rail infrastructure, such as Milton Interchange, Chilton Interchange, the first phase of Oxford Science Transit and phase 1 of East-West Rail. We will continue our work to update our Local Transport Plan – which sets out the long-term strategy for Oxfordshire. We will continue to respond to proposals associated with the development of HS2 to ensure local interests are protected. We will continue to work hard to maintain the county's roads – we fix tens of thousands of potholes a year - while keeping a close eye on value for money and quality of delivery.
- **Broadband** – we will deliver high speed broadband for more than 90% of Oxfordshire premises by 2016, in partnership with BT. We will work with district and city council partners to help those not yet covered to identify local solutions.
- **Property Rationalisation** – we will continue the work of rationalising the county council's property portfolio to release funds to use for direct service delivery. We will continue to make fundamental changes to our back office services and increase the flexibility of our workforce to ensure we work as efficiently as possible. Across the organisation we are focussed on ensuring that our contracts with partners deliver value for money and positive outcomes for council tax payers.

Oxfordshire is home to 654,000 people and over 30,000 businesses.

Oxfordshire contributes £16.5bn to the UK economy – more than many core cities including Bristol, Nottingham, Sheffield and Liverpool.

The council maintains almost 3,000 miles of road. Through our surface dressing programme in the summer of 2014 we improved 500,000m^2 of road across Oxfordshire. That's roughly 75 times the area of Wembley stadium.

40 per cent of Oxfordshire's businesses (12,000) operate in the science, technology, engineering and mathematics sectors.

The county is fast on its way to being super connected. Through the Better Broadband for Oxfordshire project, the council and our delivery partner BT will have connected 90 per cent of homes and business in the county to fibre broadband by the end of 2015.

The 'Knowledge Spine'

9. Thriving People and Communities

According to most of our residents, Oxfordshire is a good place to live. People are generally affluent and healthy, the sense of community is strong, and people feel safe in their local areas. The county council is focussed on maintaining this.

We do however have areas of acute isolation and pockets of deprivation in the county - both urban and rural – and will continue to tailor our work to meet the unique needs of these areas, working through our locality-focussed teams. More broadly, we will continue to play a key role in supporting and building resilient communities by working closely with our partners where appropriate, such as the military community and town and parish councils.

We want to play a positive role in giving all local children the best start in life – building further on our relationships with schools and academies and working with all partners, including the health service, to ensure we all have high expectations for our children's educational attainment and future prospects.

For older people we are placing great energy into developing approaches that, wherever possible, keep people well and help them to live at home and remain active in their local communities for as long as possible. We want to continue to increase personalisation in the services we provide – increasing the numbers of people who have Self Directed Support and who receive a Direct Payment so that they have more control and choice over the care they receive. We also have a focus on waiting lists, aiming to reduce the amount of time people have to wait for an assessment or a care package. We will concentrate on joint working with colleagues in the NHS – as well as closer working between our own service teams - to drive efficiency, and join-up care for service users. Delayed Transfers of Care (sometimes called 'bed blocking', when people stay in hospital longer than they need to) remains a key area of concern and focus, and the only way to tackle such a challenge is through positive coordinated working between hospitals and social care.

We want to avoid, reduce and delay the need for more complex care or admission to a care home – as well as close working relationships with the NHS, our work with district council colleagues to establish more Extra Care Housing developments is a good example of this. We will continue to invest in equipment and assistive technology and we will invest in reablement – this means helping people to maintain or regain their independence by learning or relearning the skills necessary for daily living. We are also working to ensure that as many carers as possible are known and supported by us, as their role is essential in achieving our goal of seeing more people live as independently as possible in their own homes. Our Supported Transport Programme will see us working closely with bus operators and other transport providers to adapt how we support the transport needs of the communities of Oxfordshire. Underpinning all of this is our wider work to ensure that there is accessible and useful information and advice for all of our service users so that they are able to make the care choices that are right for them.

In addition, our Public Health work continues to pioneer prevention and early intervention approaches which maximise local people's healthy lifespan – whatever their age – through, for example, supporting them in making healthy lifestyle choices

and keeping safe from diseases. This increases residents' likelihood of living longer without the need to rely on the health service or social services.

The county council has joined with the district and city councils to form the Oxfordshire Joint Health Overview and Scrutiny Committee. This means we have a powerful role in scrutinising any matter relating to the planning, provision and operation of health services in Oxfordshire. We will continue to represent the concerns and priorities of service users in holding local health services to account.

We are the Minerals and Waste Local Planning Authority, so play a key role in ensuring household waste is disposed of efficiently and that recycling is maximised. Our Energy from Waste facility is now in operation and, will generate enough electricity for 38,000 homes. We will also continue to ensure the countryside is accessible to all and that our responses to emergencies, such as flooding, remain robust and effective. Our Fire and Rescue Service has a proven track record of engaging with the community to further the message of fire prevention and will continue to have a crucial role in promoting community cohesion, while our Cultural Services team contribute to creative educational programmes and help to connect communities to their heritage.

Our priorities for action in the next 12 months are:

- **Housing options for older people** – the county council will continue to work closely with housing associations and district councils to push forward ambitious plans to develop more appropriate housing options for older people. This includes Extra Care Housing schemes which provide tailored support to allow people with care needs to live independently. In early 2015 five new Extra Care Housing schemes will open providing a 50% increase in this service, giving 768 apartments in total.
- **Community Information Networks** – we are investing in community networks to support people to stay in their communities for as long as possible by helping them access the information, advice and local services they need to make informed choices about how best to meet their own needs. These have rolled out across the county with clear locality plans supporting the development of local strategies. We will continue the development of outcomes for this and ensure that there is a coherent all age strategy linked to Care Act implementation throughout 2015. We will continue working in partnership with the circles of support project with Age UK, providing a link between hospital and community networks and assisting with timely discharge.
- **Libraries –** our library service provides access to books, information and knowledge to support the recreational, cultural and educational needs of those who live, work, and study in Oxfordshire. In the coming year we will focus on the services delivered through our core libraries and develop our Universal Library Offers – reading, information, health, learning and digital - which our customers see as being integral to a 21st century library service. We will begin to implement the outcomes of our review of mobile library services and we will continue to promote community and stakeholder involvement across the county.

- **Joint working and pooled funding** – we will relentlessly seek to improve and maintain standards of services and care, working in partnership with the NHS and providers, from across the public, voluntary and private sectors, to ensure people receiving care continue to be treated with dignity and respect. We have in place agreements to jointly manage over £300m worth of funding every year with the NHS which means better value for money for tax payers and more streamlined services for those who need them. In addition, we are developing proposals for using the Better Care Fund – a pot of £37m – with health partners, which means more money being used in social care to help to people stay independent and reduce emergency admissions to hospital. Our intention is to develop plans for a Joint Commissioning Unit with health, and a single assessment process for service users. One of the key outcomes for the Better Care Fund is to achieve is a reduction in the number of patients delayed for transfer or discharge from hospital. We are currently performing at 1% over the Better Care Fund target and are determined that Oxfordshire's performance will improve in this area.
- **Public Health** – the council will continue to work with the Oxfordshire Clinical Commissioning Group and other partners to ensure effective commissioning arrangements are in place to prevent ill health and improve health and social care outcomes for all Oxfordshire residents. We will also address health inequalities and prioritise areas of local need. The Director of Public Health's most recent annual report highlights the long term challenges to health in Oxfordshire set out by life stages. The importance of giving children the best start in life through good health visiting, school health nursing and other services is emphasised. The prevention of long term conditions and early mortality in the adult population is set out and includes continuing to help people quit smoking, maintain a healthy weight, promoting mental wellbeing and moderating alcohol intake. Reducing health inequalities across the county remains a priority, with some particular vulnerable groups highlighted, including people suffering social and economic disadvantage, those with deafness and hearing loss, young carers and the growing number of people from Black and minority ethnic communities. The danger of infectious and communicable diseases requires on-going vigilance.
- **Preparing for Emergency** - our Fire and Rescue Service continues its crucial work to prevent fire, plan for the risk of major events such as flooding, and respond to serious road accidents. Their strategy to work jointly with other counties and other emergency services will continue, as will the council's provision of valuable regulatory services, including Trading Standards.
- **Military Covenant** – the council will continue to work in partnership with the armed forces locally to ensure our services reflect the Covenant principles so that members of the armed forces and their families do not face disadvantage. The council will support groups that apply to the MOD community covenant grant scheme for funding to run projects which encourage local communities to integrate with the armed forces community in their area.
- **Minerals and Waste –** as the Minerals and Waste Local Planning Authority we will agree on a new Minerals and Waste Local Plan before submitting it for independent examination. The new Local Plan will provide the framework within which new proposals are considered. The opening of Ardley Energy

from Waste facility will reduce the amount of residual waste going to landfill and provide the capacity to generate enough electricity for up to 38,000 homes.

- **Natural Environment –** we will continue to work with our partners to promote our natural environment, both as a resource for recreation and leisure activities and as a place in which our rural economy can prosper. We will work with our partners to that our response to extreme weather events – such as flooding – is robust and effective.
- **Customer Services –** our Customer Services Centre has completed its move into County Hall, bringing it closer to the centre of service delivery.

Oxfordshire's population has grown by almost 50,000 in 10 years and is still growing.

A total of 58.6 per cent of Oxfordshire students gained five A* to C graded GCSEs including English and Maths in 2014. The national state-funded school average for the same measure was 56.1 per cent.

Reading ages in Oxfordshire are improving. Through our Reading Campaign, the average reading age improvement of pupils taking part was 13 months (achieved over a four-month period), with some pupils achieving nearly 20 months.

Oxfordshire has an excellent recycling record – the highest for any county in the country with 60%of the 300,000 tonnes of waste produced per year either composted or recycled.

Oxfordshire is one of only 13 county councils in the country with Fire and Rescue Service responsibilities and we celebrated its 40th anniversary in summer 2014. Through its 365alive campaign, Oxfordshire Fire & Rescue Service saved £135m and 386 lives in eight years – two years ahead of the challenging target we set.

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Success Stories

Oxfordshire County Council is proud of the services and support we offer to the citizens of Oxfordshire. We have seen a great many successes over the past 12 months, including winning a number of national awards. These include:

- **SaBRE Award** – Oxfordshire County Council was presented with a SaBRE (Supporting Britain's Reservists and Employers) Award for its outstanding support to the Armed Forces.
- **Defence Employer Recognition Scheme** - Oxfordshire County Council was awarded the Silver Award under the Defence Employer Recognition Scheme, which recognises employers' positive commitment to support the defence community. This is for our commitment to supporting reservists, and for our pledge to ensure that no member of the armed forces should ever face disadvantage in the provision of public and commercial services.
- **Spirit of Fire Awards** – Oxfordshire's Fire and Rescue Service won the Team of the Year Award after raising £14k for the Firefighters' Charity with a sponsored bike ride. We were also shortlisted for Corporate Supporter of the Year and Fire Service of the Year.
- **Alarm Awards** – Kingfisher, a joint initiative between Oxfordshire County Council and Thames Valley Police, won an Alarm Award for showing innovative and dedication to managing people risk. The Kingfisher Team is a multi-agency team working to tackle child sexual exploitation in Oxfordshire.
- **MJ Awards** – Kingfisher also won the MJ Award for innovation and creativity in Children's Services. This was in recognition of the team's effective partnership working and its responsiveness to those children most at risk.
- **NMC Music Education Awards** – Oxfordshire Music Education Partnership won the Paritor Award for its commitment to new music and composition across the range of activities.

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10. A Safety Net

Despite our relative affluence we do have pockets of both rural and urban disadvantage within the county, and demands on both our adult and children's social care services continue to increase significantly. As a council we are determined to face these challenges by concentrating our work on supporting these most vulnerable of Oxfordshire's residents – groups for which we have a legal duty to provide support - and ensuring they have real control over getting the care to which they are entitled.

We are focussed on embedding multi-agency working across the county in order to best protect our most vulnerable children and provide targeted support to their parents. As an example of our joint working, the Fire and Rescue Service works with the early intervention hubs to mentor young people who are otherwise lacking positive influences. We are committed to providing early help in order to avoid problems escalating and family needs becoming more complex.

We also want to start delivering our ambitious plans for children in the council's care to ensure they are placed within the county's borders, whenever appropriate. We will work to respond much more flexibly to those children on the edge of care and change the culture of always bringing children into care full time. We will be delivering plans for new assessment homes to offer part-time respite alongside intensive family interventions to allow a permanent return home wherever possible.

Children's social care will continue to focus on protecting children at risk of harm or neglect and tackling, as well as preventing, cases of child sexual exploitation. We have made considerable investments in frontline children's social care services to ensure we have sufficient capacity to maintain high standards and ensure children and young people are appropriately safeguarded. The Kingfisher team has been established jointly with the police and with health partners specifically to focus on preventing child sexual exploitation and prosecuting cases if required.

We also have a critical safeguarding role for all vulnerable adults, ensuring that people live their lives free from abuse and taking action to protect people where necessary. We will continue to provide information and support to individuals and their carers to ensure people can live a life free from abuse and the fear of abuse, and can have care and support which meets their needs. We work effectively between teams to focus work on the most vulnerable. For example, Trading Standards support and protect those at greatest risk from doorstep crime, fraud and scams.

Our priorities for action in the next 12 months are:

- **Thriving Families programme** – this programme works with the most disadvantaged and challenged families to reduce worklessness, antisocial behaviour, crime and school exclusions and to increase school attendance. The key focus is on our most resource intensive and vulnerable families with the aim of reducing the numbers needing the type of support offered by social care. This continues to be a vital strand in the on-going work locally to narrow the gap in outcomes that exists across the county. The council will begin working with more than 400 new families by the end of March 2015. As an 'early starter' area, the results from Oxfordshire will also inform and influence the national roll-out of the expanded programme in April 2015.

- **Breaking the Cycle** – we will continue to work to improve the quality of life in the most deprived areas of the county by: promoting better engagement in education, employment and training; supporting the vulnerable and those with multiple and enduring problems; promoting healthy lifestyles and reducing health inequalities; reducing and mitigating the effects of child poverty.
- **Multi-agency children's safeguarding** – we will continue to work in close partnership with the police, schools, health service and others to ensure that our vulnerable children and young people can live a life free from both abuse and the fear of abuse. This includes continuing to develop the recently established Multi-Agency Safeguarding Hub (MASH) that co-locates staff from across these agencies so they can work closely together to share information and respond to the needs of vulnerable young people at the earliest possible opportunity.
- **Corporate parenting** – we act as effective and caring 'corporate parents' for looked after children, with key roles in improving their educational attainment, providing stable and high quality placements and proper planning for when they leave care. We will deliver our placement strategy, increasing our capacity to support children to remain in family settings wherever possible whilst extending our pool of foster carers and residential capacity. We will work with community partners to make Oxfordshire "the most fostering friendly county in the country".
- **Adult safeguarding** – we continue to work with partners in health, the police and others so that adults in need of care and support can live a life free from both abuse and the fear of abuse. This includes working with partners in the Multi-Agency Safeguarding Hub and areas such as trafficking and exploitation. We continue to review our procedures for investigating concerns of abuse to ensure that outcomes reflect the wishes of the victim.
- **Refocus on neglect** – Neglect is the persistent failure to meet a child's basic needs and the numbers of children affected by neglect are increasing. Tackling neglect requires strong partnerships and we will build on the success of the Thriving Families programme to pilot the introduction of better ways of working that provide effective help to families and children. Working in partnership across social care, early intervention, health, education, Thames Valley Police, youth justice and adult services we will initially work with families in north Oxfordshire where children are on child protection plans for neglect. This will include working across traditional service boundaries to provide intensive, targeted support to the whole family. This, along with an analysis of the extent of neglect in Oxfordshire, will help inform the future shape of our services.

More children are entering care across the UK and like other councils Oxfordshire has seen more referrals into care following high profile cases. There are approximately 500 looked after children in Oxfordshire. The average cost of supporting a child is £34,000.

People are living longer, creating a greater need for social care.
By 2031 we predict there will be 90,000 people aged 75+ in Oxfordshire. The average weekly cost of a care package for an older person is £200.

11. Our Values

The council will continue to be guided by CHOICE, our six organisational values, in how we work with each other and with the people of Oxfordshire.

The values have been refreshed this year to reflect the fact that a lot has changed since they were first launched, and to reflect the new priorities for the council as a whole.

- **Customer focus** – understanding and prioritising the needs of our customers and improving opportunities for local people to do more for themselves.
- **Honesty** – being open and transparent about how the organisation operates. Ensuring robust governance arrangements and practice.
- **One team** – working collectively as a council and with partners to meet strategic goals.
- **Innovation** – encouraging and embracing new approaches to meet the needs of customers, enabling our staff to challenge and take risks.
- **Commercial** – being clear about our role in delivering services and what the market can offer. Focusing on getting the best value from our relationships so we can deliver quality services underpinned by robust management.
- **Enthusiasm** – being adaptable and ambitious, anticipating strategic changes, driving programmes to refresh our approach and supporting staff to perform to the best of their abilities.

Equalities
We are committed to making Oxfordshire a fair and equal place in which to live, work and visit. We are meeting the requirements of the Equality Act 2010 via a five year Equality Policy which runs until 2017 and sets out the four key objectives that guide all of our work:

- Understanding the needs of individuals and communities
- Providing accessible, local and personalised services
- Supporting thriving and cohesive communities
- Promoting a culture of fairness in employment and service delivery

If we plan to make changes to a service we will continue to consult relevant people (residents, service users, providers, partners), and will undertake Service and Community Impact Assessments ('SCIAS') to consider whether vulnerable and other sections of our communities are unfairly disadvantaged by any changes.

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12. The Finances

We have had to take some tough financial decisions in order to live within our means in the face of continued reductions in central Government funding and increasing demand for our services. We have worked hard to hold down costs and deliver services in new ways to manage this challenging financial situation.

Our financial plans FINANCE TO UPDATE

The principles upon which our medium term financial plan and capital programme are based are set out in our financial strategy. Our medium term financial plan 2014/15 to 2017/18 is available online at www.oxfordshire.gov.uk/mtfpsummary and sets out how resources are allocated in accordance with the council's priorities.

Our financial planning reflects:

- *The reducing level of financial support from central Government and consequential revenue savings required over the medium term*
- *The allocation of resources to meet statutory service requirements and key strategic priorities*
- *Our commitment to council tax payers, and*
- *Our on-going commitment to achieve efficiencies to ensure improved value for money*

We will spend £585.3m in 2014/15 on services (excluding schools). In addition, spending by schools maintained by the council is funded by a specific government grant of £288.3m.

What we spend on services (excluding schools)

Adult & Children's Social Care 47% (£273.4m)
Education and Early Intervention 18% (£106.4m)
Highway & Transport 10% (£61.1m)
Capital Borrowing Costs 6% (£39.6m)
Fire & Rescue and Community Safety 6% (£32.0m)
Waste Management 5% (£28.7m)
Public Health 5% (£28.2m)
Libraries & Cultural Services 3% (£15.9m)

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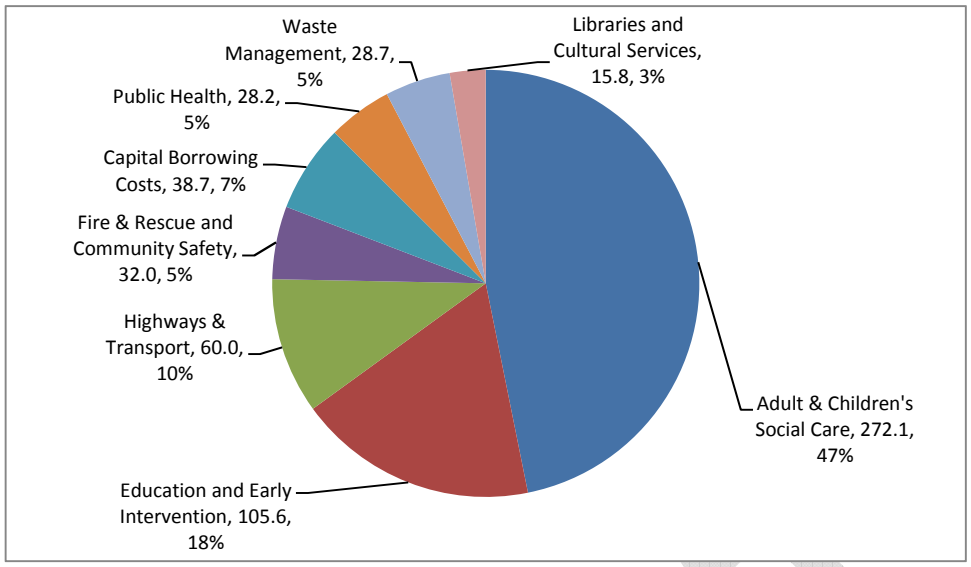
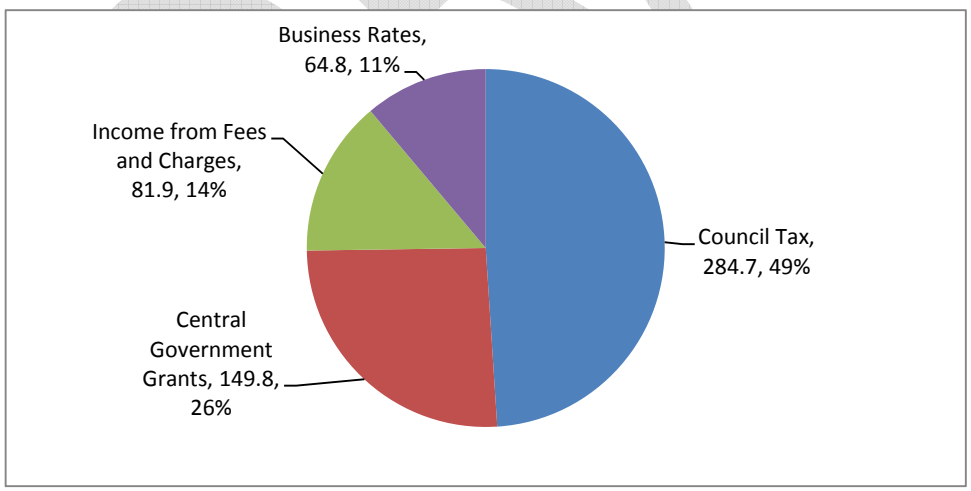


Our funding (excluding schools)

Our funding comes from a number of sources, including government grants and business rates, with just under half of our total funding coming from council tax. This means that a rise of one per cent in total spending (excluding schools) would require a council tax increase of just over two per cent, all else being equal.

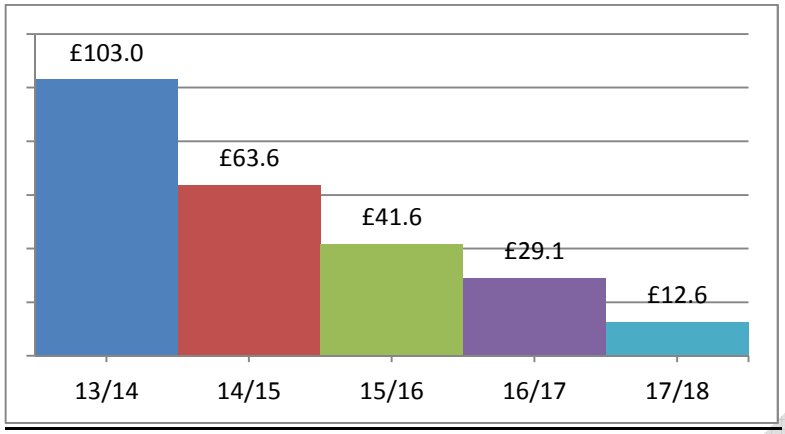
Where the money comes from

Council Tax 49% (£284.7m)
Central Government Grants 26% (£152.2m)
Income from Fees and Charges 14% (£83.4m)
Business Rates 11% (£65m)



Earmarked Revenue Reserves

Our earmarked revenue reserves are held for specified one-off projects, contractual commitments and to support the medium term financial plan. Most of the council's reserves will be used up over the next four years, with the total expected to fall from £103.0m at the start of 2014/15 to £12.6m by the end of 2017/18.



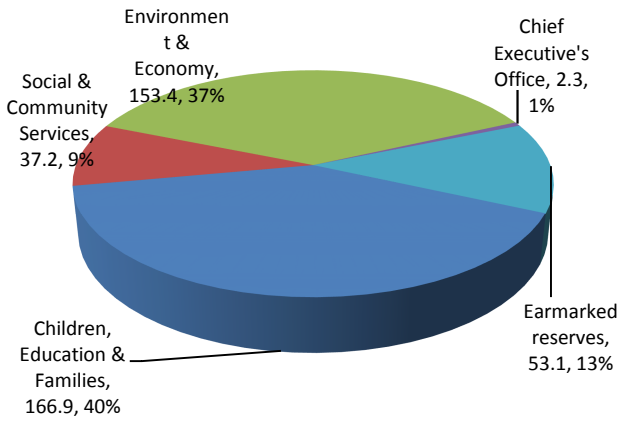
Capital

The capital element of our financial strategy provides a framework for ensuring the use of limited capital resources supports the achievement of the priorities set out in this plan. Our principles for prioritising capital investment are to:

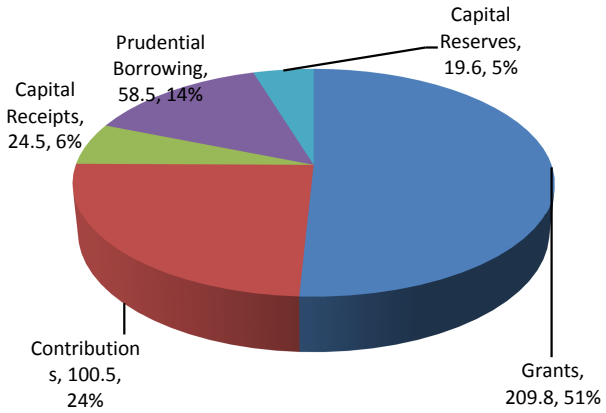
- *Comply with our statutory duties*
- *Improve the efficient and effective delivery of our services, and*
- *Promote economic growth*

We intend to spend £412.9m on capital investments in Oxfordshire between 2013/14 and 2017/18. The projects included in the capital programme are wide-ranging, covering all areas of the council's activity (for example on schools, roads, children's homes and fire stations) and all areas of the county.

Spending on capital investment



Funding for capital investment



13. Further Information

This Corporate Plan provides a high level summary of the strategic issues facing the council and the organisational responses planned for the medium term. If you would like more detailed information about the work of the council you may be interested in the following:

More about Oxfordshire County Council [url]

The Sustainable Community Strategy 'Oxfordshire 2030' [url]

Our Directorate Business Strategies [url]

The Medium Term Financial Plan [url]

Oxfordshire Insight [url]

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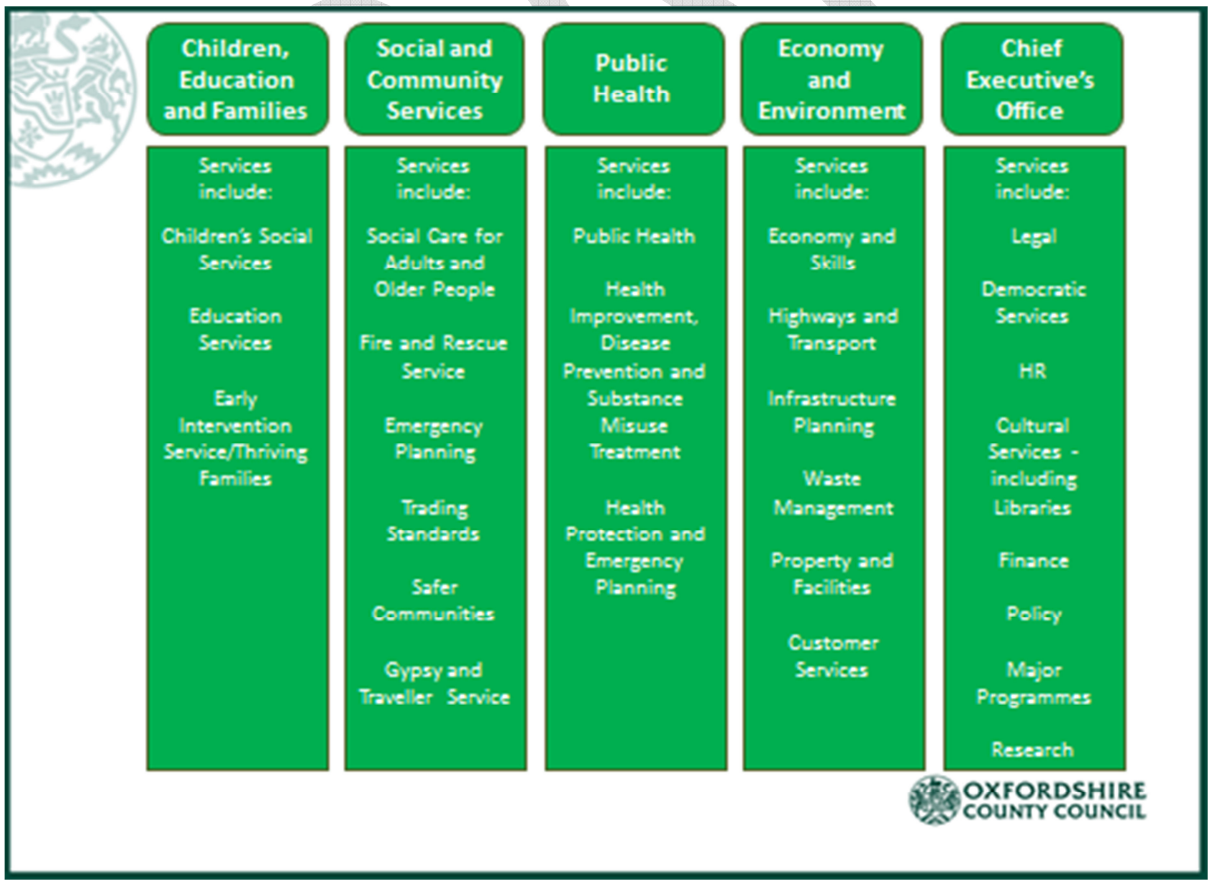
[Back cover]

At a Glance

Our ambition: A Thriving Oxfordshire
This means having: A Thriving Economy Thriving People and Communities A Safety Net
The county council's role in delivering this ambition: Providing Community Leadership Working in Partnership Helping People to Help Themselves

What We Do



Medium Term Financial Plan 2015/16 - 2017/18
Summary

	2015/16			INDICATIVE POSITION 2016/17			INDICATIVE POSITION 2017/18		
	Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000
Directorate Budgets									
Children, Education & Families	102,618	4,241	106,859	106,859	-4,200	102,659	102,659	-3,000	99,659
Social & Community Services	214,724	-6,011	208,713	208,713	-4,910	203,803	203,803	-4,906	198,897
Environment & Economy	81,532	-5,139	76,393	76,393	-3,983	72,410	72,410	-7,276	65,134
Chief Executive's Office	20,748	-2,016	18,732	18,732	-181	18,551	18,551	-278	18,273
Public Health					-1,250	-1,250	-1,250	-1,250	-2,500
Inflation and Other Adjustments (1)					10,800	10,800	10,800	7,400	18,200
Directorate Budgets	419,621	-8,925	410,697	410,697	-3,724	406,973	406,973	-9,310	397,663
Strategic Measures									
Capital Financing									
Principal	17,023	-1,426	15,597	15,597	311	15,908	15,908	648	16,556
Interest	18,231	-60	18,171	18,171	303	18,473	18,473	-200	18,274
Interest on Balances	-4,548	349	-4,199	-4,199	-1,708	-5,907	-5,907	-1,883	-7,789
Un-Ringfenced Specific Grants	-14,832	-684	-15,515	-15,515	-600	-16,115	-16,115	491	-15,624
Contingency	3,476	253	3,729	3,729		3,729	3,729	6	3,735
Pensions - Past Service Deficit Funding	830		830	830		830	830		830
Total Strategic Measures	20,180	-1,567	18,613	18,613	-1,694	16,918	16,918	-938	15,981
Contributions to/from reserves									
General Balances	3,000	-1,000	2,000	2,000		2,000	2,000		2,000
Prudential Borrowing Costs	950		950	950		950	950		950
Capital Rolling Fund Reserve	491	-3,032	-2,541	-2,541	2,541				
Budget Reserve	-13,960	8,766	-5,194	-5,194	-1,979	-7,173	-7,173	14,318	7,145
Directorate Earmarked Reserves		-2,180	-2,180	-2,180	2,180				
Insurance Reserve		781	781	781	100	881	881	100	981
Total Contributions to/from reserves	-9,519	3,335	-6,183	-6,183	2,842	-3,341	-3,341	14,418	11,077
Net Operating Budget	**430,283**	**-7,157**	**423,126**	**423,126**	**-2,576**	**420,550**	**420,550**	**4,171**	**424,720**

(1) Adjustment for inflation and other items that have not yet been allocated by Directorate including NI changes in 2016/17.

Medium Term Financial Plan 2015/16 - 2017/18
Financing

	2015/16			INDICATIVE POSITION 2016/17			INDICATIVE POSITION 2017/18		
	Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000
Net Operating Budget	430,283	-7,157	423,126	423,126	-2,576	420,550	420,550	4,171	424,720
Funded by:									
Government Grant									
Revenue Support Grant	-80,623	18,791	-61,832	-61,832	12,366	-49,466	-49,466	9,893	-39,573
Business Rates Top-up	-36,390	-695	-37,085	-37,085	-816	-37,901	-37,901	-1,099	-39,000
Total Government Grant	-117,013	18,095.478	-98,917	-98,917	11,551	-87,367	-87,367	8,794	-78,573
Business Rates									
Business Rates local share	-28,833	-828.502	-29,662	-29,662	-653	-30,314	-30,314	-879	-31,194
Collection Fund Surplus/Deficit	226	577	803	803	-803				0
Total Business Rates	-28,607	-252	-28,859	-28,859	-1,456	-30,314	-30,314	-879	-31,193
Council Tax Surpluses	-6,929	-168	-7,097	-7,097	4,097	-3,000	-3,000	0	-3,000
COUNCIL TAX REQUIREMENT	**277,734**	**10,519**	**288,253**	**288,253**	**11,616**	**299,868**	**299,868**	**12,085**	**311,954**
Council Tax Calculation									
Council Tax Base			233,884			236,223			238,585
Council Tax (Band D equivalent)			£1,232.46			£1,269.43			£1,307.51
Increase in Council Tax (precept)			9.6%			4.0%			4.0%
Increase in Band D Council Tax			1.99%			3.00%			3.00%

Variations to the new pressures and savings proposals

New Pressures	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
Total pressures reported in December 2014	22,801	657	-694	**22,764**
Variations:				
Remove pressure arising from reducing Council Tax increase to 1%	-2,770	-210	-216	**-3,196**
Changes to Grant and technical adjustments arising from the Autumn Statement and Provisional Settlement	-121	629	230	**738**
Total variations to pressures	**-2,891**	**419**	**14**	**-2,458**
Total adjusted pressures	**19,910**	**1,076**	**-680**	**20,306**

Proposed Savings	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
Total savings reported in December 2014	-18,775	-3,737	-4,747	**-27,259**
Variations:				
Strategic Measures Changes	725	105	-435	**395**
Increase in taxbase from 1.57% to 1.76%	-532	-23	-22	**-577**
Increase in estimated collection fund surplus	-502	502		**0**
Re-profiling of previously agreed saving 15SCS6 in Adult Social	40	-40		**0**
Reduce the use of agency & contracted staff and introduce a vacancy factor - split across directorates shown below.	2,500			**2,500**
Reduce the use of agency & contracted staff and introduce a vacancy factor - Children, Education & Families	-639			**-639**
Reduce the use of agency & contracted staff and introduce a vacancy factor - Adult Social Care	-666			**-666**
Reduce the use of agency & contracted staff and introduce a vacancy factor - Fire & Rescue & Community Safety	-57			**-57**
Reduce the use of agency & contracted staff and introduce a vacancy factor - Environment & Economy	-210			**-210**
Reduce the use of agency & contracted staff and introduce a vacancy factor - Chief Executive's Office	-453			**-453**
Reduction in contract inflation	800			**800**
Supported Transport Project savings which includes review of: transport contract management, Dial a Ride, bus subsidies, home to school transports including Special Educational Needs	-300	-300		**-600**
Reduction and efficiencies in Roads Maintenance (incl. removal of Locality Area Stewardship based funding, efficiencies in winter maintenance and one-off capitalisation of patching)	-957	300		**-657**
Remove Saturday ICT service desk support	-28			**-28**
Saving to be identified in Adult Social Care	1,000			**1,000**
Care Act funding - the cost of responding to the Act will be significantly less than the grant provided due to LEAN processes, self service and implementation of new IT system.	-1,000			**-1,000**
Total variations to savings	**-279**	**544**	**-457**	**-192**
Total adjusted savings	**-19,054**	**-3,193**	**-5,204**	**-27,451**
TOTAL NET PRESSURES (+) / SAVINGS (-)	**856**	**-2,117**	**-5,884**	**-7,145**
Contribution from Reserves	**-5,212**	**4,721**	**491**	**0**
TOTAL NET POSITION	**-4,356**	**2,604**	**-5,393**	**-7,145**

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Council Tax and Precepts 2015/16

Council Tax Data

1. In order to set its budget for 2015/16, the council needs to calculate its council tax requirement. This is the amount that the council needs to raise from council tax to meet its expenditure after taking account of the income it will accrue from the following

   (a) the amount to be received from specific grants.
   (b) the amount to be received from Revenue Support Grant and the Business Rates Top Up under the Business Rates Retention Scheme.
   (c) the amount to be received for the County Council's share of Non-Domestic Rating Income.
   (d) any surpluses/shortfalls on the council tax collection funds for earlier years and the estimated position for the current year.
   (e) the amount expected to be received from fees, charges and contributions.

2. In order to set its council tax for the forthcoming year, the council needs to calculate its council tax requirement and have available the council tax base, expressed in terms of Band D equivalent properties.

3. Based on the final information on funding and assuming a council tax requirement of **£288,252,933** as shown in the proposed Medium Term Financial Plan (Section 3.1) the calculation of the Band D Council Tax for 2015/16 is as follows:

Council Tax Calculation 2015/16

		£m
County Council net expenditure after specific grants		423.126
Less:	Revenue Support Grant	-61.832
	Business Rates Top Up	-37.085
	Non-Domestic Rating Income	-28.859
	Collection Fund Adjustments	-7.097
Council Tax Requirement (R)		**288.253**

Council Tax Base (assuming losses on collection) (T)	233,884
Band D Council Tax (R/T)	**£1,232.46**

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

Table 1

Council Tax by Property Band for Oxfordshire County Council

Assuming a Band D council tax of £1,232.46, the council tax for other bands is as follows:

Property Band	Property Values	Band D Proportion	2014/15 £ p
A	Up to £40,000	6/9	821.64
B	Over £40,000 and up to £52,000	7/9	958.58
C	Over £52,000 and up to £68,000	8/9	1,095.52
D	Over £68,000 and up to £88,000	9/9	1,232.46
E	Over £88,000 and up to £120,000	11/9	1,506.34
F	Over £120,000 and up to £160,000	13/9	1,780.22
G	Over £160,000 and up to £320,000	15/9	2,054.10
H	Over £320,000	18/9	2,464.92

Table 2

Allocation of Precept to Districts

The County Council precept (£288,252,933) is the sum of the council tax income required to fund the Council's budget.

District Council	Tax Base Number	Assumed Precept Due
		£
Cherwell	48,253.00	59,469,892.38
Oxford City	42,658.70	52,575,141.40
South Oxfordshire	54,233.60	66,840,742.66
Vale of White Horse	47,563.10	58,619,618.23
West Oxfordshire	41,175.81	50,747,538.79
TOTAL	**233,884.21**	**288,252,933.46**

Formal approval is required under the council tax legislation for:

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

The information must be given to district councils by 1 March 2015.

Section 3.4

Detailed Revenue Budget 2015/16

January 2015

OXFORDSHIRE COUNTY COUNCIL

Draft Revenue Budget 2015/16
Summary

		Budget 2014/15	Permanent Virements Agreed in 2014/15	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2015/16
		£000	£000	£000	£000	£000	£000	£000	£000
Children, Education & Families	Expenditure	444,982	-24,282	502	-1,056	-924	4,692	2,675	426,589
	Recharge Income	-1,576	751	0	0	0	0	-110	-935
	DSG income (*)	-292,502	24,362	0	0	0	0	-1,996	-270,136
	Grant income	-21,057	-2,828	0	0	0	0	1,246	-22,639
	Other Income	-27,229	1,271	-1	0	0	0	-61	-26,020
		102,618	**-726**	**501**	**-1,056**	**-924**	**4,692**	**1,754**	**106,859**
Social & Community Services	Expenditure	245,292	2,886	1,063	-16,503	-3,179	2,527	-1,920	230,166
	Recharge Income	-8,627	-2,227	0	0	0	0	0	-10,854
	Grant income	0	0	0	0	0	0	0	0
	Other Income	-21,941	-439	-41	19,985	-8,070	-94	1	-10,599
		214,724	**220**	**1,022**	**3,482**	**-11,249**	**2,433**	**-1,919**	**208,713**
Environment & Economy	Expenditure	177,686	-1,000	2,316	0	-9,898	-991	-2,489	165,624
	Recharge Income	-74,891	304	0	0	0	-250	8,763	-66,074
	Grant income	-5,449	-104	0	0	0	0	-2,771	-8,324
	Other Income	-15,814	1,056	-185	0	-230	342	-2	-14,833
		81,532	**256**	**2,131**	**0**	**-10,128**	**-899**	**3,501**	**76,393**
Chief Executive's Office (including Cultural Services)	Expenditure	34,978	2,821	179	0	-210	-1,005	-2,868	33,895
	Recharge Income	-10,883	-275	0	0	0	0	1,679	-9,479
	Grant income	0	-642	0	0	0	0	-50	-692
	Other Income	-3,347	-1,397	-57	0	-70	-200	79	-4,992
		20,748	**507**	**122**	**0**	**-280**	**-1,205**	**-1,160**	**18,732**
Public Health	Expenditure	26,846	-156	0	4,333	0	0	0	31,023
	Recharge Income	-493	66	0	0	0	0	0	-427
	Grant income	-26,086	0	0	-4,333	0	0	0	-30,419
	Other Income	-267	90	0	0	0	0	0	-177
		0	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Strategic Measures and Contributions to/from Reserves	Expenditure	44,458	-257	0	0	-1,429	0	-4,902	37,870
	Recharge Income	-2,581	0	0	0	-866	0	794	-2,653
	Grant income	-14,832	0	0	-128	-555	0	0	-15,515
	Other Income	-16,384	0	0	0	4,747	0	4,364	-7,273
		10,661	**-257**	**0**	**-128**	**1,897**	**0**	**256**	**12,429**
Net Operating Budget		**430,283**	**0**	**3,776**	**2,298**	**-20,684**	**5,021**	**2,432**	**423,126**

Draft Revenue Budget 2015/16
Summary

		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
General Government Grant	Grant income	**-117,013**	**0**	**0**	**0**	**0**	**0**	**18,096**	**-98,917**
Business Rates from District Councils	Other Income	**-28,607**	**0**	**0**	**0**	**0**	**0**	**-252**	**-28,859**
Collection Fund Surpluses/Deficits	Other Income	**-6,929**	**0**	**0**	**0**	**0**	**0**	**-168**	**-7,097**
COUNCIL TAX REQUIREMENT		**277,734**	**0**	**3,776**	**2,298**	**-20,684**	**5,021**	**20,108**	**288,253**

	Expenditure	**974,242**	**-19,988**	**4,060**	**-13,226**	**-15,640**	**5,223**	**-9,504**	**925,167**
	Recharge Income	**-99,051**	**-1,381**	**0**	**0**	**-866**	**-250**	**11,126**	**-90,422**
	DSG income (*)	**-292,502**	**24,362**	**0**	**0**	**0**	**0**	**-1,996**	**-270,136**
	Grant income	**-184,437**	**-3,574**	**0**	**-4,461**	**-555**	**0**	**16,521**	**-176,506**
	Other Income	**-120,518**	**581**	**-284**	**19,985**	**-3,623**	**48**	**3,961**	**-99,850**
COUNCIL TAX REQUIREMENT		**277,734**	**0**	**3,776**	**2,298**	**-20,684**	**5,021**	**20,108**	**288,253**

(*) Notes

1. DSG = Dedicated Schools Grant.
2. The DSG and grant income budgets reflect the latest estimates for grant allocations in 2015/16. For CEF further changes will be required to reflect revised pupil numbers and academy conversions.
3. The presentation of the directorate pages has been updated to reflect a technical change to non-negotiable support service recharges and Corporate and Democratic Core to show more clearly the budgets controllable by direcorates

References to the "Service and Resource Planning: Service Analysis 2014/15" publication have been added throughout this document to show the movement from 2014/15 to 2015/16.

Draft Revenue Budget 2015/16
Children, Education & Families

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
CEF1	**CEF1**	**EDUCATION & EARLY INTERVENTION**									
CEF1-1	CEF1-1	Management & Central Costs (including admin and support service recharges)	expenditure	12,417	-39	33	0	0	-463	-8,988	2,960
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-424	0	0	0	0	0	0	-424
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				11,993	-39	33	0	0	-463	-8,988	2,536
CEF1-2	CEF1-2	Additional & Special Educational Needs	expenditure	30,632	1,897	25	-459	0	0	25	32,120
			recharge Income	-111	-2	0	0	0	0	0	-113
			DSG income	-27,718	-1,784	0	0	0	0	0	-29,502
			grant income	0	0	0	0	0	0	0	0
			income	-532	-111	0	0	0	0	0	-643
				2,271	0	25	-459	0	0	25	1,862
CEF1-3	CEF1-3	Early Intervention	expenditure	19,750	-100	97	0	-499	-1,006	-251	17,991
			recharge Income	-53	0	0	0	0	0	0	-53
			DSG income	-2,430	0	0	0	0	0	0	-2,430
			grant income	0	0	0	0	0	0	0	0
			income	-410	35	0	0	0	0	0	-375
				16,857	-65	97	0	-499	-1,006	-251	15,133
CEF1-4	CEF1-4	Education	expenditure	14,128	-3,134	28	0	-175	-2	222	11,067
			recharge Income	-875	263	0	0	0	0	-106	-718
			DSG income	-6,646	590	0	0	0	0	0	-6,056
			grant income	-1,307	642	0	0	0	0	0	-665
			income	-3,103	1,347	0	0	0	0	-74	-1,830
				2,197	-292	28	0	-175	-2	42	1,798

Draft Revenue Budget 2015/16
Children, Education & Families

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
CEF1-5	CEF1-5	School Organisation & Planning (Including Home to School Transport recharge)	expenditure	21,344	-187	4	0	0	0	300	21,461
			recharge Income	-8	-126	0	0	0	0	-4	-138
			DSG income	-6,189	0	0	0	0	0	0	-6,189
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				15,147	-313	4	0	0	0	296	15,134
		SUBTOTAL EDUCATION & EARLY INTERVENTION		**48,465**	**-709**	**187**	**-459**	**-674**	**-1,471**	**-8,876**	**36,463**
CEF2	**CEF2**	**CHILDREN'S SOCIAL CARE**									
CEF2-1	CEF2-1	Management & Central Costs (including admin and support service recharges)	expenditure	7,919	-368	31	0	0	-165	-3,648	3,769
			recharge Income	-37	0	0	0	0	0	0	-37
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				7,882	-368	31	0	0	-165	-3,648	3,732
CEF2-2	CEF2-2	Corporate Parenting	expenditure	14,953	130	90	-597	0	896	-99	15,373
			recharge Income	-60	0	0	0	0	0	0	-60
			DSG income	0	0	0	0	0	0	0	0
			grant income	-180	0	0	0	0	0	180	0
			income	-48	0	0	0	0	0	0	-48
				14,665	130	90	-597	0	896	81	15,265
CEF2-3	CEF2-3	Social Care	expenditure	19,724	317	89	0	-200	5,449	2,926	28,305
			recharge Income	-369	0	0	0	0	0	0	-369
			DSG income	-1,770	0	0	0	0	0	0	-1,770
			grant income	-800	50	0	0	0	0	-109	-859
			income	-300	0	-1	0	0	0	0	-301
				16,485	367	88	0	-200	5,449	2,817	25,006
CEF2-4	CEF2-4	Safeguarding	expenditure	1,159	1	9	0	0	-2	11	1,178
			recharge Income	-53	0	0	0	0	0	0	-53
			DSG income	-64	0	0	0	0	0	0	-64
			grant income	0	0	0	0	0	0	0	0
			income	-94	0	0	0	0	0	0	-94
				948	1	9	0	0	-2	11	967

Draft Revenue Budget 2015/16
Children, Education & Families

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
CEF2-5	CEF2-5	Services for Disabled Children	expenditure	6,956	-147	36	0	0	-2	410	7,253
			recharge Income	-10	0	0	0	0	0	0	-10
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				6,946	-147	36	0	0	-2	410	7,243
CEF2-6	CEF2-6	Youth Offending Service	expenditure	1,504	106	14	0	-50	-2	-60	1,512
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	-636	-112	0	0	0	0	68	-680
			income	-347	0	0	0	0	0	14	-333
				521	-6	14	0	-50	-2	22	499
		SUBTOTAL CHILDREN'S SOCIAL CARE		**47,447**	**-23**	**268**	**-597**	**-250**	**6,174**	**-307**	**52,712**
CEF3	**CEF3**	**CHILDREN, EDUCATION & FAMILIES (CEF) CENTRAL COSTS**									
CEF3-1	CEF3-1	Management, Admin & Central Support Service Recharges	expenditure	845	0	4	0	0	-1	-361	487
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				845	0	4	0	0	-1	-361	487
CEF3-2	CEF3-2	Premature Retirement Compensation (PRC)	expenditure	3,822	0	38	0	0	0	56	3,916
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				3,822	0	38	0	0	0	56	3,916

Draft Revenue Budget 2015/16
Children, Education & Families

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
CEF3-3	CEF3-3	Joint Commissioning Recharge	expenditure	1,505	0	0	0	0	0	0	1,505
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				1,505	0	0	0	0	0	0	1,505
		SUBTOTAL CEF CENTRAL COSTS		**6,172**	**0**	**42**	**0**	**0**	**-1**	**-305**	**5,908**
CEF4	**CEF4**	**SCHOOLS**									
CEF4-1	CEF4-1	Delegated Budgets	expenditure	256,157	-25,310	0	0	0	0	891	231,738
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-215,628	28,717	0	0	0	0	-1,996	-188,907
			grant income	-18,134	-3,408	0	0	0	0	1,107	-20,435
			income	-22,395	0	0	0	0	0	-1	-22,396
				0	-1	0	0	0	0	1	0
CEF4-2	CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	expenditure	22,421	2,658	0	0	0	0	0	25,079
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-22,421	-2,658	0	0	0	0	0	-25,079
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
CEF4-3	CEF4-3	Non-Delegated Schools Costs	expenditure	869	510	4	0	0	-10	5	1,378
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-335	-503	0	0	0	0	0	-838
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				534	7	4	0	0	-10	5	540
CEF4-4	CEF4-4	Schools Support Service Non-Negotiable Recharges	expenditure	5,149	-616	0	0	0	0	-4,316	217
			recharge Income	0	616	0	0	0	0	0	616
			DSG income	-5,149	0	0	0	0	0	4,316	-833
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0

Draft Revenue Budget 2015/16
Children, Education & Families

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
CEF4-5	CEF4-5	Capitalised Repairs & Maintenance	expenditure	3,728	0	0	0	0	0	0	3,728
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-3,728	0	0	0	0	0	0	-3,728
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
		SUBTOTAL SCHOOLS		**534**	**6**	**4**	**0**	**0**	**-10**	**6**	**540**
			expenditure	444,982	-24,282	502	-1,056	-924	4,692	-12,877	411,037
			recharge Income	-1,576	751	0	0	0	0	-110	-935
			DSG income	-292,502	24,362	0	0	0	0	2,320	-265,820
			grant income	-21,057	-2,828	0	0	0	0	1,246	-22,639
			income	-27,229	1,271	-1	0	0	0	-61	-26,020
		BUDGET CONTROLLABLE BY DIRECTORATE		**102,618**	**-726**	**501**	**-1,056**	**-924**	**4,692**	**-9,482**	**95,623**
		Non Negotiable Support Service Recharges	expenditure	0	0	0	0	0	0	15,552	15,552
			support service recharge income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	-4,316	-4,316
			grant income	0	0	0	0	0	0	0	0
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGE		**0**	**0**	**0**	**0**	**0**	**0**	**11,236**	**11,236**
			expenditure	444,982	-24,282	502	-1,056	-924	4,692	2,675	426,589
			recharge Income	-1,576	751	0	0	0	0	-110	-935
			DSG income	-292,502	24,362	0	0	0	0	-1,996	-270,136
			grant income	-21,057	-2,828	0	0	0	0	1,246	-22,639
			income	-27,229	1,271	-1	0	0	0	-61	-26,020
		DIRECTORATE TOTAL		**102,618**	**-726**	**501**	**-1,056**	**-924**	**4,692**	**1,754**	**106,859**

Draft Revenue Budget 2015/16
Social & Community Services

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
SCS1	**SCS1**	**ADULT SOCIAL CARE**									
SCS1-1	SCS1-1	Older People									
SCS1-1E, SCS1-1A	SCS1-1E, SCS1-1A	Pooled Budget Contributions	Expenditure	92,256	261	695	-17,759	-2,390	-1,834	1	71,230
			Recharge Income	0	0	0	0	0	0	0	0
			Other income	0	0	0	0	0	0	0	0
				92,256	261	695	-17,759	-2,390	-1,834	1	71,230
SCS1-1BCD	SCS1-1BCD	Income	Expenditure	0	257	0	0	0	-200	0	57
			Recharge Income	0	0	0	0	0	0	0	0
			Other income	-11,985	0	0	19,985	-8,000	0	0	0
				-11,985	257	0	19,985	-8,000	-200	0	57
		Subtotal Older People		**80,271**	**518**	**695**	**2,226**	**-10,390**	**-2,034**	**1**	**71,287**
SCS1-2	SCS1-2	Learning Disabilities									
SCS1-2ABDE	SCS1-2ABDE	Learning Disabilities Non Pool Services	Expenditure	6,065	811	59	1,287	0	-135	-1,290	6,797
			Recharge Income	-5,828	-577	0	0	0	0	0	-6,405
			Other income	-5,409	-72	0	0	0	0	0	-5,481
				-5,172	162	59	1,287	0	-135	-1,290	-5,089
SCS1-2C	SCS1-2C	Pooled Budget Contribution	Expenditure	67,677	408	0	0	600	5,268	0	73,953
			Recharge Income	0	0	0	0	0	0	0	0
			Other income	0	0	0	0	0	0	0	0
				67,677	408	0	0	600	5,268	0	73,953
		Subtotal Learning Disabilities		**62,505**	**570**	**59**	**1,287**	**600**	**5,133**	**-1,290**	**68,864**
SCS1-3	SCS1-3	Mental Health									
SCS1-3A	SCS1-3A	Non-Pool Services	Expenditure	2,568	-1,718	0	0	0	0	-1	849
			Recharge Income	0	0	0	0	0	0	0	0
			Other income	0	0	0	0	0	0	0	0
				2,568	-1,718	0	0	0	0	-1	849
SCS1-3B	SCS1-3B	Pooled Budget Contributions	Expenditure	6,470	1,940	0	-89	0	0	1	8,322
			Recharge Income	0	0	0	0	0	0	0	0
			Other income	-263	0	0	0	0	0	0	-263
				6,207	1,940	0	-89	0	0	1	8,059
		Subtotal Mental Health		**8,775**	**222**	**0**	**-89**	**0**	**0**	**0**	**8,908**

Draft Revenue Budget 2015/16
Social & Community Services

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
SCS1-4	SCS1-4	Services For All Client Groups									
SCS1-4A-M	SCS1-4A-M	Services For All Client Groups	Expenditure	5,831	926	35	8	0	-85	0	6,715
			Recharge Income	-264	-1,818	0	0	0	0	0	-2,082
			Grant income	0	0	0	0	0	0	0	0
			Other income	-1,343	-355	-26	0	0	0	0	-1,724
				4,224	-1,247	9	8	0	-85	0	2,909
SCS1-4I	SCS1-4I	Housing Related Support	Expenditure	3,893	0	0	0	-1,000	0	0	2,893
			Recharge Income	0	0	0	0	0	0	0	0
			Other income	0	0	0	0	0	0	0	0
				3,893	0	0	0	-1,000	0	0	2,893
		Subtotal Services for All Client Groups		**8,117**	**-1,247**	**9**	**8**	**-1,000**	**-85**	**0**	**5,802**
SCS1-5	SCS1-5	Physical Disabilities									
SCS1-5A	SCS1-5A	Pooled Budget Contribution	Expenditure	11,903	224	0	0	-100	0	0	12,027
			Recharge Income	0	0	0	0	0	0	0	0
			Other income	0	0	0	0	0	0	0	0
				11,903	224	0	0	-100	0	0	12,027
SCS1-5B	SCS1-5B	Income	Expenditure	0	0	0	0	0	0	0	0
			Recharge Income	0	0	0	0	0	0	0	0
			Other income	-657	0	0	0	0	0	0	-657
				-657	0	0	0	0	0	0	-657
		Subtotal Physical Disabilities		**11,246**	**224**	**0**	**0**	**-100**	**0**	**0**	**11,370**
SCS1-6	SCS1-6	**Adult Social Care Recharges**									
SCS1-6	SCS1-6	Adult Social Care Recharges	Expenditure	9,435	0	1	0	0	0	-9,291	145
			Recharge Income	0	0	0	0	0	0	0	0
			Other income	0	0	0	0	0	0	0	0
				9,435	0	1	0	0	0	-9,291	145
		Subtotal Adult Social Care Recharges		**9,435**	**0**	**1**	**0**	**0**	**0**	**-9,291**	**145**
		SUBTOTAL ADULT SOCIAL CARE		**180,349**	**287**	**764**	**3,432**	**-10,890**	**3,014**	**-10,580**	**166,376**

Draft Revenue Budget 2015/16
Social & Community Services

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
SCS2	**SCS3**	**JOINT COMMISSIONING**									
SCS2-1 to SCS2-5	SCS3-1 to SCS3-5	Joint Commissioning	Expenditure	8,286	-195	60	50	0	-135	-1,446	6,620
			Recharge Income	-2,531	168	0	0	0	0	0	-2,363
			Other income	-162	-11	-3	0	0	-89	0	-265
				5,593	-38	57	50	0	-224	-1,446	3,992
SCS2-6	SCS3-6	Oxfordshire Support Fund	Expenditure	444	0	0	0	0	0	0	444
			Recharge Income	0	0	0	0	0	0	0	0
			Other income	0	0	0	0	0	0	0	0
				444	0	0	0	0	0	0	444
		SUBTOTAL JOINT COMMISSIONING		**6,037**	**-38**	**57**	**50**	**0**	**-224**	**-1,446**	**4,436**
		TOTAL ADULT SOCIAL CARE AND JOINT COMMISSIONING		**186,386**	**249**	**821**	**3,482**	**-10,890**	**2,790**	**-12,026**	**170,812**
		COMMUNITY SAFETY AND FIRE AND RESCUE									
SCS3	**SCS2**	**COMMUNITY SAFETY**									
SCS3-1	SCS2-1	Safer Communities (budget to be moved for Council budget book)	Expenditure	698	-35	2	0	-194	39	-50	460
			Recharge Income	0	0	0	0	0	0	0	0
			Other income	-413	35	0	0	0	0	0	-378
				285	0	2	0	-194	39	-50	82
SCS3-2	SCS2-2	Gypsy & Traveller Services	Expenditure	1,050	-2	4	0	0	-9	-92	951
			Recharge Income	0	0	0	0	0	0	0	0
			Other income	-1,050	0	-2	0	0	0	1	-1,051
				0	-2	2	0	0	-9	-91	-100
SCS3-3	SCS2-3	Trading Standards	Expenditure	2,387	35	16	0	-30	-126	-470	1,812
			Recharge Income	0	0	0	0	0	0	0	0
			Other income	-196	-36	-2	0	-20	-5	0	-259
				2,191	-1	14	0	-50	-131	-470	1,553
		TOTAL COMMUNITY SAFETY		**2,476**	**-3**	**18**	**0**	**-244**	**-101**	**-611**	**1,535**

Draft Revenue Budget 2015/16
Social & Community Services

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
SCS4	**SCS4**	**FIRE AND RESCUE & EMERGENCY PLANNING**									
SCS4-1	SCS4-1	Fire & Rescue Service	Expenditure	25,954	-24	189	0	-65	-250	-2,973	22,831
			Recharge Income	-4	0	0	0	0	0	0	-4
			Other income	-463	0	-8	0	-50	0	0	-521
				25,487	-24	181	0	-115	-250	-2,973	22,306
SCS4-2	SCS4-2	Emergency Planning	Expenditure	375	-2	2	0	0	-6	-97	272
			Recharge Income	0	0	0	0	0	0	0	0
			Other income	0	0	0	0	0	0	0	0
				375	-2	2	0	0	-6	-97	272
		TOTAL FIRE AND RESCUE & EMERGENCY PLANNING		**25,862**	**-26**	**183**	**0**	**-115**	**-256**	**-3,070**	**22,578**
		TOTAL COMMUNITY SAFETY AND FIRE AND RESCUE		**28,338**	**-29**	**201**	**0**	**-359**	**-357**	**-3,681**	**24,113**
			Expenditure	245,292	2,886	1,063	-16,503	-3,179	2,527	-15,708	216,378
			Recharge Income	-8,627	-2,227	0	0	0	0	0	-10,854
			Grant income	0	0	0	0	0	0	0	0
			Other Income	-21,941	-439	-41	19,985	-8,070	-94	1	-10,599
		BUDGET CONTROLLABLE BY DIRECTORATE		**214,724**	**220**	**1,022**	**3,482**	**-11,249**	**2,433**	**-15,707**	**194,925**
		Non Negotiable Support Service Recharges	Expenditure	0	0	0	0	0	0	13,788	13,788
			support service recharge income	0	0	0	0	0	0	0	0
			Grant income	0	0	0	0	0	0	0	0
			Other Income	0	0	0	0	0	0	0	0
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES		**0**	**0**	**0**	**0**	**0**	**0**	**13,788**	**13,788**
			Expenditure	245,292	2,886	1,063	-16,503	-3,179	2,527	-1,920	230,166
			Recharge Income	-8,627	-2,227	0	0	0	0	0	-10,854
			Grant income	0	0	0	0	0	0	0	0
			Other Income	-21,941	-439	-41	19,985	-8,070	-94	1	-10,599
		DIRECTORATE TOTAL		**214,724**	**220**	**1,022**	**3,482**	**-11,249**	**2,433**	**-1,919**	**208,713**

Draft Revenue Budget 2015/16

Social & Community Services - Older People's Pooled Budget

	Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
Oxfordshire County Council								
Personal Budgets - Residential Care	31,641	561	0	0	-2,200	-1,000	-396	28,606
Personal Budgets - Support at Home	30,100	-2,558	400	0	950	-550	396	28,738
Care Home Provider Contract	14,369	1,349	154	0	0	0	0	15,872
Intermediate Care & Reablement	6,767	811	0	0	0	0	0	7,578
Prevention and Early Support	9,695	241	1	0	-840	38	-1	9,134
Staffing & Infrastructure Costs	12,151	931	125	0	0	-285	1	12,923
Older People Income	-17,876	-1,080	0	0	0	0	0	-18,956
Day Services	2,638	-13	15	0	-300	-37	0	2,303
Oxfordshire Clinical Commissioning Group (OCCG)								
Continuing Care -Nursing Beds	8,134	739	0	0	0	0	0	8,873
Continuing Care - Support at Home	2,647	2,036	0	0	0	0	-1	4,682
Funded Nursing Care	10,592	1,294	0	0	0	0	0	11,886
Community Therapy Services	6,411	-6,411	0	0	0	0	0	0
Prevention and Early Support	888	6,274	0	0	0	0	0	7,162
Staffing & Infrastructure Costs	102	-102	0	0	0	0	0	0
Oxford Health Community	40,188	-1,815	0	0	0	0	0	38,373
Oxford Health Mental Health	9,980	910	0	0	0	0	0	10,890
Other Areas	8,295	-412	0	0	0	0	0	7,883
Equipment								
Equipment Service - Oxfordshire County Council	2,772	17	0	0	0	0	2	2,791
Equipment Service - OCCG	761	0	0	0	0	0	0	761
Better Care Fund	0	0	0	0	0	0	11,703	11,703
Additional Activity within the Pool funded through the Better Care Fund								
(Further detail of the Better Care Fund Schemes will be provided to Council)								
Total Expenditure	**180,255**	**2,772**	**695**	**0**	**-2,390**	**-1,834**	**11,704**	**191,202**
Oxfordshire County Council Contribution	-89,485	-257	-695	0	2,390	1,834	16,108	-70,105
OCCG	-87,237	-2,512	0	0	0	0	-29,462	-119,211
Equipment Contributions Oxfordshire County Council	-2,772	-3	0	0	0	0	1,650	-1,125
Equipment Contributions OCCG	-761	0	0	0	0	0	0	-761
Total Contributions	**-180,255**	**-2,772**	**-695**	**0**	**2,390**	**1,834**	**-11,704**	**-191,202**
NET BUDGET	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Draft Revenue Budget 2015/16
Social & Community Services - Physical Disabilities Pooled Budget

	Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
Oxfordshire County Council								
Personal Budgets - Residential Care	3,190	0	0	0	0	0	0	3,190
Personal Budgets - Support At Home	7,432	224	0	0	-100	0	0	7,556
Prevention and Early Support	660	-39	0	0	0	0	0	621
Acquired Brain Injury	621	40	0	0	0	0	0	661
Oxfordshire Clinical Commissioning Group								
Continuing Care - Nursing Beds	2,478	69	0	0	0	0	0	2,547
Continuing Care - Support At Home	1,183	-360	0	0	0	0	0	823
Funded Nursing Care	134	1,102	0	0	0	0	0	1,236
Acquired Brain Injury	1,884	-1,356	0	0	0	0	0	528
Personal Budgets	1,023	748	0	0	0	0	0	1,771
HIV & AIDS	100	0	0	0	0	0	0	100
Funding Nursery Care	0	213	0	0	0	0	0	213
Total Expenditure	**18,705**	**641**	**0**	**0**	**-100**	**0**	**0**	**19,246**
Oxfordshire County Council Contribution	-11,903	-224	0	0	100	0	0	-12,027
Oxfordshire Clinical Commissioning Group Contribution	-6,802	-417	0	0	0	0	0	-7,219
Total Contributions	**-18,705**	**-641**	**0**	**0**	**100**	**0**	**0**	**-19,246**
NET BUDGET	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Draft Revenue Budget 2015/16
Social & Community Services - Learning Disabilities Pooled Budget

	Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
Personalisation / On-going Support	66,918	504	0	0	600	5,268	0	73,290
Contracted Services - Recharged Blocks	710	0	0	0	0	0	0	710
Contracted Services - Housing / Vacancies	397	0	0	0	0	0	0	397
In-Patient Services	2,525	-230	0	0	0	0	0	2,295
Information and Consultation	52	0	0	0	0	0	0	52
Carers	187	0	0	0	0	0	0	187
Learning Disability Partnership and Autism Board	40	0	0	0	0	0	0	40
Direct Access Services	146	0	0	0	0	0	0	146
Assistive Technology	100	0	0	0	0	0	0	100
Staffing Recharges	6,284	371	0	0	0	0	0	6,655
Other Recharges	373	-89	0	0	0	0	0	284
Out of Area Treatments	950	0	0	0	0	0	0	950
Continuing Care	1,000	0	0	0	0	0	0	1,000
Total Expenditure	**79,682**	**556**	**0**	**0**	**600**	**5,268**	**0**	**86,106**
Oxfordshire County Council Contribution	-67,677	-408	0	0	-600	-5,268	0	-73,953
Oxfordshire Clinical Commissioning Group Contribution	-12,005	-148	0	0	0	0	0	-12,153
Total Contributions	**-79,682**	**-556**	**0**	**0**	**-600**	**-5,268**	**0**	**-86,106**
NET BUDGET	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Draft Revenue Budget 2015/16
Social & Community Services - Mental Health Pooled Budget

	Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
Provider Pool								
Adults of working age	1,783	19	0	0	0	0	0	1,803
Commissioning Pool								
Supported Independent Living	1,882	0	0	0	0	0	0	1,881
Independent Mental Health Advocate Funding	89	0	0	-89	0	0	0	0
MH Spot Funding	1,171	220	0	0	0	0	0	1,391
Residential Carers	62	1	0	0	0	0	0	63
Supported Living (non registered care home)	1,006	0	0	0	0	0	0	1,006
Support at home	214	-214	0	0	0	0	214	214
Community Support	0	1,701	0	0	0	0	0	1,701
Child and Adolescent Mental Health Services	754	0	0	0	0	0	0	754
Total Expenditure	**6,961**	**1,727**	**0**	**-89**	**0**	**0**	**214**	**8,813**
Social & Community Services	-6,207	-1,727	0	89	0	0	-214	-8,059
Children Education & Families	-754	0	0	0	0	0	0	-754
Total Contributions	**-6,961**	**-1,727**	**0**	**89**	**0**	**0**	**-214**	**-8,813**
NET BUDGET	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Draft Revenue Budget 2015/16
Environment & Economy

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
EE1	**EE1**	**STRATEGY & INFRASTRUCTURE**									
EE1-1 to EE1-5	EE1-1 to EE1-5	Strategy & Infrastructure	expenditure	10,628	-712	56	0	-650	897	691	10,910
			recharge income	-728	-41	0	0	0	-100	0	-869
			grant income	-535	-370	0	0	0	0	-685	-1,590
			income	-1,157	-6	-5	0	0	-418	0	-1,586
				8,208	-1,129	51	0	-650	379	6	6,865
EE1-6	EE1-6	Flood Defence Levy	expenditure	531	0	0	0	0	0	0	531
			recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				531	0	0	0	0	0	0	531
EE1-7	EE1-7	Local Enterprise Partnership	expenditure	500	0	0	0	0	0	1,290	1,790
			recharge income	0	0	0	0	0	0	0	0
			grant income	-500	0	0	0	0	0	-1,290	-1,790
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
		SUBTOTAL STRATEGY & INFRASTRUCTURE		**8,739**	**-1,129**	**51**	**0**	**-650**	**379**	**6**	**7,396**
EE2	**EE2**	**COMMERCIAL SERVICES**									
EE2-1	EE2-1	Commercial Services Management (Previously called Commercial Management)	expenditure	-968	-301	12	0	-237	-10	219	-1,285
			recharge income	0	0	0	0	0	0	0	0
			income	-95	0	0	0	0	0	0	-95
				-1,063	-301	12	0	-237	-10	219	-1,380
EE2-2	EE2-2	Property & Procurement									
EE2-21	EE2-21	Property & Procurement Management (Previously called Operational Contract/Client Management)	expenditure	453	140	4	0	0	0	7	604
			recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				453	140	4	0	0	0	7	604
EE2-22	EE2-22	Property & Facilities Management	expenditure	21,607	1,446	349	0	-1,437	675	-417	22,223
			recharge income	-23,209	-38	0	0	0	0	19,768	-3,479
			income	-572	0	-10	0	0	0	0	-582
				-2,174	1,408	339	0	-1,437	675	19,351	18,162

Draft Revenue Budget 2015/16
Environment & Economy

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
EE2-23	EE2-23	Property Programme Office	expenditure	593	0	13	0	0	0	0	606
		(Previously called Programme Management)	recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				593	0	13	0	0	0	0	606
EE2-24		Procurement	expenditure	0	0	0	0	0	0	51	51
		(New line - Previously in EE2-1)	recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	51	51
-	EE2-24A	Waste Management	expenditure	24,067	739	671	0	-659	500	-25,318	0
		(Moved to EE2-51A)	recharge income	0	0	0	0	0	0	0	0
			income	-406	-723	-4	0	0	0	1,133	0
				23,661	16	667	0	-659	500	-24,185	0
-	EE2-24B	Supported Transport	expenditure	31,313	-2,523	363	0	-825	-100	-28,228	0
		(Moved to EE2-51B)	recharge income	-17,177	2,251	0	0	0	0	14,926	0
			income	-1,414	253	-7	0	0	0	1,168	0
				12,722	-19	356	0	-825	-100	-12,134	0
-	EE2-25	Highways & Transport Contract & Performance Management	expenditure	1,511	103	3	0	-100	0	-1,517	0
		(Moved to EE2-52)	recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				1,511	103	3	0	-100	0	-1,517	0
EE2-2	EE2-2	Subtotal Property & Procurement		36,766	1,648	1,382	0	-3,021	1,075	-18,427	19,423
EE2-3	EE2-3	Asset Management									
EE2-31 to EE2-34	EE2-31 to EE2-35	Network & Asset Management (Excluding On/Off Street Parking and Park & Rides) -	expenditure	17,293	-251	525	0	-978	-1,450	-1,297	13,842
		(Previously called Network & Asset Management)	recharge income	0	0	0	0	0	0	0	0
			income	-985	21	-18	0	-230	0	12	-1,200
				16,308	-230	507	0	-1,208	-1,450	-1,285	12,642
EE2-35	EE2-36	On/Off Street Parking and Park & Rides	expenditure	6,051	-1,292	91	0	0	0	0	4,850
			recharge income	0	0	0	0	0	0	0	0
			income	-6,852	1,292	-137	0	0	750	0	-4,947
				-801	0	-46	0	0	750	0	-97

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Environment & Economy

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
EE2-36	-	Countryside & Records	expenditure	0	0	0	0	0	0	2,252	2,252
		(Previously in EE2-31 to EE2-35 and EE2-4)	recharge income	0	0	0	0	0	0	-12	-12
			grant income	0	0	0	0	0	0	-242	-242
			income	0	0	0	0	0	0	-31	-31
				0	0	0	0	0	0	1,967	1,967
EE2-3	EE2-3	Subtotal Asset Management		15,507	-230	461	0	-1,208	-700	682	14,512
EE2-4	EE2-4	Delivery	expenditure	13,640	276	23	0	-389	-1,857	-2,256	9,437
		(Previously called Operations Delivery)	recharge income	-640	0	0	0	0	-150	12	-778
			grant income	-230	-12	0	0	0	0	242	0
			income	-221	-9	-3	0	0	-150	19	-364
				12,549	255	20	0	-389	-2,157	-1,983	8,295
EE2-5	EE2-5	Highways, Transport & Waste									
-	EE2-5	Integrated Transport Unit	expenditure	0	2,656	16	0	0	0	-2,672	0
		(Moved to EE2-7)	recharge income	0	-2,061	0	0	0	0	2,061	0
			grant income	0	0	0	0	0	0	0	0
			income	0	-253	0	0	0	0	253	0
				0	342	16	0	0	0	-358	0
EE2-51A	-	Waste Management	expenditure	0	0	0	0	0	0	25,319	25,319
		(Moved from EE2-24A)	recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-1,133	-1,133
				0	0	0	0	0	0	24,186	24,186
EE2-51B	-	Supported Transport (including Integrated Transport Unit)	expenditure	0	0	0	0	0	0	31,705	31,705
		(Moved from EE2-24B and EE2-5)	recharge income	0	0	0	0	0	0	-17,286	-17,286
			grant income	0	0	0	0	0	0	-796	-796
			income	0	0	0	0	0	0	-1,421	-1,421
				0	0	0	0	0	0	12,202	12,202
EE2-52	-	H&T Contract & Performance Mgt	expenditure	0	0	0	0	0	0	1,454	1,454
		(Moved from EE2-5)	recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	1,454	1,454

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Environment & Economy

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
EE2-53	-	Area Stewards	expenditure	0	0	0	0	0	0	1,301	1,301
		(Moved from EE2-43)	recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	1,301	1,301
EE2-5		Subtotal Highways, Transport & Waste		0	342	16	0	0	0	38,785	39,143
EE2-6	-	Major Infrastructure Delivery	expenditure	0	0	0	0	0	0	0	0
		(New line to be used in year)	recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
		SUBTOTAL COMMERCIAL SERVICES		**63,759**	**1,714**	**1,891**	**0**	**-4,855**	**-1,792**	**19,276**	**79,993**
EE3	**EE3**	**OXFORDSHIRE CUSTOMER SERVICES**									
EE3-1	EE3-1	Management Team	expenditure	1,277	107	7	0	-129	-400	-361	501
			recharge income	-1,159	0	0	0	0	0	1,159	0
			income	-419	-7	0	0	0	160	0	-266
				-301	100	7	0	-129	-240	798	235
EE3-2	EE3-2	Education Support Services	expenditure	3,575	-28	0	0	0	0	-378	3,169
			recharge income	-3,178	28	0	0	0	0	0	-3,150
			income	-397	0	0	0	0	0	0	-397
				0	0	0	0	0	0	-378	-378
EE3-3	EE3-3	ICT	expenditure	16,247	-61	76	0	-2,300	159	-565	13,556
			recharge income	-15,437	325	0	0	0	0	14,138	-974
			income	-802	-325	0	0	0	0	0	-1,127
				8	-61	76	0	-2,300	159	13,573	11,455
EE3-4	EE3-4	Business Development	expenditure	9,119	143	21	0	-783	487	-5,905	3,082
			recharge income	-1,523	-71	0	0	0	0	1,246	-348
			income	0	0	0	0	0	0	0	0
				7,596	72	21	0	-783	487	-4,659	2,734
EE3-5	EE3-5	Customer Service Centre	expenditure	3,496	-41	26	0	-200	108	-450	2,939
			recharge income	-3,235	0	0	0	0	0	2,658	-577
			income	-261	-17	0	0	0	0	-1	-279
				0	-58	26	0	-200	108	2,207	2,083

Draft Revenue Budget 2015/16
Environment & Economy

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
EE3-6	EE3-6	Human Resources	expenditure	10,828	-917	27	0	-980	0	-2,389	6,569
		(including Adult Learning)	recharge income	-3,848	-89	0	0	0	0	2,966	-971
			grant income	-4,184	278	0	0	0	0	0	-3,906
			income	-990	475	-1	0	0	0	0	-516
				1,806	-253	26	0	-980	0	577	1,176
EE3-7	EE3-7	Operational Finance	expenditure	3,201	0	20	0	-231	0	-1,011	1,979
			recharge income	-3,273	0	0	0	0	0	3,027	-246
			income	-10	0	0	0	0	0	-1	-11
				-82	0	20	0	-231	0	2,015	1,722
EE3-8	EE3-8	Pensions, Insurance & Money Management (PIMM)	expenditure	2,724	-484	13	0	0	0	-886	1,367
			recharge income	-1,484	0	0	0	0	0	1,467	-17
			income	-1,233	355	0	0	0	0	0	-878
				7	-129	13	0	0	0	581	472
		SUBTOTAL OXFORDSHIRE CUSTOMER SERVICES		**9,034**	**-329**	**189**	**0**	**-4,623**	**514**	**14,714**	**19,499**
			expenditure	177,686	-1,000	2,316	0	-9,898	-991	-9,361	158,752
			recharge income	-74,891	304	0	0	0	-250	46,130	-28,707
			grant income	-5,449	-104	0	0	0	0	-2,771	-8,324
			income	-15,814	1,056	-185	0	-230	342	-2	-14,833
		BUDGET CONTROLLABLE BY DIRECTORATE		**81,532**	**256**	**2,131**	**0**	**-10,128**	**-899**	**33,996**	**106,888**
		Non Negotiable Support Service Recharges	expenditure	0	0	0	0	0	0	6,872	6,872
			support service recharge income	0	0	0	0	0	0	-37,367	-37,367
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES		**0**	**0**	**0**	**0**	**0**	**0**	**-30,495**	**-30,495**
			Expenditure	177,686	-1,000	2,316	0	-9,898	-991	-2,489	165,624
			Recharge Income	-74,891	304	0	0	0	-250	8,763	-66,074
			Grant income	-5,449	-104	0	0	0	0	-2,771	-8,324
			Other Income	-15,814	1,056	-185	0	-230	342	-2	-14,833
		DIRECTORATE TOTAL		**81,532**	**256**	**2,131**	**0**	**-10,128**	**-899**	**3,501**	**76,393**

Draft Revenue Budget 2015/16
Chief Executive's Office (including Cultural Services)

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
CEO1	CEO1	Chief Executive & Business Support	expenditure	1,104	261	5	0	-130	-315	-76	849
			recharge income	-567	0	0	0	0	0	567	0
			income	0	0	0	0	0	0	0	0
				537	261	5	0	-130	-315	491	849
CEO2	CEO2	Human Resources	expenditure	2,952	251	17	0	0	-306	-173	2,741
			recharge income	-2,806	0	0	0	0	0	2,806	0
			income	-3	0	0	0	0	0	0	-3
				143	251	17	0	0	-306	2,633	2,738
CEO3	CEO3	Corporate Finance & Internal Audit	expenditure	3,951	43	34	0	0	-83	-348	3,597
			recharge income	-3,382	0	0	0	0	0	3,095	-287
			grant income	0	0	0	0	0	0	-50	-50
			income	-323	-43	-2	0	0	0	0	-368
				246	0	32	0	0	-83	2,697	2,892
CEO4	CEO4	Law & Culture	expenditure	21,802	2,527	114	0	-63	-280	-6,193	17,907
			recharge income	-2,758	-275	0	0	0	0	1,095	-1,938
			grant income	0	-642	0	0	0	0	0	-642
			income	-3,021	-1,354	-55	0	-70	-200	79	-4,621
				16,023	256	59	0	-133	-480	-5,019	10,706
CEO5	CEO5	Policy	expenditure	1,508	-261	9	0	-17	-21	-332	886
			recharge income	-1,370	0	0	0	0	0	1,370	0
			income	0	0	0	0	0	0	0	0
				138	-261	9	0	-17	-21	1,038	886
CEO6	CEO6	Corporate & Democratic Core	expenditure	3,661	0	0	0	0	0	-3,582	79
			recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				3,661	0	0	0	0	0	-3,582	79
			expenditure	34,978	2,821	179	0	-210	-1,005	-10,704	26,059
			recharge income	-10,883	-275	0	0	0	0	8,933	-2,225
			grant income	0	-642	0	0	0	0	-50	-692
			income	-3,347	-1,397	-57	0	-70	-200	79	-4,992
		BUDGET CONTROLLABLE BY DIRECTORATE		**20,748**	**507**	**122**	**0**	**-280**	**-1,205**	**-1,742**	**18,150**

Draft Revenue Budget 2015/16
Chief Executive's Office (including Cultural Services)

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
		Corporate & Democratic Core	expenditure	0	0	0	0	0	0	2,047	2,047
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		CORPORATE & DEMOCRATIC CORE		**0**	**0**	**0**	**0**	**0**	**0**	**2,047**	**2,047**
		Non Negotiable Support Service Recharges	expenditure	0	0	0	0	0	0	5,789	5,789
			support service recharge income	0	0	0	0	0	0	-7,254	-7,254
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES		**0**	**0**	**0**	**0**	**0**	**0**	**-1,465**	**-1,465**
			expenditure	34,978	2,821	179	0	-210	-1,005	-2,868	33,895
			recharge income	-10,883	-275	0	0	0	0	1,679	-9,479
			grant income	0	-642	0	0	0	0	-50	-692
			income	-3,347	-1,397	-57	0	-70	-200	79	-4,992
		DIRECTORATE TOTAL		**20,748**	**507**	**122**	**0**	**-280**	**-1,205**	**-1,160**	**18,732**

Draft Revenue Budget 2015/16
Public Health

Ref. 2015/16	Ref. 2014/15	Service Area		Budget 2014/15 £000	Permanent Virements Agreed in 2014/15 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2015/16 £000
PH1	**PH1**	LA Commissioning Responsibilities - Nationally Defined	expenditure	10,395	0	0	4,333	0	0	0	14,728
			grant income	0	0	0	0	0	0	0	0
			recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		SUBTOTAL LA COMISSIONING RESPONSIBILITIES - NATIONALLY DEFINED		**10,395**	**0**	**0**	**4,333**	**0**	**0**	**0**	**14,728**
PH2	**PH2**	LA Commissioning Responsibilities - Locally defined	expenditure	15,785	-156	0	0	0	0	0	15,629
			grant income	0	0	0	0	0	0	0	0
			recharge income	-493	66	0	0	0	0	0	-427
			income	-267	90	0	0	0	0	0	-177
		SUBTOTAL LA COMMISSIONING RESPONSIBILITIES - LOCALLY DEFINED		**15,025**	**0**	**0**	**0**	**0**	**0**	**0**	**15,025**
PH3	**PH3**	Public Health Recharges (Non Negotiable Support Service Recharges now shown separately)	expenditure	666	0	0	0	0	0	-573	93
			grant income	0	0	0	0	0	0	0	0
			recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		SUBTOTAL PUBLIC HEALTH RECHARGES		**666**	**0**	**0**	**0**	**0**	**0**	**-573**	**93**
PH4	PH4	Grant Income	expenditure	0	0	0	0	0	0	0	0
			recharge income	0	0	0	0	0	0	0	0
			grant income	-26,086	0	0	-4,333	0	0	573	-29,846
			income	0	0	0	0	0	0	0	0
		SUBTOTAL GRANT INCOME		**-26,086**	**0**	**0**	**-4,333**	**0**	**0**	**573**	**-29,846**
			expenditure	26,846	-156	0	4,333	0	0	-573	30,450
			support service recharge income	-493	66	0	0	0	0	0	-427
			grant income	-26,086	0	0	-4,333	0	0	573	-29,846
			income	-267	90	0	0	0	0	0	-177
		BUDGET CONTROLLABLE BY DIRECTORATE		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
			expenditure	0	0	0	0	0	0	573	573
			grant income	0	0	0	0	0	0	-573	-573
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
			Expenditure	**26,846**	**-156**	**0**	**4,333**	**0**	**0**	**0**	**31,023**
			Recharge Income	**-493**	**66**	**0**	**0**	**0**	**0**	**0**	**-427**
			Grant Income	**-26,086**	**0**	**0**	**-4,333**	**0**	**0**	**0**	**-30,419**
			Income	**-267**	**90**	**0**	**0**	**0**	**0**	**0**	**-177**
		DIRECTORATE TOTAL		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Draft Revenue Budget 2015/16
Strategic Measures

		Budget 2014/15	Permanent Virements Agreed in 2014/15	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2015/16
		£000	£000	£000	£000	£000	£000	£000	£000
CAPITAL FINANCING									
Principal	Expenditure	17,023				-24		-1,402	15,597
Interest	Expenditure	18,231				-405		345	18,171
Net Interest on Balances (interest payable and receivable)	Expenditure	457						76	533
	Recharge Income	-2,581				-866		794	-2,653
	Other income	-2,424				337		8	-2,079
		-4,548	0	0	0	-529	0	878	-4,199
SUBTOTAL CAPITAL FINANCING		**30,706**	**0**	**0**	**0**	**-958**	**0**	**-179**	**29,569**
Contingency	Expenditure	3,476	-257					510	3,729
Pensions Past Service Deficit Funding	Expenditure	830							830
CONTRIBUTIONS TO/FROM BALANCES									
General Balances	Expenditure	3,000				-1,000			2,000
SUBTOTAL CONTRIBUTIONS TO/FROM BALANCES		**7,306**	**-257**	**0**	**0**	**-1,000**	**0**	**510**	**6,559**
CONTRIBUTIONS TO/FROM RESERVES									
Reserves	Expenditure	491						-4,431	-3,940
	Other income	-13,960				4,410		4,356	-5,194
		-13,469	0	0	0	4,410	0	-75	-9,134
Prudential Borrowing costs	Expenditure	950							950
SUBTOTAL CONTRIBUTIONS TO/FROM RESERVES		**-12,519**	**0**	**0**	**0**	**4,410**	**0**	**-75**	**-8,184**

Draft Revenue Budget 2015/16
Strategic Measures

		Budget 2014/15	Permanent Virements Agreed in 2014/15	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2015/16
		£000	£000	£000	£000	£000	£000	£000	£000
UNRINGFENCED SPECIFIC GRANT INCOME	Grant income	-14,832			-128	-555			-15,515
TOTAL UNRINGFENCED SPECIFIC GRANT INCOME		**-14,832**	**0**	**0**	**-128**	**-555**	**0**	**0**	**-15,515**
Strategic Measures	Expenditure	44,458	-257	0	0	-1,429	0	-4,902	37,870
	Recharge Income	-2,581	0	0	0	-866	0	794	-2,653
	Grant income	-14,832	0	0	-128	-555	0	0	-15,515
	Other income	-16,384	0	0	0	4,747	0	4,364	-7,273
STRATEGIC MEASURES TOTAL		**10,661**	**-257**	**0**	**-128**	**1,897**	**0**	**256**	**12,429**
COUNCIL TAX COLLECTION FUND SURPLUSES/DEFICITS	Other income	-6,929						-168	-7,097
TOTAL COLLECTION FUND SURPLUSES/DEFICITS		**-6,929**	**0**	**0**	**0**	**0**	**0**	**-168**	**-7,097**
BUSINESS RATES FROM DISTRICT COUNCILS	Other income	-28,833						-829	-29,662
BUSINESS RATES COLLECTION FUND SURPLUSES/ DEFICITS	Other income	226						577	803
TOTAL BUSINESS RATES FROM DISTRICT COUNCILS		**-28,607**	**0**	**0**	**0**	**0**	**0**	**-252**	**-28,859**
GENERAL GOVERNMENT GRANT INCOME									
Revenue Support Grant	Grant income	-80,623						18,791	-61,832
Business Rates Top-Up	Grant income	-36,390						-695	-37,085
TOTAL GENERAL GOVERNMENT GRANT INCOME		**-117,013**	**0**	**0**	**0**	**0**	**0**	**18,096**	**-98,917**

Draft Revenue Budget 2015/16
Government Grant Details - 2015/16

Directorate	Estimate 2014/15 £m	Revised 2014/15 £m	Estimate 2015/16 £m
Children, Education & Families			
Asylum (UASC & Post 18)	0.656	0.656	0.795
Dedicated Schools Grant	292.502	268.138	270.136
Education Funding Agency – Sixth Form and Bursary Funding	7.131	4.989	4.536
Intensive Interventions Programme (DfE) 2014/15	0.180	0.230	0.000
Intensive Interventions Programme (DfE) 2013/14 adjustment	0.000	0.050	0.000
Music (moved to Chief Executive's Office in 2014/15)	0.642	0.000	0.000
PE and Sport Grant 2013/14 (paid April 2014)	0.000	0.708	0.000
PE and Sport Grant 2014/15 (£1.013m payable in 2014/15 with a further instalment of £0.723m in April 2015)	0.000	1.013	0.723
Pupil Premium	11.668	11.027	10.149
Remand	0.144	0.094	0.064
Universal Infant Free School Meals	0.000	4.052	5.692
Unpaid Work Grant	0.000	0.011	0.000
Youth Justice Board	0.636	0.736	0.680
Total Children, Education & Families	**313.559**	**291.704**	**292.775**

Draft Revenue Budget 2015/16
Government Grant Details - 2015/16

Directorate	Estimate 2014/15 £m	Revised 2014/15 £m	Estimate 2015/16 £m
Environment & Economy			
Skills Funding Agency - Adult Education	3.899	3.899	3.697
Regional Growth Fund - Oxford Innovation Business Support	0.000	1.961	0.896
BIS - Oxford Innovation Business Support	0.000	0.000	0.250
SEEDA - Oxford Innovation Business Support	0.000	0.000	0.144
Education Funding Agency (Formerly the YPLA)	0.285	0.209	0.209
DCLG (Local Enterprise Partnership Funding)	0.500	0.500	0.500
City Deal Skills Grant	0.000	0.370	0.590
Local Sustainable Transport Fund Grant	0.535	0.535	1.000
Bus Service Operators Grant	0.000	0.795	0.796
Natural England	0.230	0.240	0.242
Total Environment & Economy	**5.449**	**8.509**	**8.324**
Chief Executive's Office			
Arts Council		0.015	0.000
Find your Voice		0.002	0.000
Counter Fraud Fund		0.031	0.050
Music (moved from Children, Education & Families in 2014/15)		0.642	0.642
Total Chief Executive's Office	**0**	**0.690**	**0.692**
Public Health			
Public Health Grant	26.086	26.086	30.419
Total Public Health	**26.086**	**26.086**	**30.419**

Draft Revenue Budget 2015/16
Government Grant Details - 2015/16

Directorate	Estimate 2014/15 £m	Revised 2014/15 £m	Estimate 2015/16 £m
Strategic Measures			
Fire Revenue Grant	0.285	0.285	0.288
Lead Local Flood Authority	0.167	0.167	0.111
Extended Rights to Free Travel	0.379	0.379	0.309
Troubled Families - Co-ordinator funding	0.100	0.100	0.100
Troubled Families - Attachment fee	0.000	0.000	0.000
Community Right to Challenge	0.009	0.009	0.000
New Homes Bonus	2.387	2.387	3.170
New Homes Bonus Adjustment Grant	0.214	0.214	0.211
Local Reform and Community Voice Grant	0.414	0.414	0.515
Local Welfare Provision (Social Fund)	0.930	0.930	0.000
Social Care Data	0.000	0	0.000
Care Act New Burdens Grant	0.000	0	3.368
Education Services Grant	6.965	6.965	5.365
Phonics and Moderation Funding (Part of Education Services Grant)	0.000	0.035	0.000
Adoption Reform Grant	0.597	0.597	0.000
Special Educational Needs Reform Grant	0.835	0.835	0.375
Section 31 Grant for Cap on Business Rates Top-up	0.386	0.386	0.540
Section 31 Grant for Cap on Business Rates and Other Reliefs	1.165	1.165	1.163
Revenue Support Grant	80.623	80.623	61.832
Business Rates Top-Up	36.390	36.390	37.085
Total Strategic Measures	**131.846**	**131.881**	**114.432**
Total Grants	**476.940**	**458.870**	**446.642**

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Treasury Management Strategy Statement & Annual Investment Strategy for 2015/16

Background

1. The Local Government Act 2003 and supporting regulations require the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.

2. The Act requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance issued subsequent to the Act). The Annual Investment Strategy sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

3. Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

4. The proposed strategy for 2015/16 in respect of the following aspects of the treasury management function is based upon the views of the Council's Treasury Management Strategy Team (TMST)[1], informed by market forecasts provided by the Council's treasury advisor, Arlingclose Limited. The strategy covers:

   - Treasury limits in force which limit the treasury risk and activities of the Council;
   - Treasury Management Prudential Indicators for 2015/16, 2016/17 and 2017/18;
   - the current treasury position;
   - prospects for interest rates;
   - the borrowing strategy;
   - the borrowing requirement and
   - the Annual Investment Strategy.

5. It is a statutory requirement for the Council to produce a balanced budget and to calculate its council tax requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue caused by increased borrowing to finance additional capital expenditure, and any increases in running costs from new capital projects are limited to a level which is affordable within the projected income of the Council for the foreseeable future.

[1]Comprising the Chief Finance Officer, Service Manager - Pensions, Insurance and Money Management, Principal Financial Manager – Treasury & Pension Fund Investments, Financial Manager – Treasury Management, and Financial Manager – Pension Fund Investment.

6. The Council is also required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management. The code was adopted by Council on 1 April 2003. All treasury activity will comply with relevant statute, guidance and accounting standards.

Treasury Limits for 2015/16 to 2017/18

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

8. The Authorised Borrowing Limit requires the Council to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon future council tax levels is 'acceptable'.

9. Whilst termed an "Affordable Borrowing Limit" within the Act, the capital plans to be considered for inclusion incorporates financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

Prudential Indicators for 2015/16 to 2017/18

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

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

    Further Treasury Management indicators are specified in the Code of Practice on Treasury Management (2011).

11. Prudential Indicators are set out in full at Appendix A to this strategy:

    i. Gross debt and the Capital Financing Requirement
    ii. Estimates of Capital Expenditure
    iii. Ratio of Financing Costs to Net Revenue Stream
    iv. Capital Financing Requirement
    v. Incremental Impact of Capital Investment decisions
    vi. Authorised Limit and Operational Boundary for External Debt
    vii. Actual External Debt
    viii. Adoption of the CIPFA Treasury Management in the Public Services Code of Practice
    ix. Gross and net debt

x. Upper and lower limits to maturity structure of fixed rate borrowing
xi. Upper limits on fixed and variable rate interest exposures
xii. Upper limit to total of principal sums invested longer than 364 days

12. Prudential Indicators are reported to and monitored by the TMST on a regular basis and will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2014/15 and the Treasury Management Mid-Term Review 2015/16, which will be considered in July and November 2015 respectively.

Forecast Treasury Portfolio Position

13. The Council's treasury forecast portfolio position for the 2015/16 financial year comprises:

	Principal £m	Average Rate %
Opening External Debt Balance		
PWLB	349.383	4.52%
Money Market Loans	50.000	3.94%
TOTAL EXTERNAL DEBT	399.383	
2015/16 Average Cash Balance		
Average In-House Cash	224.300	
Average Externally Managed	70.000	
TOTAL INVESTMENTS	294.300	

14. The average forecast cash balance is comprised of the following:

	Average Balance £m
Earmarked Reserves	46.9
Capital and Developer Contributions	117.4
General Balances	17.2
Cashflow and Working Capital Adjustments	97.7
Provisions and Deferred Income	15.1
TOTAL	**294.3**

Prospects for Interest Rates

Economic Background

15. There is momentum in the UK economy, with a continued period of growth through domestically-driven activity and strong household consumption. There are signs that growth is becoming more balanced. The greater contribution from business investment should support continued, albeit slower, expansion of

GDP. However, inflationary pressure is benign and is likely to remain low in the short-term. There have been large falls in unemployment but levels of part-time working, self-employment and underemployment are significant.

16. Bank Rate has been maintained at 0.50% throughout the financial year. The Monetary Policy Committee's (MPC's) focus is on both the degree of spare capacity in the economy and the rate at which this will be used up, factors prompting some debate on the Committee. Despite two Committee members having voted for a 0.25% increase in rates at each of the meetings from August 2014 onwards, some Committee members have become more concerned that the economic outlook is less optimistic than at the time of the August Inflation Report.

17. The unemployment rate for August to October 2014 was 6.0% of the economically active population, down 0.2% from May to July 2014 and down 1.4% from a year earlier. Inflationary pressure remains low, with CPI falling to 1% in November 2014, easing pressure on the MPC to increase the Bank Rate.

18. From August to October 2014 average total pay (including bonuses) rose by 1.4% year-on-year. On a single month basis, average weekly earnings were 1.8% higher in October 2014 year-on-year. Regular pay (excluding bonuses) rose by 1.6% in the three months to October 2014 compared to the previous year. On a single month basis, regular pay was 1.8% higher in October 2014 year-on-year. The CPI rate was 1.3% in October 2014, suggesting that wages rose marginally in real terms.

19. The transposition of two European Union directives into UK legislation in the coming months will place the burden of rescuing failing EU banks disproportionately onto unsecured local authority investors. The Bank Recovery and Resolution Directive promotes the interests of individual and small businesses covered by the Financial Services Compensation Scheme and similar European schemes, while the recast Deposit Guarantee Schemes Directive brings large companies into these schemes. The combined effect of these two changes is to leave public authorities and financial organisations (including pension funds) as the only senior creditors likely to incur losses through a "bail-in" for a failing bank after July 2015.

20. The continued global economic recovery has led to a general improvement in credit conditions since last year. This is evidenced by a fall in the credit default swap spreads of banks and companies around the world. However, due to the above legislative changes, the credit risk associated with making unsecured bank deposits will increase relative to the risk of other investment options available to the Authority.

Current Medium Term Financial Plan

21. The strategy for 2014/15 approved by Council in February 2014 set out forecast interest rates over the medium term. The forecast was for an average base rate of:

- 2014/15 0.50%
- 2015/16 0.50%
- 2016/17 0.75%
- 2017/18 1.00%

These interest rates were used as a basis for constructing the strategic measures budget for 2014/15 to 2017/18.

Arlingclose's View

22. The Council uses the services of Arlingclose Limited to provide investment advice to the Council, as part of this service they help the Council to formulate a view on interest rates.

23. Arlingclose forecast the first rise in official interest rates in August 2015 and a gradual pace of increases thereafter, with the average for 2015/16 being around 0.75%.

24. Arlingclose project a slow rise in Bank Rate. The pace of interest rate rises will be gradual and the extent of rises limited; with a forecast rate of 1.75% for March 2018.

25. Arlingclose also provide upside (rates being higher) and downside risks (rates being lower) to their forecast. The upside risk given for base rate ranges from 0.25% in June 2015 to 0.50% in March 2018. Downside risks range from zero in June 2015 to 1.00% in March 2018. On the downside, Eurozone weakness and the threat of deflation have increased the risks to the durability of UK growth. If the negative indicators from the Eurozone become more entrenched, the Bank of England will likely defer rate rises to later in the year.

26. Arlingclose expect the 1 year LIBID[2] rate to rise from 1.05% to 2.50% over the same period, indicating that short-term borrowing will become more expensive.[2]

Treasury Management Strategy Team's View

27. The Council's TMST, taking into account the advice from Arlingclose, and the current economic outlook, have determined the rates to be included in the Strategic Measures budget for 2015/16 and over the medium term. The Bank Rate forecasts set out below represent the average rate for the financial year:

- 2015/16 0.625%
- 2016/17 1.125%
- 2017/18 1.625%
- 2018/19 2.125%

[2] LIBID is the London Interbank Bid Rate which represents the rate at which a bank is willing to borrow from other banks.

28. The TMST team has agreed that based on the current portfolio of deposits and market rates, the target return rate should be 0.70% in 2015/16, reducing to the forecast average base rate for 2016/17 to 2018/19. The reason for the reducing margin above base rate is that the portfolio includes some longer-term deposits which were arranged in previous financial years, when market rates for longer-term loans were higher than those currently available with similar counterparties. As existing long-term deposits arranged with higher rates mature, the average portfolio rate will continue to reduce. Additionally there is considerable uncertainty about the effects that the EU banking directives will have on the Council's ability to secure returns above base rate. This being a result of the need to find more secure investment opportunities and the limiting effect this may have on the availability of suitable instruments and counterparties. These rates have been incorporated into the strategic measures budget estimates:

- 2015/16 0.700%
- 2016/17 1.125%
- 2017/18 1.625%
- 2018/19 2.125%

Borrowing Strategy

Arlingclose's View

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

- The 50 year gilt yield is expected to start the financial year at 3.05%, increasing gradually to 3.60% by March 2018.
- The 20 year gilt yield is expected to start the financial year at 2.95% rising to 3.55% by the end of the forecast in March 2018.
- The 10 year gilt yield is expected to start the financial year at 2.45%, rising to 3.05% by March 2018.
- The 5 year gilt yield is expected to start the financial year at 1.75% and to reach 2.90% by March 2018.

30. Arlingclose's forecasts have an upside variation range of between 35 and 55 basis points, and a downside variation range of between 35 and 70 basis points depending on the economic and political climate.

Treasury Management Strategy Team's View

31. The Department of Communities & Local Government (CLG) has confirmed that HM Treasury (HMT) are taking the necessary legislative steps to abolish the Public Works Loan Board (PWLB) over the coming months. CLG and HMT have stressed that this development is being taken purely to address the governance of the PWLB and that it will have no impact on existing loans held by local authorities or the government's policy on local authority borrowing. Borrowing from the successor is expected to be as straight forward as it is

currently, with local authorities continuing to access borrowing at rates which offer good value for money. A consultation document is expected in due course and the TMST will continue to monitor the situation.

32. It is expected that the Bank Rate will remain low during 2015/16 and that there will continue to be a high "cost of carry[3]" associated with the long term borrowing compared to temporary investment returns. The TMST will continue to monitor the Council's debt portfolio and will consider debt repayment if it is in the Council's interest.

33. In April 2011 the Government replaced the 'credit approval' system for capital financing with direct provision of capital resources in the form of capital grant. This means that the Council only needs to borrow to finance prudential borrowing schemes. The Council's Capital Financing Strategy applies capital grants, developer contributions, capital receipts and revenue contributions to fund capital expenditure before using prudential borrowing. This means that the majority of the current capital programme is fully funded without the need to take up any new borrowing.

34. Financing the Council's borrowing requirement internally would reduce the cost of carry in the short term but there is a risk that the internal borrowing would need to be refinanced with external borrowing at a time when PWLB (or it's successor) and market rates exceed those currently available. This could result in higher financing costs over the long term.

35. Internal borrowing is a short term financing solution as cash surpluses are temporary balances made up of creditors over debtors, earmarked reserves and capital reserves. As reserves are drawn down for their earmarked purpose internal borrowing will need to be replaced with external borrowing.

36. The Council's TMST have agreed that they should continue to have the option to fund new or replacement borrowing up to the value of 25% of the portfolio through internal borrowing. This will have the effect of reducing some of the "cost of carry" of funding. Internal borrowing will also be used to finance prudential schemes.

37. If market conditions change during the 2015/16 financial year such that the policy to borrow internally is no longer in the short term or long term interests of the Council, the TMST will review the borrowing strategy and report any changes to Cabinet.

38. As the Accountable Body for Oxfordshire Local Enterprise Partnership (OxLEP), the Council will be required to prudentially borrow £36.5m on behalf of OxLEP for project funding from 2015/16 onwards. The loans will be repaid through the retained business rates of OxLEP. This represents projects to be delivered by the Council. The TMST monitor interest rates and will consider forward borrowing on behalf of OxLEP in 2015/16 if it is determined to be cost-effective.

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

This is consistent with the expectation that interest rates and Gilt yields will begin to rise over the period.

39. As part of the Local Growth Fund bids OxLEP are currently able to apply for the Public Works Loan Board (PWLB) project rate, at 40 basis points below the standard rate across all loan types and maturities. This discounted borrowing is available to support strategic local capital investment projects. This aims to give LEPs, in consultation with LAs, the power to prioritise the projects that best support shared local goals. Qualification is dependent on government acceptance of a business case from OxLEP, agreed with the Council, setting out borrowing requirements for projects.

40. For 2015/16 OxLEP have applied for £20m of borrowing at the project rate discount. This does not constrain access to borrowing at the standard or certainty rates (see below), nor is OCC compelled to borrow up to the full amount. The project rate must not be used to displace or refinance existing borrowing.

41. The Council's chief objective when borrowing money is to strike an appropriate balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.

42. The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board
- UK local authorities
- any institution approved for investments (see below)
- any other bank or building society authorised by the Prudential Regulation Authority to operate in the UK
- UK public and private sector pension funds
- capital market bond investors
- special purpose companies created to enable joint local authority bond issues.

Borrowing for the Capital Financing Requirement

43. The Council's Capital Financing Requirement (CFR) represents the Council's underlying need to finance capital expenditure by borrowing. The CFR is the value of the Council's assets that have not been permanently financed, in other words, borrowing has been used to finance spending. When capital expenditure is financed by grants, capital receipts or direct contributions from revenue this is not included the CFR.

44. The Council is required to make an annual contribution from revenue towards the repayment of debt termed the Minimum Revenue Provision (MRP). This contribution reduces the CFR and effectively provides the resource to permanently finance the capital expenditure and reduce the Council's borrowing requirement by that amount. The Council's MRP Policy Statement sets out the methodology that the Council applies in its MRP calculation. The statement is

agreed by Council each year in February alongside the budget and capital programme and is included at Appendix B. Cabinet is recommended to recommend to Council to approve the policy.

45. Under the Prudential Code, the Council must ensure that gross external borrowing does not, except in the short term, exceed the sum of the CFR in the previous year plus estimates of any increases to the CFR for the current and next two financial years. Where the gross debt is greater than the CFR the reasons for this should be clearly stated in the annual treasury management strategy. The Council's current position is set out below.

46. The Council's CFR is currently forecast to increase over the medium term financial plan. This is a result of the requirement to borrow on behalf of the Oxfordshire Local Enterprise Partnership discussed in paragraph 38.

47. The Council's external debt is also forecast to increase over the medium term financial plan as new external borrowing required for OxLEP projects is forecast to exceed the rate at which existing long term debt is repaid upon maturity.

48. The Council's external debt is forecast to exceed the CFR in 2015/16. The period for which external debt will exceed CFR will be dependent on the timing of new borrowing for OxLEP projects. There is a likelihood that forward borrowing will be undertaken based on the forecast that interest rates on new debt will increase over the period. However the timing of which will be dependent on the TMST monitoring the situation and determining what is deemed most cost-effective.

Borrowing Instruments

49. The TMST's forecast for the period 2015/16 – 2018/19 for 20 and 50 year PWLB rates over the medium term are an average rate of 4.10% and 4.20% per year respectively.

50. In November 2012 the PWLB introduced the Certainty Rate which allows eligible Councils to borrow at a discounted rate of 0.20% below the advertised borrowing rate. Eligibility is established by the submission of an annual application form to the Department of Communities and Local Government. The Council has successfully applied and qualified for the rate for the period from 1 November 2014 to 31 October 2015.

51. An annual application will be made to renew eligibility for the Certainty Rate, in order to maintain the option should it be required.

52. The Council has historically set a maximum limit of 20% of the debt portfolio to be borrowed in the form of Lender's Option Borrower's Option (LOBOs). It is recommended that this remain as the limit for 2015/16. As at 30 November 2014, LOBOs represent 12.49% of the total external debt.

53. The Council has five £5m LOBO's with call options in 2015/16. Three of which have two call options in year, whilst two have a single call option. At each call

date the lender may choose to exercise their option to change the interest rate payable on the loan. If the lender chooses to do so, the Council will evaluate alternative financing options before deciding whether or not to exercise the borrower's option to repay the loan or to accept the new rate offered. It is likely that if the rate is changed the debt will be repaid.

Annual Investment Strategy

54. The Council has regard to the Office of the Deputy Prime Minister's Guidance on Local Government Investments ("the Guidance") issued in March 2004 and CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). It also has regard to the subsequent Communities and Local Government update to the Investment Guidance, Capital Finance Regulations and Minimum Revenue Provision Guidance issued in April 2010. The Council's investment priorities are:-

- The security of capital and
- The liquidity of its investments

55. The Council also aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The borrowing of monies purely to invest or on-lend and make a return is unlawful and the Council will not engage in such activity.

56. The Treasury Management Code of Practice requires the Council to approve a Treasury Management Policy Statement. Good practice requires that this statement is regularly reviewed and revised as appropriate. The Treasury Management Policy Statement is included at Appendix E. Cabinet is recommended to recommend Council to approve the Treasury Management Policy Statement.

Investment Instruments

57. Investment instruments identified for use in the 2015/16 financial year are set out at Appendices C and D under the 'Specified' and 'Non-Specified' Investment categories.

58. Guidance states that specified investments are those requiring "minimal procedural formalities". The placing of cash on deposit with banks and building societies 'awarded high credit ratings by a credit rating agency', the use of AAA rated Money Market Funds (MMFs) and investments with the UK Government and local authorities qualify as falling under this phrase as they form a normal part of day to day treasury management.

59. Money market funds (MMFs) will be utilised, but good treasury management practice prevails and whilst MMFs provide good diversification the council will also seek to diversify any exposure by using more than one MMF where practical. It should be noted that while exposure will be limited, the use of MMFs does give the council exposure to institutions that may not be included on the approved lending list for direct deposits. This is deemed to be an

acceptable risk due to the benefits of diversification. The Treasury team use an online portal to provide details of underlying holdings in MMFs. This enables more effective and regular monitoring of full counterparty risk.

60. All specified investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the 'high' credit rating criteria where applicable.

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

62. A maximum of 50% of the portfolio will be held in non-specified investments.

New Instruments

Secured

63. Secured investments are secured on the counterparty's assets. They are exempt from bail-in and will limit the potential for losses in the event of insolvency. Secured investments include reverse repurchase agreements and covered bonds. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for un-secured investments.

Reverse Repurchase Agreements (Reverse repos)

64. A reverse repo is an agreement whereby an investor purchases the legal title to bonds or other investment securities from a bank, with an agreement to sell them back for a higher amount on a future date. The difference between the purchase and sale price representing the investor's return on the investment. The value of the collateral is maintained by the bank at an agreed percentage above the re-sale amount. Reverse repos have a dual benefit for the investor, exemption from bail-in and the retention of the collateral, which can be immediately sold in the case of insolvency.

65. On a practical accounting basis reverse repos operate similarly to existing term deposits due to the substance of the agreement. The investment is classed as an asset by the investor, but the collateral remains as an asset on the bank's balance sheet. Subsequently, reverse repos have the potential to be used as an alternative to unsecured term-deposits. It is recommended that the responsibility for determining lending limits based on suitable credit quality for counterparties and collateral, as well as levels of collateral, be delegated to the TMST.

Covered Bonds

66. Covered bonds are issued by a bank or building society, and guaranteed by a group company that holds mortgage assets. The process is overseen by a trustee, acting in the best interests of the investors. Covered bonds are exempt from bail-in, but in the event of insolvency the investor has a claim against the counterparty's asset along with unsecured creditors. Any shortfall on the claim is made up by a guarantor, which is a secured creditor of the bank.

Registered Providers

67. Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services; they retain a high likelihood of receiving government support if needed. It is recommended that the responsibility for determining counterparty limits be delegated to the TMST. This will not fall below the minimum credit rating allowable for term deposits (Fitch: A-).

68. Cabinet is recommended to recommend Council to approve the use of instruments covered in paragraphs 63 to 67.

Credit Quality

69. The updated CIPFA Code of Practice on Treasury Management (2011) recommends that Councils have regard to the ratings issued by the three major credit rating agencies (Fitch, Moody's and Standard & Poor's) and to make decisions based on all ratings.

70. Whilst the Council will have regard to the ratings provided by all three ratings agencies, the Council uses Fitch ratings as the basis by which to set its minimum credit criteria for deposits and to derive its maximum counterparty limits. Counterparty limits and maturity limits are derived from the credit rating matrix as set out in the tables at paragraphs 81 and 82 respectively.

71. The TMST may further reduce the derived limits due to the ratings provided by Moody's and Standard & Poor's or as a result of monitoring additional indicators such as Credit Default Swap rates, share prices, Ratings Watch & Outlook notices from credit rating agencies and quality Financial Media sources.

72. Notification of any rating changes (or ratings watch and outlook notifications) by all three ratings agencies are monitored daily by a member of the Treasury Management Team. Updates are also provided by the Council's Treasury Management advisors Arlingclose and reported to TMST.

73. Where a change in the Fitch credit rating places a counterparty on the approved lending list outside the credit matrix (as set out in tables at paragraphs 81 and 82), that counterparty will be immediately removed from the lending list.

74. Where a counter party has been placed on Negative Watch or Outlook by any of three major credit rating agencies the counterparty's status on the approved lending list will be reviewed by the TMST and appropriate action taken.

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

Liquidity Management

76. The Council has developed a cash flow forecast which is used to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a pessimistic basis, with receipts under-estimated and payments over-estimated to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium term financial plan and cash flow forecast. The Council uses instant access bank deposit accounts and money market funds for balances forecast to be required at short notice to meet commitments due. Interest rates on some instant access accounts have fallen in 2014/15. The TMST will continue to monitor options available to maintain the required liquidity, and will open new accounts with approved counterparties as appropriate.

Lending Limits

77. In addition to the limits determined by the credit quality of institutions, the TMST apply further limits to mitigate risk by diversification. These include:

- Limiting the amount lent to banks in any one country (excluding the UK) to a maximum of 20% of the investment portfolio.

- Limiting the amount lent to any bank, or banks within the same group structure to 10% of the investment portfolio.

78. Where the Council has deposits on instant access, this balance may temporarily exceed the 10% bank or group limit. However the limits as set out in paragraphs 81 and 82 will still apply.

79. Counterparty limits as set out in paragraphs 81 and 82, may be temporarily exceeded by the accrual and application of interest amounts onto accounts such as call accounts and money market funds. Where the application of interest causes the balance with a counterparty to exceed the agreed limits, the balance will be reduced when appropriate, dependent upon the terms and conditions of the account and cashflow forecast.

80. Any changes to the approved lending list will be reported to Cabinet as part of the Financial Monitoring and Business Strategy Delivery Report.

81. The Council also manages its credit risk by setting counterparty limits. The matrix below sets out the maximum proposed limits for 2015/16. The TMST

may further restrict lending limits dependent upon prevailing market conditions. BBB+ to BBB- ratings has been added for overnight balances with the Council's bank, currently Lloyds Bank Plc. This is for practical purposes should the bank be downgraded in response to the removal of government support.

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

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

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

<u>Other institutions included on the councils lending list</u>

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

Structured Products

84. As at 30 November 2014, the Council had £5m of structured products within its investment portfolio. Structured products involve varying degrees of additional risk over fixed rate deposits, with the potential for higher returns. It is recommended that the authority continue to use structured products up to a maximum of 10% of the investment portfolio. The Council will continue to monitor structured products and consider restructuring opportunities as appropriate.

External Funds

85. As at 30 November 2014, the Council had £61.5m invested in external funds (excluding MMFs). These funds have a variable net asset value which means that the value of the funds can decrease as well as increase depending on the performance of the instruments in the fund.

86. The Council uses external fund managers and pooled funds to diversify the investment portfolio through the use of different investment instruments, investment in different markets, and exposure to a range of counterparties. It is expected that these funds should outperform the Council's in-house investment performance over a rolling three year period. The Council will have no more than 50% of the total portfolio (currently around £150m) invested with external fund managers and pooled funds (excluding MMFs). This allows the Council to achieve diversification while limiting the exposure to funds with a variable net asset value.

87. In order to ensure appropriate diversification within externally managed and pooled funds these should be diversified between a minimum of two asset classes.

88. The performance of the pooled funds is monitored by the TMST throughout the year against the funds' benchmarks and the in-house investment returns.

89. The TMST will keep the external fund investments under review and consider alternative instruments and fund structures, to manage overall portfolio risk. It is recommended that authority to withdraw, or advance additional funds to/from external fund managers, continue to be delegated to the TMST.

Investment Approach

90. Given the increasing risk for short-term bank and building society deposits as a result of the Bank Recovery and Resolution Directive, the Authority aims to diversify into more secure asset classes during 2015/16.

91. The weighted average maturity (WAM) of in-house deposits as at 30 November 2014 was 177 days. This is made up of £35.9m of instant access balances with a maturity of 1 day, and £288m of deposits with a WAM of 199 days.

92. The in-house WAM has decreased from 283 days, reported on 30 November 2013. The shorter WAM is in part a result of a reduction in durations for bank and building society limits on the Council's lending list. The shorter WAM will however provide a greater degree of flexibility in securing investment returns in an interest rate environment that is forecast to move upward. This signals a move away from the need to lock in to long term investment returns in an environment of falling or stagnating interest rates.

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

94. The Council maintain the option to invest directly in UK Government Gilts, T-bills, Certificates of Deposits and other Sovereign Bonds, use of such instruments remains dependent upon custody arrangements. If availability of acceptable credit worthy institutions is reduced, the Council may use the Debt Management Office Deposit Facility and will continue to prioritise security and liquidity of assets over investment returns.

95. Given the on-going upheaval in the banking sector, it is proposed that any further changes required to the Annual Treasury Management Strategy & Annual Investment Strategy, continue to be delegated to the Chief Finance Officer in consultation with the Leader of the Council and Cabinet Member for Finance.

Policy on Use of Financial Derivatives

96. Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The CIPFA Code (2011) requires authorities to clearly detail their policy on the use of derivatives in the annual strategy.

97. The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

98. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

99. It is the view of the TMST that the use of standalone financial derivatives will not be required for Treasury Management purposes during 2015/16. The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

Performance Monitoring

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

101. Arlingclose benchmark the performance of their clients against each other on a quarterly basis, looking at a variety of indicators including investment risk and returns.

102. The Council will benchmark its internal return against 3 month LIBID.

103. Latest performance figures will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2014/15, and the Treasury Management Mid-Term Review 2015/16, which will be considered in July and November 2015 respectively.

Investment Training

104. All members of the Treasury Management Strategy Team are members of a professional accounting body. In addition, key Treasury Management officers receive in-house and externally provided training as deemed appropriate and training needs are regularly reviewed, including as part of the staff appraisal process.

Treasury Management Advisors

105. Arlingclose continue to provide the Council's Treasury Management Advisory Service, following the award of a three year contract via a competitive procurement process in May 2013. Under the contract the Council will receive specific advice on investment, debt and capital finance issues.

Appendix A

Prudential Indicators 2015/16, 2016/17 and 2017/18

i. Gross Debt and the Capital Financing Requirement

i.i. This is a key indicator of prudence. In order the ensure that the medium term debt will only be for a capital purpose, the local authority should ensure that the gross debt does not, except in the short term, exceed the total of the capital financing requirement (CFR) in the preceding year plus the estimates of any additional increases to the capital financing requirement for the current and next two financial years.

i.ii. The Chief Finance Officer reports that the Council's level of gross debt exceeded the CFR in 2013/14 and maintains a likelihood of doing so over the medium term. The reasons for this are set out in paragraphs 45 to 48 of the Treasury Management Strategy. This view takes into account current commitments, existing plans and the proposals in the approved budget.

Debt	31.03.15 Revised £m	31.03.16 Estimate £m	31.03.17 Estimate £m	31.03.18 Estimate £m
External Borrowing	399.383	403.383	405.383	397.383
Long Term Liabilities	25.677	24.791	23.870	22.879
Total Debt	425.060	428.174	429.253	420.262

ii. Estimates of Capital Expenditure

ii.i. The Council is required to make reasonable estimates of the total of capital expenditure that it plans to incur during 2015/16 and the following two financial years. The Council must also approve the actual expenditure for 2013/14 and revised expenditure for 2014/15.

	2013/14 Actual £m	2014/15 Revised £m	2015/16 Estimate £m	2016/17 Estimate £m	2017/18 Estimate £m
Capital Expenditure	67.201	111.229	128.273	105.386	61.999

	Actual	Estimates			
	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m
Prudential Borrowing	1.221	1.106	18.941	29.038	16.356
Grants and Contributions	58.771	107.776	85.497	70.261	45.423
Capital Receipts	0.000	0.000	19.245	4.286	0.000
Revenue	7.209	2.347	2.529	0.770	0.220
Reserves	0.000	0.000	2.061	1.031	0.000
	67.201	**111.229**	**128.273**	**105.386**	**61.999**

ii.ii. The indicators have been based on the January 2015 capital programme which will be considered for approval by Council on 17 February 2015 with the Service & Resource Planning Report.

ii.iii. The capital expenditure figures for beyond 2015/16 will be able to be revised in twelve months' time.

iii. The Ratio of Financing Costs to the Net Revenue Stream

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

Year	Actual/ Estimate	Financing Cost £m	Net Revenue Stream £m	Ratio %
2013/14	Actual	35.592	451.687	7.88
2014/15	Estimate	33.027	445.567	7.41
2015/16	Estimate	33.203	440.247	7.54
2016/17	Estimate	33.148	436.664	7.59
2017/18	Estimate	32.907	440.345	7.47

iii.ii. Financing costs include interest payable on borrowing, interest and investment income and the amount required for the minimum revenue provision.

iv. The Capital Financing Requirement

iv.i Estimates of the end of year Capital Financing Requirement for the Authority for the current and future years and the actual Capital Financing Requirement at 31 March 2014 that are recommended for approval are:

Year	Actual/Estimate	£m
2013/14	Actual	422.895
2014/15	Estimate	407.866
2015/16	Estimate	411.210
2016/17	Estimate	424.340
2017/18	Estimate	424.141

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

v. The Incremental Impact of Capital Investment Decisions

v.i. This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax and Housing Rent levels. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

v.ii. The estimate of the incremental impact of capital investment decisions proposed in the Capital Programme, over and above capital investment decisions that have previously been taken by the Council are, for the Band D Council Tax:

Year	Actual/Estimate	£
2015/16	Estimate	-0.92
2016/17	Estimate	0.65
2017/18	Estimate	-3.69

vi. Authorised Limit and Operational Boundary for External Debt

vi.i. The Authority has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Authority and not just those arising from capital spending reflected in the CFR.

vi.ii. The Authorised Limit sets the maximum level of external debt on a gross basis (i.e. excluding investments) for the Authority. It is measured on a daily basis against all external debt items on the Balance Sheet (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities). This Prudential Indicator

separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Authority's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.

vi.iii. The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

vi.iv. The Operational Boundary has been set on the estimate of the most likely, i.e. prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.

vi.v. The Operational Boundary links directly to the Authority's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

	2014/15 probable outturn	**2015/16 estimate**	**2016/17 estimate**	**2017/18 estimate**
	£m	**£m**	**£m**	**£m**
Operational Boundary for external debt -				
Borrowing	434.0	440.0	445.0	445.0
other long term liabilities	40.0	40.0	40.0	40.0
TOTAL	**474.0**	**480.0**	**485.0**	**485.0**
Authorised Limit for external debt -				
Borrowing	444.0	450.0	455.0	455.0
other long term liabilities	40.0	40.0	40.0	40.0
TOTAL	**484.0**	**490.0**	**495.0**	**495.0**

vii. Actual External Debt

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

Total External Debt as at 31.03.14	**£m**
External Borrowing	401.383
Financing Liability	26.500
Total	**427.883**

viii. Adoption of the CIPFA Treasury Management in the Public Services Code of Practice

viii.i This indicator demonstrates that the Council has adopted the principles of best practice.

viii.ii The Council has incorporated the changes from the revised CIPFA Code of Practice into its treasury policies, procedures and practices.

Adoption of the CIPFA Code of Practice in Treasury Management
The Council approved the adoption of the CIPFA Treasury Management Code at its meeting of Full Council on 1 April 2003.

ix. Gross and net debt

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

Upper Limit of net debt:

	2014/15	2015/16	2016/17	2017/18
Net Debt / Gross Debt	70%	70%	70%	70%

x. Upper and lower limits to maturity structure of fixed rate borrowing

x.i. This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.

x.ii. It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.

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

Maturity structure of fixed rate borrowing during 2015/16	**Lower Limit %**	**Upper Limit %**
Under 12 months	0	20
12 months and within 24 months	0	25
24 months and within 5 years	0	35
5 years and within 10 years	5	40
10 years and above	50	95

xi. Upper limits on fixed and variable rate interest exposures

xi.i These indicators allow the Authority to manage the extent to which it is exposed to changes in interest rates. This Authority calculates these limits on net principal outstanding sums, (i.e. fixed rate debt net of fixed rate investments.

Upper limit for fixed interest rate exposure:

	2014/15	2015/16	2016/17	2017/18
Net principal re fixed rate borrowing / investments	150%	150%	150%	150%

xi.ii The upper limit for variable rate exposure has been set to ensure that the Authority is not exposed to interest rate rises which could adversely impact on the revenue budget. The limit allows for the use of variable rate debt to offset exposure to changes in short-term rates on investments.

Upper limit for variable rate exposure:

	2014/15	2015/16	2016/17	2017/18
Net principal re variable rate borrowing / investments	25%	25%	25%	25%

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

xii.i The purpose of this limit is to contain exposure to the risk of loss that may arise as a result of the Authority having to seek early repayment of the sums invested.

xii.ii It is proposed that the limit remain at £150m in 2015/16 to reflect the size of the cash portfolio and to continue to offer flexibility in the investment strategy. The average in-house cash balance for 2013/14 was just under £350m.

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m
Upper limit on principal sums invested longer than 364 days	150	150	150	150

Appendix B

Minimum Revenue Provision Policy Statement for 2015/16

Introduction

1. The Council is required by statute to charge a Minimum Revenue Provision (MRP) to the General Fund Revenue account each year for the repayment of debt. The MRP charge is the means by which capital expenditure which has been funded by borrowing is paid for by council tax payers.

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

3. The new legislation requires local authorities to draw up a statement of their policy on the annual MRP, for full approval by Council before the start of the financial year to which the provision will relate.

4. The implementation of the International Financial Reporting Standards (IFRS) requirements brought some service concession arrangements on balance sheet and resulted in some leases being reclassified as finance leases instead of operating leases. Part of the service charge or rent payable is taken to reduce the balance sheet liability rather than being charged to revenue accounts. To ensure that this does not result in a one-off increase in the capital financing requirement and in revenue account balances, an amount equal to the amount that has been taken to the balance sheet is included in the annual MRP charge.

Options for Prudent Provision

5. Guidance on the legislation sets out a number of options for making 'prudent provision'. Options 1 and 2 relate to Government supported borrowing. Options 3 and 4 relate to new borrowing under the Prudential system for which no Government support is being given and is therefore self-financed. Authorities are able to use any of the four options for MRP. The options are explained below.

Option 1 - Regulatory Method

6. This is the current method, and for debt supported by Revenue Support Grant (RSG), authorities can choose to continue to use the formula. This is calculated as 4% of the council's general fund capital financing requirement, adjusted for smoothing factors from the transition to the prudential capital financing regime in 2003.

Option 2 – Capital Financing Requirement (CFR) Method

7. Option 2 differs from Option 1 only in that the smoothing factors are removed. This is a simpler calculation; however for most authorities including Oxfordshire, it would result in a higher level of provision than Option 1.

Option 3 – Asset Life Method

8. For new borrowing under the Prudential system, Option 3 is to make provision in equal instalments over the estimated life of the asset for which the borrowing is undertaken or the alternative is the annuity method which has the advantage of linking MRP the flow of benefits from an asset where the benefits are expected to increase in later years. As with the existing scheme of MRP, provision for the debt will normally commence in the financial year following the one in which the expenditure is incurred. There is however one exception to this rule under Option 3. In the case of the construction of a new building or infrastructure, MRP would not have to be charged until the new asset came into service. The MRP 'holiday' would perhaps be two or three years in the case of major projects and could make them more affordable.

Option 4 – Depreciation Method

9. For new borrowing under the Prudential system, Option 4 is to make MRP in accordance with the standard rules for depreciation accounting.

MRP Methodology Statement

10. The policy already in place in the Council is reflected in Options 1 and 3; consequently the statement requiring approval by Council is a confirmation of existing practice and continuation of the policy approved by Council in June 2008. The Council is recommended therefore to approve the following statement:

11. For capital expenditure incurred before 1 April 2008 or which in the future will relate to Supported Capital Expenditure, the MRP policy will be based on existing regulations (Option 1 – Regulatory Method).

12. From 1 April 2008, for all unsupported borrowing, the MRP policy will be based on the estimated life of the assets for which the borrowing is undertaken (Option 3 – Asset Life Method or Annuity Method).

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

14. The major proportion of the MRP for 2015/16 will relate to the more historic debt liability that will continue to be charged at the rate of 4%, in accordance

with Option 1 of the guidance. Certain expenditure reflected within the debt liability at 31 March 2015 will be subject to MRP under Option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

Appendix C

Specified Investments

Investment Instrument	Minimum Credit Criteria	Use
Debt Management Agency Deposit Facility	N/A	In-house and Fund Managers
Term Deposits – UK Government	N/A	In-house
Term Deposits – Banks and Building Societies	Fitch short-term F1, Long-term BBB-, Minimum Sovereign Rating AA+	In-house and Fund Managers
Term Deposits with Nationalised Banks with Government Guarantee for wholesale deposits	N/A	In-house
Certificates of Deposit issued by Banks and Building Societies	A1 or P1	In-house on a buy and hold basis and Fund Managers
Money Market Funds with a Constant Net Asset Value	AAA	In-house and Fund Managers
Other Money Market Funds and Collective Investment Schemes[4]	Minimum equivalent credit rating of A+. These funds do not have short-term or support ratings.	In-house and Fund Managers
UK Government Gilts	AAA	In-house on a buy and hold basis and Fund Managers
Treasury Bills	N/A	In-house and Fund Managers
Reverse Repurchase Agreements - maturity under 1 year from arrangement and counterparty is of high credit quality (not collateral)	Counterparty Rating: Fitch short-term F1, Long-term A-	In-house and Fund Managers
Covered Bonds – maturity under 1 year from arrangement	A-	In-house and Fund Managers

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

Appendix D

Non-Specified Investments

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
Debt Management Agency Deposit Facility (maturities in excess of 1 year)[5]	N/A	In-house and Fund Managers	50%	3 years
Term Deposits – UK Government (maturities in excess of 1 year)	N/A	In-house	50%	3 years
Term Deposits – other Local Authorities (maturities in excess of 1 year)	N/A	In-house	50%	3 years
Term Deposits – Banks and Building Societies (maturities in excess of 1 year)	Fitch short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Structured Products (e.g. Callable deposits, range accruals, snowballs, escalators etc)	Fitch short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
UK Government Gilts with maturities in excess of 1 year	AAA	In-house and Fund Managers	50% in-house; 100% External Funds	5 years in-house, 10 years fund managers

[5] Debt Management Agency Deposit Facility currently limit deposits to 6 months. The ability to deposit in excess of 1 year is retained if such deposits become available.

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
Bonds issued by Multilateral development banks	AAA	In-house and Fund Managers	50% in-house; 100% External Fund	5 years in-house, 10 years fund managers
Bonds issued by a financial institution which is guaranteed by the UK Government	AAA	In-house and Fund Managers	50% in-house; 100% External Fund	5 years in-house, 10 years fund managers
Supranationals	N/A	In-house and Fund Managers	50% in-house; 100% of External Fund	5 years in-house, 30 years fund managers
Money Market Funds and Collective Investment Schemes[6] but which are not credit rated	N/A	In-house and Fund Managers	50% In-house; 100% External Funds	Pooled Funds do not have a defined maturity date
Sovereign Bond Issues	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Funds	5 year in-house, 30 years fund managers
Reverse Repurchase Agreements - maturity in excess of 1 year, or/and counterparty not of high credit quality.	Determined by TMST	In-house and Fund Managers	50% in-house; 100% External Funds	3 years, 10 years fund managers
Covered Bonds	A-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years, 10 years fund managers
Registered Providers	A-	In-house	50% In-house	3 years

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

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

Appendix E

TREASURY MANAGEMENT POLICY STATEMENT

1. Oxfordshire County Council defines its treasury management activities as:

   "The management of the organisation's cash flows; its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

2. Oxfordshire County Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.

3. Oxfordshire County Council acknowledges that effective treasury management will provide support towards achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management and to employing suitable performance measurement techniques, within the context of effective risk management.

4. The Council's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.

5. The Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority's investments followed by the yield earned on investments remain important but are secondary considerations.

6. The manner in which Oxfordshire County Council will seek to achieve these objectives and the arrangements for managing and controlling treasury management activities is prescribed in the treasury management practices which support this policy statement.

7. Responsibility for the implementation and monitoring of the Council's treasury management policies and practices are vested in the Council. The officer responsible for the execution and administration of treasury management decisions is the Chief Finance Officer, who will act in accordance with this Policy Statement, Treasury Management Practices and CIPFA's Standard of Professional Practice on Treasury Management.

8. The Council nominates the Audit & Governance Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

9. Council will receive reports on treasury management policies, practices and activities including as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close.

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2015/16 risk assessment for determining appropriate level of balances

Area of risk	£m	Explanation of risk/justification of balances
Emergencies	0.9	Expenditure below Bellwin Scheme threshold
Directorate overspends and non-achievement of planned savings	8.5	Risk that directorates will overspend due to unforeseen pressures, demography, demand or non-achievement of planned savings (based on a 2% adverse variance)
Business rates	1.0	3.5% adverse variation to District Councils' estimates, due to inaccuracy or under estimation of successful appeals
Contingent liabilities & insurance risk	3.0	Possible liabilities for which no provision has been made or funding set aside in an earmarked reserve (0.5% of gross expenditure or minimum to meet quantified contingent liabilities)
Major contracts	3.0	Risk of contractors failing, mis-specification or non-delivery (1% of annual value of contracts)
Inflation	0.7	Contract inflation is 1% above what has been provided for within the budget (maximum 3%)
Education Services Grant	0.3	Impact on grant if pupil numbers in maintained schools are 5% lower than estimated due to higher rate of academy conversions than expected
Total Risk Assessment 2015/16	**17.4**	

Total Risk Assessment 2014/15	**16.7**

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Estimated Balances and Reserves 2014/15 to 2017/18

The table below provides an analysis of estimated general balances and earmarked reserves for 2014/15 to 2017/18. The estimate for 2014/15 is based on the Financial Monitoring report to Cabinet in December 2014

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
General Balances				
Estimated Balances at start of year	18,455	16,223	16,223	16,223
Planned Contributions to Balances (per MTFP)	3,000	2,000	2,000	2,000
Total Balances at Start of Year	**21,455**	**18,223**	**18,223**	**18,223**
Estimated Use of Balances in Year	-6,082	-2,000	-2,000	-2,000
Estimated Contribution to Balances in Year	850	0	0	0
Net Use of Balances in Year	**-5,232**	**-2,000**	**-2,000**	**-2,000**
Estimated Balances at end of year	**16,223**	**16,223**	**16,223**	**16,223**
Earmarked Reserves				
Estimated School Reserves at start of year	25,444	14,944	7,585	4,533
Estimated Reserves at start of year	104,749	69,914	40,062	28,252
Estimated Total Reserves at start of year	**130,193**	**84,858**	**47,647**	**32,785**
Estimated Use of (-) / Additions to (+) School Reserves in Year	-10,500	-7,359	-3,052	-2,362
Estimated Use of (-) / Additions to (+) Reserves in Year	-34,835	-29,852	-11,810	5,700
Estimated School Reserves at end of year	14,944	7,585	4,533	2,171
Estimated Reserves at end of year	69,914	40,062	28,252	33,952
Estimated Total Reserves at end of year	**84,858**	**47,647**	**32,785**	**36,123**

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Provisional 2015/16 Dedicated Schools Grant allocation

	Early Years Block	Schools Block	High Needs Block	Total DSG
	£000	£000	£000	£000
2015/16 Initial Baseline	30,252	338,867	49,159	418,278
Adjustments to high needs places for 2014/15 growth (pre and post 16)			94	94
Increase in 2015/16 academic year high needs places from exception process			85	85
Additional top for high needs based on 2-19 aged population			586	586
Additional Allocations 2015/16:				
Cash transfer for non-recoupment academies		6,941		6,941
Indicative Early Years Pupil Premium	404			404
Newly Qualified Teacher (NQT) Induction / Quality Assurance		116	2	118
Total Initial DSG 2015/16 per DfE	**30,656**	**345,924**	**49,926**	**426,506**
Transfer from Schools to High Needs block re secondary schools top up		-1,590	1,590	0
Transfer from Schools to Early Years block re premises (agreed by Schools Forum)	432	-432		0
Provisional Funding Block Totals 2015/16	**31,088**	**343,902**	**51,516**	**426,506**
less estimated recoupment from Schools Block		-151,030		-151,030
Deductions for high needs places in academies and non-maintained special schools			-5,340	-5,340
Provisional expected DSG receipts 2015/16	**31,088**	**192,872**	**46,176**	**270,136**

Notes:

1.Funding for disadvantaged two year olds is not included in the above figures but will be announced in June 2015 following the January 2015 census, and will be based on participation. The estimate of the amount due to be received is £4.6m based on take up of 1578 places in Autumn 2014 (80%) at the hourly rate of £5.15 for 2015/16.

2. The cash transfer for non-recoupment academies is expected to increase in respect of increased pupil number estimates. The amount to be recouped will also be increased, with the impact intended to be cost neutral for the authority. The estimate for academy recoupment will be refined following completion of the funding proforma.

3. Deductions from the high needs block for high needs places in academies and non-maintained special schools is estimated based on the 2014/15 numbers but this will be refined and DfE confirmation is expected in March 2015.

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Virement Rules 2015/16

Introduction

1. The Council's budget is the financial expression of its plans and policies. The virement process allows budgets to be adjusted to reflect changes in those plans and policies throughout the financial year. The use of virements is intended to enable directorates to manage budgets with a degree of flexibility while at the same time ensuring that these remain consistent with the overall policy framework determined by Council.

2. Under the Constitution the Council is required to specify the extent of virement within the approved budget which may be undertaken by the Cabinet or delegated to officers. Any other changes to the budget are reserved to the Council, other than any changes necessary to ensure compliance with the law, ministerial direction or government guidance.

3. Virement for these purposes is taken to include:

   - the transfer of budget provision between budget heads as set out in the budget approved by Council in February 2015;
   - changes to gross income and gross expenditure[1];
   - transfer of funds from corporate reserves;
   - the transfer of funds from balances by way of a supplementary estimate.

4. Temporary virements only affect the current financial year. Permanent virements affect the current financial year and all future financial years.

Exceptions to the virement rules

Decisions resulting in Virements

5. Where a decision by Council or Cabinet has already specified that temporary or permanent virements will result, no further approval is required. The virements should be first agreed and then actioned by the relevant budget holders and managers affected. If there are disagreements, an arbitration process will be led by the Chief Finance Officer.

6. Similarly, organisational restructuring virements that do not change the service provision, only the location of the budget, do not require formal approval.

Changes to Grant Funding

7. Ringfenced grant funding has to be used for the specified purpose. Virements to update income and expenditure budgets to match the grant notification provided by the relevant body can be actioned without further approval. The change and the overall updated grant allocation will be noted

[1] The net effect of these changes is nil but the effect on expenditure and income is subject to approval as set out in these rules.

in the Ringfenced Government Grants annex of the following Financial Monitoring Report to Cabinet.

8. This exception does not include non – ringfenced grant funding which is held corporately as part of Strategic Measures. Where additional non – ringfenced grant funding is notified during the year, approval to allocate additional expenditure budgets is required as set out below.

Virements requiring Council approval

9. Council agree the budget for the forthcoming financial year in February each year. The approval of Council is required for any subsequent virement which:

   a) Is a permanent virement and involves a major change in policy[2]; or

   b) Involves the one-off transfer of funds of £1.000m or more between revenue and capital budgets; or

   c) Is a temporary virement, involves a major change in policy and is for £1.000m or more; or

   d) Is a request to allocate expenditure budget of £1.000m or more funded by additional non-ringfenced grant funding notified during the year; or

   e) Where in the opinion of the Chief Finance Officer a Council decision is required.

   The Chief Finance Officer must consider if virements involve a major change in policy.

10. These provisions are reviewed annually as part of the budget setting process.

Virements for which the Cabinet is responsible

11. Virements that are not the responsibility of the Council become the Cabinet's responsibility. Cabinet must consider:

   a) Any permanent virement worth £0.500m or more that does not involve a major change in policy;

   b) Any temporary virement that involves:

      i. A major change of policy and is worth £0.500m or more but less than £1.000m; or
      ii. No major change of policy and is worth £0.500m or more; or
      iii. A one-off transfer of funds between revenue and capital budgets and is worth £0.500m or more but less than £1.000m.

[2] Each plan and/or strategy is agreed by Council and comprised in the policy framework. As set out in the Constitution Article 4, paragraph 2 and Part 3.2 of the Constitution.

c) Any requests to allocate expenditure budget of less than £1.000m funded by additional non - ringfenced grant funding notified during the year;

d) Any delegated virements that the relevant Cabinet member has concerns about that have been referred to the Cabinet for approval or where in the opinion of the Chief Finance Officer a Cabinet decision is required.

Virements delegated by the Cabinet

12. Cabinet delegates responsibility for the remaining permanent and temporary virements as follows:

Permanent virements

a) Responsibility for agreeing permanent virements that do not involve a major change in policy and are worth less than £0.500m is delegated to the relevant Director and Chief Finance Officer (or their nominated officer) subject to the approval of the relevant Cabinet member.

Temporary virements

b) Responsibility for agreeing temporary virements worth less than £0.500m but greater than or equal to £0.250m, including transfer of funds between revenue and capital budgets, is delegated to the relevant Director and Chief Finance Officer (or their nominated officer) subject to the approval of the relevant Cabinet member.

c) The relevant Director may delegate the approval of temporary virements worth less than £0.250m to other officers within their directorate.

13. Any delegated virements that the relevant Cabinet member or Chief Finance Officer have concerns about must be referred to the Cabinet for approval.

Financial monitoring

14. As part of financial monitoring procedures directorates should be forecasting the full year outturn position. Where action to address potential overspends does not reduce the forecast overspend, temporary virements should be made from underspendings elsewhere.

15. When virements are reported they will be assumed to be temporary virements unless it is specifically stated that they are permanent virements.

Cumulative virements

16. Successive virements to or from the same budget will produce a cumulative effect. If the cumulative effect to or from a budget head approved by Council would require approval at a higher level – for example by Council instead of the Cabinet, the cumulative virement should be reported and approval obtained for the virement that triggers the requirement for cumulative approval, in accordance with the requirements set out above. The overall effect on the relevant budget head must be noted as part of the request.

17. Once the higher level of approval has been obtained for a cumulative virement the cumulative total is reset to zero. This means that any subsequent virement is a separate request that should be treated as set out above. Cumulative virements are reset to zero at the end of each financial year.

Chief Finance Officer Powers

18. If Directors do not make virements in accordance with these Virement Rules the Chief Finance Officer has the power to make other virements to remedy the position.

For information only – summary of changes compared to the 2014/15 virement rules

	Was	*Now*
Council – permanent virements (major change in policy)	*All*	*All (no change)*
Council – temporary/one-off virements	*>£500k*	*>£1m*
Cabinet – permanent & temporary virements	*>£250k*	*>£500k*
Director & CFO + Cabinet member – permanent virements	*<£250k*	*<£500k*
Director & CFO + Cabinet member – temporary virements	*<£250k*	*<£500k*
May be delegated by director to other officers – temporary virements	*<£100k*	*<£250k*
Other changes:		*Organisational restructuring virements will not require formal approval* *Treatment of expenditure budget allocations for additional non-ringfenced grants has been made explicit* *References to action plans to address overspends has been removed (requirement to take action remains)*

Updated Capital Programme 2014/15 - 2018/19

January 2015

OXFORDSHIRE COUNTY COUNCIL

CAPITAL PROGRAMME: 2014/15 TO 2018/19 - CABINET 27 JANUARY 2015

Programme		Current Year	Firm Programme		Provisional Programme			CAPITAL INVESTMENT TOTAL
		2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	£'000s
Children, Education & Families 1 - OCC		37,520	44,046	45,872	29,892	6,123	0	163,453
Children, Education & Families 2 - Schools Local Capital		2,500	2,200	1,383	1,278	0	0	7,361
Programme reductions to be identified		0	0	0	-5,814	0	0	-5,814
Social & Community Services		3,066	3,304	15,347	2,591	12,910	0	37,218
Environment & Economy 1 - Transport		55,163	62,416	26,889	21,767	15,040	0	181,275
Environment & Economy 2 - Other Property Development Programmes		10,666	13,672	2,777	2,285	5,352	0	34,752
Chief Executive's Office		1,399	2,635	365	1,000	250	0	5,649
TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE		110,314	128,273	92,633	52,999	39,675	0	423,894
Earmarked Reserves		915	0	12,753	9,000	23,629	0	46,297
TOTAL ESTIMATED CAPITAL PROGRAMME		111,229	128,273	105,386	61,999	63,304	0	470,191
TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES		97,615	97,567	104,355	65,839	43,114	0	408,490
In-Year Shortfall (-) /Surplus (+)		-13,614	-30,706	-1,031	3,840	-20,190	0	-61,701
Cumulative Shortfall (-) / Surplus (+)	61,701	48,087	17,381	16,350	20,190	0	0	0

SOURCES OF FUNDING		2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	CAPITAL RESOURCES TOTAL £'000s
SCE(C) Formulaic Capital Allocations - Un-ringfenced Grant		55,224	39,738	24,839	19,440	24,462	0	163,703
SCE(C) Supplementary Grant Approval		700	0	172	0	0	0	872
Devolved Formula Capital- Grant		2,474	2,200	1,383	1,278	0	0	7,335
Prudential Borrowing		1,106	18,941	29,038	16,356	17,636	0	83,077
Grants		36,563	13,577	6,111	4,000	0	0	60,251
Developer Contributions		11,725	29,974	37,756	20,705	4,754	0	104,914
District Council Contributions		720	0	0	0	0	0	720
Other External Funding Contributions		301	3	0	0	0	0	304
Revenue Contributions		2,347	2,529	770	220	102	0	5,968
Schools Contributions		69	5	0	0	0	0	74
Use of Capital Receipts		0	19,245	4,286	0	0	0	23,531
Use of Capital Reserves		0	2,061	1,031	0	16,350	0	19,442
TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED		111,229	128,273	105,386	61,999	63,304	0	470,191
TOTAL ESTIMATED IN YEAR RESOURCES AVAILABLE		97,615	97,567	104,355	65,839	43,114	0	408,490
Capital Grants Reserve C/Fwd	28,112	12,586	0	0	3,840	0	0	0
Usable Capital Receipts C/Fwd	14,147	16,059	0	0	0	0	0	0
Capital Reserve C/Fwd	19,442	19,442	17,381	16,350	16,350	0	0	0

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding current year)
	£'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	£'000s	£'000s	£'000s
Primary Capital Programme										
Bayards (New Scheme) - replacement of existing buildings (ED750)	2,168	4,080	500	58	0	0	0	6,806	4,638	558
Eynsham - Expansion to 2FE (ED785)	78	410	13	0	0	0	0	501	423	13
Oxford, SS Mary & John - Single Site (ED873)	0	100	225	25	0	0	0	350	350	250
Primary Capital Programme Total	2,246	4,590	738	83	0	0	0	7,657	5,411	821
Secondary Capital Programme										
Wantage, King Alfred's (ED872)	0	450	82	0	0	0	0	532	532	82
Secondary Capital Programme Total	0	450	82	0	0	0	0	532	532	82
Provision of School Places (Basic Need)										
Existing Demographic Pupil Provision (Basic Needs Programme)	610	851	7,000	6,960	6,500	2,680	0	24,601	23,991	23,140
11/12 - 13/14 Basic Need Programme Completions	11,122	401	83	0	0	0	0	11,606	484	83
Oxford, Orchard Meadow - (Phase 2) (ED819)	554	50	42	0	0	0	0	646	92	42

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding current year)
	£'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	£'000s	£'000s	£'000s
Oxford, New Marston - (Phase 4) (ED798)	1,151	233	0	0	0	0	0	1,384	233	0
Oxford, Cutteslowe - (Phase 3) (ED796)	1,224	680	36	0	0	0	0	1,940	716	36
Oxford, St Joseph's - (Expansion to 2 FE) (ED815)	135	1,060	13	0	0	0	0	1,208	1,073	13
Oxford, St Gregory - (Phase 2) New 2FE (ED823)	199	2,900	102	0	0	0	0	3,201	3,002	102
Bletchingdon - Relocate School & Expansion to 0.5FE (ED841)	24	950	44	0	0	0	0	1,018	994	44
Woodstock - (Phase 3) Expansion to 1.5FE (ED809)	42	448	30	0	0	0	0	520	478	30
Oxford, St Christopher's - Expansion to 2FE (ED818)	214	1,896	120	0	0	0	0	2,230	2,016	120
Oxford, St Ebbe's - Expansion to 2FE (ED813)	36	1,018	46	0	0	0	0	1,100	1,064	46
Botley - Expansion to 2FE (ED830)	248	742	50	0	0	0	0	1,040	792	50
Henley, Badgemore - (Phase 2) Expansion to 1FE (ED803)	85	1,100	668	50	0	0	0	1,903	1,818	718
Reducing Out of County Provision for SEN Pupils (ED810)	1,326	4,000	124	0	0	0	0	5,450	4,124	124
Cheney - Expansion by 1FE (ED864)	0	150	1,472	81	0	0	0	1,703	1,703	1,553

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme 2015 / 16 £'000s	Firm Programme 2016 / 17 £'000s	Provisional Programme 2017 / 18 £'000s	Provisional Programme 2018 / 19 £'000s	Provisional Programme 2019 / 20 £'000s	Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
Wantage, Charlton - (Phase 3) Expansion to 2FE (ED842)	72	600	900	88	0	0	0	1,660	1,588	988
Oxford, Larkrise - Expansion to 2FE (ED845)	112	501	36	0	0	0	0	649	537	36
Banbury, Frank Wise - Post 16 Provision (ED843)	156	600	1,252	100	0	0	0	2,108	1,952	1,352
Oxford, Wolvercote - Expansion to 1.5FE (ED829)	205	1,000	1,550	144	0	0	0	2,899	2,694	1,694
Provision of School Places Total	**17,515**	**19,180**	**13,568**	**7,423**	**6,500**	**2,680**	**0**	**66,866**	**49,351**	**30,171**
Growth Portfolio - New Schools	Note: This section of the programme shows available funding and not the full scheme cost, unless specified.									
South Oxfordshire										
Didcot, Great Western Park - Primary 1 (14 classroom)	120	600	4,000	2,012	0	0	0	6,732	6,612	6,012
Didcot, Great Western Park - Primary 2 (14 classroom)	0	0	150	3,900	2,183	0	0	6,233	6,233	6,233
Didcot, Great Western Park - Secondary (Phase 1)	0	100	750	10,000	10,190	0	0	21,040	21,040	20,940
Didcot, University Technical College - Secondary (Contribution) (ED867)	0	300	1,500	200	0	0	0	2,000	2,000	1,700
Cherwell										
Bodicote, Bankside - 10 classroom	0	200	3,000	2,375	293	0	0	5,868	5,868	5,668

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding current year)
	£'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	£'000s	£'000s	£'000s
Bicester - Secondary P1 (incl existing schools)	0	100	600	8,000	5,505	0	0	14,205	14,205	14,105
Bicester, South West - 14 classroom (ED822)	339	3,400	3,400	196	0	0	0	7,335	6,996	3,596
Oxford - Barton (West)	0	200	3,800	2,648	350	0	0	6,998	6,998	6,798
Bicester Exemplar Eco-development - Primary 1 Phase 1 (7 classroom)	74	200	3,700	2,548	265	0	0	6,787	6,713	6,513
Project Development Budget	0	100	100	100	150	0	0	450	450	350
Growth Portfolio Total	**533**	**5,200**	**21,000**	**31,979**	**18,936**	**0**	**0**	**77,648**	**77,115**	**71,915**
Children's Home										
Children's Home Programme	159	400	3,800	2,200	1,266	0	0	7,825	7,666	7,266
Children's Home Total	**159**	**400**	**3,800**	**2,200**	**1,266**	**0**	**0**	**7,825**	**7,666**	**7,266**
Annual Programmes										
Schools Access Initiative	381	400	400	400	400	400	0	2,381	2,000	1,600
Health & Safety - Schools	48	350	325	275	300	300	0	1,598	1,550	1,200
Temporary Classrooms - Replacement & Removal	91	528	250	310	300	350	0	1,829	1,738	1,210
Schools Accommodation Intervention & Support Programme	0	25	75	75	100	100	0	375	375	350
School Structural Maintenance (inc Health & Safety)	4,994	3,119	2,000	2,000	1,750	1,750	0	15,613	10,619	7,500
Schools Energy Reduction Programme	26	0	250	250	250	250	0	1,026	1,000	1,000
Annual Programme Total	**5,540**	**4,422**	**3,300**	**3,310**	**3,100**	**3,150**	**0**	**22,822**	**17,282**	**12,860**

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme 2015 / 16 £'000s	Firm Programme 2016 / 17 £'000s	Provisional Programme 2017 / 18 £'000s	Provisional Programme 2018 / 19 £'000s	Provisional Programme 2019 / 20 £'000s	Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
Other Schemes & Programmes										
Early Years Entitlement for Disadvantage 2 year olds	0	700	1,000	722	0	0	0	2,422	2,422	1,722
Free School Meals (ED862)	0	1,850	143	0	0	0	0	1,993	1,993	143
Loans to Foster/Adoptive Parents (Prudentially Funded)	247	90	90	90	90	293	0	900	653	563
Small Projects	72	60	4	0	0	0	0	136	64	4
Other Schemes & Programmes Total	319	2,700	1,237	812	90	293	0	5,451	5,132	2,432
Retentions & Oxford City Schools Reorganisation										
Retentions & OSCR Total		578	321	65	0	0	0	964	964	386
Retentions & OSCR Total		578	321	65	0	0	0	964	964	386
Schools Capital										
Devolved Formula Capital		2,500	2,200	1,383	1,278	0	0	7,361	7,361	4,861
School Local Capital Programme Total	0	2,500	2,200	1,383	1,278	0	0	7,361	7,361	4,861
CE&F CAPITAL PROGRAMME EXPENDITURE TOTAL	26,312	40,020	46,246	47,255	31,170	6,123	0	197,126	170,814	130,794
CE&F OCC ADJUSTED CAPITAL PROGRAMME EXPENDITURE TOTAL	26,312	37,520	44,046	45,872	29,892	6,123	0	189,765	163,453	125,933
Programme reductions to be identified		0	0	0	0	-5,814	0	-5,814	-5,814	-5,814
CE&F OCC REDUCED CAPITAL PROGRAMME EXPENDITURE TOTAL	26,312	37,520	44,046	45,872	29,892	309	0	183,951	157,639	120,119

SOCIAL AND COMMUNITY SERVICES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme 2015 / 16 £'000s	Firm Programme 2016 / 17 £'000s	Provisional Programme 2017 / 18 £'000s	Provisional Programme 2018 / 19 £'000s	Provisional Programme 2019 / 20 £'000s	Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
Public Health Directorate										
PHE Grant programme		183	0	0	0	0	0	183	183	0
PUBLIC HEALTH PROGRAMME TOTAL	0	183	0	0	0	0	0	183	183	0
COMMUNITY SAFETY PROGRAMME										
Fire & Rescue Service										
Fire Equipment (SC112)	236	264	0	0	0	0	0	500	264	0
Joint Control room (SC111)	110	275	0	0	0	0	0	385	275	0
Relocation of Rewley Training Facility	0	0	100	500	0	0	0	600	600	600
Fire Review Development Budget	0	50	150	2,187	1,113	0	0	3,500	3,500	3,450
COMMUNITY SAFETY PROGRAMME TOTAL	346	589	250	2,687	1,113	0	0	4,985	4,639	4,050
SOCIAL CARE FOR ADULTS PROGRAMME										
Mental Health										
Mental Health Projects	485	46	0	0	0	0	0	531	46	0
Adult Social Care										
Adult Social Care Programme	0	0	500	500	1,000	2,250	0	4,250	4,250	4,250

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme 2015 / 16 £'000s	Firm Programme 2016 / 17 £'000s	Provisional Programme 2017 / 18 £'000s	Provisional Programme 2018 / 19 £'000s	Provisional Programme 2019 / 20 £'000s	Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
Residential										
HOPs Phase 1- New Builds	0	0	0	0	0	10,503	0	10,503	10,503	10,503
Oxfordshire Care Partnership	0	0	0	8,900	0	0	0	8,900	8,900	8,900
Specialist Housing Programme (inc ECH - New Schemes & Adaptations to Existing Properties)										
ECH - New Schemes & Adaptations to Existing Properties	501	1,116	2,100	3,100	318	0	0	7,135	6,634	5,518
Deferred Interest Loans (CSDP)	259	160	160	160	160	157	0	1,056	797	637
SOCIAL CARE FOR ADULTS PROGRAMME TOTAL	2,662	1,322	2,760	12,660	1,478	12,910	0	33,792	31,130	29,808
STRATEGY AND TRANSFORMATION PROGRAMME										
New Adult Social Care Management System (SC107)	92	800	294	0	0	0	0	1,186	1,094	294
STRATEGY& TRANSFORMATION PROGRAMME TOTAL	92	800	294	0	0	0	0	1,186	1,094	294
Retentions & Minor Works		172	0	0	0	0	0	172	172	0
S&CS CAPITAL PROGRAMME EXPENDITURE TOTAL	3,100	3,066	3,304	15,347	2,591	12,910	0	40,318	37,218	34,152

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding current year)
	£'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	£'000s	£'000s	£'000s
CITY DEAL PROGRAMME										
Science Transit										
Kennington & Hinksey Roundabouts	1,377	5,810	141	0	0	0	0	7,328	5,951	141
Hinskey Hill Northbound Slip Road	0	236	588	1,719	4,567	1,590	0	8,700	8,700	8,464
Access to Enterprise Zone										
Harwell Link Rd Section 1 B4493 to A417	115	2,126	2,918	2,818	3,323	0	0	11,300	11,185	9,059
Harwell Link Rd Section 2 Hagbourne Hill	158	2,505	2,074	1,278	0	0	0	6,015	5,857	3,352
Featherbed Lane and Steventon Lights	151	3,482	3,910	0	0	0	0	7,543	7,392	3,910
Harwell, Oxford Entrance	0	133	1,084	437	346	0	0	2,000	2,000	1,867
Northern Gateway										
Cutteslowe & Wolvercote Roundabouts	0	2,792	6,864	16	0	0	0	9,672	9,672	6,880
CITY DEAL PROGRAMME TOTAL	1,801	17,084	17,579	6,268	8,236	1,590	0	52,558	50,757	33,673
LOCAL GROWTH DEAL PROGRAMME										
Eastern Arc Phase 1 Access to Headington (project development)	0	349	0	0	0	0	0	349	349	0
Didcot Station Car Park Expansion	0	620	8,000	880	0	0	0	9,500	9,500	8,880
LOCAL GROWTH DEAL PROGRAMME TOTAL	0	969	8,000	880	0	0	0	9,849	9,849	8,880

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme 2015 / 16 £'000s	Firm Programme 2016 / 17 £'000s	Provisional Programme 2017 / 18 £'000s	Provisional Programme 2018 / 19 £'000s	Provisional Programme 2019 / 20 £'000s	Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
SCIENCE VALE UK										
Milton Interchange	684	3,300	5,475	1,166	0	0	0	10,625	9,941	6,641
A34 Chilton Junction Improvements	170	2,244	5,253	3,216	0	0	0	10,883	10,713	8,469
Enterprise Zone Sustainable Transport Project - Cycleway improvements - Harwell Oxford to Didcot via Winnaway (GPF)	18	45	425	0	0	0	0	488	470	425
Didcot Parkway Station Forecourt	6,994	1,061	0	0	0	0	0	8,055	1,061	0
Didcot Parkway Brompton Docks	0	45	0	0	0	0	0	45	45	0
SCIENCE VALE UK LOCALITY PROGRAMME TOTAL	7,866	6,695	11,153	4,382	0	0	0	30,096	22,230	15,535
OXFORD										
Frideswide Square	589	1,575	2,664	650	0	0	0	5,478	4,889	3,314
The Plain Cycle Improvements	119	976	222	29	0	0	0	1,346	1,227	251
Woodstock Rd, ROQ	48	10	10	462	50	0	0	580	532	522
London Road Bus Lane (LSTF)	193	902	85	0	0	0	0	1,180	987	85
Green Road-Warneford Lane Cycle Route (LSTF)	9	119	0	0	0	0	0	128	119	0
OXFORD LOCALITY PROGRAMME TOTAL	958	3,582	2,981	1,141	50	0	0	8,712	7,754	4,172

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme 2015 / 16 £'000s	Firm Programme 2016 / 17 £'000s	Provisional Programme 2017 / 18 £'000s	Provisional Programme 2018 / 19 £'000s	Provisional Programme 2019 / 20 £'000s	Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
BICESTER										
Bicester Park and Ride	244	750	2,426	380	0	0	0	3,800	3,556	2,806
Bicester Perimeter Road (Project Development)	0	0	300	700	0	0	0	1,000	1,000	1,000
BICESTER LOCALITY PROGRAMME TOTAL	244	750	2,726	1,080	0	0	0	4,800	4,556	3,806
WITNEY AND CARTERTON										
Witney, Ducklington Lane/Station Lane Junction	382	2,037	0	75	0	0	0	2,494	2,112	75
Witney, A40 Downs Road junction (project development)	0	0	1,250	0	0	0	0	1,250	1,250	1,250
WITNEY AND CARTERTON LOCALITY PROGRAMME TOTAL	382	2,037	1,250	75	0	0	0	3,744	3,362	1,325
COUNTYWIDE AND OTHER										
Bicester Town Station (EWR)	0	10	110	0	0	0	0	120	120	110
Oxford Parkway Station (EWR)	0	10	37	0	0	0	0	47	47	37
East-West Rail (contribution)	0	587	737	737	737	737	0	3,535	3,535	2,948
Small developer funded schemes	427	565	285	50	0	0	0	1,327	900	335
Completed schemes		175	0	132	0	0	0	307	307	132
COUNTYWIDE AND OTHER INTEGRATED TRANSPORT TOTAL	427	1,347	1,169	919	737	737	0	5,336	4,909	3,562
INTEGRATED TRANSPORT STRATEGY TOTAL	11,678	32,464	44,858	14,745	9,023	2,327	0	115,095	103,417	70,953

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme 2015 / 16 £'000s	Firm Programme 2016 / 17 £'000s	Provisional Programme 2017 / 18 £'000s	Provisional Programme 2018 / 19 £'000s	Provisional Programme 2019 / 20 £'000s	Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
STRUCTURAL MAINTENANCE PROGRAMME										
Carriageway Schemes (non-principal roads)	0	4,358	3,676	3,129	3,280	3,280	0	17,723	17,723	13,365
Footway Schemes	0	1,393	995	1,068	1,353	1,354	0	6,163	6,163	4,770
Surface Treatments	0	5,291	6,179	3,871	4,988	4,946	0	25,275	25,275	19,984
Street Lighting Column Replacement & Traffic Signals	0	500	575	490	490	490	0	2,545	2,545	2,045
Drainage	0	950	1,120	930	922	928	0	4,850	4,850	3,900
Bridges	0	1,268	1,813	1,681	1,611	1,615	0	7,988	7,988	6,720
Public Rights of Way Foot Bridges	6	205	89	100	100	100	0	600	594	389
Additional Maintenance Works	2,152	1,399	0	0	0	0	0	3,551	1,399	0
STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL	2,158	15,364	14,447	11,269	12,744	12,713	0	68,695	66,537	51,173

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme 2015 / 16 £'000s	Firm Programme 2016 / 17 £'000s	Provisional Programme 2017 / 18 £'000s	Provisional Programme 2018 / 19 £'000s	Provisional Programme 2019 / 20 £'000s	Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
Detrunked, Principal Roads and Other Major Schemes										
A420 Cumnor embankment works	0	83	244	40	0	0	0	367	367	284
Network Rail Electrification Bridge Betterment Programme	0	20	2,090	156	0	0	0	2,266	2,266	2,246
M40 Junction 9 A41 Drainage works	0	50	0	0	0	0	0	50	50	0
Thames Towpath Reconstruction	284	5	306	0	0	0	0	595	311	306
A4130 Bix dual carriageway	531	4,188	0	0	0	0	0	4,719	4,188	0
A420 Shrivenham Bypass	199	2,929	0	0	0	0	0	3,128	2,929	0
A420/A34 Slip Road	0	0	471	679	0	0	0	1,150	1,150	1,150
Completed Major Schemes		60	0	0	0	0	0	60	60	0
STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL	1,014	7,335	3,111	875	0	0	0	12,335	11,321	3,986
STRUCTURAL MAINTENANCE PROGRAMME TOTAL	3,172	22,699	17,558	12,144	12,744	12,713	0	81,030	77,858	55,159
HIGHWAYS & TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL	14,850	55,163	62,416	26,889	21,767	15,040	0	196,125	181,275	126,112

ENVIRONMENT & ECONOMY CAPITAL PROGRAMME (EXCLUDING TRANSPORT)

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding current year)
	£'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	£'000s	£'000s	£'000s
ASSET STRATEGY IMPLEMENTATION PROGRAMMES										
Asset Strategy Implementation Programme	95	110	1,899	2,000	1,841	0	0	5,945	5,850	5,740
Relocation of Customer Service Centre from Clarendon House to County Hall	411	687	0	0	0	0	0	1,098	687	0
Abbey House	31	1,685	0	0	0	0	0	1,716	1,685	0
Cambridge Terrace moves to Ron Groves House	0	450	101	0	0	0	0	551	551	101
Cricket Road Centre Closure (including Unipart House works)	124	77	0	0	0	0	0	201	77	0
ASSET STRATEGY IMPLEMENTATION PROGRAMME TOTAL	661	3,009	2,000	2,000	1,841	0	0	9,511	8,850	5,841
ENERGY EFFICIENCY IMPROVEMENT PROGRAMME										
SALIX Energy Programme	1,192	140	220	220	220	102	0	2,094	902	762
Energy Strategy Implementation (Non-Schools)	139	184	0	0	0	0	0	323	184	0
ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL	1,331	324	220	220	220	102	0	2,417	1,086	762
ANNUAL PROPERTY PROGRAMMES										
Minor Works Programme	654	250	200	200	200	200	0	1,704	1,050	800
Health & Safety (Non-Schools)	63	27	24	24	24	50	0	212	149	122
ANNUAL PROPERY PROGRAMMES TOTAL	717	277	224	224	224	250	0	1,916	1,199	922

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme 2015 / 16 £'000s	Firm Programme 2016 / 17 £'000s	Provisional Programme 2017 / 18 £'000s	Provisional Programme 2018 / 19 £'000s	Provisional Programme 2019 / 20 £'000s	Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
WASTE MANAGEMENT PROGRAMME										
Waste Recycling Centre Infrastructure Development	0	0	2,799	0	0	0	0	2,799	2,799	2,799
Alkerton WRC	0	150	1,425	175	0	0	0	1,750	1,750	1,600
Oxford Waste Partnership PRG	530	40	0	0	0	0	0	570	40	0
WASTE MANAGEMENT PROGRAMME TOTAL	530	190	4,224	175	0	0	0	5,119	4,589	4,399
CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES										
Broadband (OxOnline) Project	392	6,624	6,844	0	0	0	0	13,860	13,468	6,844
Spendlove Centre, Charlbury	0	30	160	158	0	0	0	348	348	318
Wigod Way, Wallingford	0	189	0	0	0	0	0	189	189	0
Oxford Flood Relief Scheme	0	0	0	0	0	5,000	0	5,000	5,000	5,000
CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES TOTAL	392	6,843	7,004	158	0	5,000	0	19,397	19,005	12,162
Retentions (completed schemes)		23	0	0	0	0	0	23	23	0
ENVIRONMENT & ECONOMY (EXCLUDING TRANSPORT) CAPITAL PROGRAMME EXPENDITURE TOTAL	3,631	10,666	13,672	2,777	2,285	5,352	0	38,383	34,752	24,086

CHIEF EXECUTIVE'S OFFICE CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding current year)
	£'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	£'000s	£'000s	£'000s
COMMUNITY SERVICES PROGRAMME										
Libraries										
Bicester Library (CS13)	0	1,025	385	90	0	0	0	1,500	1,500	475
Headington Library (CS12)	75	190	0	0	0	0	0	265	190	0
Westgate Library	0	0	0	250	1,000	250	0	1,500	1,500	1,500
Museums										
Oxfordshire Museum	0	25	250	25	0	0	0	300	300	275
COMMUNITY SERVICES PROGRAMME TOTAL	75	1,240	635	365	1,000	250	0	3,565	3,490	2,250
Partnerships										
Super Connected Cities Bid	0	150	0	0	0	0	0	150	150	0
City Deal										
Culham Advanced Manufacturing Hub	0	0	2,000	0	0	0	0	2,000	2,000	2,000
PARTNERSHIPS PROGRAMME TOTAL	0	150	2,000	0	0	0	0	2,150	2,150	2,000
Completed Projects		9	0	0	0	0	0	9	9	0
CHIEF EXECUTIVE'S OFFICE CAPITAL PROGRAMME EXPENDITURE TOTAL	75	1,399	2,635	365	1,000	250	0	5,724	5,649	4,250

CAPITAL INVESTMENT PLANNING 2015/16 - 2018/19
NEW PRESSURES/PROPOSALS

Programme	Project	Total Project Cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Description/Notes
CE&F	Basic Needs Additional Pressure 2015/16 to 2018/19	27,449	24,769	2,680	New projects identified within 4 year plan, majority relating to expansion of existing schools due to housing growth.
Various	Additional year of Annual Programme allocations for 2017/18	15,637	250	15,387	£11.5m Highways Maintenance, £0.737m East-West Rail, £3.150m Schools annual programmes, £0.250m Minor Works and H&S
E&E	Capitalisation of Staffing	750	0	750	£0.250m per year 2015/16, 2016/17 and 2017/18. Staff costs will be part of project costs but costs of schemes already in the programme will increase. In future bids for funding will be higher to include staffing costs.
CEO	Use of Rolling Fund to Support Revenue Budget	3,525	0	3,525	Use of the New Homes Bonus element of the Rolling Fund to be used in the revenue budget.
E&E - Other	Asset Rationalisation/Agile Working Programme	4,500	0	4,500	Increase provision to existing programme. Includes budget for ICT equipment to enable Agile Working
CEO	Westgate Library	1,500	0	1,500	Refurbishment of library required as a result of Westgate Shopping Centre redevelopment.
CEO	Oxfordshire Museum	300	0	300	Structural repair work required.
E&E - Transport	Highways Maintenance	6,102	0	6,102	Balance of funding available to highways maintenance to meet £1.5m of structural patching and 2017/18 and 2018/19 bridges programme.
All	Capital Programme Contingency	7,280	0	7,280	To maintain overall capital programme contingency at 3%
TOTAL PRESSURES REQUIRING FUNDING		**67,043**	**25,019**	**42,024**	
CE&F	SS Mary & John	350	350	0	Loan to trustees to consolidate to one site, repayment from disposal. Approved by CFO & Director for E&E, awaiting confirmation of exact amount required.
SCS - Fire Service	Fire Review Programme - Carterton Community Safety Centre	2,550	2,550	0	Draw down from the Fire Review Programme of £3.5m.
SCS - Adult Services	Adult Social Care Day Services	4,250	4,250	0	S106 monies & potential disposals towards adult services in various locations.
E&E - Other	Oxford Flood Relief Scheme	5,000	5,000	0	Prudential Borrowing for contribution towards the Oxford Flood Scheme announced in the 2014 Autumn Statement.
TOTAL PRESSURES WITH FUNDING		**12,682**	**12,682**	**0**	
TOTAL PRESSURES		**79,725**	**37,701**	**42,024**	

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HIGHWAYS ASSET MANAGEMENT PLAN- STRUCTURAL MAINTENANCE PROGRAMME 2014/15 to 2016/17

Parish	Road Name	2014/15 (£)	2015/16 (£)	2016/17 (£)	NOTES
ASSESSED CARRIAGEWAY SCHEMES - (NON-PRINCIPAL ROADS PROGRAMME)					
A- NON- PRINCIPAL ROAD PROGRAMME					
Stanford in the Vale	High Street & The Green	182,055			
Oxford City (S42)	Pembroke Street		61,000		
Oxford	Park End Street		346,885		Brought forward to 2015/16 for co-ordination with the Frideswide Square and potential Park End Street improvments
TOTAL NON-PRINCIPAL ROAD SCHEMES		**182,055**	**407,885**	**0**	
B- VALUE ENGINEERED SCHEMES PROGRAMME					
Thame	Thame Park Road (Lodge Bend).	54,888			
Didcot	Station Road	89,620			
Thame	Thame Park Road (Altingham Toll	66,761			
Kennington	The Avenue Section 2	207,481			
Witney	Corn Street	245,947			
Abingdon	Preston Road	227,222			
Thame	Cornmarket	108,550			
Cumnor	B4044 Eynsham Road corner	399,455			
Watlington	B480 Cuxham Road Roundabout	58,834			
Oxford City (S42)	Hayfield Road	38,954			
Oxford City (S42)	Osler Road	205,885			
Banbury	Westbar Street	130,823			
Berinsfield	Fane Drive	110,445			
Shipton Under Wychwood	Milton Road	148,500			
Kennington	The Avenue Section 1	316,874			
Chipping Norton	Walterbush Road	241,262			
Oxford	A420 London Road	623,150	458,763		Additional funds from severe weather/pothole grants
Sonning Eye	B478 Playhatch Road	344,520	30,000		Additional funds from severe weather/pothole grants
Abingdon	Drayton Road		252,391		
Didcot	A4130 Didcot Perimeter Road		379,166		
Didcot	A4130 Power Station Roundabout		154,255		
Oxford City (S42)	Sandy Lane West		198,961		
Didcot	Broadway		264,944		
Benson	Clacks Lane		599,585		Includes £297k developer funds
Banbury	Hennef Way Roundabout		589,604		
Wantage	Market Place			136,836	
Little Wittenham	Un-named Road (Long Wittenham Road junction to Church)			78,650	
Wantage	Mill Street			86,522	
Benson	A4074 Near Elmbridge Roundabout			266,784	

HIGHWAYS ASSET MANAGEMENT PLAN- STRUCTURAL MAINTENANCE PROGRAMME 2014/15 to 2016/17

Parish	Road Name	2014/15 (£)	2015/16 (£)	2016/17 (£)	NOTES
Wantage	Newbury Street			150,706	
Great Milton	A329 Rycote Lane			113,256	
Henley	Vicarage Road			145,200	
Didcot	King Alfred Drive			142,742	
Goring	High Street			152,333	
Banbury	Mewburn Road / Wesley Drive			109,352	
North Moreton	Long Wittenham Road / High Street			204,930	
Milton	Sutton Courteney Lane			240,240	
Oxford	Harcourt Hill			148,786	
Oxford City (S42) Marston	Derwent Avenue			208,346	
Oxford City (S42) Littlemore	Champion Way			78,132	
Oxford City (S42) Headington	Downside Road			62,988	
Residual Design for 14/15		77,751			
Advance Design		195,561	240,000	220,000	
Advance Site Investigation		283,118	100,000	120,000	
Contingency Allowance				462,876	
TOTAL VALUE ENGINEERED SCHEMES		**4,175,601**	**3,267,669**	**3,128,679**	
TOTAL ASSESSED CARRIAGEWAY SCHEMES		**4,357,656**	**3,675,554**	**3,128,679**	
COMBINED SAFETY SCHEMES PROGRAMME					
Thame	B4021 Thame Park Road - Moreton	119,884			
Kirtlington/W-ot-G	B430 Kirlington/Weston on the Gr - Akeman St Draiange, signs and lining	11,068			
Wardington	A361 Wardington - Wardington Road	75,977			
Hardwick	B4100 Hardwick Junction Patch / SD	49,264			
Thame	B4012 Thame Park Road, Bow bridge 100 inlay /1.2m edge haunching	104,939			
Chalgrove	B480 Cutmill, nr Chalgrove 85 overlay	61,148			
Carteton	B4020 Shilton Dip (Nr Carterton) 100 inlay / overlay/ 1.2m edge haunching	113,693			
Bicester	A4421 Bicester, Peregrine Way 85	119,695			
Signs		20,000			
Aston Rowant	A40 Aston Hill Bend 1+2+3	199,826	20,000		
Residual 13/14 design		31,263			
East Hendred	A417 Reading Road, 100 inlay /		180,700		
Design	Including residual 15/16 design and advanced 16/17 investigation and design	90,000	180,000		
	A44 Salford Hill		53,280		
	A4421 Fringford Mill		21,001		

HIGHWAYS ASSET MANAGEMENT PLAN- STRUCTURAL MAINTENANCE PROGRAMME 2014/15 to 2016/17

Parish	Road Name	2014/15 (£)	2015/16 (£)	2016/17 (£)	NOTES
Deddington	A4260 South of Deddington Village		50,000		
	B4011 Junction Playfield road		20,000		
	A329 near Great Milton turn		62,000		
	A4155 Bends on Span Hill/ -		102,000		
	B4449 bends near Bell Bridge		6,512		
Tackley	Enslow Bridge		51,500		
Yarnton	A44 Woodstock Road - Langford		127,800		
Great Hasely	A329 Rycote Lane site 1		45,000		
Great Hasely	A329 Rycote Lane site 2		45,000		
Marsh Baldon	B4015 Little Baldon bends		39,000		
	A4130 Haddon Hill		50,000		
16/17 programme to be confirmed				1,100,000	
Contingency Allowance				225,000	
TOTAL COMBINED SAFETY SCHEMES		996,757	1,053,793	1,325,000	
ROUTINE SURFACE DRESSING SCHEMES PROGRAMME					
A3400 - Chapel Hse - Over Norton		31,500			
A3400 - Southcombe - Chapel House		31,500			
A361 - Swerford - Chapel Hse		84,000			
A4095 Enslow		16,200			
A44 - Woodstock /Manor Rd		10,500			
B4026 - Over Norton		18,000			
B4030 - Lower Heyford		27,000			
B4030 - Rousham - Hopcroft Halt		23,400			
B4100 Bainton - Swift Hse		50,400			
Caversfield		16,530			
Kingham - B4450		19,800			
MUW - Fifield		26,250			
Waterloo Crossroads/Bainton		30,690			
Williamscot - Chacombe		13,050			
Cholsey Hill, Cholsey		20,745			
Huntercombe End Lane, Nuffield		17,019			
Kingsey Road (east), Thame		35,001			
The Green, Stadhampton		8,040			
Watlington Road, Benson		10,800			
Cutmill Nr Cuxham B480		31,350			
A4130 Didcot Marsh to Tescos RAB		6,195			
A4130 Didcot Sires Hill to Slade RAB		32,550			
A418 Aylesbury Road Thame		26,265			
Great Hasely		10,908			
A4155 Shiplake		28,770			

HIGHWAYS ASSET MANAGEMENT PLAN- STRUCTURAL MAINTENANCE PROGRAMME 2014/15 to 2016/17

Parish	Road Name	2014/15 (£)	2015/16 (£)	2016/17 (£)	NOTES
A417 Haddenham Road Thame		6,300			
Barrow Road Shippon		20,376			
Tumbledown Hill/Cumnor Rd		45,000			
Green Lane Bayworth		9,150			
Milton Road Drayton		28,800			
Brize Norton Road Carterton		12,240			
Swinbrook Road Carterton		10,890			
A420 Between A417 Roundabouts		16,875			
Tulwick Lane Grove		4,950			
A415 Abingdon Road Standlake		27,000			
A420 Besselsleigh		47,775			
A420 from j/o A417 to Wadley Manor		31,200			
A4165 Banbury Road - ST. GILES TO PARKS ROAD		9,802			
A4165 Banbury Road - PARKS ROAD TO SOUTH PARADE		6,180			
A4165 Banbury Road - BARDWELL ROAD		1,097			
A4165 Banbury Road - NORHAM ROAD TO BARDWELL ROAD		3,740			
A4165 Banbury Road - BARDWELL ROAD TO LINTON ROAD		5,554			
A4165 Banbury Road - LINTON ROAD TO BELBROUGHTON ROAD		6,517			
A4165 Banbury Road - BELBROUGHTON ROAD TO MARSTON FERRY ROAD		6,290			
A4165 Banbury Road - MARSTON FERRY ROAD TO DIAMOND PLACE		4,301			
A4165 Banbury Road - HAMILTON ROAD TO LONSDALE ROAD		3,864			
A4165 Banbury Road - HERNES CRESCENT TO HAMILTON ROAD		10,631			
A4165 Banbury Road - HERNES CRESCENT TO WENTWORTH ROAD		3,190			
A4165 Banbury Road - WENTWORTH ROAD TO CARLTON ROAD		8,541			
A4165 Banbury Road - CARLTON ROAD TO CUTTESLOWE ROUNDABOUT		3,920			
A4165 Banbury Road - CUTTESLOWE ROUNDABOUT TO HAREFIELDS		3,092			
A4165 Banbury Road - HAREFIELDS TO JORDAN HILL		11,343			
A4165 Banbury Road - JORDAN HILL TO END		11,547			
C16101 Evans Lane		12,390			
C16101 Evans Lane Service Road		1,548			
C16093 Mill Street		10,482			
A44 WOODSTOCK ROAD - RUTTEN LANE TO SCIENCE PARK		9,627			
A44 WOODSTOCK ROAD - LANGFORD LANE TO BEGBROKE		16,040			
A44 WOODSTOCK ROAD - BEGBROKE TO LANGFORD LANE		17,998			
A44 WOODSTOCK ROAD - BLADON ROUNDABOUT TO WOLSEY COURT		14,576			
A44 WOODSTOCK ROAD - WOLSEY COURT TO LANGFORD LANE		11,300			
1415 overalll pressure		195,000			
Woodstock	A44 Oxford Street		30,400		
Broughton	A4035 Broughton - Tadmarton		36,000		
Bicester	A41 Tesco - Rodney House		54,000		
Ambrosden	Ploughly Road		32,500		
Tackley	A4260 Hopcrofts Holt - Rousham		70,200		
Milcombe	Bloxholme Road		27,300		
Newton Purcell	A4421 Frigford Mill - Barton		39,000		

HIGHWAYS ASSET MANAGEMENT PLAN- STRUCTURAL MAINTENANCE PROGRAMME 2014/15 to 2016/17

Parish	Road Name	2014/15 (£)	2015/16 (£)	2016/17 (£)	NOTES
Chipping Norton	A44 London Road		24,000		
Chipping Norton	A44 London Road (Southconbe -		39,200		
Great Tew	B4022 Great Tew - Enstone		50,640		
Gosford and Water eaton	A4260 Frieze Way (norhbound)		43,616		
Kidlington	Bicester Road		22,948		
Oxford	A4144 St Margarets Road to Moreton		25,496		
Binfield Heath	Shiplake Row to Memorial Ave		23,000		
Dunsden	Dunsden crossroad to Coppid Hall		32,300		
Highmoor	Nettlebed rdbt to Highmoor		63,000		
Berinsfield	A4074 Berinsfield to Golden Balls		64,800		
Henley	A4155 Marlow Rd		43,872		
Culham	Thame Lane		9,688		
Boars Hill	Foxcombe Road		27,600		
Carterton	Milestone Road		25,300		
Bayworth	Quarry road		14,880		
Bampton	Aston Road		12,200		
Carterton	Black Bourton Road		16,800		
Buckland	Carswell Lane		32,000		
Longworth	Pine Woods Road		25,080		
Sunningwell	Sunningwel lRoad		33,768		
Blackthorn	A41 County bdy to railway bridge		55,710		
Thame	Kingsey Road		15,000		
lines /studs and markings.		280,000	298,727		
Design		35,000	38,430		
Fees		144,342			
Carriageway Retexturing		100,000			
s42		354,000	138,000		
16/17 programme to be confirmed				1,500,000	
Programme contingency				196,250	
TOTAL SURFACE DRESSING SCHEMES		**2,188,930**	**1,465,455**	**1,696,250**	
OTHER SURFACE TREATMENTS PROGRAMMES					
Surface Dressing Pre-Patching Schemes		850,000	850,000	850,000	
Small 'Senior Tech' schemes		1,255,000			Pothole grant
Edge Strengthening			610,000		Severe Weather Grant
Structural Patching			1,500,000		Capitalised spends to acheive revenue savings
Dragon jetpatching trial			700,000		
TOTAL SURFACE TREATMENTS		**5,290,687**	**6,179,248**	**3,871,250**	

HIGHWAYS ASSET MANAGEMENT PLAN- STRUCTURAL MAINTENANCE PROGRAMME 2014/15 to 2016/17

Parish	Road Name	2014/15 (£)	2015/16 (£)	2016/17 (£)	NOTES
FOOTWAYS PROGRAMME					
Kennington	The Avenue	45,091			
Thame	Queen's Road	36,721			
Milton-Under-Whychwood	Frog Lane	21,288			
Chipping Norton	Over Norton Road	33,166			
Horspath	College Way	75,099			
Middle Barton	North Street	6,346			
Banbury	St Leonard's Close	30,437			
Henley	St Andrew's Road (North side)	77,257			
Banbury	Nuffield Drive	124,621			
Didcot	Brasenose Road (South side)	55,224			
Didcot	St John's Close	18,177			
Banbury	Footpath Link from Bloxham Rd to	80,665			
Didcot	Lydalls Road	24,903			
Henley	St Andrew's Road (South side)	78,399			
Witney	B4022 Oxford Hill	8,200			
Henley	West Street (North side)	34,027			
Cholsey	Sutton Bridge, Abingdon Road	21,918			
Ardley	Station Road (West Side)	10,854			
Henley	Northfield End	11,634			
Abingdon	Drayton Road (West side)	13,772			
Curbridge	Well Lane	41,474			
Didcot	Ladygrove Loop	35,867			
Ardley with Fewcott	Castlefields			27,807	
Wantage	Upthorpe Drive			78,461	
Wallingford	Wallingford Bridge			16,757	
Marston	Marston Road (West side)			42,140	
Oxford	A40 Northern Bypass			13,554	
Crowmarsh Gifford	The Street			21,674	
Henley	Station Road			30,000	
Sutton Courteney	Drayton Road	3,600			
Oxford City (S42)	Catte Street	62,070			
Oxford City (S42)	Wellington Square	58,443			
Oxford City (S42)	Brasenose Lane	27,821			
Oxford City (S42)	Oriel Square	29,485			
Oxford City (S42)	Harebell Road	77,688			
Kennington	The Avenue (Section 1)	54,313			
Oxford City (S42)	Giles Road		105,758		
Oxford City (S42)	Nicholas Avenue		38,851		
Oxford City (S42)	Mill Lane		118,224		
Chinnor	Elderdene		101,145		
Chilton	Elderfield Crescent		39,837		
Cholsey	Pound Lane		22,136		

HIGHWAYS ASSET MANAGEMENT PLAN- STRUCTURAL MAINTENANCE PROGRAMME 2014/15 to 2016/17

Parish	Road Name	2014/15 (£)	2015/16 (£)	2016/17 (£)	NOTES
Hanborough	Churchill Way		87,045		
Henley	Makins Road		65,552		
Abingdon	Cherwell Close		28,942		
Wiggington	Wiggington Road		38,486		
Grove	Mayfield Avenue		82,092		
Kidlington	South Avenue		126,398		
Hanborough	Witney Road, Long Hanborough		14,904		
Cholsey	Brookside		22,987		
Finmere	Chinnals Close		23,094		
Chinnor	Station Road			25,936	
Thame	High Street			10,138	
Witney	Langdale Gate			8,466	
Wheatley	London Road & Holloway Road			128,689	
North Hinksey	Harcourt Hill			73,012	
Didcot	Abingdon Road			33,417	
North Leigh	Common Road			23,332	
Wheatley	Road to Waterperry			19,973	
Garsington	Birch Road			69,081	
Oxford City (S42) Headington	Bernwood Road			114,708	
Oxford City (S42) Headington	Kiln Lane			22,772	
Additional tar costs		59,030			
Advance Design		135,009	90,000	90,000	
Contingency Allowance				208,351	
TOTAL FOOTWAYS SCHEMES		**1,392,599**	**1,005,451**	**1,058,268**	
DRAINAGE SCHEMES					
A40 A415 slip to A40 B4477, Witney	A40 Witney Bypass	125,000			
Black Bourton	Black Bourton	25,000			
Filkins And Broughton Poggs	Filkins and Bourton Poggs	63,000			
Kiddington Canyon	Kiddington	30,000			
Llittleworth, Buckland Road	Littleworth	12,000			
North Leigh, East End	North Leigh	25,000			
Salford, Cooks Lane	Salford	20,000			
South Leigh	South Leigh	20,000			
Witney, West End	Witney	20,000			
Begbroke, Spring Hill Road	Begbroke	15,000			
Ascott Under Wychwood The Green	Ascot under Wychwood phase 2	30,000			
A44 Springhill Road, Begbroke	A44 Begbroke	25,000			
Kidlington Springfield Road / Edinburgh Drive	Kidlington - Springfield Road / Edinburgh Drive	40,000			
Southmoor, Blandy Avenue (c/f 08/09)	Southmoor - Blandy Avenue	20,000			

HIGHWAYS ASSET MANAGEMENT PLAN- STRUCTURAL MAINTENANCE PROGRAMME 2014/15 to 2016/17

Parish	Road Name	2014/15 (£)	2015/16 (£)	2016/17 (£)	NOTES
Blewbury Church End	Blewbury	7,500			
Station Road Lower Heyford	Lower Heyford	15,000			
Kidmore End Henley	Kidmore End	30,000			
Taynton Village	Tayton	20,000			
Ascott Under Wychwood The Green	Ascott under Wychwood Phase 1	0	25,000		
Bampton	Broad Street		25,000		
Banbury Acorn Road	Banbury		20,000		
Bladon A4095 Grove Lane Jct with Park	Bladon		30,000		
Bloxham Painters Close	Bloxham		20,000		
Botley Cumnor Road / eynsham Road	Botley junction with Cumnor Road		20,000		
Burcott Park			25,000		
Compton Beauchamp	Compton Beauchamp		25,000		
Cothill	Cothill		25,000		
East Lockinge to Betterton	East lockinge		25,000		
Fernham High Street	Fernham		25,000		
Fulbrook, Manor Farm Westall Hill	Fulbrook		15,000		
Hempton Duns Tew Road	Hempton		20,000		
Launton Station Road	Launton		20,000		
Lew	Yelford Road			20,000	
Oxford, Florence Park, Cowley	Campbell Road - Oxford		40,000		
Steventon Mill Lane	Steventon			25,000	
Stonesfield, Cockshoot Close	Stonesfield	10,000	30,000		
Westcot	Westcot		20,000		
A40 Between Headington roundabout and	Wheatley near the Forest Hill turn		60,000		
Witney	A40		40,000	60,000	
Adderbury	Aynho Road			20,000	
Balscote	Church Lane			25,000	
Bampton	New Road			25,000	
Benson	Fifield Manor			20,000	
Bicester	Buckingham Road			40,000	
Blackthorn	A41 near Fox Covert Farm			30,000	
Blewbury	A417			30,000	
Burford	Barns Lane			15,000	
Didcot	Basil Hill Road			30,000	
East Challow				30,000	
Henley on Thames	Blandy Road			15,000	
Mollington	Various			20,000	
Oxford	Abingdon Road			20,000	
Oxford	Botley Road				20k reserve scheme
Swalcliffe	Park Road				25k reserve scheme
Tackley	Rousham Road				40k reserve scheme
Wendlebury	A41 Wendlebury Stream to Bicester				30k reserve scheme
Countywide	Investigations for schemes	50,000	50,000	50,000	
Countywide	Lining	30,000	30,000	30,000	

HIGHWAYS ASSET MANAGEMENT PLAN- STRUCTURAL MAINTENANCE PROGRAMME 2014/15 to 2016/17

Parish	Road Name	2014/15 (£)	2015/16 (£)	2016/17 (£)	NOTES
Countywide	Drainage Design Costs	80,000	80,000	80,000	
Countywide	Emergency Works	292,500	295,000	295,000	
Countywide	Contributions	50,000	50,000	50,000	
TOTAL DRAINAGE SCHEMES		**1,055,000**	**1,015,000**	**930,000**	
BRIDGES PROGRAMME					
SCHEMES					
Dyers Hill (culverts)	Flood arch repairs 13/14. Current 7.5 tonne TRO & monitoring. Strengthening or reconstruction	22,000			
Gaunt House Mill	Testing, Concrete repairs, waterproofing and resurfacing.	123,000			
Winterbrook Bridge	Joints/drainage, access hatch safety, security and leakage, parapet upstand cladding connection and WP investigation and settlement	30,000			
Cowesmore Footbridge 6068	Post-tensioning review, Concrete Repair, Waterproofing, Joints,	34,000			
Old Road shotover	RC Investigation and at minimum concrete repairs.	15,000			
Great brook Midmost OCC No 1457		15,000			Reactive scheme 14/15.
Bayswater Brook (reactive)		66,000			Reactive scheme 14/15
Adderbury Twyford Road N 3089 (reactive)		43,000			Reactive scheme 14/15.
Cuddeston Strengthening		25,000			Reactive scheme 14/15.
Scour works	Scour repairs	594,000	450,000	350,000	Additional funds from SWR/pothole funding.
West Mill	Resurfacing (existing is failing)	30,000	70,000		
Kennington rail substructure	Post-tension inspection and assessment, repairs RC	6,000	74,000		
South Newington Strengthening		10,000	90,000		
Stert Culvert Repairs.	Strengthening of 100m section.	50,000	240,000		
Heath Bridge	Deck replacement	40,000	360,000		
Upgrade of low bridge signage	Low Bridge signage review and metrification	15,000	35,000		
Paceys 1 and Paceys 2	BDE welding, concrete repairs, waterproofing.		100,000		Brought Forward from 18/19 for delivery with Frideswide and Park End Street Improvements
Ickforfd Bridge 0076	repointing and signalise to reduced damage and vibration on bridge. Approximately 190m length under signals.		8,000	72,000	
Vicarage Hill Wheatley Superstructure	RC Deck Concrete Repairs Waterproofing Joints Resurfacing		25,000	225,000	

HIGHWAYS ASSET MANAGEMENT PLAN- STRUCTURAL MAINTENANCE PROGRAMME 2014/15 to 2016/17

Parish	Road Name	2014/15 (£)	2015/16 (£)	2016/17 (£)	NOTES
Sworford Flyover Superstructure	RC Deck Concrete Repairs Waterproofing Joints Resurfacing		25,000	225,000	
Shabbington East 0498 Reconstruction & Centre	RC Bridge reconstruction Repair/strengthen or replace		25,000	218,000	
ANNUAL FUNDS					
Assessment of disused rail bridges (12 approx)	Inspection & Assessment of BRPB Bridges	30,000	200,000	200,000	
Principal Inspection and Assessment	Inspection and assessment work.	99,000			
Newbridge Maintenance & Monitoring	Special Inspections for weak bridge	10,000			
Wovercote Temp Lights	Load mitigation until replacement	4,000	4,000	4,000	
Brickfield Subway Recon Fund	Ongoing annual capital contribution to future structure replacement	7,000	7,000	7,000	
OTHER PROGRAMME ITEMS					
Bridge Management System				30,000	
Reactive works fund	To cover unprogrammed urgent structure defects that materialise		100,000	200,000	
CONTINGENCY	CONTINGENCY			150,000	
TOTAL BRIDGES SCHEMES		**1,268,000**	**1,813,000**	**1,681,000**	
Public Rights of Way Footbridges					
Drayton St Leonard	Drayton St Leonard Footpath 6	95,000			
Upper Heyford	Upper Heyford Footpath 6	110,000			
South Leigh	South Leigh Footpath 34				
Hardwick	Hardwick Footpath 5				
Programme contingency				10,000	
Future programme to be determined			90,000	90,000	
TOTAL PROW		**205,000**	**90,000**	**100,000**	
STREET LIGHTING & TRAFFIC					
Pole Replacement					
Abingdon	St Amand Drive	22,000			
Abingdon	Hedgemead Ave	35,000			
Adderbury	Deene Cl	18,000			
Kidlington	The Moors	35,000			
Didcot	Broadway	20,000			
High Street	Steventon	34,000			
Banbury	Various roads	60,000			
Harwell	Abingdon Road, Harwell Rd	35,000			

HIGHWAYS ASSET MANAGEMENT PLAN- STRUCTURAL MAINTENANCE PROGRAMME 2014/15 to 2016/17

Parish	Road Name	2014/15 (£)	2015/16 (£)	2016/17 (£)	NOTES
Grove	Albermarle Drive Area	19,000			
Shrivenham	Martens Cl Area	12,000			
Oxford	Victoria Road/Water Eaton Road				
Oxford	Harpes Road				
Oxford	Boswell Road				
Oxford	St Lukes Road	182,000			
Oxford	Sorrell road				
Oxford	Jourdain Road				
Oxford	Fettiplace road				
Oxford	Various Roads		170,000		
Abingdon	Various Roads		85,000		
Bloxham	Various Roads		43,000		
Charlbury	Various Roads		34,000		
Chipping Norton	Various Roads		34,000		
Henley	Various Roads		74,000		
Didcot	Various Roads		50,000		
Banbury	Various Roads			105,000	
Abingdon	Various Roads			80,000	
Oxford	Various Roads			260,000	
Wallingford	Various Roads			45,000	
Pole Bracket Replacements					
Hornton		5,000			
Milcombe		7,500			
North Newington		6,000			
Shutford		4,500			
Sibford Ferris		5,000			
Traffic Signal Upgrades			85,000		
TOTAL STREET LIGHTING & TRAFFIC SIGNALS SCHEMES		**500,000**	**575,000**	**490,000**	
DfT £3.5m Additional Maintenance Programme 2013/14					
Edge Strengthening		953,000			
Patching & Surface Dressing		436,000			
Contingency		10,000			
TOTAL DFT £3.5m ADDITIONAL MAITENANCE PROGRAMME 2		**1,399,000**	**0**	**0**	
TOTAL STRUCTURAL MAINTENANCE ANNUAL PROGRAMME		**15,467,942**	**14,353,253**	**11,259,197**	

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Service and Resource Planning 2015/16 – 2017/18
Summary of Comments from Performance Scrutiny to Cabinet

At its meeting on 18 December 2014 the Performance Scrutiny Committee considered a report that formed part of a series relating to the Service and Resource Planning process for 2014/15 to 2017/18.

The Committee considered in turn the Directorate Business Strategies and savings proposed for the service areas as well as the service and community impact assessments (SCIAs). They also took into consideration councillor comments from briefing sessions and the cabinet meeting held on 16 December 2014. The Director and relevant cabinet member for each Directorate were available to respond to questions.

The Performance Scrutiny Committee held a further meeting on 8 January 2015 where they considered a further report relating to the Service and Resource Planning process for 2014/15 to 2017/18. The Committee considered in turn the capital programme, the Treasury Management Strategy, the revised Corporate Plan 2015/16 – 20/17-18, and the proposed Corporate Performance Indicators for 2015/16.

The comments below are presented to Cabinet in order that they can take the comments into consideration in proposing their budget and Medium Term Financial Plan (MTFP).

Adult Social Care

- The committee discussed in depth the potential impact and related increase in cost of paying social care providers at a level that allowed them to pay care workers the living wage. The committee invite Cabinet to keep this issue under review throughout the budget decision making process.

Economy & Environment

- The committee were exercised about the need to maintain the quality of Council services that are delivered through contracts, particularly where there is a need to make savings. They noted that it is important to ensure quality services are provided and not just to drive out value.

Children, Education & Families

- The committee drew attention to the importance of ensuring that the reshaping of early help services is effective, not just in delivering savings but also in ensuring quality services for families and children.
- The committee also noted the interdependency between the reshaping of early help services and the need for wider change to the shape and structure of services across the whole Children, Education and Families directorate.

Chief Executive's Office

- The committee noted an opportunity for the library service to develop in a way that supports a broader move to digital access of our services and would like consideration of savings proposals in relation to libraries to recognise this.

OFRS & Community Safety

- The committee wished to note the important role that the fire service play in maintaining community safety and were keen to ensure that any savings proposals did not undermine this priority.

Corporate Plan

- The committee wanted to ensure that the principles of public scrutiny and public accountability were reflected more clearly within the corporate plan.
- The committee also made suggestions including: making our values more prominent in the plan; establishing public performance values as well as commercial values; acknowledging the potential negative impact of economic development; removing references to the 'golden thread' and rethinking the use of the terms 'safety net' and 'thriving'.

Corporate Performance Indicators

- The committee would like Cabinet to note the importance of having realistic and manageable indicators that create transparency around the Council's performance, in support of our need to remain accountable to the public.
- Furthermore the committee asked directorates to review the level of challenge within targets in the following areas: timeliness of child protection reviews, delayed transfers of care, missing children, numbers of apprenticeships and community information networks.

Capital Proposals and Treasury Management Strategy

- The committee noted the treasury management strategy and capital proposals. They invite Cabinet to consider taking any necessary steps ensure that the capital receipts from property disposal are maximised by considering future property value.

Overall Statement

- The committee drew attention to the need to maximise income generation opportunities across all directorates, by ensuring that fees and charges have been properly reviewed and increased where appropriate.
- The committee wished to be directly involved in the scrutiny of contract performance, to ensure that effective public scrutiny was taking place.

Cllr Liz Brighouse
Performance Scrutiny Committee Chairman

Contact Officer: Eira Hale, Policy and Performance Officer, 3969

Service and Resource Planning 2015/16 – 2017/18
Consultation and Stakeholder Engagement Summary

1. This summary note sets out the key messages from Oxfordshire County Council's public consultation exercise and stakeholder engagement carried out to support its Service and Resource Planning process for 2015/16 to 2017/18.

Approach

2. Between 8 December 2014 and 9 January 2015 the council invited comments on its budget proposals, which were detailed in the papers published for consideration by the Performance Scrutiny Committee on 18 December 2014.

3. A budget feature item was created for the council's website that comprised an overview of the council's budget setting process; links to the full budget papers, a graphics based presentation to explain the financial pressures facing the council, a summary of the savings proposals and a link to an online feedback form. The feature item was promoted via the homepage of the county council website.

4. In order to ensure that key stakeholders were aware of the council's budget proposals the council identified a list of stakeholders and engaged with these directly using both face to face and written channels.

5. In total the council's budget feature item posted on its website was viewed 1,473 times and the consultation page was viewed 244 times. Comments submitted by the public and stakeholders in both letter and email format have also been accepted as part of this exercise.

Outcomes

6. Seven people submitted views via the online feedback form and the table below summarises the views expressed. One letter has also been received. These are listed by theme in alphabetical order.

Theme	Number of mentions
Children's Centres and Early Intervention Submission querying how the proposed savings in these areas be achieved without losing staff or cutting children's centres.	1 (County Councillor)
Community Action Groups (CAGs) Submission in support of the CAGs and request to reverse proposal to significantly reduce grant funding.	1 (Organisation)

Theme	Number of mentions
Early Intervention Submission expressing concern about proposed savings in this area and their impact on society	1 (Resident)
Efficient public services Submission suggesting improvements to both staff productivity and time management, and another to improve contractual relationships. Submission suggesting need to more closely monitor time management and performance/productivity of staff. Concern expressed about team sizes and how well managers are equipped/enabled to manage effectively. Submission expressing concern about perceived value for money of contractual arrangements for staff mobile phones	1 (Resident) 1 (Resident – former employee) 1 (Resident)
Safety Net Submission expressing concern that the council is reacting to budget cuts in the wrong areas and expressing a view that the vulnerable, old and disabled (sic) must take priority.	1 (Resident)
Adult Social Care Submission expressing concern about proposed reductions in the Adult Social Care budget and its potential impact.	1 (Organisation)

7. The council received 142 detailed email representations in support of the Community Action Groups (CAGs). These set out the value of the Community Action Groups from a range of different perspectives and requested the proposal to significantly reduce grant funding is reversed or urging the council to find a way to continue to support CAG projects.

8. The direct stakeholder communications prompted a range of dialogue with different organisations. Oxford City Council has submitted a written response in letter format. The themes addressed in the letter are summarised as follows:

- Serious concerns about the proposal to make savings of £3 million over two years in the Children, Education and Families Services
- Concerns about the proposed £9million reduction in the budgets for Adult and Social Care services

- Concerns about the proposal to phase out the support to the county's network of Community Action Groups
- Support for the proposals for improved partnership working and joint commissioning; welcoming opportunities to discuss improved partnership and joint commissioning arrangements between the two authorities
- Emphasising the importance of using of the Oxfordshire Joint Needs Assessment to inform choices and prioritisation in making decisions on spending reductions.
- Welcoming further consultation and joint working in the process of implementing any service reductions in the city in order to seek to minimise impact, including future involvement in service and community impact assessments

9. All the responses to the budget consultation exercise have been collated into a deposit for all county councillors to review. The full response from Oxford City Council has been published on council's consultation portal, alongside this report at www.oxfordshire.gov.uk/consultation

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Draft Corporate Performance Indicators 2015/16

ADULT SOCIAL CARE				
		Indicator	**2014/15 Target**	**2015/16 Target**
1	Safeguarding	Number of safeguarding referrals	Monitoring only	Monitoring only
2	Safeguarding	Decisions on 75% of safeguarding alerts to be made in one working day	n/a – new indicator	75%
3	Safeguarding	Percentage of safeguarding referrals that will have an outcome in 20 working days	n/a – new indicator	TBC
4	Supporting people to live at home as long as possible	Reduce the number of older people permanently placed in a care home and funded by the local authority to 10 per week or fewer	546 (<10.5)	10
5	Personalisation	Maintain the high level of eligible people on Self-Directed Support	80%	80%
6	Personalisation	Maintain the number of people using social care who receive a direct payment	1,525	TBC based on year end figure
7	Personalisation	Maintain the high proportion of service users who have had a review in the last 12 months	75%	75%
8	Reablement services	No one will wait more than 3 days for their reablement service to start	n/a	100%
9	Reablement services	Increase the number of people accessing reablement	3750 (10 people per day)	3750
10	Delayed Transfer of Care	Reduce delayed transfers that are the responsibility of social care (Better Care Fund Metric)	1064 days per month (35 people on average per day)	20 people
11	Delayed Transfer of Care	Reduce delayed transfers that are the responsibility of both social care and health) (Better Care Fund Metric)	408 days per month (13 people on average per day)	8 people
12	Delayed Transfer of Care	The % of people in hospital who may need care on discharge, where social service are told 3 working days or more before their planned discharge date	N/A	TBC
13	Waiting Lists	Proportion of home care cases where care was started within 3 days of request to the care agency	No target	80%
14	Support to Carers	Increase the number of carers known	17,000	TBC based on year end figure
15	Support to Carers	Increase the number of carers receiving a carer assessment	n/a – new indicator	TBC
16	Support to Carers	Increase the number of carers receiving a service	n/a – new indicator	TBC
17	Providing information to all	Increase the number of people supported by the Community Information Network	1800	TBC based on year end figure

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CHILDREN, EDUCATION & FAMILIES				
		Indicator	2014/15 Target	2015/16 Target
1	Keeping Children Safe	Measure on timeliness of decision making on MASH	n/a – new indicator	TBC
2	Keeping Children Safe	Number of referrals to children's social care – broken down by referring agency (graphical data)	no target set monitoring only	no target set monitoring only
3	Keeping Children Safe	Reduce the proportion of children who become subject to a second or subsequent plan within 24 months of the end of a previous plan	9%	9%
4	Keeping Children Safe	No child protection plan cases without an allocated social worker	0%	0%
5	Keeping Children Safe	No looked after children cases without an allocated social worker	0%	0%
6	Keeping Children Safe	At least 95% of child protection reviews completed on time	98%	95%
7	Keeping Children Safe	85% of visits to children on child protection plan completed in line with the plan and within the Council's 28 day standard	90%	85%
8	Keeping Children Safe	85% of visits to looked after children completed in line with the plan	90%	85%
9	Keeping Children Safe	% of children who go missing from home on two or more occasions	no target set monitoring only	no target set monitoring only
10	Keeping Children Safe	Number of children subject to both child protection plans and being looked after	no target set monitoring only	no target set monitoring only
11	Keeping Children Safe	Number of children adopted as a percentage of all children who ceased to be looked after (graphical data)	no target set monitoring only	no target set monitoring only
12	Keeping Children Safe	No more than 70 children placed out of county and not in neighbouring authorities	50	70
13a	Raising Attainment	% of primary schools judged good or outstanding by Ofsted	86%	90%
13b	Raising Attainment	% of secondary schools judged good or outstanding by Ofsted	85%	90%
13c	Raising Attainment	% of special schools judged good or outstanding by Ofsted	79%	79%
13d	Raising Attainment	National ranking of schools judged good or outstanding by Ofsted	Top quartile	Top quartile
14a	Raising Attainment	Number of schools currently judged inadequate by Ofsted	1	0
14b	Raising Attainment	Number of schools judged inadequate by Ofsted during the academic year	0	0
15	Closing the Gap	Primary school persistent absence rate	3.00%	TBC as definition change
16	Closing the Gap	Secondary school persistent absence rate	7.00%	
17	Closing the Gap	Primary Schools - Number of Permanent exclusions	<9	<9

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18	Closing the Gap	Secondary Schools - Number of Permanent exclusions	<17	<17
19	Closing the Gap	Primary Schools - Number of Fixed Term exclusions	1% (383)	1% (383)
20	Closing the Gap	Secondary Schools - Number of Fixed Term exclusions	4% (1604)	4% (1604)
21	Closing the Gap	Proportion of young people Not in Education, Employment or Training (NEET)	<4%	<4%
22	Closing the Gap	Proportion of young people whose NEET status is 'not known'	<8%	<8%
23	Closing the Gap	Reducing rate of first time entrants to criminal justice per 100,000 10-17 year olds	<24.7	<24.7
24a	Closing the Gap	Looked after children overall absence rate	TBC	TBC
25b	Closing the Gap	Looked after children persistent absence rate	TBC	TBC
26	Closing the Gap	% Troubled Families officially turned around according to national measure	80%	80%

CHILDREN EDUCATION & FAMILIES - ACHIEVEMENTS AND ATTAINMENT INDICATORS REPORTED ANNUALLY			
	Indicator	**Target 13/14 ac yr**	**Target 14/15 ac yr**
1	EYFS - % reaching a good level of development	52%	62%
2a	KS1 - % level 2+ reading	90%	92%
2b	KS1 - % level 2+ writing	87%	88%
2c	KS1 - % level 2+ maths	93%	93%
3	KS2 - % level 2+ reading, writing, maths	80%	80%
4	Oxfordshire's rank nationally for KS2 level 4+ reading, writing, maths	2nd quartile	Top quartile
5a	% making expected 2 levels of progression KS1 -2 - reading	91%	93%
5b	% making expected 2 levels of progression KS1-2 - writing	93%	95%
5c	% making expected 2 levels of progression KS1-2 - maths	90%	92%
6	% of primary schools below KS2 Floor Standard	<5	<6%
7	KS4 - % 5 A*-C GCSEs including English and maths	63.0%	60%
8	Oxfordshire's rank nationally for KS4 – 5 A*-C including English and maths	2nd quartile	Top quartile
9a	% making expected 3 levels of progression KS2-4 English	72%	74%
9b	% making expected 3 levels of progression KS2-4 maths	73%	73%
10	Number of secondary schools below KS4 Floor Standard	0	0

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CHILDREN EDUCATION & FAMILIES - ADDITIONAL INDICATORS TO BE REPORTED TO EDUCATION SCRUTINY ANNUALLY			
	Indicator	**Target 13/14 ac yr**	**Target 14/15 ac yr**
17	FSM pupils - % making expected progress KS1-2 reading	90%	90%
18	FSM pupils - % making expected progress KS1-2 writing	91%	91%
19	FSM pupils - % making expected progress KS1-2 maths	85%	85%
20	FSM pupils - % making expected progress KS2-4 English	54%	54%
21	FSM pupils - % making expected progress KS2-4 maths	51%	51%
22	School Action Plus pupils - % 5 A*-C GCSEs including English and maths	15%	15%
23	School Action Plus pupils - % making expected progress KS1-2 reading	77%	78%
24	School Action Plus - % making expected progress KS1 writing	87%	87%
25	School Action Plus pupils - % making expected progress KS1- 2 maths	74%	75%
26	School Action Plus pupils - % making expected progress KS2-4 English	35%	40%
27	School Action Plus pupils - % making expected progress KS2-4 maths	30%	30%
28	Looked After Children - % Level 4+ reading, writing, maths	50%	TBC
29	Looked After Children - % making expected progress KS-2 reading	61%	TBC
30	Looked After Children - % making expected progress KS-2 writing	61%	TBC
31	Looked After Children - % making expected progress KS -2 maths	61%	TBC
32	Looked After Children - % 5 A*-C GCSEs including English & maths	15%	TBC
33	Looked After Children - % making expected progress KS2-4 English	37% reported cohort	TBC
34	Looked After Children - % making expected progress KS2-4 maths	31% reported cohort	TBC

ENVIRONMENT & ECONOMY				
		Indicator	**2014/15 Target**	**2015/16 Target**
1	Strategy & Infrastructure Planning	Inward investment: Oxfordshire chosen for 15 re/investments	n/a	15
2	Strategy & Infrastructure Planning	60% of major District Council applications responded to within the agreed deadline	80%	60%
3	Strategy & Infrastructure Planning	50% of mineral and waste applications determined within 13 weeks	70%	50%
4	Strategy & Infrastructure Planning	Monies secured in S106/S278 agreements as a % of requirements identified through the Single Response process	80%	70%
5	Strategy & Infrastructure Planning	% of held S106 monies within 2 years of potential payback	n/a	20%

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ENVIRONMENT & ECONOMY				
		Indicator	2014/15 Target	2015/16 Target
6	Commercial	Deliver £21m of City Deal spend by 2016 by spending against agreed indicative spend profile	£21m	£21m
7	Commercial	98% of highway defects posing an immediate risk of injury repaired within 24 hours	98%	98%
8	Commercial	80% of highway defects that create a potential risk of injury repaired within 28 calendar days	80%	80%
9	Commercial	Maintain a minimum 45% public satisfaction rate with the highways service	50%	45%
10	Commercial	At least 59% of household waste is reused, recycled or composted	61%	59%
11	Commercial	Achieve 80% satisfaction on customer satisfaction surveys received in relation to the facilities and property contract.	80%	80%
12	Commercial	Total capital receipts delivered from property disposal, as a percentage of the target capital receipts baseline (£2.252m) identified in the annual disposals programme	100%	100%
13	Oxfordshire Customer Services	At least 80% calls answered within 20 seconds	80%	80%
14	Oxfordshire Customer Services	90% of calls are dealt with at first contact where the CSC has responsibility for a complete solution	90%	90%
15	Oxfordshire Customer Services	100% of calls are dealt with at first contact where the CSC has responsibility to pass to a designated officer outside CSC	100%	100%
16	Oxfordshire Customer Services	Broadband – deliver quarterly target against total homes passed (THP) as per contract (starting June 2014)	48,942	TBC
17	Contextual Data	Number of jobs generated through Invest in Oxfordshire (graph)	Trend monitoring	
18	Contextual Data	Number of claimants of Job Seekers Allowance (graph)		
19	Contextual Data	Annual road condition against £ spent per mile (graph)		
20	Contextual Data	Road condition (number of defects) against the same quarter last year (graph)		
21	Contextual Data	Amount of waste arising per head of population (year on year comparison) (graph)		
22	Contextual Data	Amount of waste going to landfill, composting, dry recycling & ERF, respectively		
23	Contextual Data	Supported Transport – number/percentage of service users no longer travelling by taxi but by other forms of transport		

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PUBLIC HEALTH				
		Indicator	2014/15 Target	2015/16 Target
1	National Childhood Measurement Programme	% Primary school children classified as obsess in Year 6	15%	15%
2	National Childhood Measurement Programme	% of primary school children classifies as obese in reception	<7%	<7%
3	Healthchecks	Cumulative number of the eligible population aged 40-74 who have received a health check since April 2015	n/a – new indicator	18,939
4	Healthchecks	Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes)	385	385
5	Smoking cessation	Support 3800 people to become '4 week quitters' per annum	3800	3800
6	Drug treatment & rehabilitation	Number of users of opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of opiate users in treatment.	8.2%	8.2%
7	Drug treatment & rehabilitation	Number of users of non-opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of opiate users in treatment.	41.7%	41.7%

OXFORDSHIRE FIRE & RESCUE SERVICE			
	Indicator	2014/15 Target	2015/15 Target
1	45 lives saved per year against the OFRS 10 year 365Alive target through emergency response and preventative activity concerning fires and road traffic collisions	45	45
2	104,000 citizens provided with safety advice/education per year	104,000	104,000
3	£12.5 saved to the economy per year from the reductions in fires involving homes, businesses and road traffic collisions	£12.5m	£12.5m
4	Fire stations in Oxfordshire are available for emergency response 100% of the time	100%	100%
TRADING STANDARDS			
	Indicator	2014/15 Target	2015/15 Target
5	Money saved for consumers as a result of interventions	£450,000	£450,000
6	100% of inspections completed of high risk businesses as identified at the start of the year	100%	100%

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Division(s): All

CABINET – 27 JANUARY 2015

HOUSING RELATED SUPPORT

Report by Director for Adult Social Services

Introduction

1. Housing related support services have largely been protected from cuts for the past four years, but the scale of financial challenge facing the County Council required action to be taken to reduce the budget by 38% in line with the actual funding available. This decision was taken by the Council when setting the budget in February 2014.

2. On 29 May 2014 the members of the Health Improvement Board agreed a proposal for how to implement the reduction of funding for housing related support services to go forward to consultation with other stakeholders.

3. This report outlines the findings from the public consultation that ran from 26 June to 17 September and sets out the proposed way forward following that consultation. This proposed way forward has been subsequently considered and approved by the members of the Health Improvement Board on 20 October 2014 and of the Health and Wellbeing Board on 13 November 2014. All the District Councils and the City Council are represented on the Health Improvement Board. There are two District/City Council representatives on the health and Wellbeing Board.

What are we trying to achieve?

4. Given the complexity of the funding mechanisms in this area, and the interplay with district council housing responsibilities, substantial discussion took place with both housing officers and the county Chief Executive' and Leaders' groups prior to any formal external consultation.

5. Whilst district colleagues were unhappy at the proposed reductions they understand the scale of financial problems facing the county and after some debate and amendment, agreed on a set of principles which have guided our recent process. We believe that this has allowed us to put forward a realistic way through a very complex issue.

6. The agreed principles allow us to:
   - Keep all hostels open
   - Retain a pathway for single homeless people in Oxford City
   - Retain complex needs service with access from across the county
   - Retain community floating support across the county

- Increase accommodation based services outside Oxford city and particular in Banbury.

7. We said from the outset that these proposals would be challenging and difficult to implement. Results of this consultation confirmed our view. However, they are achievable ***with some additional help from the county council*** and we are proposing to smooth the process by making available an additional £400k from Public Health funding and phasing the overall reduction in funding over two years.

8. In addition, it is clear that further work is required in relation to Domestic Violence services and these will be reviewed separately over the next year prior to any final decisions being taken about changes to current services.

Proposed way forward following consultation

9. Overall, most consultation responses were not in favour of the proposals. Alongside this overall view, there was good level of support for the proposals on principles and outcomes, and some support for specific elements of the proposed distribution of funding or of how future services could be commissioned and provided. Full consultation report is attached at **Annex 1**.

10. As part of this consultation we have identified a number of suggestions that we believe would make the original proposals more robust and flexible. Therefore we are proposing to make some changes to the original proposals, as set out in more detail in **Annex 2** to this report.

11. The County Council believes that this core set of proposals should go ahead as they allow us to implement the required reduction in funding whilst keeping all hostels open in Oxford, retain a range of services across the county for people with different levels of need, and increase access to local services outside of Oxford, in particular in Banbury. This position was agreed by the Health Improvement Board and the Health and Wellbeing Board.

Financial and Staff Implications

12. We believe that robust implementation of these revised proposals would allow us to deliver the required reduction in funding of 38% over two years, in 2015/16 and 2016/17.

Equalities Implications

13. This consultation provided a wealth of information and case studies to evidence potential impact of these proposals on vulnerable people, in particular on women and children, those from Black Minority Ethnic groups, or those with a disability. We welcome this robust contribution to the impact assessment process and have revised the associated Social and Community Impact Assessment in November 2014, which is attached at **Annex 3**.

RECOMMENDATION

14. **The Cabinet is RECOMMENDED to approve the proposed plan for re-commissioning of housing related support services as revised following the consultation and set out in this report.**

JOHN JACKSON
Director for Adult Social Services

Background papers: N/A

Contact Officer: Natalia Lachkou, Commissioning Manager

December 2014

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Housing Related Support Consultation Report - October 2014

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1. Introduction

This report outlines the methods and findings of the Housing Related Support consultation.

1.1 Purpose of the consultation

Oxfordshire County Council consulted on proposals for implementing the reduction of funding for Housing Related Support services for homeless people, those misusing substances and women at risk of domestic abuse in Oxfordshire.

1.2 Timescale

The consultation was open from 26 June - 17 September 2014.

2. Methods

A range of methods were used to engage people in this consultation:

- Meetings with service users, providers, partners and stakeholders. Meetings were held in each Housing Related Support service and all providers attended Provider Forums. (Appendix 1 and 2).
- An Oxfordshire County Council online survey was open to the public.
- An email (with reminders) was sent to interested stakeholders, (e.g. providers, voluntary and community organisations, health and other partners, elected members and district and city colleagues) inviting participation and requesting dissemination of the survey link.
- Information sheets for service users and key workers were distributed to Housing Related Support services with the consultation documents, questionnaires and freepost envelopes. Posters were provided to services for publicising local meetings.

3. Participation in / response to consultation

3.1 Service user meetings

Pre consultation meetings were held with the Supporting People User Group.

17 meetings were held in total - 11 in existing services/hostels, 4 general consultation meetings which were open to people from any Housing Related Support service and 2 Supporting People User Group meetings.

Most people participated in group meetings apart from some domestic abuse service users who requested individual meetings. Overall, 67 service users attended these meetings.

The Supporting People User Group members attended the meetings to assist with facilitating the discussion.

Supporting People User Group members were invited to 2 separate meetings to give their views.

Participants included men and women, people from black and minority ethnic groups and those with disabilities. With the exception of those from domestic abuse services, the majority of participants were white male.

3.2 Provider participation

Pre-consultation meetings were held with providers and stakeholders (Consultation Timetable, Appendix 2).

20 Connection Floating Support staff held a consultation meeting.

The Offenders Housing Group convened a meeting.

Two provider forums were held during the consultation period:

- 20 participants from all 5 local providers, Oxfordshire County Council senior managers, frontline managers and support staff attended a county provider event.

- 26 participants from 17 providers attended a national provider event in Oxfordshire.

- County, City and District representatives were at both events.

4 out of 5 providers submitted a detailed response.

Domestic abuse and Floating Support case studies were submitted.

The consultation was discussed at the Oxfordshire Domestic Abuse Services Open Day.

3.3 Partner participation

The Districts, City, Oxfordshire Clinical Commissioning Group, Public Health and Community Safety, Police and Probation colleagues were involved in developing the proposal. Most of these also, attended the provider events and submitted formal responses.

The offender housing group includes districts, providers, police and probation representation.

All City and District councils and Oxfordshire Clinical Commissioning Group submitted a detailed response.

3.4 Other stakeholder responses

The Offenders Housing Group submitted a response.

3.5 Survey responses

78 responses have been made to the questionnaire (online/postal). This number includes most responses from providers and partners.

958 people viewed the consultation webpage.

The highest number of responses was to the question on Domestic Abuse services (Appendix 3).

45% (n=32) of respondents were members of the public. Other respondents were provider representatives or staff, representatives from voluntary and community organisations, service users, city or district representatives or employees, carers, partners elected members, User-led organisations. (Appendix 3).

4. Findings

These findings combine responses from all methods of data collection - online and postal surveys, meetings, interviews and written submissions.

The online survey as well the consultation meetings collected qualitative data. The prevailing themes have been drawn out through thematic analysis. Three team members participated in the analysis and reached an agreement on findings.

4.1 Key themes

Overall the responses were not supportive of the proposals. The key cross-cutting themes are outlined below. Many suggestions for improvements were made which are also included.

4.1.1 Prevention

- The proposals may mean that more people have a housing, safeguarding or health crisis. For example, there may be increased risks to individuals (e.g. death, ill health, substance misuse, violence, homelessness) and longer term costs to society (e.g. to health, police, adult social care etc.).

4.1.2 Independence

- It was perceived that reduced support will mean that more people will be made homeless and less people will be able to move on.
- Practical support is needed to achieve independence, for example, in terms of help obtaining employment and managing a tenancy, particularly in the light of the introduction of universal credit.

- The need for people to make a contribution was emphasised (e.g. through employment, voluntary work, education and doing cleaning or gardening around the project).

4.1.3 **Impact on women, children and those from BME groups**

- There were many comments about the high percentage of the Domestic Abuse services reduction in funding and the impact on women, pregnant women, children, those from black and minority ethnic groups and those with a disability.
- There was concern that reduction in Floating Support also impacts on the above groups as Floating Support has a more diverse client group than the hostels.

4.1.4 **Staff/providers**

It was considered that:

- There is the need for skilled, experienced, high quality staff to deliver outcomes.
- Lower wages may be an option but staff quality, motivation and retention are likely to be affected, particularly given Oxfordshire's high cost of living.
- Staff should be paid a living wage.
- *"Enable provider to have flexibility in recruiting role to enable specific outcomes to be met." (*National Provider event).
- Commissioning on an hourly support rate: "*Outcomes need to be considered as opposed to specifying hours otherwise there is less flexibility for providers to look at innovative models/alternative ways of delivering services"* (Local Provider event).

4.1.5 **A person-centred, flexible approach**

The views expressed in the consultation indicate that:

- A person centred approach will deliver the best outcomes with flexibility around support provided.
- Definitions are needed of complex needs and low, medium and high level needs.
- Support packages need to be reviewed regularly to ensure people are not receiving too much/little support.
- There were concerns about reduction in 1-1 work and increased group work while recognition of potential cost savings. Group work raises childcare issues, accessibility and high staff skill/cost. 1: 1 is best for people who live in rural areas, are disabled, are traumatised, have complex needs, early on in recovery.
- *"Client needs will vary. Flexibility around lengths of stay for clients - recognition that two years is okay as some will need this and others won't. Clients need to be dealt with on an individual basis.* " (Local Provider event)
- Key worker approach to coordinating support and getting the right support in at the right time.

4.1.6 **Level of need**

- It was perceived that there is too great a focus (now and in the proposals) on services for people with high end needs and not enough on services for those who are further into their recovery journey. *(Service user comments).*

- *If you close Osney, it will have a bad effect on those people who are more likely to get their lives together (and these are) the people who support others trying to recover."* (Osney Court service user meeting).
- Too many people lower down the system go in and out of services which is a waste of money and the bed spaces could be used for others: *"A lot of people using the system are in a cycle of addiction and do not have the drive or motivation to recover*." (Supporting People User Group meeting).

4.1.7 **Pace/timescale of reductions**

- It was felt that an implementation date of April 2015 is a very short timetable.
- Evidence from the impact arising from the first year reductions should inform the second year reductions.
- Reductions should be made slowly so that people can adjust to the changes with less detrimental impact.

4.1.8 **Partnership working**

- A suggestion was made that an opportunity for integrated commissioning across the health, social care and supported housing systems has been missed
- There is a need for greater partnership, communication and multi-disciplinary team working with other agencies and partners such as health (especially mental health expertise), voluntary sector, City and Districts, benefit and social services, substance misuse, family and friends.
- Better liaison between Housing Related Support services e.g. Floating Support services and hostels in order that people are supported as they move on.
- Collaboration between housing providers can be successful.

4.1.9 **Suggestions for savings**

- Lower paid admin staff could be employed to free up key worker time, resulting in fewer key workers but more focused direct client support.
- Reduction in bureaucracy and paperwork.
- Improve targeting: *"I think targeting can still be improved so less time is wasted on inappropriate referrals"* (Online survey).
- Financial input should be made from Adult Social Care, the police and probation.
- As the Domestic Abuse services reduction in funding will potentially impact on children, the council should explore the possibility of funding coming, in part, from Childrens Services.
- Clients help with cleaning and gardening.
- Integrated commissioning across the health, social care and supported housing systems may lead to opportunities for savings across these systems.

4.2 Detailed responses to proposal questions

With the exception of the questions on principles and outcomes, most responses were not in favour of the proposals.

4.2.1 **Principles and outcomes**

- Overall, there was a good level of support for the principles and outcomes with suggestions for additions. (Appendix 4)
- Some concerns were raised about how achievable or realistic the outcomes are - it is important that every step in the right direction is recognised and built upon and to consider incentives to keep people moving through the system.
- Debate about whether outcomes should be a tool, and whether they are measurable.

4.2.2 **Hostels**

- Overall, participants did not support this aspect of the proposal. However, there was support for maintaining the bed spaces at O'Hanlon and the creation of a new Assessment Centre.
- Clarity around assessment centre - what it involves, how is it paid for, opening hours?
- There were concerns that lower staff costs will result in reduced quality, retention and motivation - staff should be given a living wage, taking in account Oxfordshire living costs.

It was considered that:

- Reduction in support should be spread over all the hostels not just two.
- Support needs to focus on move on and preparation for living independently – reduction in support could put this in jeopardy.
- There needs to be greater flexibility of support - for example, short term support and reduced support when ready to move on.
- Buildings are needed for ensuring people are safe and for achieving the desired outcomes - the need is increasing rather than decreasing.
- Direct access to hostel beds is important so that people can access the Homeless Pathway.
- There is a low level of confidence in the No Second Night Out scheme.

4.2.3 **Move on accommodation**

- Overall, participants did not support this aspect of the proposal.
- There was support for retaining the emergency beds, but concern over the small number of these beds.
- Beds with no support while awaiting a tenancy - some service users voiced support for this principle. *"I feel I had more support than I needed for about 4 months when I was ready to move on"* (Julian Housing meeting).
- Less support would result in less people being able to move on.
- There are external factors that are obstacles to independence especially the cost of rented accommodation in Oxford and benefit reductions when working.
- Concerns about the risk of reducing support, not just to individuals but to the communities they live in and the impact on other services.

- The importance of the City and Districts councils engaging with services was mentioned.
- Suggestion that Move on should be further cut in order to reduce reduction in Domestic Abuse services because "*Move on Accommodation is the second or third stage of the Homelessness Pathway, whereas the proposal aims to cut First Stage response to Domestic Abuse Services".* (Online consultation - Provider).
- *Commission pathway services that look to providers for innovation around move on"* (National Provider Forum)

4.2.4 **Community Floating Support**

- Overall, participants did not support this aspect of the proposal.
- It was felt that floating support prevents people from needing additional support and impacting on other services.
- Suggestion that Floating Support could be used instead of support attached to accommodation.
- Outreach / access value of Floating Support, particularly in rural areas and for people with mobility issues. *"A lot of these people don't engage. The people I work with (21 people) would become homeless without my support…these people can't manage their finances. I see people who are housebound, who aren't engaged and need care and visits to stop things going wrong."* (Floating Support Connection staff meeting)
- *"If a worker didn't come and see me, I wouldn't be here now".* (Floating support service user).
- Lack of clarity about "innovative new models of support" for Floating Support.
- Concern about reduction of 1:1 support both in Floating Support and Domestic Abuse services. "*Key workers provide 1:1 support - really sorted me out on a personal basis".*

4.2.5 **Substance Misuse services**

- Overall, participants did not support this aspect of the proposal.
- There was concern about the impact on individuals - increased substance misuse and on others (increased crime, domestic violence, anti-social behaviour and increased impact on other services).
- Concern about closure of Osney court from service users who had used it and helped them *"get their lives back together".*

4.2.6 **Domestic Abuse**

- Overall, participants did not support this aspect of the proposal.
- Concern about the proposal for a 40% reduction prior to a review.
- There were many comments about the high percentage of the Domestic Abuse service reduction in funding and the impact on women and children.
- The local helpline is highly valued and the national helpline does not provide the same level of service. *"Think twice about cutting the helpline because people will die"* (Banbury Refuge Meeting).
- Concerns about children including their long term outcomes. "*The children are very settled - moving from here is scary… they have gone from somewhere*

unpleasant to here where they are sleeping, eating. They are happy and settled. (Oxford Refuge Meeting).

4.4.7 **The balance**

- The funding reduction for move on accommodation and unsupported beds should be increased, and the reduction in funding for domestic abuse services and Floating Support should be less.
- Floating Support could pick up the reduced funding for support.
- Keep the capacity at West Oxfordshire and increase Cherwell funding by 61K instead of 100K, allowing Cherwell to use capacity at West Oxfordshire when available or by priority.
- It was felt that services are disproportionately focused in Oxford.

4.4.8 **Social and Community Impact Assessment**

- Comments on the Social and Community Impact Assessment as part of the consultation identified potential impacts for women, children, those from black and minority ethnic groups and those with a disability.

Appendix 1: Service user meetings

Date	Venue	Meeting	Number of Attendees
04.7.14	County Hall	Supporting People User Group Consultation meeting	8 Supporting People User Group members
22.7.14	Oxford Refuge	Oxford Refuge Consultation Meeting	4 x Individuals
22.7.14	Oxford Refuge	Oxford Refuge Consultation Meeting	1 x Individual Meeting
23.7.14	County Hall	Oxford General Consultation Meeting	0
23.7.14	Didcot Refuge	Didcot Refuge Consultation Meeting	4 women (3 white, 1 Asian)
24.7.14	Banbury Refuge	Banbury Refuge Consultation Meeting	Group meeting -3 4 x individual meetings
29.7.14	Osney Court	Osney Court Consultation Meeting	2 White Males
30.7.14	St Mary's Centre Banbury	Banbury General Consultation Meeting	1 Female, 2 Male
31.7.14	Simon House	Simon House Consultation Meeting with Service Users	0
31.7.31	Lucy Faithful	Lucy Faithful Consultation Meeting with Service Users	3 males
1.8.14	Bicester Salvation Army?	Bicester General Consultation Meeting	9 Service Users + 3 Volunteers
5.8.14	Project 195	Project 195 Consultation Meeting	1 Group session with 4 Males
6.8.14	County Hall	Oxford General Consultation Meeting	2 Males
7.8.14	Connection Floating Support	Connection - Meeting with Staff followed by Service User Meeting	9 Service Users
14.8.14	Julian Housing	Julian Housing Consultation Meeting with Service Users	1 Male
21.8.14	O'Hanlon House	O'Hanlon Consultation Meeting with Service Users	8 Service Users
9.9.14	Speedwell House	Supporting People User Group Consultation meeting	10 Supporting People User Group members

Appendix 2: Consultation timetable - Housing Related Support Services

Activity	Deadline
Pre-consultation	
Pre-consultation meetings with providers	9 - 19 June
Service user meeting - Supporting People User Group	16 June
Meeting with the Housing and Homelessness Group (Oxfordshire stakeholders)	18 June
Provider forum for Housing Related Support services	19 June
12 week public consultation from 26 June to 17 September 2014	
Online questionnaire live	26 June 2014
Email to stakeholders with web link	25 June
Distribution of Key worker and Service User Information Sheets to services via providers	From 30 June
Supporting People User Group consultation meeting	July
Service user consultation meetings - in Oxford, Banbury and Bicester	July- August
Service user consultation meetings based in services - at least 3 in Oxford and others by invitation	July- August
Stakeholder consultation event - Oxfordshire providers and local stakeholders	Early July
Market Engagement Event - All providers	Late July
Reminder email about consultation	July
Consultation closes	17 September
Decision making at Oxfordshire Health Improvement Board and Oxfordshire Health and Well Being Board	25 September Autumn 2014

Appendix 3: Online responses and demographics

Online responses

Question	Number of responses
Principles for commissioning	58
Proposed outcomes for service users	55
Hostels	53
Move on accommodation	47
Community Floating Support	50
Substance misuse	43
Domestic abuse	69
The balance	56
Further comments	29
Social and Community Impact Assessment	35

Demographics of online responses

Number of responses: 78

Type of respondent:
45% (n=32) of respondents were members of the public.
30% (n=21) were providers or staff working for providers.
14% (n=10) were representatives from voluntary and community organisations.
14% (n=10) were service users.
11% (n=8) were city or district representatives or employees.
Other respondents were carers, partners (e.g. health service), elected members, User-led organisations.

Area:
Respondents were from all areas of Oxfordshire, with the largest response from Oxford City.

Gender: 71% (n=50) are female and 24% (n=17) are male.

Age: The age range of respondents was from 19-84 years, the largest category of respondent is between 35-44 years.

Ethnicity: 84% (n=59) were "White British". Two respondents were "Asian or Asian British", one was "Mixed".

Disability: 10 respondents report that they have a disability.

NB. The numbers above do not add up to total number of responses as not everyone completed demographic information.

Appendix 4 - Suggested additions/changes to outcomes

- Debate about whether outcomes are a tool or a measure. *"Outcomes star probably does the job well. It recognises varying needs and abilities and covers the right areas"* (National Provider event).

- Importance of independence /reduced dependency - training, employment support, physical activities, doing chores, lead in addressing their health needs (but how realistic with very vulnerable people).

- Importance of high quality staff to deliver outcomes.

- Need to identify best providers who are delivering outcomes successfully.

- Suggested outcomes to be included:

    - Ability to be a good tenant and maintain a tenancy
    - Budgeting, debt and arrears management
    - Lack of anti-social behaviour
    - Engaging with support when needing it.
    - Good neighbour agreements
    - Less deaths
    - Damage to health and overdose incidents
    - People staying with service.
    - Preventing homelessness
    - Personalised support
    - Make positive relationships (not necessarily with family and friends)
    - Good outcomes for children need to be emphasised.

Appendix 5 - Media coverage

Two radio interviews, broadcast on the consultation launch day, both of which were positive: BBC Radio Oxford & Jack FM both concentrated on the proposal meaning that the Oxford hostels would stay open.

There have been two Oxford Mail stories so far, which are both negative: this story was published on the day of the consultation launch and this one from 2 July is specifically to do with funding for services for people who experience domestic abuse.

There was a follow-up story on 22 July with the Oxford Mail following a meeting of the Oxfordshire Safer Communities Partnership. One of the items was to do with domestic abuse and Romy Briant, chairman of the Independent Domestic Violence Advice Service, spoke at the meeting and the Housing Related Support consultation came up.

On 24th September, there was an Oxford Mail story about domestic abuse cuts. Article on 2.7.14 in Adjacent Digital Politics Ltd on the consultation relating to domestic abuse "Council may cut funding for abuse helpline."

Annex 2 - Detailed responses to consultation proposal

This section of the report first summarises the original proposal for each service area, secondly provides detailed responses received during consultation for that service area and finally suggests whether the proposal should be revised and how.

1 Principles and outcomes

The original proposal contained principles and outcomes for future housing related support services listed in the table below.

The commissioning principles we are proposing are:

1) Housing related support helps people to live independently and complements the delivery of statutory duties.
2) Housing related support funding should pay for support services, not 'bricks and mortar'.
3) Accommodation and building related costs should be paid for through housing funding streams such as rent, housing benefit and service charges.
4) There is a need for emergency accommodation across the county to prevent rough sleeping.
5) Support provided should meet a range of high to medium to low levels of needs.
6) Support provided should offer best value for money.

Proposed overarching outcomes:

- Economic wellbeing
- Enjoy and achieve
- Be healthy
- Stay safe
- Make a positive contribution

Consultation responses

Overall, there was a good level of support for the proposed principles and outcomes with a number of constructive suggestions for additions. We welcome this support and will take these suggestions into account when we commission future services.

To be revised in response to consultation? Yes.

Proposed changes:

These principles and outcomes will be revised to take into account a number of suggestions we received. Following these revisions we expect the principles and outcomes to remain broadly the same.

Specific measures will be revised to add additional suggested measures, for example around management of arrears and other types of debt, reducing antisocial behaviour and taking up volunteering.

2 Hostels

The original proposal for this service area is set out in the table below.

1. The first part of the proposal for hostels does not contribute to the savings. It is proposed to maintain the 56 bed spaces at O'Hanlon House and to create a new Assessment Centre. This will further reduce rough sleeping and be the entry point into the pathway of support services.

2. It is proposed to reduce funding for hostel-based support from £1.5m in 2014/15 to £1.1m in 2015/16. This is a proposed reduction of £450k or 28%.

It is proposed that this reduction in funding is achieved by:

- Commissioning support at a reduced cost of £18 per hour (support is currently paid for at between £18.50 and £25 per hour. Nationally the average cost of home support is £15 per hour)
- Reducing intensity of support at Simon House and Lucy Faithful House, with 23 bed spaces no longer having support attached

3. To make the changes from 2015/16

Consultation responses

There was a good level of support for using £18 per hour of support as a benchmark for commissioning housing related support in Oxfordshire. We have listened to a debate whether this figure should be used as a benchmark for future procurement or as a flat rate. Providers in particular expressed concerns over using this figure as a cap, as this may lead to some bidders undercutting others on price alone and providing poor quality unsustainable services as a result. It has also been suggested by a number of stakeholders that we should require providers as a matter of policy to pay a living wage to ensure business sustainability and high retention of local staff. We will take these issues into consideration when we commission these services. However, it is important to note that we do not require adult social care providers to pay the living wage when we commission those services.

There was support for retaining the O'Hanlon House beds spaces and the creation of an Assessment Centre.

With regard to reducing the intensity of support at hostels, overall, participants did not support this proposal. At the same time their comments contain a range of valuable suggestions about how to make future services more flexible, responsive to need and effective. We will take these suggestions into account when we design and commission future services.

In particular, we will retain the proposal to fund three emergency access beds (one in South and Vale, one in West and one in Cherwell) and to create an assessment centre as an entry to the pathway of services for homeless people, located at O'Hanlon House. We propose that this assessment centre has a larger capacity than the current seven No Second Night Out beds. We believe that together these changes would allow us to better meet the needs of street homeless people and are not supporting the view that direct access to hostels is a better solution. We, together with our housing authority partners, are committed to keeping the current No Second Night Out Policy under review and would seek opportunities to make it work better as we design and commission future services.

With respect to the proposal to create 23 'no support' beds in Simon House and Lucy Faithful House we have listened to the debate with providers and partners about how these may work in practice and are proposing to change this proposal. We will retain the reduction in funding for hostels the same, but are instead proposing to commission these beds with low level of support. This will allow us to retain all existing units of accommodation and sustain access to intensive housing management funding and move on options.

Alongside this proposal, we plan to commission future services in a more flexible way focusing on the number of people supported, their level of need and outcomes to be delivered. Under this type of arrangement, providers would have more flexibility over how to deliver their services and manage fluctuating support needs over time in a more person-centred way - something both providers and service users have asked for as part of this consultation.

To be revised in response to consultation? Yes.

Proposed changes:

- We will commission an assessment centre that has a larger capacity than the current seven No Second Night Out beds.
- We will work with our housing authority partners to keep the No Second Night Out policy under review.
- We will reduce intensity of support at Simon House and Lucy Faithful House, with 23 bed spaces having low level of support attached, rather than no support at all.
- We will commission future services in a more flexible way focusing on the number of people supported, their level of need and outcomes to be delivered.

- When we commission housing related support we would consider further whether £18 per hour of support should be used as a benchmark, a flat rate or a cap on price, and whether to require providers to pay their staff a living wage

3 Move on accommodation

The original proposal for this service area is set out in the table below bellow.

The detailed proposals for move on accommodation

1. It is proposed to retain provision of three emergency access beds in Cherwell, South and Vale and West Oxfordshire. This part of the proposal does not have savings attached and aims to improve access and better meet the needs of local population.

2. It is proposed to reduce funding for move on accommodation from £488k in 2014/15 to £413k in 2015/16. This is a proposed reduction of £75k or 15%.

It is proposed that this reduction in funding is achieved by:

- Reducing intensity of support at Julian Housing, with eight out of the 83 bed spaces no longer having support attached
- Reducing capacity at West Oxfordshire Single Homeless service by four bed spaces or £39k, to better reflect the needs of local population
- Transferring the Cherwell Connection project into the main adult homeless pathway from the substance misuse pathway
- Increasing Cherwell funding to £100k to support developing services for single homeless people to better meet the needs of local population

3. To make the changes from 2015/16.

Consultation responses

Overall, participants did not support this proposal. However, there was support for increasing Cherwell funding. Additional comments made by respondents were similar to those made about the hostels, as set out above. In response to these suggestions, we similarly propose to replace 8 'no support' beds at Julian Housing with low support beds.

This will mean that we will retain the reduction in funding for all move on accommodation the same, but are instead proposing to commission these 8 beds with low level of support. This will allow us to retain all existing units of move on accommodation and sustain access to intensive housing management funding and move on options.

In addition, as we design and commission future services, we will carefully reconsider the length of time all housing related support services are provided for at each stage of the pathway and in total. In doing so we aim to target support at those who need it most and incentivise service users and providers to work together to achieve greater independence (also called 'progression through and out of the pathway'). This in turn will improve move on rates overtime and prevent people from becoming institutionalised. This is something service users feel passionate about and asked us to improve. We also recognise that availability of affordable accommodation in Oxfordshire is a challenge. We are committed to working with our housing authority partners and providers to address these issues in the long term.

To be revised in response to consultation? Yes.

Proposed changes:

- We will reduce intensity of support at Julian Housing, with eight out of the 83 bed spaces having low levels of support attached, rather than no support at all.
- We will reconsider the length of time all housing related support services are provided for at each stage of the pathway and in total. In doing so we aim to target support at those who need it most and incentivise service users and providers to work together to achieve greater independence and prevent people from becoming institutionalised.
- We will continue to work with our housing authority partners and providers to address issues about availability of affordable accommodation in Oxfordshire.

4 Community floating support

The original proposal for this service area is set out in the table below bellow.

1. It is proposed to reduce funding for floating support from £1.2m in 2014/15 to £0.9m in 2016/17. This is a proposed reduction of £390k or 31%.

It is proposed that this reduction in funding is achieved by:

2. Commissioning new innovative models of community based support including 1:1 and group support

3. Making the saving in two phases - 15% reduction in 2015/16 and a further reduction in 2016/17. This allows any learning from using the new models of

support in the first year to be applied when planning the second year.

Consultation responses

Overall, participants did not support this proposal. We recognise the value of this service in preventing homelessness through practical support around tenancy sustainment for a wide range of households and its flexibility of access, especially in rural areas. We have listened to the debate about the merits of 1:1 support versus potential future use of group support. We will retain the proposal to phase the reduction in floating support funding over two years and to allow sufficient time for us to learn from other models of floating support developing nationally and locally.

To be revised in response to consultation? No.

5 Substance misuse services

The original proposal for this service area is set out in the table below bellow.

1. It is proposed to reduce funding for substance misuse from £214k in 2014/15 to £0 in 2016/17. This is a proposed reduction of £214k or 100%. However, services will still be provided.

   Julian Housing in Oxford will continue to be available for move on accommodation from treatment services. In addition, the Public Health Team is already in the process of re-commissioning treatment services which will pick up these needs, providing £150k of subsidy.

2. It is proposed that the reduction in funding is achieved by:

   Stopping funding Howard House, Project 195 and Osney Court

3. To make the changes from 2015/16

Consultation responses

Overall, participants did not support this proposal. Based on the consultation feedback, we have recognised that most respondents found this part of the proposal confusing. They appeared to have understood that a proposed 100% reduction in housing related support will lead to the closure of current services - Project 195 and Osney Court, and to no provision of future support to people addressing their substance misuse issues. This was not the intention of the original proposal.

To clarify our intension, we will make it clearer in our response to the consultation that although we do indeed plan to stop funding support for people in this group from

the housing related support budget in full, we are at the same time proposing that these needs are met in future through the Public Health funding.

Public Health are the lead commissioners of drug and alcohol treatment services in Oxfordshire and will be addressing the housing related support needs of this group of people going forward. £150k from the additional total £400 Public Health funding mentioned earlier in this paper has been put aside for this purpose. The future of Project 195 service will be decided when this transfer of commissioning responsibility takes place.

We will retain the proposal to stop funding in full Osney Court service. As originally stated, move on services such as Julian Housing will continue to be available to accommodate people leaving treatment services.

To be revised in response to consultation? No.

However we propose to clarify our intention in the original proposal as follows:

- We do indeed plan to stop funding support for people in this group from the housing related support budget in full, we are at the same time proposing that these needs are met in future through the Public Health funding.
- Public Health as the lead commissioners of drug and alcohol treatment services in Oxfordshire will be addressing the housing related support needs of this group of people going forward.
- £150k from the additional total £400 Public Health funding mentioned earlier in this paper has been put aside for this purpose.
- The future of Project 195 service will be decided when this transfer of commissioning responsibility takes place.
- We will stop funding in full Osney Court service. Move on services such as Julian Housing will continue to be available to accommodate people leaving treatment services.

6 Domestic abuse services

The original proposal for this service area is set out in the table below bellow.

1. It is proposed to reduce funding for domestic abuse from £331k in 2014/15 to £199k in 2016/17. This is a proposed reduction of £132k or 40%; subject to a strategic review over the next year
2. It is proposed that the need for local helpline, access and outreach services is reviewed to develop the most efficient and cost effective service distribution.
3. The savings plans will be based on this review and will be put in place in 2016/17

Consultation responses

Overall, participants did not support this proposal. We acknowledge the strength of concern expressed by a wide range of stakeholders, including service users, about the proposal to reduce funding for these services by 40% in 2016/17.

We recognise that any reduction of funding for these services needs to be planned carefully as to do otherwise is likely to have an adverse impact on women and children these services support. Wellbeing and safety of vulnerable women and children who flee from domestic abuse is paramount for the council.

This is why we have said in the original proposal that we would not implement the proposed reduction in funding until we have conducted a strategic review of these services and developed a set of proposals specifically for these services. We have allowed a year for this work to take place. We remain committed to this original intention and will undertake a separate consultation on specific domestic abuse proposals when they have been produced following that review.

To be revised in response to consultation? N/A: further work required

The wellbeing and safety of vulnerable women and children who flee from domestic abuse is paramount for the council. This is why we have said in the original proposal that we would not implement the proposed reduction in funding until we have conducted a strategic review of these services and developed a set of proposals specifically for these services.

We have allowed a year for this work to take place. We remain committed to this original intention and will undertake a separate consultation on specific domestic abuse proposals when they have been produced following that review.

7 Overall balance of reduction in funding

Consultation responses

Overall, participants did not support this proposal. At the same time, a number of suggestions have been made about different ways we could divide the overall saving required between service areas or about alternative funding sources which could be contributing to housing related support.

To be revised in response to consultation? No.

We have considered these suggestions carefully. On balance, the consultation did not produce a viable robust set of alternative proposals which we believe would enable us to both deliver the required reduction in funding and the strategic aims we have set out at the beginning of the proposals. Therefore we will keep to the original set of proposals, subject to a number of specific changes set out in this report.

We remain committed to doing so in close partnership with other stakeholders and will continue to seek opportunities to commission services for vulnerable people jointly to achieve better targeting and maximisation of available resources.

8 Social and Community Impact Assessment

We welcome all comments we received on the Social and Community Impact Assessment that was part of this consultation, in particular additional information, data and case studies made available to us by a number of respondents.

To be revised in response to consultation? Yes.

The Social and Community Impact Assessment was revised in November 2014 to include key findings from this consultation.

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Division(s):ALL

CABINET – 27 JANUARY 2015

CONNECTING OXFORDSHIRE: LOCAL TRANSPORT PLAN 2015-2031: DRAFT FOR PUBLIC CONSULTATION

Report by Director for Environment & Economy

Introduction

1. This Local Transport Plan (LTP) has been branded 'Connecting Oxfordshire' to reflect our vision for a thriving Oxfordshire supported by a 21st century transport system and set out how last year's Connecting Oxfordshire events have now been translated into an ambitious action plan. It takes into account the £800m of transport investment planned over the next 20-30 years and looks ahead to future challenges and opportunities facing the county.

2. The new plan sets out the Council's high level, county-wide policy and strategy for transport for the period up to 2031, in line with existing and emerging City / rural District Council Local Plans. Our Local Transport Plan has an important role in helping to secure the infrastructure necessary to support economic and housing growth in the county, by setting out clearly what we want to achieve, and why it is necessary. Because transport improvements are now funded via the Local Growth Fund (LGF) and the Local Enterprise Partnership (LEP), and the increasing importance of developer funding to mitigate the transport impacts of growth, we need an ambitious, up-to-date Local Transport Plan which will support us in the necessary negotiations and bidding processes.

3. The plan has been drafted following stakeholder and public consultation on goals and objectives last summer. The results of this consultation led to some changes to plan goals/objectives and presentation. This included more emphasis on encouraging greater levels of public transport, cycling and walking, and the need for the plan to consider the whole of Oxfordshire, rather than focus more narrowly on the Didcot-Oxford-Bicester 'Knowledge Spine'.

4. The Local Transport Plan reflects current Government policy and supports the Oxfordshire Strategic Economic Plan, as well as the objectives of Oxfordshire 2030 and the Corporate Plan. It also takes into account the scale of growth indicated in the Strategic Housing Market Assessment (SHMA).

Local Transport Plan Structure and Content

5. The Local Transport Plan consists of a main document, which sets out the County Council's high level policies and strategic approach as well as our area and route strategies, supported by a number of supporting strategy documents, which are all combined in Annex 1. (a copy of which can be found

on our website at www.oxfordshire.gov.uk) The final version of document will also include a programme of Oxfordshire's priorities for investment in transport schemes.

6. Within the main document there is a series of policy statements, which support the 'Goals and Objectives', to form the basis of the plan. These statements have previously been considered by a wide range of internal stakeholders and the Transport Advisory Panel Local Transport Plan Member Working Group.

7. Building on the work done for the previous Local Transport Plan, updated area strategies have been produced for localities which are already experiencing significant growth and where further growth is planned: Oxford, Banbury, Science Vale UK, Bicester, Witney and Carterton. District Councils have been involved in drafting these area strategies, to support their emerging Local Plans.

8. Corridor strategies are also being developed for the main highway routes through Oxfordshire, starting with the A34, A40 and A420. A strategy for the A420 corridor is included in this draft Local Transport Plan. More detailed strategies for the A34 and A40 will follow once study work has been completed. For the A34, a case for investment in the national programme for Highways Agency Route Based Strategies has been drafted which has the support of the Local Enterprise Partnership. Further discussions will now be taking place with the Highways Agency, following the recent announcement on the proposed A34 traffic management measures and junction improvements.

9. The new Oxford Transport Strategy (OTS) is a key strategy in the plan, fully embedded in the plan's main document. It sets out an overarching strategy for the transformation of the transport network within the city and on the key corridors to it, to support delivery of housing and employment growth programmed across the county over the next 20 years and beyond. Further detailed work into design and implementation of the elements within the strategy will be required.

10. There are six separate supporting strategies to the Local Transport Plan (listed below). These will be included in the public consultation alongside the main plan.

Document	**Status**
Science Transit Strategy	Published for consultation with main document.
Bus Strategy	Published for consultation with main document.
Cycling Strategy	Published for consultation with main document.
Freight Strategy	Published for consultation with main document.
Highways Asset Management Plan	Agreed by Cabinet September 2014 – to be adopted as part of Local Transport Plan
Rights of Way Management Plan	Agreed by Cabinet November 2014 – to be adopted as part of Local Transport Plan

11. The Science Transit Strategy is our innovative response to the congestion challenges and future growth in Oxfordshire. It defines both a high level vision and an outline roadmap for the development of better integrated, high quality mobility systems that both serve the Oxfordshire Knowledge Spine and connect it with the rest of the County. It links together our proposals for increasing bus and rail usage and cycling (set out in our updated Bus, Cycle and Rail Strategies). In line with the government's 'Door to Door' strategy, it sets out a vision for integrated, sustainable journeys and an increase in public transport and cycling provision that people can be confident in choosing.

12. A number of other strategies which will form part of the Plan are still being developed and will follow later, when the plan will subsequently be updated as necessary – it has been designed and structured to be easily updated whenever required. These strategies are listed below.

Document	**Status**
Network Capacity Management Strategy	In development – publication for consultation expected later in 2015.
Rail Strategy	Existing (2012) Strategy being revised and updated – publication for consultation expected later in 2015.
A40 Strategy	In development – publication for consultation expected later in 2015.
Green Infrastructure Strategy	In development – publication for consultation expected later in 2015.

Environmental Assessment

13. A Strategic Environmental Assessment (SEA) has been carried out on the policies and strategies that form part of the plan. This assessment is set out in an Environmental report; a non-technical summary is attached as Annex 2 (a copy of which can be found on our website at www.oxfordshire.gov.uk). It will also be published in full for statutory consultation alongside the draft plan.

14. In summary, the conclusions of this work are that the plan demonstrates "significant positive effects, such as improvements to the vitality of town and city centres, air quality, the built environment and walking & cycling". However it also identifies likely impacts on the environment, primarily ones which are construction related, namely land take, change in landscape, loss of habitats and impacts on the historic environment. The assessment recognises that, in planning for change, impacts may be reduced compared to an unplanned (as opposed to do-nothing) approach. The cumulative nature of impacts is also recognised, as well as the consequential effects, e.g. the overall health benefits of encouraging more walking/cycling would arise from greater physical activity as well as reduced air quality.

15. The main Strategic Environmental Assessment recommendation to improve environmental outcomes is in terms of ensuring that identified potential impacts, e.g. on heritage, landscape and habitats are considered and

mitigated at programme (or Area Strategy) level prior to scheme development, and subsequently at scheme level as part of a more detailed Environmental Impact Assessment.

Next Steps

16. The draft plan is to be published, together with the Strategic Environmental Assessment report, for a statutory six-week public consultation period beginning in early February 2015, running until mid-March.

17. A significant amount of internal and external consultation has already taken place as part of the plan's development. In particular, plan content and direction has been informed by last summer's 'Connecting Oxfordshire' public road shows and local liaison at Member locality meetings. There has also been a successful series of discussions with the Council's Transport Advisory Panel Local Transport Plan Working Group (which has incorporated Cabinet Member engagement) throughout. In addition, work has taken place with the Local Enterprise Partnership on their business surveys and with their Transport Sub-Group.

18. The extensive engagement to date means that the forthcoming formal consultation stage will be necessarily more limited and direct, so it is proposed that this consultation will be largely web-based, supported by targeted events and engagement as appropriate.

19. Following consultation, the revised Local Transport Plan documents will be submitted to Cabinet for final approval in June 2015, and to Full Council for adoption in July 2015.

Financial and Staff Implications

20. No specific implications are identified.

Equalities Implications

21. A Service and Community Impact Assessment on the plan will also be prepared; this will need to be taken into account before the plan is approved, and reflect further engagement which is planned with different sections of the community as part of the consultation process.

RECOMMENDATION

22. **Cabinet is RECOMMENDED to approve the draft Local Transport Plan for Public Consultation.**

SUE SCANE
Director for Environment & Economy

Background papers: None

Contact Officer: John Disley, Policy and Strategic Manager
Tel: 01865 810460

January 2015

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Division(s):All

CABINET – 27 JANUARY 2015

Compulsory Purchase Powers for Acquisition of Land Required for Delivery of Major Infrastructure Schemes

Report by Director for Environment and Economy

Introduction

1. In order to progress with the delivery of approved major infrastructure schemes, the use of Compulsory Purchase Powers for the acquisition of land required for the construction work may have to be used. This report requests approval by Cabinet for the Director of Environment and Economy in consultation with the Executive Cabinet member to exercise delegated authority for use of Compulsory Purchase powers for the purchase of land for these schemes, in the event that this land required cannot be purchased by negotiation with landowners.

Background

2. The Council is currently delivering a programme of major infrastructure highways projects, which will ensure support for housing and economic growth in Oxfordshire. The housing and new jobs forecast will require transport provision which operates safely and with greater movement and access for all users.

3. Some of these schemes require additional land for construction of the improvements. The Council's land negotiator from Carillion has been working with landowners and is continuing negotiations to agree land purchase. However there have been issues reaching agreement to enable the following schemes to progress to the construction phase. It is very unlikely that land acquisition by agreement will be possible across the whole programme. In some cases land acquisition may be time critical in order to achieve programmes or targets identified in our initial funding bids to government. With this in mind the ability to delegate the decision to use compulsory purchase order powers to the Director of Environment and Economy in consultation with the cabinet portfolio holder for schemes which are already in the councils programme would enable a swift response should land negotiations be proving to be unconstructive. The following schemes may benefit from the availability of compulsory purchase order powers to assist with further negotiations:

- Chilton Interchange
- Featherbed and Steventon Lights
- Harwell Phase 1 – Link Road

- Harwell Phase 2 - Hagbourne Hill
- Ducklington Lane Corridor Improvements, Witney

4. Please see Annex 1 for plans of each site and land requirements.

5. **Chilton Interchange** - This scheme provides two new slip roads to and from the north linking with the A34. It will improve connectivity with the Science Vale Enterprise Zone. The land required is for the construction of the proposed north bound slip road onto the A34. There are heads of terms for the purchase of the land, but the landowner has now requested further consideration for the purchase and further negotiation is taking place. This scheme is 'Pinch point' funded and that funding has been received by the Department for Transport.

6. The risk of not obtaining the land will mean the northbound slip road will not be able to be completed reducing the connectivity of the junction northbound. Compulsory purchase powers will provide the opportunity for the project delivery if the land cannot be purchased through negotiation.

7. **Featherbed and Steventon Lights** – This scheme will improve capacity and provide an improved link between the A417 and A4130. It involves some road widening and new junction layouts and will reduce the two 90 degree bends on Featherbed Lane. The Land is required to provide for the improvements as detailed in the Annex1.

8. The risk of not obtaining the land would mean that the main objectives of the scheme to improve capacity and safety would not be achieved. Compulsory purchase powers will provide opportunity for delivery of the project if land cannot be purchased through negotiation.

9. **Harwell Link Road Phase 1** - The scheme is to construct a new road from Didcot to the A417 as the first section of the Harwell Link Road between SW Didcot and the Harwell Oxford Enterprise Zone. The scheme comprises of a roundabout junction on the B4493 just east of the A34, a new single carriageway across agricultural land joining to a second roundabout junction on the A417.

10. The scheme cannot be delivered without the required land. Compulsory purchase powers will provide opportunity for delivery if land cannot be purchased through negotiation.

11. **A417 / A34 Harwell Link Road Phase 2 – Hagbourne Hill** – This scheme is proposed to improve sight lines and facilitate movement on the A417 and A34 via a new roundabout and resurfaced link road.

12. The risk of not obtaining the land will mean that the main objectives of the scheme to improve capacity and safety will not be achieved. Compulsory purchase powers will provide opportunity for delivery of the project if land cannot be purchased through negotiation.

13. **Ducklington Lane Corridor Improvements, Witney** - the reconstruction of the Ducklington Lane junction with Thorney Leys and Station Lane in Witney required three separate parcels of land to be acquired to enable the benefits of the original proposals to be realised. These included improved footway and cycle way facilities. The acquisition of two parcels of land, shown on drawings S000924-PRE-000-017 (belonging to Westbury Homes (Severnside) Ltd.) and S-000924-PRE-000-010 Rev D (belonging to Thames Water Utilities Ltd.) included in Annex 1, was not completed by the end of the main construction period, meaning that footway works on the north side of Thorney Leys and on the north-west corner of Thorney Leys and Ducklington Lane could not be fully completed.

14. It is now proposed to acquire the land through the County Council's compulsory purchase order powers to address the risk that the work cannot be completed as proposed and in accordance with the details that were consulted upon.

Financial and Staff Implications

15. The ability to use compulsory purchase order powers should help support the land negotiations and provide a greater confidence in achieving earlier agreements without having to resort to actually having to use these compulsory purchase order powers. This should reduce land negotiations costs.

16. In the event that compulsory purchase order powers are required there will be the need for the Council's officers to issue notices to land owners. In the event objections are received from the landowners involved there may be a need for preparation and attendance at a public inquiry. This is likely to be an infrequent requirement, but may be necessary in a number of instances and will require increased staff and legal costs. In the case of the Chiltern slip road, the Council would need to support the Highways Agency in the process rather than promote the orders ourselves.

17. Where required the funding for a public inquiry will be drawn down from the scheme risk funding allocation, which is reviewed and monitored on a regular basis as the scheme progresses through its various phases. In the event of compulsory purchase order powers being exercised it is likely to delay scheme delivery for a significant period (up to 12 - 18 months) and this in itself will have an upward pressure on costs for delivery of the scheme.

18. It should be noted all necessary procedures, which includes legal would be followed in the making of compulsory purchase orders.

RECOMMENDATIONS

19. **Cabinet is RECOMMENDED to:**

    (a) approve delegation of the exercising of compulsory purchase powers to the Director of Environment and Economy in

consultation with the Executive Cabinet member, for the purchase of land required for the delivery of the major infrastructure schemes as outlined in this report, further to the Council seeking (exhaustively) to acquire the necessary land through negotiation with the landowners;

(b) note that in so far as the whole or any part or parts of land required is not acquired by negotiation the making of a compulsory purchase order, under provisions contained in Part X11 of the Highways Act 1980 for the acquisition of the land, will be progressed. This could include providing the necessary attendance, expert witness provision, etc at a public inquiry if required.

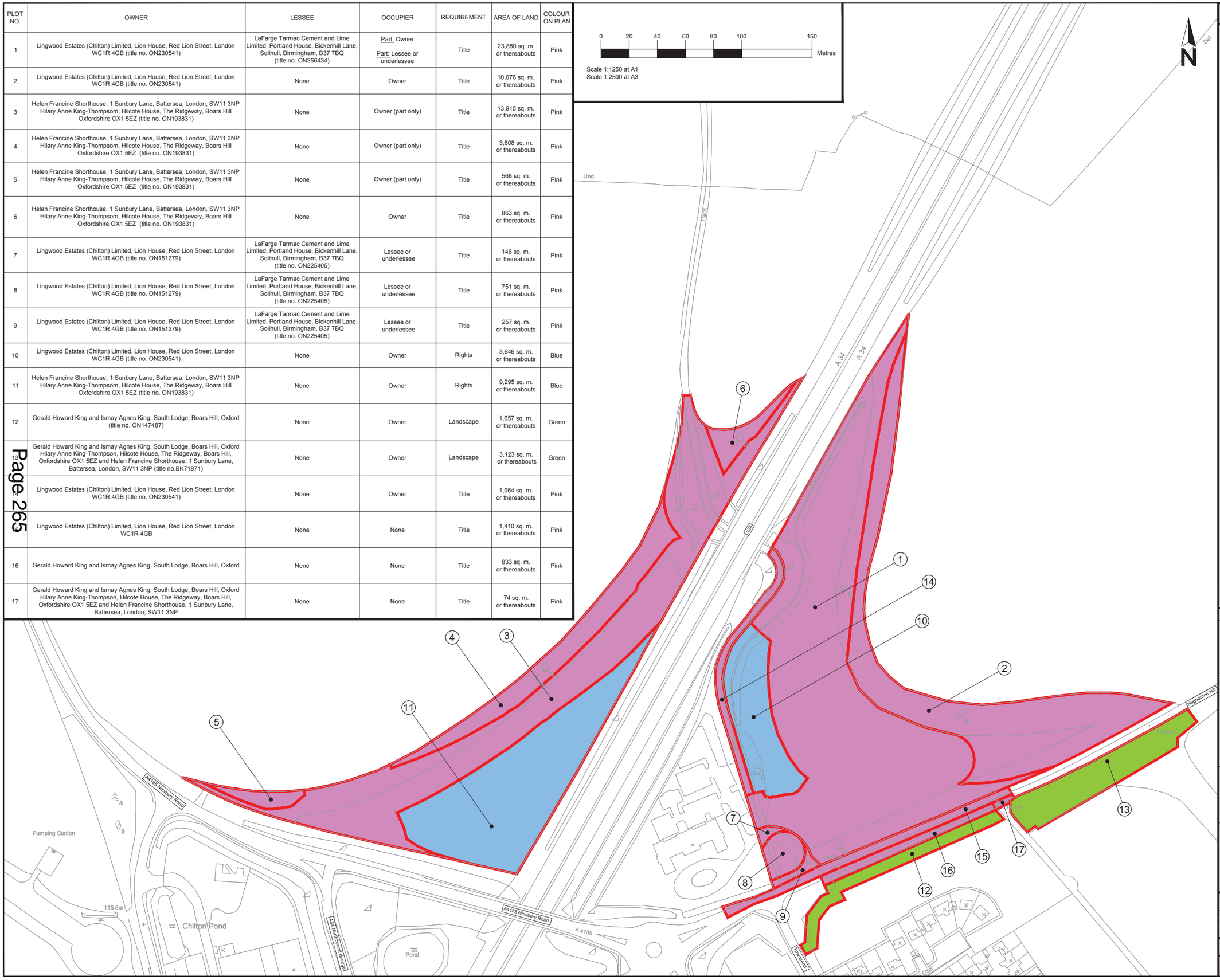
SUE SCANE
Director for Environment and Economy

Enclosed: Annex I – CPO Land Plans

Contact Officer: Richard Warren, Strategic Manager – Project Delivery
Tel: 07748 112169

December 2014

PLOT NO.	OWNER	LESSEE	OCCUPIER	REQUIREMENT	AREA OF LAND	COLOUR ON PLAN
1	Lingwood Estates (Chilton) Limited, Lion House, Red Lion Street, London WC1R 4GB (title no. ON230541)	LaFarge Tarmac Cement and Lime Limited, Portland House, Bickenhill Lane, Solihull, Birmingham, B37 7BQ (title no. ON256434)	Part: Owner Part: Lessee or underlessee	Title	23,880 sq. m. or thereabouts	Pink
2	Lingwood Estates (Chilton) Limited, Lion House, Red Lion Street, London WC1R 4GB (title no. ON230541)	None	Owner	Title	10,076 sq. m. or thereabouts	Pink
3	Helen Francine Shorthouse, 1 Sunbury Lane, Battersea, London, SW11 3NP Hilary Anne King-Thompsom, Hilcote House, The Ridgeway, Boars Hill Oxfordshire OX1 5EZ (title no. ON193831)	None	Owner (part only)	Title	13,915 sq. m. or thereabouts	Pink
4	Helen Francine Shorthouse, 1 Sunbury Lane, Battersea, London, SW11 3NP Hilary Anne King-Thompsom, Hilcote House, The Ridgeway, Boars Hill Oxfordshire OX1 5EZ (title no. ON193831)	None	Owner (part only)	Title	3,608 sq. m. or thereabouts	Pink
5	Helen Francine Shorthouse, 1 Sunbury Lane, Battersea, London, SW11 3NP Hilary Anne King-Thompsom, Hilcote House, The Ridgeway, Boars Hill Oxfordshire OX1 5EZ (title no. ON193831)	None	Owner (part only)	Title	568 sq. m. or thereabouts	Pink
6	Helen Francine Shorthouse, 1 Sunbury Lane, Battersea, London, SW11 3NP Hilary Anne King-Thompsom, Hilcote House, The Ridgeway, Boars Hill Oxfordshire OX1 5EZ (title no. ON193831)	None	Owner	Title	863 sq. m. or thereabouts	Pink
7	Lingwood Estates (Chilton) Limited, Lion House, Red Lion Street, London WC1R 4GB (title no. ON151279)	LaFarge Tarmac Cement and Lime Limited, Portland House, Bickenhill Lane, Solihull, Birmingham, B37 7BQ (title no. ON225405)	Lessee or underlessee	Title	146 sq. m. or thereabouts	Pink
8	Lingwood Estates (Chilton) Limited, Lion House, Red Lion Street, London WC1R 4GB (title no. ON151279)	LaFarge Tarmac Cement and Lime Limited, Portland House, Bickenhill Lane, Solihull, Birmingham, B37 7BQ (title no. ON225405)	Lessee or underlessee	Title	751 sq. m. or thereabouts	Pink
9	Lingwood Estates (Chilton) Limited, Lion House, Red Lion Street, London WC1R 4GB (title no. ON151279)	LaFarge Tarmac Cement and Lime Limited, Portland House, Bickenhill Lane, Solihull, Birmingham, B37 7BQ (title no. ON225405)	Lessee or underlessee	Title	257 sq. m. or thereabouts	Pink
10	Lingwood Estates (Chilton) Limited, Lion House, Red Lion Street, London WC1R 4GB (title no. ON230541)	None	Owner	Rights	3,646 sq. m. or thereabouts	Blue
11	Helen Francine Shorthouse, 1 Sunbury Lane, Battersea, London, SW11 3NP Hilary Anne King-Thompsom, Hilcote House, The Ridgeway, Boars Hill Oxfordshire OX1 5EZ (title no. ON193831)	None	Owner	Rights	9,295 sq. m. or thereabouts	Blue
12	Gerald Howard King and Ismay Agnes King, South Lodge, Boars Hill, Oxford (title no. ON147487)	None	Owner	Landscape	1,657 sq. m. or thereabouts	Green
13	Gerald Howard King and Ismay Agnes King, South Lodge, Boars Hill, Oxford Hilary Anne King-Thompson, Hilcote House, The Ridgeway, Boars Hill, Oxfordshire OX1 5EZ and Helen Francine Shorthouse, 1 Sunbury Lane, Battersea, London, SW11 3NP (title no.BK71871)	None	Owner	Landscape	3,123 sq. m. or thereabouts	Green
14	Lingwood Estates (Chilton) Limited, Lion House, Red Lion Street, London WC1R 4GB (title no. ON230541)	None	Owner	Title	1,064 sq. m. or thereabouts	Pink
15	Lingwood Estates (Chilton) Limited, Lion House, Red Lion Street, London WC1R 4GB	None	None	Title	1,410 sq. m. or thereabouts	Pink
16	Gerald Howard King and Ismay Agnes King, South Lodge, Boars Hill, Oxford	None	None	Title	833 sq. m. or thereabouts	Pink
17	Gerald Howard King and Ismay Agnes King, South Lodge, Boars Hill, Oxford Hilary Anne King-Thompson, Hilcote House, The Ridgeway, Boars Hill, Oxfordshire OX1 5EZ and Helen Francine Shorthouse, 1 Sunbury Lane, Battersea, London, SW11 3NP	None	None	Title	74 sq. m. or thereabouts	Pink



Drawing No. S-5123398/FEA/000/017 | Revision 2

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Rev.	Date	Purpose of revision	Drawn	Checked	Approv'd
0	-	ORIGINAL ISSUE	SEE	TITLE	BLOCK
1	27/03/14	BOUNDARY UPDATE	JAV	DJG	DJG
2	03/04/14	PLOTS 14 TO 17 ADDED	JAV	DJG	DJG

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Project title
OXFORDSHIRE COUNTY COUNCIL
CHILTON NORTH FACING SLIPS
FEASIBILITY

Drawing title
LAND INTEREST PLAN

Drawing Status

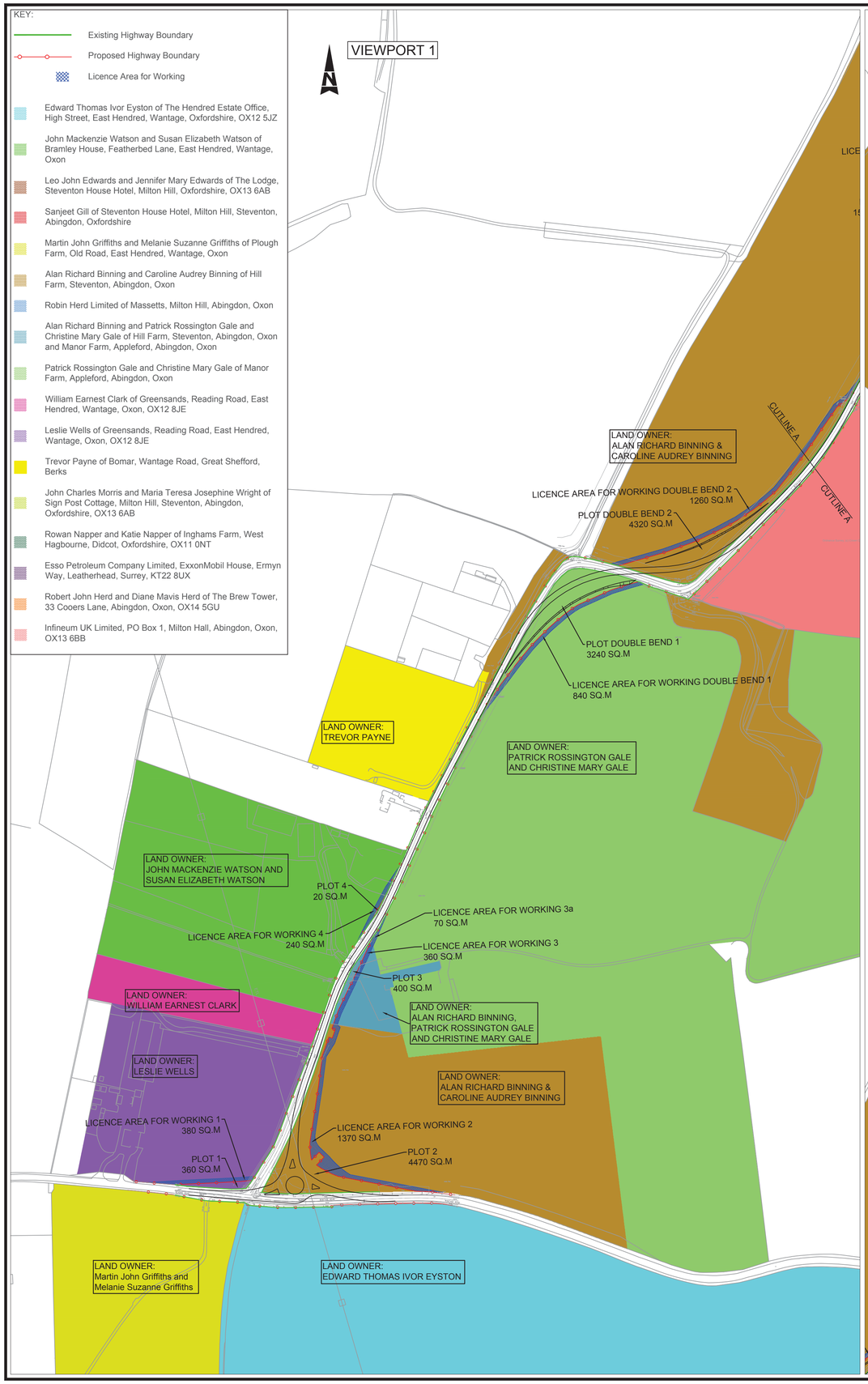
Scale @ A1 1:1250 Scale @ A3 1:2500	Drawn by DK	Checked by JAV	Approved by DJG
	Date drawn 03/12/13	Date checked 24/01/14	Date approved 24/01/14

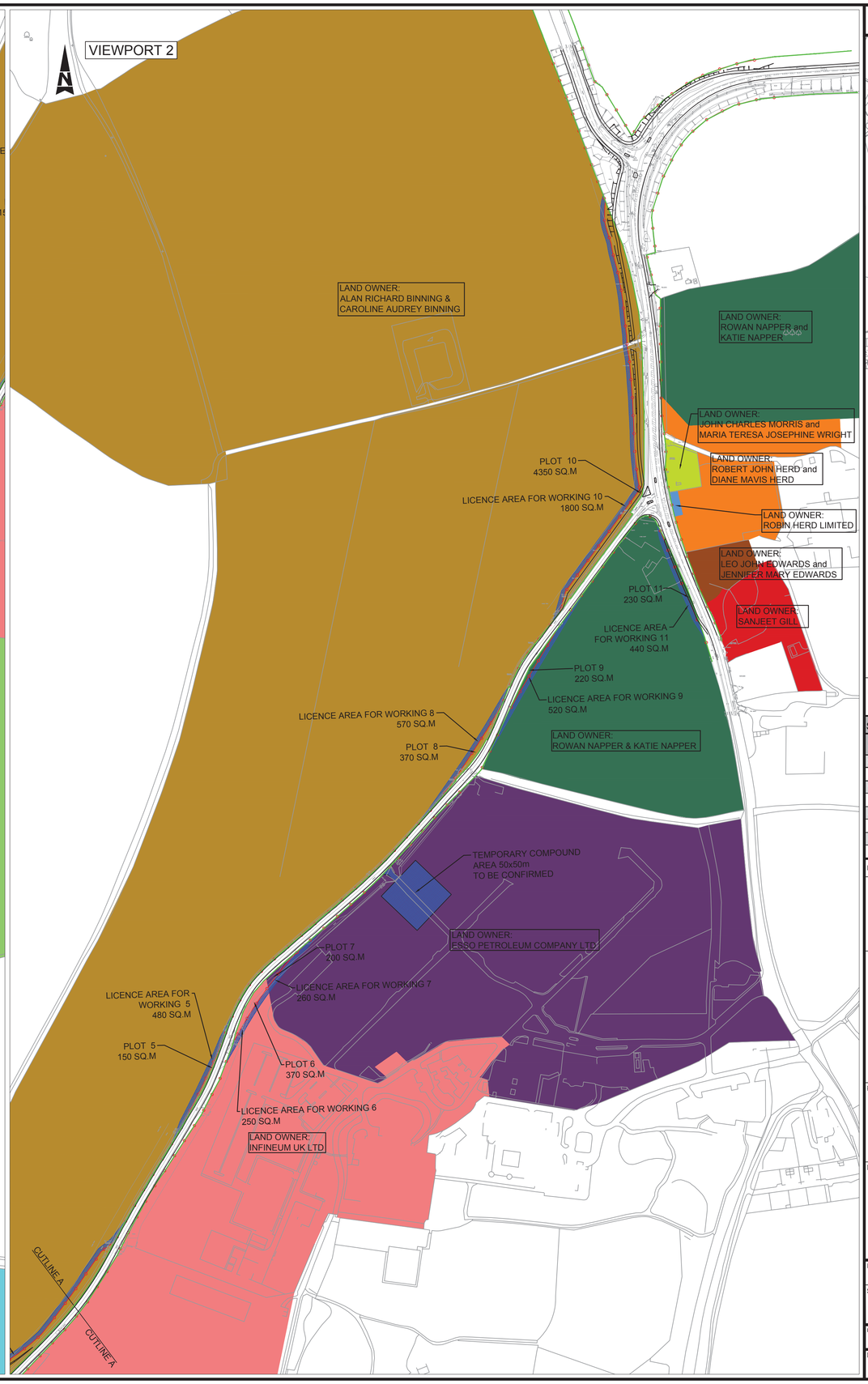
Oxfordshire Project No & File Ref: S-5123398

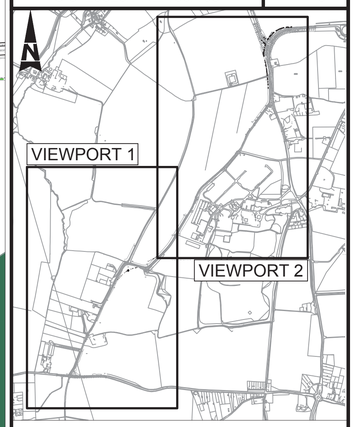
Drawing No. S-5123398/FEA/000/017 | Revision 2

KEY:

- Existing Highway Boundary
- Proposed Highway Boundary
- Licence Area for Working
- Edward Thomas Ivor Eyston of The Hendred Estate Office, High Street, East Hendred, Wantage, Oxfordshire, OX12 5JZ
- John Mackenzie Watson and Susan Elizabeth Watson of Bramley House, Featherbed Lane, East Hendred, Wantage, Oxon
- Leo John Edwards and Jennifer Mary Edwards of The Lodge, Steventon House Hotel, Milton Hill, Oxfordshire, OX13 6AB
- Sanjeet Gill of Steventon House Hotel, Milton Hill, Steventon, Abingdon, Oxfordshire
- Martin John Griffiths and Melanie Suzanne Griffiths of Plough Farm, Old Road, East Hendred, Wantage, Oxon
- Alan Richard Binning and Caroline Audrey Binning of Hill Farm, Steventon, Abingdon, Oxon
- Robin Herd Limited of Massetts, Milton Hill, Abingdon, Oxon
- Alan Richard Binning and Patrick Rossington Gale and Christine Mary Gale of Hill Farm, Steventon, Abingdon, Oxon and Manor Farm, Appleford, Abingdon, Oxon
- Patrick Rossington Gale and Christine Mary Gale of Manor Farm, Appleford, Abingdon, Oxon
- William Earnest Clark of Greensands, Reading Road, East Hendred, Wantage, Oxon, OX12 8JE
- Leslie Wells of Greensands, Reading Road, East Hendred, Wantage, Oxon, OX12 8JE
- Trevor Payne of Bomar, Wantage Road, Great Shefford, Berks
- John Charles Morris and Maria Teresa Josephine Wright of Sign Post Cottage, Milton Hill, Steventon, Abingdon, Oxfordshire, OX13 6AB
- Rowan Napper and Katie Napper of Inghams Farm, West Hagbourne, Didcot, Oxfordshire, OX11 0NT
- Esso Petroleum Company Limited, ExxonMobil House, Ermyn Way, Leatherhead, Surrey, KT22 8UX
- Robert John Herd and Diane Mavis Herd of The Brew Tower, 33 Cooers Lane, Abingdon, Oxon, OX14 5GU
- Infineum UK Limited, PO Box 1, Milton Hall, Abingdon, Oxon, OX13 6BB







Drawing No.	Revision
S-5129023/PRE/100/105	0

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CONSTRUCTION
NONE

MAINTENANCE/CLEANING
NONE

USE
NONE

DECOMMISSIONING/DEMOLITION
NONE

Rev.	Date	Purpose of revision	Drawn	Checked	Approv'd
0	-	ORIGINAL ISSUE	SEE	TITLE	BLOCK

OXFORDSHIRE COUNTY COUNCIL

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Project title

OXFORDSHIRE COUNTY COUNCIL

FEATHERBED LANE AND STEVENTON LIGHTS

IMPROVEMENTS

Drawing title

COMPOSITE LAND OWNERSHIP PLAN

Drawing Status: FOR INFORMATION

Scale @ A1	Drawn by	Checked by	Approved by
1:2500	RP	SRH	AL
	Date drawn 11/12/14	Date checked 11/12/14	Date approved 11/12/14

Oxfordshire Project No & File Ref: 5129023

Drawing No.	Revision
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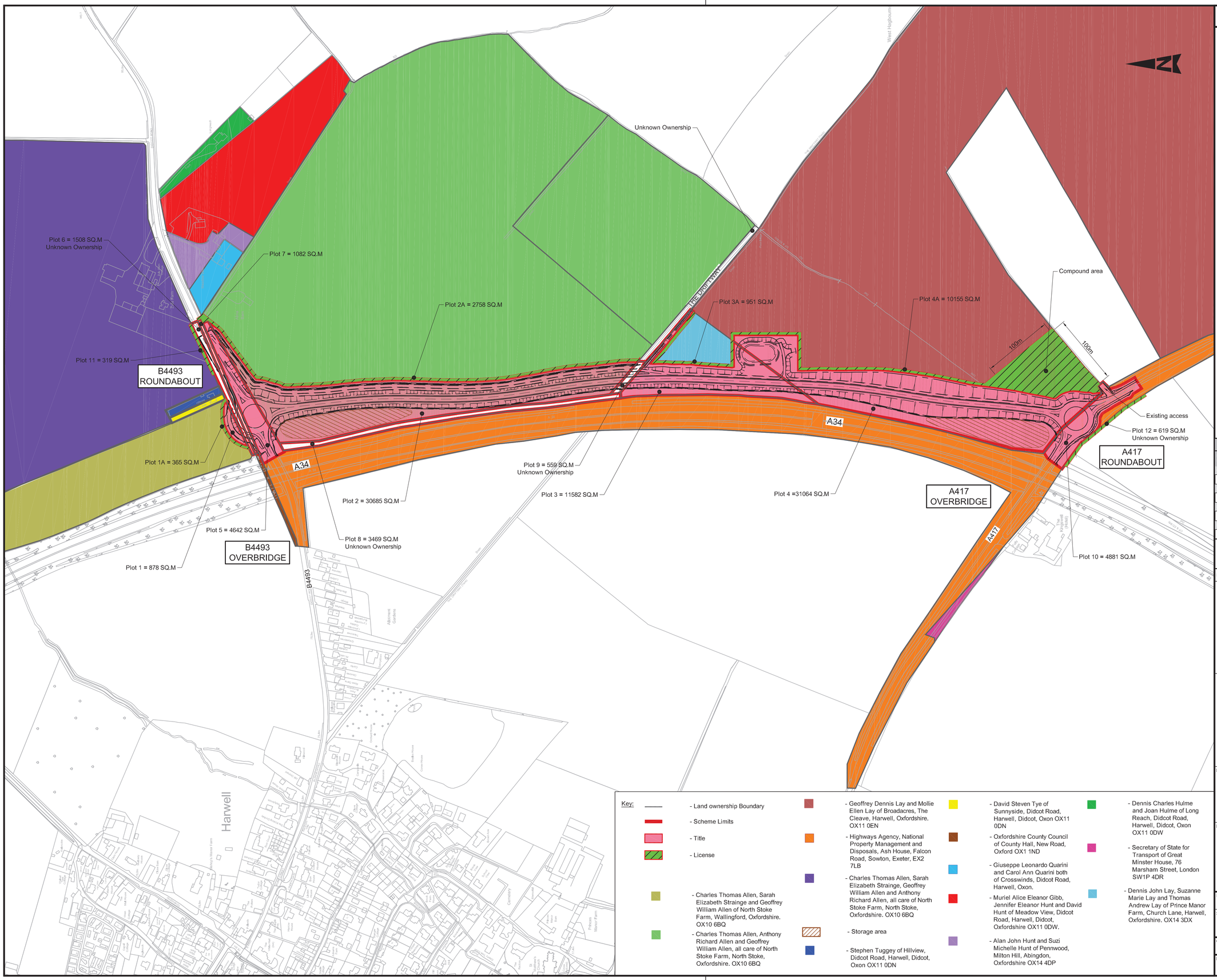

Drawing No. S-5129028/PRE/6000/002 | Revision 5

Notes:

1. Land ownership boundary is based on the Land Registry plan drawing (S-000494/F1700/001) supplied by OCC and Land Registry plans.

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NONE
MAINTENANCE/CLEANING
NONE
USE
NONE
DECOMMISSIONING/DEMOLITION
NONE

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Rev.	Date	Purpose of revision	Drawn	Checked	Approv'd
0	21/02/14	ORIGINAL ISSUE	MN	BB	PM
1	05/03/14	ALIGNMENT DESIGN AMENDED	MN	BB	PM
2	27/03/14	COMPOUND / STORAGE AREAS ADDED	MN	BB	PM
3	15/05/14	AREAS ADDED, BOUNDARY AMENDED	JSE	BB	PM
4	08/09/14	UPDATED ALIGNMENT AND LAND OWNERSHIP AREAS ADDED	AM	KL	BB
5	26/09/14	LICENSE AREAS ADDED	AM	KL	BB

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Project title

HARWELL LINK ROAD (B4493 to A417)

Drawing title

HARWELL LINK ROAD (B4493 to A417)
LAND REFERENCE PLAN
AND PROPOSED ALIGNMENT

Drawing Status

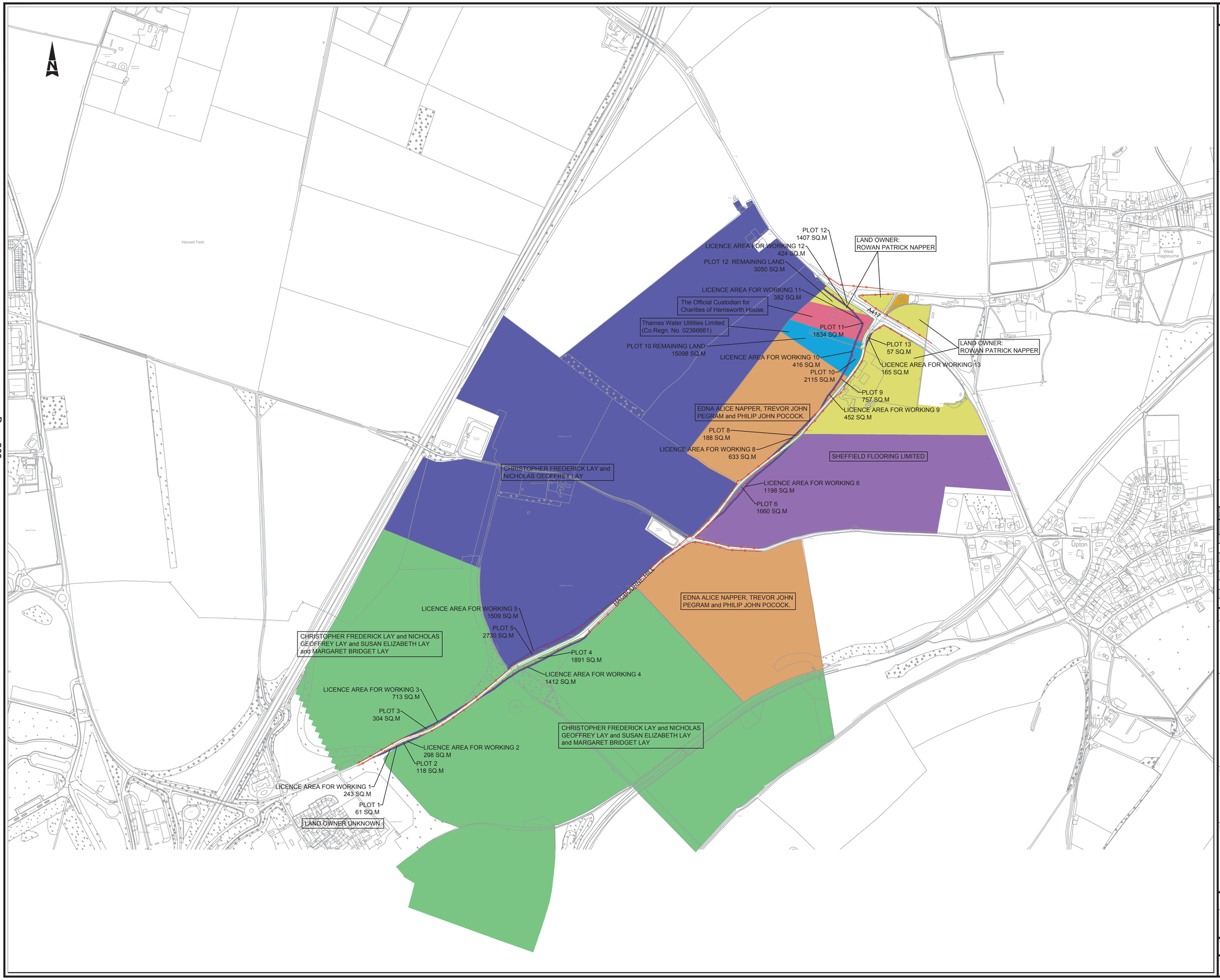
PRELIMINARY DESIGN

DRAFT

Scale @ A1	Drawn by	Checked by	Approved by
1:2500	MN	BB	PM
	Date drawn 21/02/2014	Date checked 21/02/2014	Date approved 21/02/2014

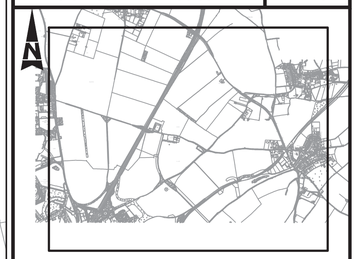
Oxfordshire Project No. / File Ref. 5129028

Drawing No. S-5129028/PRE/6000/002 | Revision 5



Drawing No.
S-5129022/PRE/100/081

Revision
0



KEY

- Existing Highway Boundary
- Proposed Highway Boundary
- Licence Areas for Working
- Christopher Frederick Lay and Nicholas Geoffrey Lay, Manor Farm, West Hagbourne, Oxfordshire
- Christopher Frederick Lay and Nicholas Geoffrey Lay and Susan Elizabeth Lay and Margaret Bridget Lay
- The Official Custodian for Charities of Hamsworth House.
- Thames Water Utilities Limited (Co.Regn. No. 02366661)
- Rowan Patrick Napper
- Edna Alice Napper, Trevor John Pegram and Philip John Pocock.
- Sheffield Flooring Limited (Co. Regn. No. 01540404).

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CONSTRUCTION
NONE

MAINTENANCE/CLEANING
NONE

USE
NONE

DECOMMISSIONING/DEMOLITION
NONE

Rev.	Date	Purpose of revision	Drawn	Checked	Approv'd
0	-	ORIGINAL ISSUE	SEE	TITLE	BLOCK

OXFORDSHIRE COUNTY COUNCIL

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Project title
OXFORDSHIRE COUNTY COUNCIL
HARWELL LINK ROAD SECTION 2
(HAGBOURNE HILL)

Drawing title
COMPOSITE LAND
OWNERSHIP PLAN

Drawing Status
FOR INFORMATION

Scale @ A1	Drawn by	Checked by	Approved by
1:5000	CW	SRH	AL
	Date drawn 11/12/14	Date checked 11/12/14	Date approved 11/12/14

Oxfordshire Project No & File Ref
5129022

Drawing No.
S-5129022/PRE/100/081

Revision
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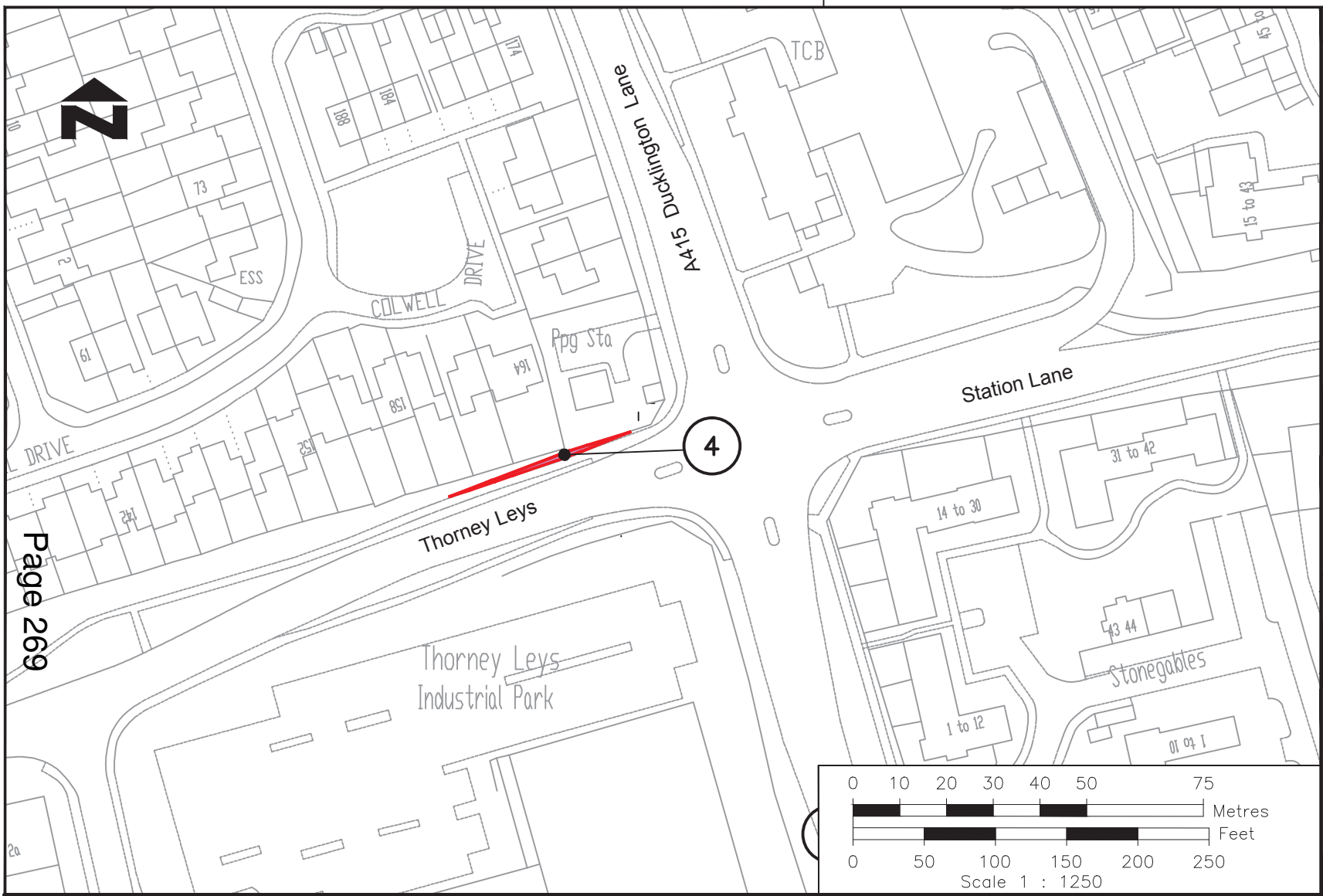

PLOT No.	OWNER	LESSEE	OCCUPIER	REQUIREMENT	AREA OF LAND	COLOUR ON PLAN
4	Westbury Homes (Severnside) Ltd Persimmon House Fulford York.YO19 4FE			Title	25.0 sq. m.	Pink
	Abbey Homesteads Group Ltd.			Title	25.0 sq. m.	Pink

Drawing No. S-000924/PRE/000/017 | Revision 0

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Rev.	Date	Purpose of revision	Drawn	Checked	Approved
0	DEC 13	Original drawing	AG	AG	PT

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Project title

A415 Ducklington Lane Corridor Highway Improvements

Drawing title

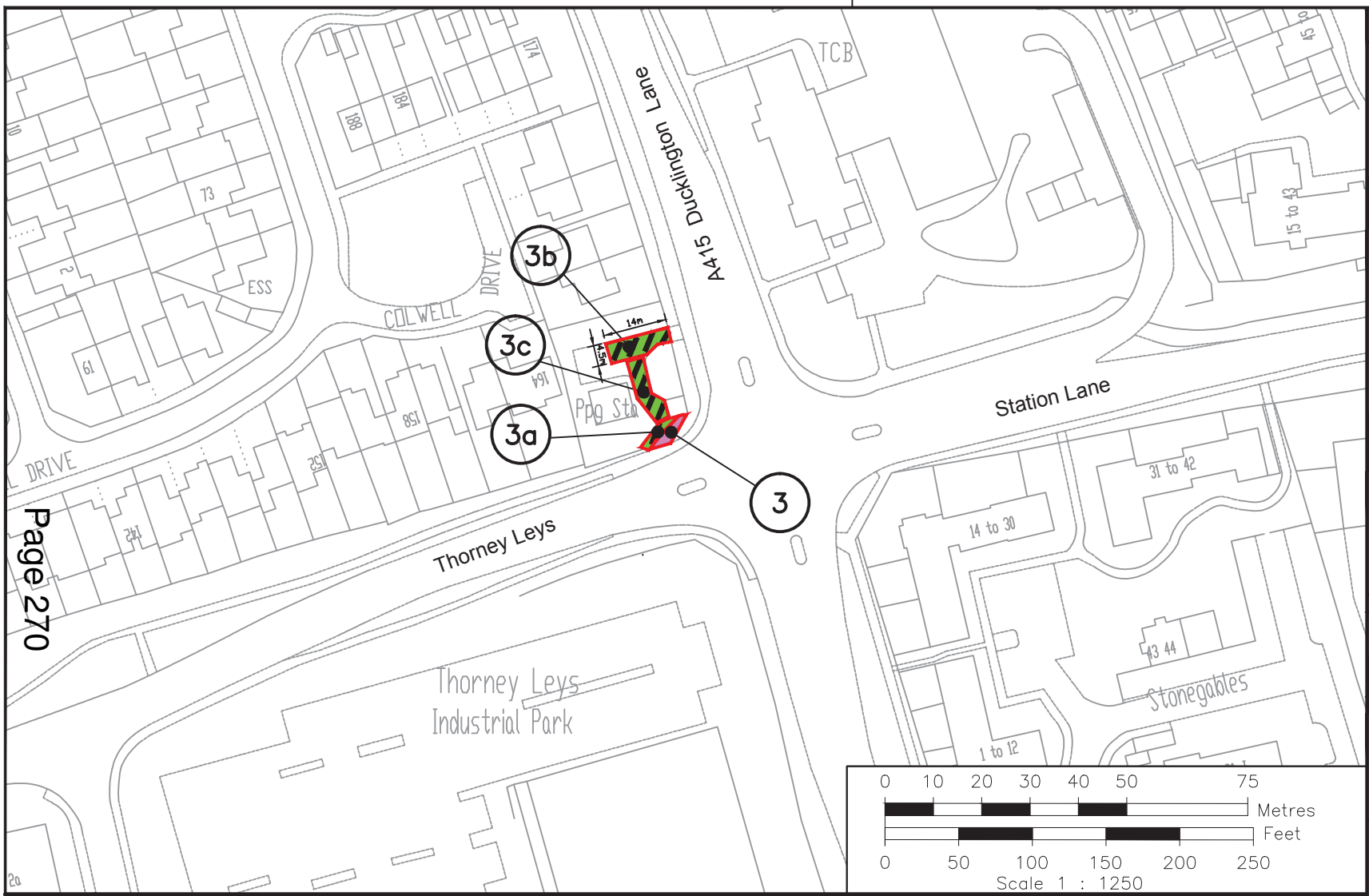
Land Interest Plan
Plot 4

Drawing Status: For Information

Scale @ A4	Drawn by	Checked by	Approved by
1/1250	AG	PT	PT
	Date drawn: Dec 2013	Date checked: Dec 2013	Date approved: Jan 2014

Oxfordshire Project No. & File Ref. S-000924

Drawing No. S-000924/PRE/000/017 | Revision 0



PLOT No.	OWNER	LESSEE	OCCUPIER	REQUIREMENT	AREA OF LAND	COLOUR ON PLAN
3	Thames Water Utilities Ltd. Clearwater Court Vastern Road Reading Berks. RG1 8DB			Title	17.0 sq. m.	Pink
3a	As above			License	16.0 sq. m.	Green hatched black
3b	As above			License	50.0 sq. m.	Green hatched black
3c	As above			License	47.0 sq. m.	Green hatched black

Drawing No. S-000924/PRE/000/010 Revision D

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Rev.	Date	Purpose of revision	Drawn	Checked	Approved
0	Aug 13	Original drawing	AG	AG	PT
A	Sept13	Area	AG	AG	PT
B	Dec 13	Sub Station	AG	AG	PT
C	Mar 14	Sub Station deleted	AG	AG	PT
D	Apr 14	Access license area	AG	AG	GS

OXFORDSHIRE COUNTY COUNCIL

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Project title

A415 Ducklington Lane Corridor Highway Improvements

Drawing title

Land Interest Plan
Plot 3

Drawing Status: For Information

Scale @ A4	Drawn by	Checked by	Approved by
1/1250	AG	PT	PT
	Date drawn: Aug 2013	Date checked: Aug 2013	Date approved: Dec 2013

Oxfordshire Project No. & File Ref. S-000924

Drawing No. S-000924/PRE/000/010 Revision D

Division(s):All

CABINET– 27 JANUARY 2015

BUSINESS MANAGEMENT AND MONITORING REPORT QUARTER 2 2014-2015

Report by Head of Policy

Introduction

1. This paper provides details of performance for quarter two (July – September 2014) for Cabinet to consider. Performance dashboards are included at Annex 1 for information and discussion.

2. The Performance Scrutiny Committee discussed quarter two performance on 8th January. Adult Social Care formed the basis of the debate. The Committee agreed to consider the follow issues in more detail at a future meeting:

   - An update on the progress of Community Information Networks and how this is monitored by the Council,
   - The outcome of work with care providers to resolve workforce issues,
   - Adult Safeguarding Annual Report and consideration of any action plans to improve our current practice.

3. The **key achievements** this quarter are:

   - A rise in the numbers of people using social care who receive a direct payment and a continued rise in people on self-directed support.
   - Improvements in educational attainment, including a rise in the proportion of children in good/outstanding schools (paragraph 13).
   - Strong results in Early Years educational performance and pupils achieving 5 or more GCSEs at grade A*-C including English and maths (paragraph 13).
   - Continuing to deliver ahead of schedule the Better Broadband Programme - almost 17,000 properties out of 64,500 had access to superfast broadband by the end of quarter two, and the number has risen to 21,786 per 19 November.
   - Continuing decrease in the numbers of people claiming job seekers allowance (0.7% of 16-64 year olds in Oxfordshire compared with 1.3% in the South East).

4. The **key issues** this quarter are similar to those in quarter one (2014-15). Cabinet are asked to take particular note of these issues;

   - Increased numbers of adult safeguarding alerts (29% more than during same period last year) which is putting pressure on caseloads (paragraph 6).

- Continuing issues over accessing reablement which is impacting on transfers of care (paragraph 7).
- An increase in waiting times for assessments to be made and care packages to start (paragraphs 8&9), though these have both fallen since the end of quarter two.
- A further increase since the last quarter in the numbers of looked after children and a rise in children now placed out of county to 80 (30 above target) (paragraphs 10 & 11).
- The persistent absence rate of looked after children remaining unchanged this quarter at 2% above target (paragraph 14), though this remains a small number of actual children.
- Continuing low percentage (30.7%) of S106 monies identified in the confirmed capital programme (paragraph 15).
- Issues related to the property and facilities contract around customer satisfaction rates and capital receipts (paragraph 16).
- The number of smokers supported to become '4 week quitters' is below target (paragraph 17).
- Drug treatment and rehabilitation performance indicators remain off target (paragraph 18).
- A continuing steady decrease in fire stations availability for emergency response 100% of the time (paragraph 19).

Key Performance Issues

5. This section discusses the key performance issues that arise from the performance dashboards. The dashboards can be found in Annex 1.

Adult Social Care

6. The number of **safeguarding alerts** continues to increase and is now 29% higher than during the same period last year. These alerts, which are all investigated, are putting pressure on caseloads. The rise may be attributable to greater awareness. To deal with the increase a review of the safeguarding process is being undertaken. Combined with a new IT system, processes should become more efficient and relieve some pressure.

7. There remain issues with **reablement** including a low number of people accessing the service from their own home, as opposed to a hospital, and the time taken for reablement to start care after a referral. Targeted information to GPs and the implementation of new integrated teams in Oxford Health should improve the numbers of people accessing the service. Once referred, the service is taking longer than the contracted time to start care. This is having a direct impact on delayed transfers of care. The main reasons for the delay are around the quality of the information being provided when someone is referred, staffing capacity in the service and the number of people still in the service awaiting transfer to long term care (see paragraph 9 below).

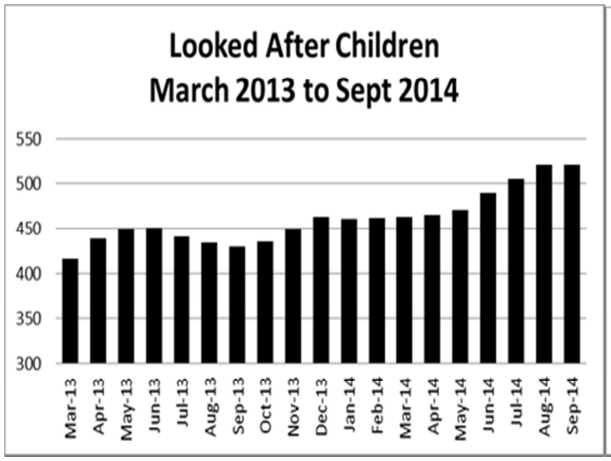
8. The numbers of people waiting more than **28 days for an assessment** rose this quarter by 15% to 509 people. The rise is attributed mainly to people waiting for an Occupational Therapy assessment. In the short term assessment and allocation continues on a risk and priority basis. Plans, both

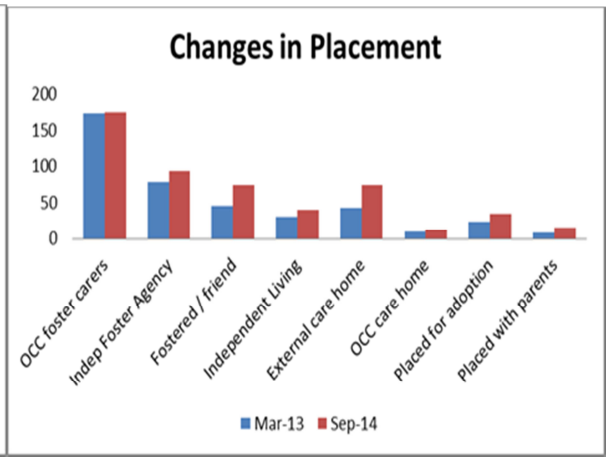
at a local level and central council level are in place to ease the pressure in the long term. This includes a new IT system, geographical clustering, sharing work, increased use of clinics and staffing changes. These plans are now having a significant impact and since the end of September waiting lists have dropped by 70 people.

9. The time for agencies to start **care packages** has increased again this quarter. To achieve targets the new block contracts (commencing 1st November) expect providers to start packages within 3 days, compared to the average 11 days to date this year. The contracts provide guarantees in both money and hours for new agencies so they are able to recruit at appropriate levels.

Children Education and Families

10. In terms of **keeping children safe**, the issue this quarter remains the continuing increase in numbers of children being worked with. The increase in looked after children is impacting on workloads and budgets, including the need to use more non Oxfordshire County Council care homes, increasing independent foster care by 20% and County Council foster care.





11. The numbers of **children placed out of county** has risen again this quarter bringing the total to 80 children (30 over target) putting pressure on resources.

Placement Type	31/03/2013	31/03/2014	30/06/2014	30/09/2014
OCC Foster Placement	7	6	6	5
IFA Foster Placement	50	60	55	59
Foster Placement - Relatives/Friends	4	14	21	16
Children's home/hostel	22	35	38	49
In lodgings, resi employment or living independently	2	0	3	4
Placed with own parents	1	3	2	4
Residential schools	2	8	7	2
Secure Unit	3	0	0	0
Other residential settings	3	2	5	2

Hostels and other supportive residential placements	0	0	1	1
Total placed out of County	**94**	**128**	**138**	**142**
Total number of Looked After Children	**416**	**463**	**489**	**521**
Percentage of Looked After Children placed out of County	**22.6%**	**27.6%**	**28.2%**	**27.3%**

12. The long term strategy remains to reduce demand for statutory services by integrating early help and statutory work so that vulnerable children and families are offered support as soon as possible and that cases are deal with by the appropriate services. Delivery of the placement strategy will provide more in-county placements and enable us to bring more children back into Oxfordshire.

13. Lead indicators for **educational attainment** have seen continued improvement this reporting period. 79% of primary schools are now judged good or outstanding, a 20% improvement on this time two years ago. 76% of Children's Centres have also been judged good or outstanding which puts Oxfordshire second out of eleven statistical neighbours. While full educational attainment data is not available and validated until January, performance has been strong at both Early Years and Key Stage 4. In Early Years, performance has increased by 12% bringing it in line with national figures. At Key Stage 4, 58.6% of pupils achieved 5 or more GCSEs at Grade A*-C, including in English and maths, bringing performance above the national average (56.1%).

14. Measures demonstrating the council's performance with regard to **closing the gap of educational attainment** remain good this quarter. However the persistence absence rate of looked after children remains unchanged at 2% above target. A multiagency team appointed to scrutinise absence will improve interactions with children to ensure they are supported and monitored in the right way. The proportion of young people not in education, employment or training rose to 6% in September, as expected this time of year before the new school term begins. The proportion of young people not in education, employment or training whose status is not known also rose significantly this quarter. The high proportion reflects the cyclical nature of the data - enrolments figures are yet to be received from schools and colleges. These should bring the rate down by the next reporting quarter.

Environment and Economy

15. Of the £95.7m **S106** agreed commitments, £19.6m (20%) is identified in the capital programme. £63.9m of the total £95.7m is held by the Council with the remainder due for payment once required stages of development are reached. A significant portion of the £95.7m will be used against earmarked future capital schemes.

16. Performance in relation to the **property and facilities contract** is an issue this quarter. There is a possibility that capital receipts due in the last two quarters of the year will not be received on time. No capital receipts were due

in quarter one and only 13.3% of the total capital receipts baseline of £2.252m have been delivered, making performance off target for the remainder of the year. Customer satisfaction survey rates have also fallen by 8%. Work, including identifying other funding sources, is on-going to deliver capital receipts on time and action plans are in place to improve specific property sites with a review underway into customer communication shortfalls.

Public Health

17. The numbers of **smokers** supported to become '4 week quitters' remains off target. An action plan to understand and address the underlying issues behind the falling quit rate has been developed by the service provider (Oxford Health) in conjunction with OCC Public Health commissioners. This action plan has highlighted several areas for improvement that the provider has already undertaken. Further work to explore additional support to areas other than healthcare settings to widen the scope of footfall for smokers to enter the service is on-going. It is acknowledged that the service needs to reconsider where its efforts are best placed in order to meet the target of 3800 quitters. This is being considered during the current re-commissioning process.

18. The performance of **drug treatment and rehabilitation** remains a concern this quarter. Numbers of opiate and non-opiate users successfully completing treatment remains lower than the desired target. The Public Health Team continues to work with Public Health England to support them in ensuring that system wide action plans are developed and implemented to improve performance.

Oxfordshire Fire & Rescue Service

19. **Fire station availability** continues to be a challenge, especially when set against the current background of an overtime ban by the National Fire Brigades Union. The current solution is to continue to create further flexibility in how we use our workforce and to strategically position two fire engines that can cover calls in areas with poor fire station availability. This has ensured that response times can be maintained and has even led to a small improvement in attendance times of emergency vehicles, particularly in areas with On Call stations which cover the rural areas of Oxfordshire.

RECOMMENDATION

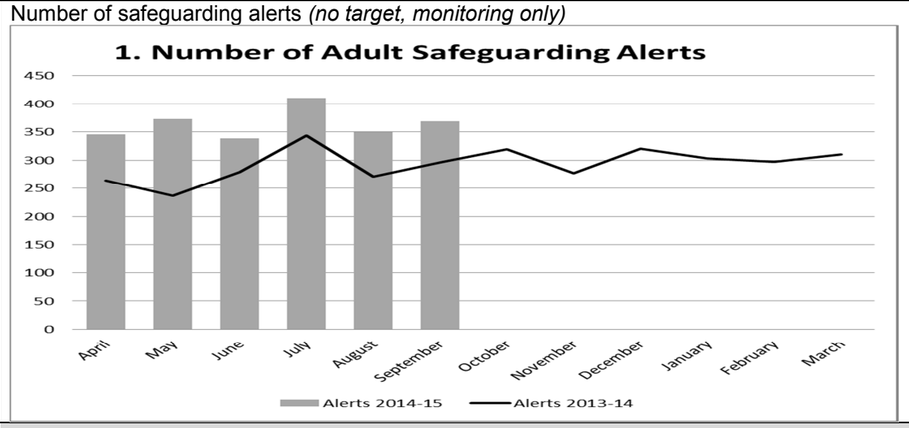
20. Cabinet is RECOMMENDED to note and discuss the performance reported in the dashboards.

MAGGIE SCOTT
Head of Policy
Contact Officer: Jo Godwin, Policy and Performance Officer x5723
January 2015

ANNEX 1

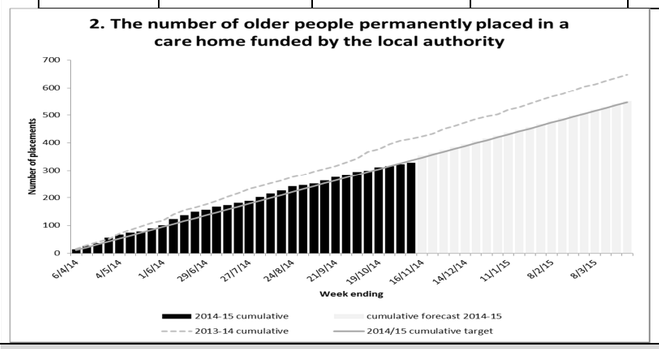
SOCIAL & COMMUNITY SERVICES - ADULT SOCIAL CARE

		Success Indicator
Safeguarding	1	Number of safeguarding alerts *(no target, monitoring only)*



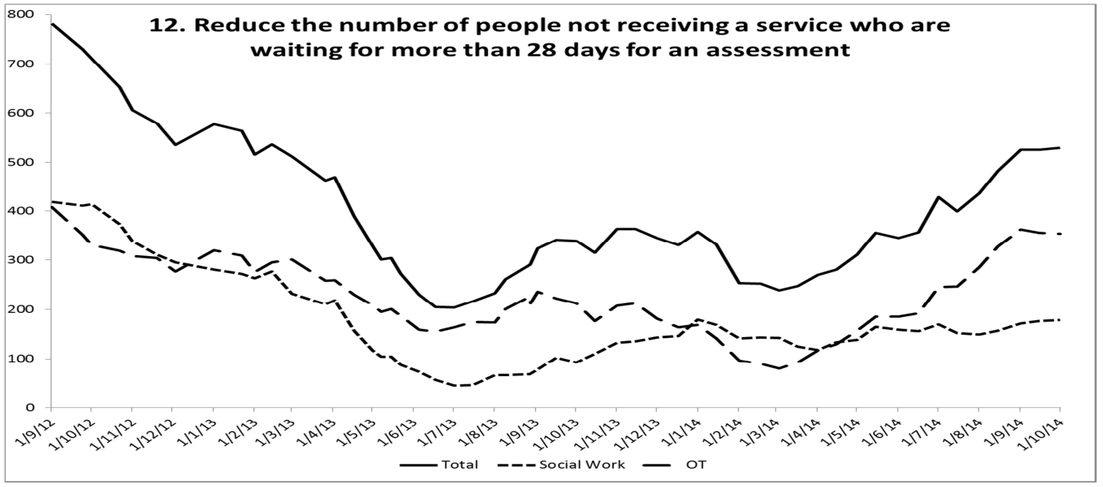
		Success Indicator
Supporting People to live at home as long as possible	2	Reduce the number of older people permanently placed in a care home and funded by the local authority to 10.5 per week or fewer *(Better Care Fund Metric)*

Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	RAG Rating
546	Y	626	117	279	G



		Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
	3	Increase the number of older people supported in the community with a personal budget for long term care *(Better Care Fund Metric)*	2,348	N	2,122	2,355	2,341			G
	4	Increase the number of Extra Care Housing units provided	768	Y	512	512	512			G
Personalisation	5	Maintain the high level of eligible people on Self-Directed Support	80%	N	80%	81%	82%			G
	6	Increase the proportion of people using social care who receive a direct payment	1,525	N	1,387	1,396	1,400			A
	7	Maintain the high proportion of service users who have had a review in the last 12 months	75%	N	75%	75%	78%			G
Reablement Services	8	No one will wait more than 5 days for their reablement service to start	0	Y	29%	34%	26%			R
	9	Number of people accessing reablement	3750 (10 people per day)	Y	2759 (10 people per day)	703 (8 per day)	1416 (7.8 per day)			R
Delayed Transfer of Care	10	Reduce delayed transfers that are the responsibility of social care *(Better Care Fund Metric)*	1064 days per month (35 people per day on average)	Y	1703 days per month (56 people per day on average)	1040 (34 people per day)	1134 (37 people per day)			G
	11	Reduce delayed transfers that are the responsibility of both social care and both (social care & health) *(Better Care Fund Metric)*	408 days per month (13 people per day on average)	Y	782 days per month (26 people per day on average)	685 (22 people per day)	707 days (23 people per day)			R

		Success Indicator
Waiting Lists	12	Reduce the number of people not receiving a service who are waiting for more than 28 days for an assessment



		Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
	13	For packages in the community, reduce the average time for an agency to start care from referral	7 days	Y	9 days	10 days	11 days			R
Support to Carers	14	Increase the number of carers known and supported through Council funding	17,000	N	15,474	15,723	15,843			A
	15	Increase the number of carers accessing emergency support through Council funding	3,880	N	3,234	3,346	3,440			A
Providing information to all	16	1800 people to receive information and advice about areas of support as part of community information networks in 14/15	1800	Y	New measure	466	n/a			G

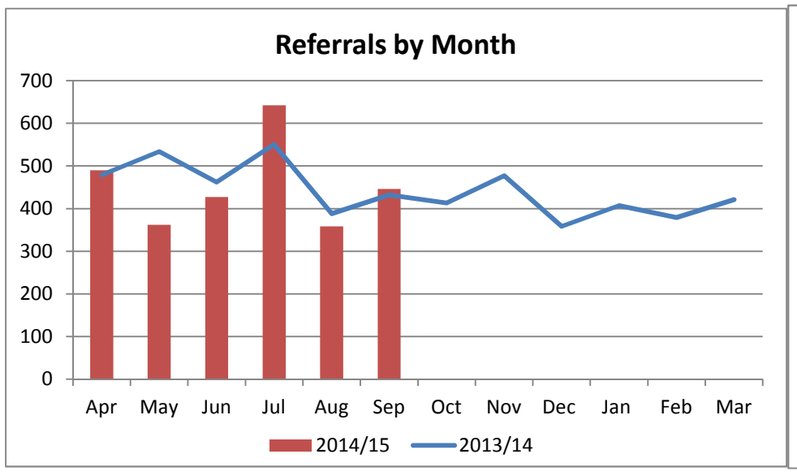
		Success Indicator	Target	Financial Monitoring Report position at end of Oct 2014	On Target	Notes
Financial Performance	17	Forecast expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget	<2.0% of net budget	+£4.630m or +2.5%	No	Includes a forecast in – year overspend of £4.075m on the Council's share of the Learning Disability Pooled budget. The total overspend on the Learning Disability Pool is +£4.588m including the overspend of +£0.513m carried forward from 2014/15. The on-going effect is being considered as part of the 2015/16 Service & Resource Planning process.
	18	Forecast expenditure Fire and Rescue and Community Safety is in line with the latest agreed budget	<2.0% of net budget	-£0.598m or -2.1%	Yes	£0.144m of the forecast underspend will be returned to balances at the year end.
	19	Forecast Pooled Budget Reserves as at 31 March 2015	-	£2.339m	-	£1.000m from the Older People's Pooled Budget Reserve and £0.500m from the Physical Disabilities Pooled Budget Reserves is being used to meet in year pressures across the pools, including the Learning Disabilities Pool
	20	Other Directorate Reserves (forecast as at 31 March 2015)	-	£0.326m	-	Fire Control and other Fire & Rescue and Community Safety Reserves
	21	Number of 2014/15 budget virements requested requiring Council approval as they are a change in policy	-	-	-	
	22	Planned savings for 2014/15 assumed in the MTFP are forecast to be achieved	100% achieved	91% expected to be achieved	No	A saving of £1.300m (S16) relating to the Learning Disabilities Pool will not be achieved. Where savings are not expected to be achieved the impact will be managed within the overall outturn position for 2014/15. The on-going effect is being considered as part of the 2015/16 Service & Resource Planning process.

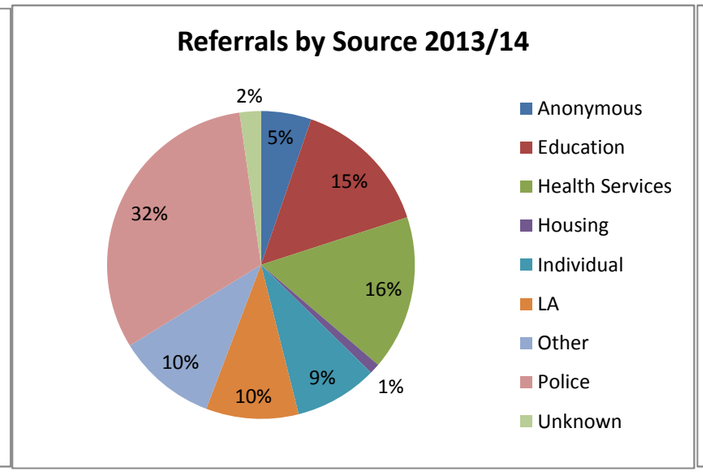
CHILDREN EDUCATION & FAMILIES 2014/15

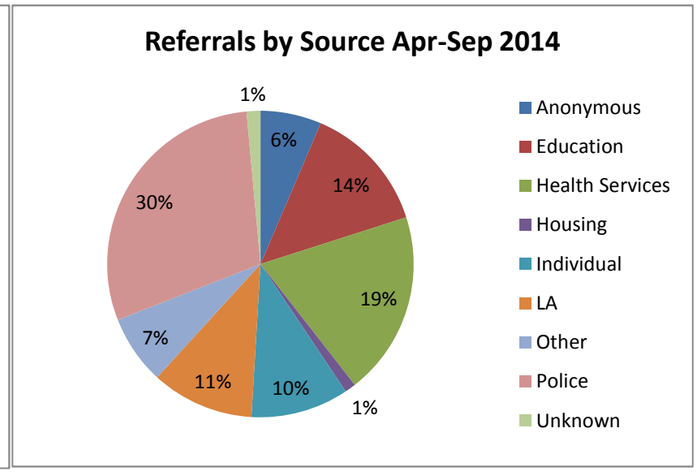
Keeping Children Safe

Success Indicator

1 Number of referrals to children's social care – broken down by referring agency



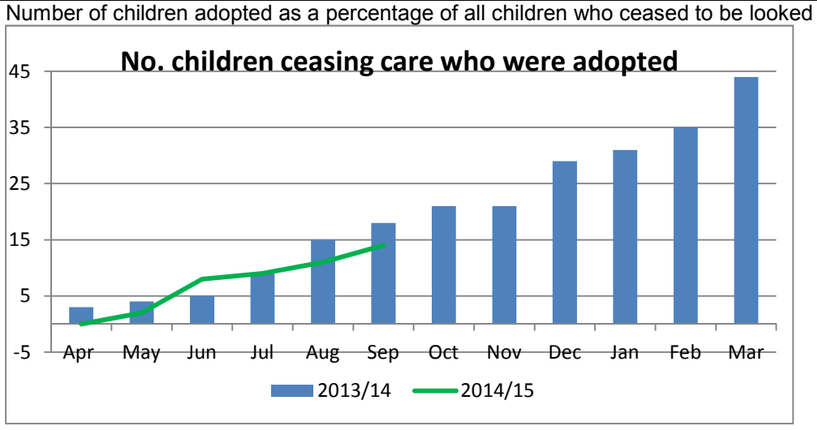




	Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
2	Reduce the proportion of children who become subject to a second or subsequent plan within 24 months of end of a previous plan	9%	Y	9.3%	15.1%	7.5%			G
3	No child protection plan cases without an allocated social worker	0	N	0	0	0			G
4	No looked after children cases without an allocated social worker	0	N	0	0	0			G
5	At least 98% of child protection reviews completed on time	98%	Y	96.9%	99.1%	96.30%			A
6	90% of visits to children on child protection plan completed in line with the plan and within the Council's 28 day standard	90%	N	82.3%	83.3%	81.70%			A
7	90% of visits to looked after children completed in line with the plan	90%	N	88.5%	90%	91.6%			G
8	% of children who go missing from home on two or more occasions	No target set monitoring only	Y	15.3%	9.7%	15.7%			Monitoring only
9	Number of children subject to both child protection plans and being looked after	No target set monitoring only	N	23	27	20			Monitoring only

Success Indicator

10 Number of children adopted as a percentage of all children who ceased to be looked after



		Success Indicator	Target (or 13/14 academic year)	Cumulative Target Y/N	2013/14 Year End Position (or academic year 12/13)	Q1	Q2	Q3	Q4	RAG Rating
	11	No more than 50 children placed out of county and not in neighbouring authorities	50	N	51	69	80			R
Raising Attainment	12a	% of children attending primary schools judged good or outstanding by OFSTED	75%	Y	73%	78%	79%			G
	12b	% of children attending secondary schools judged good or outstanding by OFSTED	87%	Y	87%	85%	85%			A
	12c	% of children attending special schools judged good or outstanding by OFSTED	81%	Y	76%	81%	81%			G
	13	Number of schools judged inadequate by OFSTED	<10	Y	10	11	6			G
	14	% Children's Centres that are judged good or outstanding by OFSTED	75%	Y	73%	75%	76%			G
Closing The Gap	15a	Primary school persistent absence rate	3%	Y	3%	2.9%	2%			A
	15b	Secondary school persistent absence rate	7%	Y	7%	6.9%	6.2%			A
	16a	Primary Schools - Number of Permanent exclusions	<9	Y	9	9	9			A
	16b	Secondary Schools - Number of Permanent exclusions	27	Y	36	13	13			G
	17a	Primary Schools - Number of Fixed Term exclusions	383	Y	424	413	424			A
	17b	Secondary Schools - Number of Fixed Term exclusions	1604	Y	2529	1635	2529*			*Incomplete data set
	18	Proportion of young people Not in Education, Employment or Training (NEET)	<4%	Y	4.7%	4.4%	6%			A
	19	Proportion of young people whose NEET status is 'not known'	<8%	Y	11.8%	5.4%	47.6%			A
	20	Reducing rate of first time entrants to criminal justice per 100,000 10-17 year olds	<24.7	Y	24.7	25.3	Data not available			G
	21	Looked after children overall absence rate	3%	Y	4%	3.3%	3.6%			A
	22	Looked after children persistent absence rate	3%	Y	4%	5.3%	5.3%			R
	23	% Troubled Families officially turned around according to national measure	80%	Y	55%	N/A data recorded every 6mths	100%			G

		Success Indicator	Target	Financial Monitoring Report position at end of Oct 2014	On Target	Notes
Financial Performance	24	Forecast expenditure for education & early intervention is in line with the latest agreed budget	<2.0% of net budget	+£0.708m or +1.5%	Yes	Includes +£1.220m forecast overspend on Home to School Transport. This is being considered through the Service & Resource Planning process.
	25	Forecast expenditure for children's social care is in line with the latest agreed budget	<2.0% of net budget	+£5.562m or +11.6%	No	Includes an overspend of +£4.229m on external placements due to an increase in the number and cost of support days. The on-going effect is being considered as part of the 2015/16 Service & Resource Planning process.
	26	Forecast expenditure for Children, Education & Families Central costs is in line with the latest agreed budget	<2.0% of net budget	-£0.043m or -0.7%	Yes	
	27	School reserves (forecast as at 31 March 2015)	-	£14.944m	-	School balances were £25.444m as at 1 April 2014. Based on current schools' monitoring position it is estimated that these will reduce by £10.500m to £14.944m by 31 March 2015. However, this is likely to change as a result of further academy conversions and school's budget monitoring later in the year.
	28	Forecast Directorate Reserves as at 31 March 2015	-	£2.380m	-	CE&F reserves are forecast to reduce from £5.709m to £2.380m by 31 March 2015. A further £2.000m may be used to help manage the overspend in Children's Social Care in 2014/15.
	29	Number of 2014/15 budget virements requested requiring Council approval as they are a change in policy	-	0	-	
	30	Planned savings for 2014/15 assumed in the MTFP are expected to be achieved	100% achieved	95% expected to be achieved	No	All savings are expected to be achieved other than £0.150m relating to All Rights Exhausted clients (14CEF8). The impact will be managed within the overall outturn position for 2014/15.

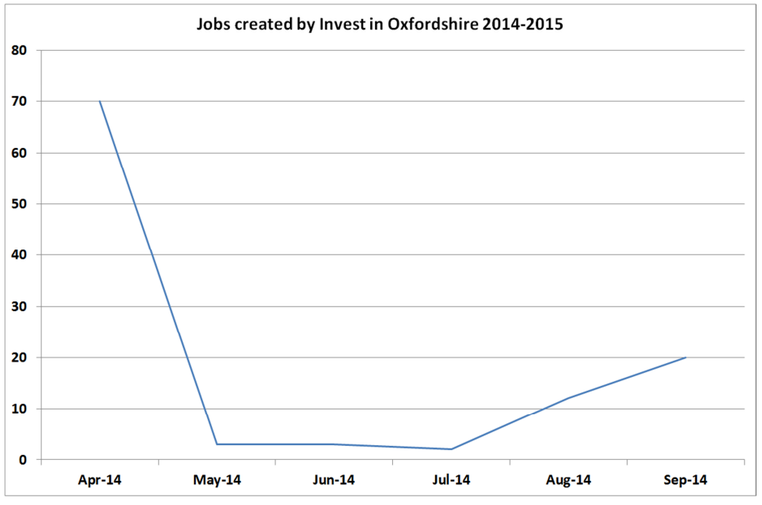
ENVIRONMENT & ECONOMY

		Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
Strategy & Infrastructure Planning	1	Increase the number of apprenticeship placements by 125 to contribute to City Deal target of 525 additional apprenticeships by March 2017 (against baseline of 2013/14)	2,668 (16-23 yr olds)	Y	2,543 (16-23yr olds) (2012/13)	1,015 (16-23 yr olds Aug 13-Oct 14)	1,382 *(provisional Aug 13 – Jan 14)*			A
	2	Achieve 120 inward investment enquiries through Invest in Oxfordshire	120	Y	148	61	87			G
	3	70% of mineral and waste applications determined within 13 weeks	70%	Y	67%	86%	84%			G
	4	80% of major District Council applications responded to within the agreed deadline	80%	Y	80%	88%	91%			G
	5	Monies secured in S106/S278 agreements as a % of requirements identified through the Single Response process	80%	Y	96%	86%	86%			G
	6	% of S106 monies held, the use of which is identified in confirmed programme	75%	Y	86%	29%	30.70%			R
	7	Deliver £21m of City Deal spend by 2016 by spending against agreed indicative spend profile	£21m	Y	£1m	£0.481m	£7,169,214			A
Commercial	8	98% of highway defects posing an immediate risk of injury repaired within 24 hours	98%	N	98.8%	100%	98.6%			G
	9	80% of highway defects that create a potential risk of injury repaired within 28 calendar days	80%	N	62.3%	80.5%	92.3%			G
	10	Maintain a minimum 50% public satisfaction rate with the highways service	50%	N	50.2%	50.2%	50.2%			G
	11	At least 61% of household waste is reused, recycled or composted	61%	Y	59.5%	63.2% (to May 2014)	63.5% (to Aug 2014)			G
	12	Total capital receipts delivered from property disposal, as a percentage of the target capital receipts baseline (£2.252m) identified in the annual disposals programme	100%	Y	new measure	No capital receipts due in Q1	13.30%			A
	13	Achieve 80% satisfaction on customer satisfaction surveys received in relation to the facilities and property contract	80%	N	new measure	77%	68.80%			R
Customer Services	14	At least 80% calls answered within 20 seconds	80%	Y	83%	86%	86%			G
	15	90% of calls are dealt with at first contact where the CSC has responsibility for a complete solution	90%	Y	new measure	Reported from Q2	99%			G
	16	100% of calls are dealt with at first contact where the CSC has responsibility to pass to a designated officer outside CSC	100%	Y	new measure	Reported from Q2	100%			G
	17	Number of properties that have access to super-fast broadband	Q1: 6,968 2014/15: 48,942	Y	new measure	7,685	16,831			G

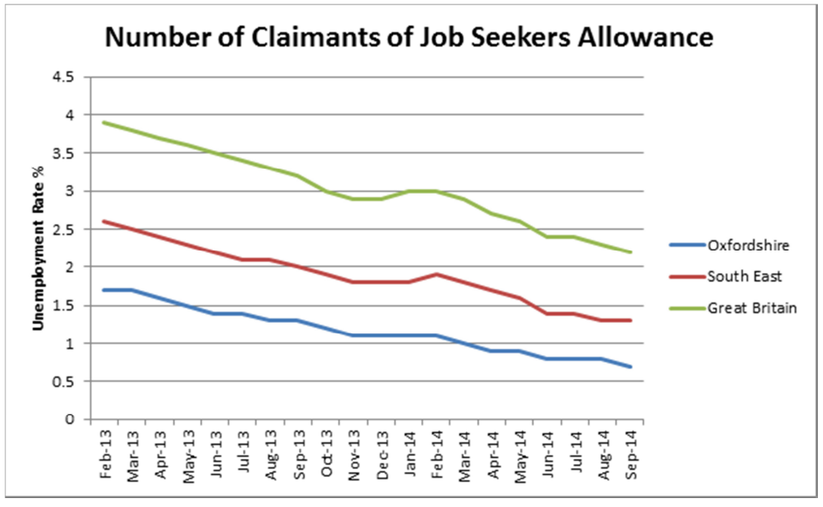
Success Indicator

Contextual data

18 Number of jobs generated through Invest in Oxfordshire



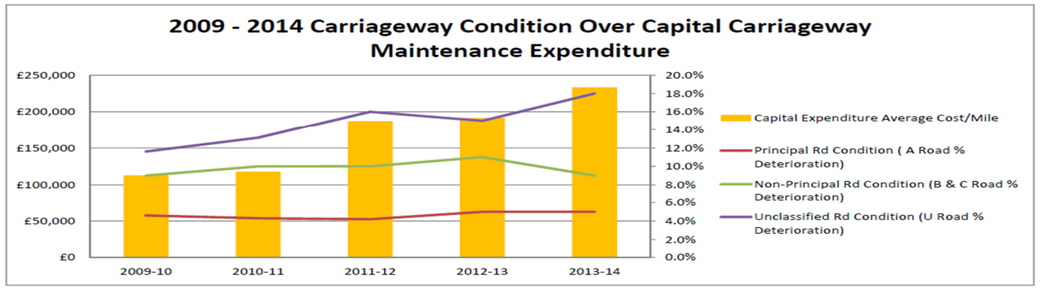
19 Number of claimants of Job Seekers Allowance



Success Indicator

20
21

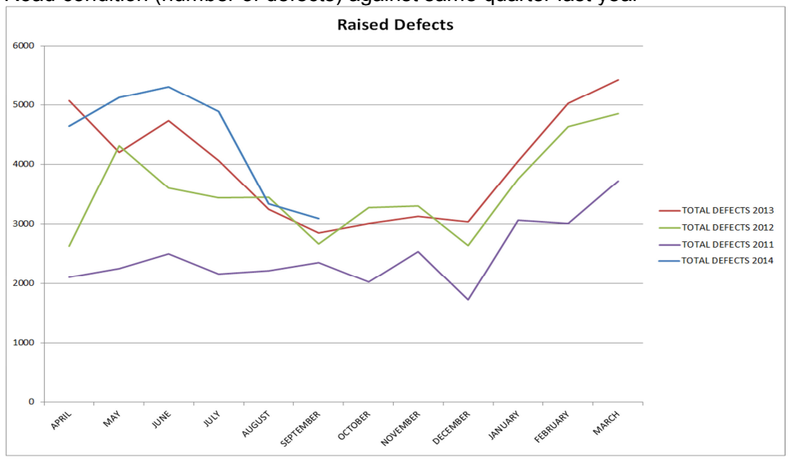
Annual road condition against £ spent per mile



Financial Year	2009-10	2010-11	2011-12	2012-13	2013-14
Capital Expenditure Average Cost/Mile	£112,763	£117,650	£186,950	£191,659	£233,530
Principal Rd Condition (A Road % Deterioration)	4.6%	4.3%	4.2%	5.0%	5.0%
Non-Principal Rd Condition (B & C Road % Deterioration)	9.0%	10.0%	10.0%	11.0%	9.0%
Unclassified Rd Condition (U Road % Deterioration)	11.6%	13.1%	16.0%	15.0%	18.0%

Total Carriageway Lane Length **3461** **Miles**

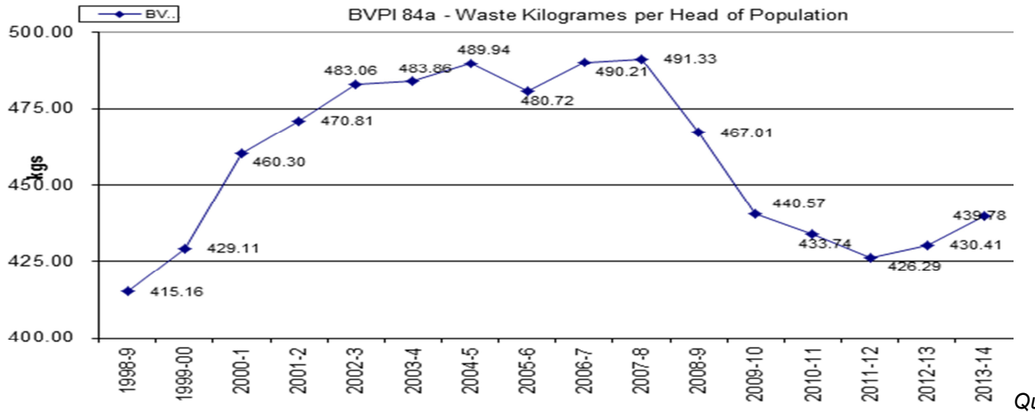
Road condition (number of defects) against same quarter last year



Success Indicator

22

Amount of waste arising per head of population (year on year comparison)



Quarter 1, 14/15 (April & May) - 80.61kg per head
Quarter 2, 14/15 (April-August) - 198kg per head

		Success Indicator	Target	Financial Monitoring Report position at end of Oct 2014	On Target	Notes
Financial Performance	23	Forecast expenditure for Commercial is in line with the latest agreed budget	<2.0% of net budget	-£0.202m or -0.3%	Yes	
	24	Forecast expenditure for Strategy & Infrastructure is in line with the latest agreed budget	<2.0% of net budget	+£0.102m or +1.3%	Yes	
	25	Forecast expenditure for Oxfordshire Customer Services is in line with the latest agreed budget	<2.0% of net budget	+£0.428m or +4.9%	No	
	26	Forecast Directorate Reserves as at 31 March 2015	-	£7.254m	-	Reserves are forecast to decrease by £3.164m during 2014/15. This reflects the use of one – off funding for various projects and the use of the On – Street Parking Account as defined by statute.
	28	Number of 2014/15 budget virements requested requiring Council approval as they are a change in policy	-	1	-	Request to approve a reduction of £1.292m to the budget for the expected in-year on street parking income to better reflect the actual income being received.
	30	Planned savings for 2014/15 assumed in the MTFP are expected to be achieved	100% achieved	95% expected to be achieved	Yes	Part of 14EE23 'Application of full overhead costs to the Pension Fund' (£0.148m), and 14EE21 'Remove Schools Service Provision Subsidy' (£0.168m) are not expected to be achieved. The impact will be managed within the overall outturn position for 2014/15 and offset against underspends elsewhere or other savings achieved earlier than planned. The on-going effect of 14EE21 is being considered as part of the 2015/16 Service & Resource Planning process.

OXFORDSHIRE FIRE & RESCUE

	Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
1	45 lives saved per year against the OFRS 10 year 365Alive target through emergency response and preventative activity concerning fires and road traffic collisions	New stretch target of 45 (was 37)	Y	59	11	25			G
2	104,000 citizens provided with safety advice/education per year	New stretch target of 104,000 (was 84,000)	Y	94,037	32,485	48,820			A
3	£12.5m saved to the economy per year from the reductions in fires involving homes, businesses and road traffic collisions	New stretch target of £12.5m (was £10m)	Y	£21,005,208	£5,562,024	£9,579,760			G
4	Fire stations in Oxfordshire are available for emergency response 100% of the time	100%	Y	92.01%	90.84%	89.48%			R

PUBLIC HEALTH

		Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
National Childhood Measurement Programme	1	% of Primary school children classified as obese in Year 6	15%	N	15.2%	Data not available until Q3				N/A
	2	% of primary school children classified as obese in Reception	<7%	N	6.4%	Data not available until Q3				N/A
Health checks	3	% of people offered a health check who have taken up the offer	65%	Y	45.9%	41.5%	43.5%			A
	4	Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes)	385	Y	285	49	101			A
Smoking Cessation	5	Support 3800 people to become '4 week quitters' per annum	3800	Y	3622	626	1133			R
Drug Treatment & Rehabilitation	6	Number of users of opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of non-opiate users in treatment	8.2%	Y	7%	7%	6.9%			R
	7	Number of users of non- opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of non-opiate users in treatment	41.7%	Y	13.6%	14%	17.70%			R

		Success Indicator	Target	Financial Monitoring Report position at end of Oct 2014	On Target	Notes
Financial Performance	8	Forecast expenditure is in line with the latest agreed budget	<2.0% of gross budget	-£0.897m or -3.4%	Yes	Funded by a ring fenced grant of £26.086m in 2014/15. Any underspend will be placed in the Grants and Contributions Reserve to be used in 2015/16
	9	Forecast Directorate Reserves as at 31 March 2015	-	n/a (*)	-	(*) 2013/14 underspend held in Grants and Contributions Reserve
	10	Number of 2014/15 budget virements requested requiring Council approval as they were a change in policy	-	0	-	
	11	Planned savings for 2015/15 assumed in the MTFP are expected to be achieved	n/a	n/a	n/a	Public Health is wholly grant funded and does not have any savings to achieve in 2014/15.

TRADING STANDARDS

	Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
1	Money saved for consumers as a result of our interventions	£450,000	Y	£415,475	£144,080	£333,217.37			G
2	100% of inspections completed of high risk businesses as identified at the start of the year	100%	Y	new measure	27.5%	44.93%			G

LIBRARY SERVICE

	Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
1	21 community libraries implemented by April 2015	21	Y	3	11	14			G
2	Number of community libraries in negotiation period	0	Y	14	9	7			G

ADDITIONAL FINANCIAL PERFORMANCE

	Success Indicator	Target	Financial Monitoring Report position at end of Oct 2014	On Target	Notes
CORPORATE					
1	Forecast expenditure for the Council is in line with the latest agreed budget	< 2.0% of net budget	+£10.288m or +2.4%	No	Action is being taken to manage the overspend including a freeze on non-urgent expenditure and recruitment and the use of one-off contingency and other funding from reserves.
2	Cross Directorate Reserves (forecast as at 31 March 2015)	-	£12.597m	-	Includes the Grants and Contributions Reserve (£10.259m), Vehicle and equipment Reserve (£1.663m) and the ICT Projects Reserve (£0.675m). Includes £4.623m Dedicated Schools Grant and £3.157m Public Health Grant.
3	Corporate Reserves (forecast as at 31 March 2015)	-	£1.788m	-	Carry Forward and Efficiency Reserves
4	Capital Reserves (forecast as at 31 March 2015)	-	£30.369m	-	Will be used to finance capital expenditure in future years.
5	Cash Flow Reserves (forecast as at 31 March 2015)	-	£6.625m	-	Being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
6	General balances as a proportion of the original gross budget (£872.874m)	-	£16.223m or 1.9%	-	
7	Total revenue reserves as a proportion of the original gross budget (£872.872m)	-	£84.858m or 9.7%	-	
8	Capital programme use of resources compared to programme agreed in February 2014	90%	100%	Yes	
9	Capital programme expenditure realisation rate		27%	-	As at the end of October, actual capital expenditure for the year to date (excluding schools local spend) was £33.0m. This is 27% of the total forecast expenditure of £123.7m
10	Year to date debtor invoices outstanding - General	33 days	42 days	-	Target as per Financial Strategy. Performance impacted by changing health payment arrangements.
11	Year to date debtor invoices outstanding - Social Care Clients	62 days	62 days	-	Target as per Financial Strategy
12	Percentage of debtor invoices cleared in 90 days	97%	95%	-	Target as per Financial Strategy
13	Treasury Management Indicators – Average Interest Rate achieved (In - House) compared to Treasury Management Budgeted Rate	0.80%	0.77%	Yes	Benchmark rate for 3 month LBID is 0.408%
14	Treasury Management Indicators – Average Annualised Return achieved compared to Benchmark Rate (*) (Pooled Fund)	3.00%	2.13%	Yes	(*) Composite of 7 Day LIBID, 7 Day LIBID + 50BPS, BofA Merrill Lynch 1-10 Year Non-Gilt Index & BofA Merrill Lynch Euro High Yield ex Financials Index (GBP Hedged)
CHIEF EXECUTIVE'S OFFICE					
1	Forecast expenditure is in line with the latest agreed budget	<2.0% of net budget	-£0.265m or -1.2%	Yes	
2	Forecast Directorate Reserves as at 31 March 2015	-	£2.319m	-	Includes £1.312m Cultural Services reserves, £0.599m Registration Service reserves and £0.217m held to fund future County Council elections.
3	Number of 2014/15 budget virements requested requiring Council approval as they were a change in policy	-	0	-	
4	Planned savings for 2014/15 assumed in the MTFP are expected to be achieved	100% achieved	89% achieved	No	The community library model saving of £0.130m (12COS8) is not expected to be achieved in full until April 2015. The impact will be managed within the overall outturn position for the directorate for 2014/15.

CA 11

Division(s): N/A

CABINET – 27 JANUARY 2015

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref
Cabinet, 24 February 2015	
▪ **Staffing Report - Quarter 3 - 2014** Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report.	Cabinet, Deputy Leader 2014/151
▪ **Community Risk Management 2015-16 Action Plan** To seek agreement to the final Action Plan following public consultation.	Cabinet, Deputy Leader 2014/165
▪ **Adult Social Care Policy Framework** To seek approval of the revised policies for Adult Social Care.	Cabinet, Adult Social Care 2014/157
▪ **School Improvement Business Partnership** To seek agreement of the recommendations for the future delivery of school improvement services for Oxfordshire schools.	Cabinet, Children, Education & Families 2014/175
▪ **Highways Asset Management Programme** To seek approval of the plan and programme.	Cabinet, Transport 2014/203
▪ **2014/15 Financial Monitoring & Business Strategy Delivery Report - December 2014** Financial report on revenue and capital spending against budget allocations, including virements between budget heads.	Cabinet, Finance 2014/150
Cabinet Member for Children, Education & Families, 9 February 2015	
▪ **Proposal to Expand Hook Norton CE Primary School** Whether to approve the expansion of Hook Norton CE Primary School from 1fe to 1.5fe from September 2015.	Cabinet Member for Children, Education & Families, 2014/182

- **Closure of Communication & Interaction Resource Base at Caldecott Primary School** — Cabinet Member for Children, Education & Families, 2014/172

To seek the approval of the final decision on formal closure of Communication & Interaction Resource Base at Caldecott Primary School.

- **Closure of Communication & Interaction Resource Base at Queensway School, Banbury** — Cabinet Member for Children, Education & Families, 2014/173

To seek the approval of the final decision on formal closure of Communication & Interaction Resource Base at Queensway School, Banbury.

Cabinet Member for Environment, 26 February 2015

- **Proposed Zebra Crossing - A415 Kingston Bagpuize** — Cabinet Member for Environment, 2014/066

To seek approval of the proposals.

- **Proposed Amendments to Residents Parking Scheme - Abingdon** — Cabinet Member for Environment, 2013/017

To seek approval to proceed.

- **Proposed Changes to Parking - Burford** — Cabinet Member for Environment, 2014/166

To seek approval of the proposal.

- **Proposed Amendments to Residents Parking Scheme - Henley** — Cabinet Member for Environment, 2014/169

To seek approval of the proposals.

- **Proposed Puffin Crossing (Revised Location) - A417 Standford in the Vale** — Cabinet Member for Environment, 2014/186

To seek approval of the proposals.

- **Request for Exemption from Tendering Regarding Potential Reallocation of Local Sustainable Transport Funds (LSTF) for OXONBIKE** — Cabinet Member for Environment, 2014/195

To seek approval of the exemption from tendering.

- **Proposed 50mph Speed Limit - A417 Wantage to West Hendred** — Cabinet Member for Environment, 2014/196

To seek approval of the proposals.

- **Proposed Right Turn Bans - New Access B4493 Didcot Road, Harwell** — Cabinet Member for Environment, 2015/198

To seek approval of the proposals.

Cabinet Member for Public Health & the Voluntary Sector, 11 February 2015

▪ **Chill Out Fund 2014/15 - February 2015** To consider applications received (if any) from the Chill Out Fund.	Cabinet Member for Public Health & the Voluntary Sector, 2014/152

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