



# **County Council**

**14 February 2017**

## **Agenda**

## 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 **07776 997946** or [glenn.watson@oxfordshire.gov.uk](mailto: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.**

To: **Members of the County Council**

## ***Notice of a Meeting of the County Council***

**Tuesday, 14 February 2017 at 10.00 am**

**Council Chamber - County Hall, New Road, Oxford OX1 1ND**



P.G. Clark  
Interim Chief Executive

February 2017

Contact Officer: **Deborah Miller**  
Tel: 07920 084239; E-Mail: [deborah.miller@oxfordshire.gov.uk](mailto:deborah.miller@oxfordshire.gov.uk)

In order to comply with the Data Protection Act 1998, notice is given that Items 3, 7 and 12 will be recorded. The purpose of recording proceedings is to provide an *aide-memoire* to assist the clerk of the meeting in the drafting of minutes.

---

***Members are asked to sign the attendance book which will be available in the corridor outside the Council Chamber. A list of members present at the meeting will be compiled from this book.***

***A buffet luncheon will be provided***

## **AGENDA**

### **1. Minutes (Pages 1 - 28)**

To approve the minutes of the meeting held on 13 December 2016 (**CC1**) and to receive information arising from them.

### **2. Apologies for Absence**

### **3. Declarations of Interest - see guidance note**

Members are reminded that they must declare their interests orally at the meeting and specify (a) the nature of the interest and (b) which items on the agenda are the relevant items. This applies also to items where members have interests by virtue of their membership of a district council in Oxfordshire.

### **4. Official Communications**

### **5. Appointments**

To make any changes to the membership of the Cabinet, scrutiny and other committees on the nomination of political groups.

Members are asked to note that Councillor Hudspeth had given notice of the following changes to portfolio responsibilities in accordance with Council Procedure Rules Part 4.2 Para 1.2.4, to take effect from Tuesday 10 January 2017:

The following addition to the portfolio responsibility of Councillor Judith Heathcoat, Cabinet Member for Adult Social Care:

Champion for Mental Health.

This progresses the Council resolution in November to sign up to the Local Authorities' Mental Health Challenge which requires a lead member for mental health to be in place.

### **6. Petitions and Public Address**

### **7. Pay Policy Statement - Report of the Remuneration Committee (Pages 29 - 54)**

Report by the Chief Human Resources Officer (**CC7**)

The Remuneration Committee are required to report annually to Council on the Pay Policy Statement. The Committee considered this report on 24 January 2017 and now submit it for approval to Council on 14 February 2016.

***The Council is RECOMMENDED to:***

- (a) receive the report of the Remuneration Committee;***
- (b) approve the revised Pay Policy Statement at Annex 2 to this report.***

## 8. Appointment of the Chief Executive (Pages 55 - 56)

Report by Head of Human Resources (CC8).

This report asks the County Council to approve the recommendation to appoint Peter Clark as Chief Executive.

## 9. Service & Resource Planning 2017/18 - 2020/21 (Pages 57 - 270)

Report by Director of Finance (CC9).

This report is the culmination of the service & resource planning process for 2017/18 to 2020/21. It sets out the Cabinet's proposed budget for 2017/18, medium term financial plan and capital programme, together with a number of statements/policies that the Council is required to approve for the 2017/18 financial year.

The report is divided into four main sections which are outlined below:

Section 1 – Leader of the Council's overview

Section 2 – Council Vision

Section 3 – Director of Finance's statutory report

Section 4 – Budget Strategy and Capital Programme

***The Council is RECOMMENDED to:***

- (a) ***have regard to the report of the Director of Finance (at Section 3) in approving recommendations b to e below;***
- (b) ***(in respect of revenue) approve:***
  - (1) ***the council tax and precept calculations for 2017/18 set out in section 4.3 and in particular:***
    - (i) ***a precept of £328,022,682;***
    - (ii) ***a council tax for band D equivalent properties of £1,345.59;***
  - (2) ***a budget for 2017/18 as set out in section 4.4;***
  - (3) ***a medium term plan for 2017/18 to 2020/21 as set out in section 4.1 (which incorporates changes to the existing medium term financial plan as set out in section 4.2);***
  - (4) ***the use of Dedicated Schools Grant (provisional allocation) for 2017/18 as set out in section 4.7;***
  - (5) ***virement arrangements to operate within the approved budget for 2017/18 as set out in section 4.8;***
  - (6) ***that any variation as a result of the final Local Government Finance settlement is dealt with through a transfer to/from balances.***
- (c) ***(in respect of treasury management) approve:***
  - (1) ***the Treasury Management Strategy Statement and Annual Investment Strategy for 2017/18 as set out in section 4.5;***

- (2) ***the continued delegation of 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 2017/18 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 4.5***
  - (5) ***the Minimum Revenue Provision Methodology Statement as set out in Appendix B of section 4.5;***
  - (6) ***the Specified Investment and Non Specified Investment Instruments as set out in Appendix C and D of section 4.5;***
  - (7) ***the Treasury Management Policy Statement as set out at Appendix E of section 4.5;***
- (d) ***(in respect of balances and reserves) approve:***
- (1) ***the Chief Finance Officer's recommended level of balances for 2017/18 as set out in section 4.6.1;***
  - (2) ***the planned level of reserves for 2017/18 to 2020/21 as set out in section 4.6.2;***
- (e) ***(in respect of capital) approve:***
- (1) ***a Capital Programme for 2016/17 to 2020/21 as set out in section 4.9 including the Highways Structural Maintenance Programme 2017/18 and 2018/19 in section 4.9.1;***
  - (2) ***the Flexible Use of Capital Receipts Policy as set out in section 4.9.4***

---

## **Pre-Meeting Briefing**

There will be a pre-meeting briefing at County Hall on **Monday 13 February 2017 at 10.15 am** for the Chairman, Vice-Chairman, Group Leaders and Deputy Group Leaders

## OXFORDSHIRE COUNTY COUNCIL

**MINUTES** of the meeting held on Tuesday, 13 December 2016 commencing at 10.00 am and finishing at 3.20 pm.

**Present:**

Councillor Michael Waine – in the Chair

Councillors:

Lynda Atkins	Patrick Greene	David Nimmo Smith
Jamila Azad	Tim Hallchurch MBE	Neil Owen
David Bartholomew	Pete Handley	Zoé Patrick
Mike Beal	Jenny Hannaby	Glynis Phillips
Maurice Billington	Nick Hards	Susanna Pressel
Liz Brighthouse OBE	Neville F. Harris	Laura Price
Kevin Bulmer	Steve Harrod	Anne Purse
Nick Carter	Mrs Judith Heathcoat	G.A. Reynolds
Mark Cherry	Hilary Hibbert-Biles	Alison Rooke
John Christie	John Howson	Rodney Rose
Sam Coates	Ian Hudspeth	Gillian Sanders
Yvonne Constance OBE	Bob Johnston	John Sanders
Steve Curran	Stewart Lilly	Les Sibley
Surinder Dhesi	Lorraine Lindsay-Gale	Lawrie Stratford
Arash Fatemian	Sandy Lovatt	John Tanner
Jean Fooks	Mark Lygo	Melinda Tilley
Mrs C. Fulljames	Kieron Mallon	Richard Webber
Janet Godden	Charles Mathew	David Williams
Mark Gray	James Mills	David Wilmshurst

*The Council considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda and reports, copies of which are attached to the signed Minutes.*

### **83/16 MINUTES**

(Agenda Item 1)

The Minutes of the meeting held on 1 November 2016 were approved and signed subject to the following amendments:

Remove Councillor Rooke from the list of those present;  
Minute 71/16 – correct ‘Maggie’ to read ‘Maggie’s’;  
Minute 75/16 – add in “members requested a report on the activities of the Oxfordshire Skills Board”.

**84/16 APOLOGIES FOR ABSENCE**

(Agenda Item 2)

Apologies for absence were received from Councillors Gearing, Langridge and Smith.

**85/16 OFFICIAL COMMUNICATIONS**

(Agenda Item 4)

The Chairman reported as follows:

The Chairman reported that the Chairman's Dinner had raised just over £2,000 for charity. He thanked members for their generosity and support.

The Chairman reported that he had received a complimentary letter from the High Sheriff congratulating the Council and its staff on its delivery of diverse services particularly in relation to children.

Council observed a minute's silence to honour the Memory of former County Councillor Queenie Hamilton and former County Councillor Dr Alan Bryden.

**86/16 APPOINTMENTS**

(Agenda Item 5)

Members noted that Councillor Hudspeth had given notice of the following changes to portfolio responsibilities Council Procedure Rules Part 4.2 Para 1.2.4, to take effect from Tuesday 8 November:

Cabinet Member for Children, Education and Families to be renamed as Cabinet Member for Children and Family Services with the main areas of responsibility being Statutory Lead Member for Children's Services.

New Cabinet Post: Cabinet Member for Education with responsibility for Education - Councillor Harrod

**RESOLVED:** (nem con) to agree the following appointment:

Councillor Sandy Lovatt in place of Councillor Steve Harrod on the Performance Scrutiny Committee.

**87/16 PETITIONS AND PUBLIC ADDRESS**

(Agenda Item 6)

Council received the following Petition and Public Address:

Petition

A Petition of 400 signatures from Sutton Courtenay residents requesting that the County Council carry out Environmental and Cumulative impact



assessments on all current and future planning applications to ensure that cumulative impact considerations are fully addressed by officers and the planning committee.

#### Public Address

Mr Larry Sanders spoke in support of Agenda Item 15 (Motion From Councillor Glynis Phillips). He urged the Council to do everything in its power to protect the National Health Service.

Dr Ken Williamson spoke in support of Agenda Item 15 (Motion from Councillor Glynis Phillips). He urged the Council to reject Oxfordshire's Transformation Plan and to call on the Secretary of State for the funding to be resolved. He stressed the need for a full public consultation on this matter.

### **88/16 QUESTIONS WITH NOTICE FROM MEMBERS OF THE COUNCIL**

(Agenda Item 8)

17 Questions with notice were asked. Details of where questions and answers and supplementary questions and answers (where asked) are set out in Annex 1 to the Minutes.

In relation to question 10 (Question from Councillor Gill Sanders to Councillor Lindsay-Gale), Councillor Lindsay-Gale gave an undertaking to keep Councillor Gill Sanders informed in relation to the outcome of any negotiations on this issue.

In relation to question 12 (Question from Councillor Tanner to Councillor Nimmo Smith), Councillor Nimmo Smith gave an undertaking that if required, he would, together with officers meet with the residents of Iffley Field and Isis in the new year.

### **89/16 BRUNEL PENSION GROUPING**

(Agenda Item 9)

The Council had before them a report (CC9) which, following the Government's announcement in July 2015 budget statement that they intended to work with Local Government Pension Scheme administering authorities to ensure that they pool investments to significantly reduce costs, now presented a full business case for the establishment of the Brunel Pension Partnership.

The Chairman paid tribute to the Pension Fund Committee and Pension Team for their excellent work.

Councillor Lilly moved and Councillor Greene seconded that the recommendations as set out in the report and on the face of agenda be adopted.

Following debate, the motion was put to the vote and was carried by 56 votes to 0, with 2 abstentions.

**RESOLVED:** (by 56 votes to 0, with 2 abstentions) to approve the following resolution:

In its capacity as the Administering Authority for the Oxfordshire County Council Pension Fund, and having received and reviewed this report and the Business Case attached to it, the Council **HEREBY RESOLVES** to enter into investment pooling with respect to the Oxfordshire County Council Pension Fund.

Such Resolution is made on and subject to the following terms and conditions:

- **THAT** the Brunel Pension Partnership investment pool be developed, funded and implemented substantially in accordance with the terms and provisions described in the said Business Case, and more particularly that:
  - a FCA regulated company to be named Brunel Pension Partnership Limited be established, and that the company be operated with all necessary and appropriate arrangements as to its ownership, structure, governance and services capability.
  - a new supervisory body comprising representatives of the Council and all other participants in the Brunel Pension Partnership be established to ensure oversight of the Council's investment and participation in the Brunel Pension Partnership.
- **THAT** the Pensions Committee be authorised and granted delegated powers to undertake such tasks as it thinks appropriate to progress implementation of investment pooling, and to take such decisions and do all other things deemed necessary in order to promote the interests of the Council with respect to pooling, which without limitation shall include agreeing and authorising any documentation, contracts, terms of reference, financial expenditure or investment that may be required consequential upon the Council's participation in the Brunel Pension Partnership.
- **THAT** the Chief Finance Officer and Chief Legal Officer be similarly authorised and granted delegated powers to undertake such tasks as they think appropriate to progress implementation of investment pooling, and to take such decisions and do all things deemed necessary in order to support the Pensions Committee and to promote the interests of the Council with respect to pooling, which without limitation shall include informing and advising the Pensions Committee on the continued viability and suitability of investment pooling in light of any developments, financial or otherwise, in the period up to the establishment of the Brunel Pension Partnership.

- **THAT** subject to the above, all such matters be carried out with the aim of achieving a target date for investment pooling of 1 April 2018, and otherwise subject to such intermediate steps and timescales as may be considered appropriate and necessary by the Pensions Committee.

## **90/16 NATIONAL SCHEME FOR AUDITOR APPOINTMENTS**

(Agenda Item 10)

The Council had before them a report (CC10) which set out proposals for appointing an external auditor to the Council for the 2018/19 accounts and beyond, as the current arrangements had only covered up to and including 2017/18 audits.

The Audit & Governance Committee had considered the proposals at its meeting on 9 November 2016 and supported the recommendation in the report, to accept the offer to "opt in" to the sector led option for the appointment of external auditors.

**RESOLVED:** (on a motion by Councillor Lovatt, seconded by Councillor Wilmshurst and carried nem con) to accept Public Sector Audit Appointments' (PSAA) invitation to 'opt in' to the sector led option for the appointment of external auditors for five financial years commencing 1 April 2018.

## **91/16 SENIOR MANAGEMENT REVIEW**

(Agenda Item 11)

The Council had before it a report (CC11) which outlined progress made with the Senior Management Review and sought approval for the proposed recommendations including the re-designation of the post of County Director to Chief Executive. Views from County Council will be considered by Cabinet on the 20 December in advance of final decisions at that meeting. The report references associated work carried out on the unitary debate as well as transformation of services and identified potential savings to be gained from reductions in senior management posts.

Councillor Hudspeth moved and Councillor Brighouse seconded that the recommendations as set out in the report and on the face of the Agenda be adopted.

Following debate, the motion was put to the vote and was carried by 55 votes to 0, with 3 abstentions.

**RESOLVED:** (55 votes to 0, with 3 abstentions) to:

- (a) note the progress made to date on the Senior Management Review;
- (b) endorse the Senior Management Review recommendations and proposed structure;
- (c) agree in principle that the post of County Director should be made permanent and re-designated Chief Executive;

- (d) notify the Proper Officer of the Council's intention to appoint Peter Clark as the Council's Chief Executive on a permanent basis with a view at its next meeting to:
- receiving the outcome of the Proper Officer's consultation with members of the Cabinet on this proposal in accordance with Part 8.4(4) of the Council's Constitution;
  - determining whether to proceed with the appointment;
  - agree that pending those further decisions Peter Clark is appointed Interim Chief Executive.

**92/16 TREASURY MANAGEMENT MID TERM REVIEW (2016/17)**

(Agenda Item 12)

Council had before it a report which set out the Treasury Management activity undertaken in the first half of the financial year 2016/17 in compliance with the CIPFA Treasury Management Code of Practice. The report included Debt and Investment activity, Prudential Indicator monitoring and forecasts for interest receivable and payable for the financial year.

The Cabinet had considered and endorsed the report at their Meeting on 22 November 2014.

**RESOLVED:** (on a motion by Councillor Stratford, seconded by Councillor Hudspeth and carried nem con) to note the Council's Mid-Term Treasury Management Review 2016/17.

**93/16 REPORT OF THE CABINET**

(Agenda Item 13)

The Council received the report of the Cabinet.

In relation to paragraph 5 (Oxford Workplace Parking Levy) (Question from Councillor Godden) Councillor Nimmo Smith gave an assurance that the impact of the Workplace Parking Levy on the suburbs, including Botley would be an integral part of the scheme.

In relation to paragraph 6 (Transition Fund for Community Initiatives for Open Access Children's Services) (Question from Councillor Fooks) Councillor Stratford gave an undertaking to hold a further meeting should there be any money left over.

**94/16 MOTION FROM COUNCILLOR ARASH FATEMIAN**

(Agenda Item 14)

With the consent of Council, Councillor Fatemian moved and Councillor Mallon seconded the following motion as amended by Councillor Fatemian and Councillor Smith below in bold italics/strikethrough:

“Council notes the recent media coverage and casework of Councillor’s concerning the pressures on parking at the ~~John Radcliffe~~ **Principal Hospitals** in Oxford.

Council finds the present situation unsatisfactory and is dismayed at the knock-on effect this is having on those who need to visit the ~~John Radcliffe~~ **principal hospitals**. Council further notes that these pressures have already been, and will be further exacerbated by the centralisation of services from local hospitals, such as maternity services from the Horton Hospital in Banbury to the John Radcliffe. As the transport authority, it is the wish of Oxfordshire County Council that no further services are centralised from any local hospitals across the county ~~until such time as suitable measures have been put in place to mitigate the distressing parking circumstances.~~

Council further calls on the Health Overview Scrutiny Committee and the Clinical Commissioning Group to take this into account in their deliberations and outcomes.”

Following debate, the motion as amended was put to the vote and was carried unanimously.

**RESOLVED:** (Unanimous)

“Council notes the recent media coverage and casework of Councillor’s concerning the pressures on parking at the Principal Hospitals in Oxford.

Council finds the present situation unsatisfactory and is dismayed at the knock-on effect this is having on those who need to visit the principal hospitals. Council further notes that these pressures have already been, and will be further exacerbated by the centralisation of services from local hospitals, such as maternity services from the Horton Hospital in Banbury to the John Radcliffe. As the transport authority, it is the wish of Oxfordshire County Council that no further services are centralised from any local hospitals across the county.

Council further calls on the Health Overview Scrutiny Committee and the Clinical Commissioning Group to take this into account in their deliberations and outcomes.”

**95/16 MOTION FROM COUNCILLOR GLYNIS PHILLIPS**

(Agenda Item 15)

Councillor Phillips moved and Councillor Heathcoat seconded the following motion:

“Oxfordshire County Council is deeply concerned about the Buckinghamshire, Oxfordshire and Berkshire West (BOB) Sustainability and Transformation Plan (STP). In particular we are concerned about the implications for Adult Social Care in the County, and for our infrastructure as Hospitals close and services are centralised. The Consultation with

Oxfordshire has been derisory with the full plan not having been made public during the numerous meetings which have been held. This Council therefore asks the Leader to write to the Secretary of State for Health asking him:

- (a) How the area was decided? BOB covers 14 Local Authorities with 5 having responsibility for Adult Social Care;
- (b) What consideration has been given to the implications of putting increased pressure on the fragile coalitions across this area as plans are delivered?
- (c) What evidence is there that this approach to delivering savings of the magnitude required will work? Particularly in relation to reduced activity and the need during transformation to run 2 systems. What will happen if it doesn't?
- (d) Why the NHS workforce, the public and politicians have not been involved in shaping the plan?
- (e) Given that local government, in relation to Adult Social Care has unrivalled insight into how services can be transformed. Why is the process so NHS centric?"

Councillor Williams moved and Councillor Coates seconded the following amendment as shown below in bold italics and strikethrough:

~~“Oxfordshire County Council is deeply concerned about the Buckinghamshire, Oxfordshire and Berkshire West (BOB) Sustainability and Transformation Plan (STP) **a draft of which is now in circulation.** In particular we are concerned about the implications for Adult Social Care in the County, and for our infrastructure as Hospitals close, and services are centralised **and more cuts imposed.** The Consultation with Oxfordshire has been derisory with the full plan not having been made public during the numerous meetings which have been held. This Council therefore asks the Leader to write to the Secretary of State for Health asking him:~~

~~A. How the BOB area was decided? BOB covers 14 Local Authorities with 5 having responsibility for Adult Social Care?~~

~~B. What consideration has been given to the implications of putting increased pressure on the fragile coalitions across this area?~~

~~C. What evidence is there that this approach to delivering savings of the magnitude required will work? Particularly in relation to reduced activity and the need during transformation to run 2 systems. What will happen if it doesn't?~~

~~D. Why the NHS workforce, the public and politicians have not been involved in shaping the plan?~~

~~E. Given that local government, in relation to Adult Social Care has unrivalled insight into how services can be transformed. Why is the process so NHS centric? when it directly effects local government Adult Social Care.~~

***F. Why does the Plan (as envisaged in the published draft) include massive reductions in funding further privatisation and closures when these have proved so disastrous in past years.***

***Council calls upon the Health Overview and Scrutiny Committee to object to the draft proposals.”***

Following debate, the amendment was put to the vote and was lost by 52 votes to 3.

The substantive motion was then put to vote and was carried unanimously.

**RESOLVED:** (unanimous)

“Oxfordshire County Council is deeply concerned about the Buckinghamshire, Oxfordshire and Berkshire West (BOB) Sustainability and Transformation Plan (STP). In particular we are concerned about the implications for Adult Social Care in the County, and for our infrastructure as Hospitals close and services are centralised. The Consultation with Oxfordshire has been derisory with the full plan not having been made public during the numerous meetings which have been held. This Council therefore asks the Leader to write to the Secretary of State for Health asking him:

- (a) How the area was decided? BOB covers 14 Local Authorities with 5 having responsibility for Adult Social Care;
- (b) What consideration has been given to the implications of putting increased pressure on the fragile coalitions across this area as plans are delivered?
- (c) What evidence is there that this approach to delivering savings of the magnitude required will work? Particularly in relation to reduced activity and the need during transformation to run 2 systems. What will happen if it doesn't?
- (d) Why the NHS workforce, the public and politicians have not been involved in shaping the plan?
- (e) Given that local government, in relation to Adult Social Care has unrivalled insight into how services can be transformed. Why is the process so NHS centric?”

**96/16 MOTION FROM COUNCILLOR BOB JOHNSTON**

(Agenda Item 16)

Councillor Johnston moved and Councillor and Councillor Howson seconded the following motion:

"This Council believes that the decision of the Railway Minister to "shelve" the electrification of the Didcot Parkway to Oxford railway line, possibly until 2024, is short sighted. It will amongst other things condemn Oxfordshire residents to use elderly and polluting diesels for most of the journeys between Oxford, Didcot, Reading and London or having to change at Didcot. The Decision will make many of the rail objectives as set out in LTP4 difficult if not impossible to achieve. New bespoke electric rolling stock currently being built could be left in store. Council therefore resolves to ask the Leader of the Council to:-

- (a) Lobby by all possible means the Department for Transport in general and the Rail Minister in particular to get this decision reviewed;
- (b) approach the Growth board to see if there is funding which might be unlocked to advance the project to an earlier and more acceptable timetable."

Following debate, the motion was put to the vote and was carried nem con.

**RESOLVED:** Accordingly.

**97/16 MOTION FROM COUNCILLORS CHERRY, COATES (2) & HOWSON**  
(Agenda Item 17)

It being after 3.00 pm Motions 17, 18, 19 and 20 were considered dropped in accordance with Council Procedure Rule 15.1

..... in the Chair

Date of signing .....



## QUESTIONS WITH NOTICE FROM MEMBERS OF THE COUNCIL

Questions are listed in the order in which they were received. The time allowed for this agenda item will not exceed 30 minutes. Should any questioner not have received an answer in that time, a written answer will be provided.

Questions	Answers
<p><b>1. COUNCILLOR SAM COATES</b></p> <p>The Leader of the Council's positive stance on taking refugee children is welcome but would he agree with me that we have a Government who are being very selective in how they interpret 'unaccompanied' minors as can be seen with recent announcement related to children alone in Calais refugee camps.</p> <p>The Government's commitment to create a Resettlement Scheme to bring stranded refugee children in Europe to safety in the UK is commendable but with only very narrow selection criteria the numbers will be small and many vulnerable children will still be at risk. Will the Leader be seeking greater clarification as to what selection criteria are being applied and seeking a more open approach?</p>	<p><b>COUNCILLOR IAN HUDSPETH, LEADER OF THE COUNCIL</b></p> <p>Having visited the camp in Calais in March this year I saw at first hand the conditions that people were living in. I have a better understanding of the type of person that was resident at the camp and the challenges they face; along with the opportunities they had.</p> <p>Oxfordshire is working closely with the SESMP (South East Strategic Migration Partnership) who are managing the National Transfer Scheme (NTS) scheme for our region on behalf of the Home Office. Oxfordshire County Council joined the NTS which Oxfordshire's Cabinet endorsed in July this year. The NTS is designed to redistribute UASC children across different regions in the UK, as areas such as Kent have been overwhelmed due to its proximity to a port entry. Cabinet are fully supportive of the NTS and of ensuring that Oxfordshire commits resources to these vulnerable children.</p> <p>Under the NTS Oxfordshire's UASC population is deemed to be 99 based on 0.07 of its child population. Oxfordshire with its current figure of 58 UASC believes that it is significantly contributing to meeting the needs of these vulnerable children and wants to develop additional placements to meet the current need. However we have already had to place some UASCs who are under 16 years in independent fostering provision out of county because despite achieving a 17% increase in our in house foster placements over the last three years we have experienced a 43% rise in our number of looked after children.</p>

<b>Questions</b>	<b>Answers</b>
	<p>The NTS is the means by which placements will be sought for children located in Calais who are unable to be reunited with their families based in the UK and UASC children known as Dubs children. We are seeking regular updates from the SESMP in terms of this dynamic situation in order to be able to offer support and assistance where we are able.</p> <p>To address the anticipated increased of UASC and their unique needs the council has embarked on a UASC strategy. This work was already in progress prior to the NTS scheme as Oxfordshire has seen its spontaneous UASC numbers increase over the last three years. The UASC strategy will link to our overarching placement strategy which is seeking to address significant increases in citizen children within our child protection and looked after system.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>It is clear that the Leader cares deeply about the plight of refugee children, but the thrust of the question was in fact about the issue that only a small proportion of the need is being met by the Government. Is he willing to make representations to the Government for them to accept a greater share of these child refugees?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>I am always happy to make such representations, but I think we have got to be absolutely clear that they are genuine child refugees and that there are families in this country to support them.</p>
<p><b>2. COUNCILLOR DAVID WILLIAMS</b></p> <p>Could the Cabinet Member for Transport give an update as to where we are with Workplace Parking levies? He may recall this was part of the Green Budget proposal for increasing income rejected at the time by the ruling</p>	<p><b>COUNCILLOR DAVID NIMMO SMITH, CABINET MEMBER FOR ENVIRONMENT</b></p> <p>A paper on the workplace parking levy (WPL) will go to Cabinet in November. This will seek approval of a timetable and funding to progress the WPL.</p> <p>The Oxford Transport Strategy (part of the council's adopted Local Transport Plan) suggests that some form of road user charging scheme could have some</p>

<b>Questions</b>	<b>Answers</b>
<p>group. Could he also indicate if he is supportive of a congestion charge levy being introduced in Oxford?</p>	<p>role to play alongside a workplace parking levy. Given the likely high start-up and operating costs of road user charging schemes, further evidence is required on this, and the WPL Cabinet paper will make reference to this.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Could I ask Councillor Nimmo Smith if he has any idea of what the timescale would be for the actual implications and implementation of the workplace levy? Does he have a target date in mind as to when this could come about?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>What I would suggest is that Councillor Williams waits until the Cabinet agenda paper is out next week or the week after. He can have a look at the agenda paper and he can come and talk to us and we will be happy to discuss it at that time.</p>
<p><b>3. COUNCILLOR DAVID WILLIAMS</b></p> <p>What are the Oxfordshire figures for referrals to Social and Health Care (children and adults) that have not received a service in this financial year due to not meeting eligibility criteria? Of those, how many were met and assessed, and how many were not interviewed at all?</p> <p>The figures will illustrate how much unmet need there is at present by contrasting that against the total figures who have received support.</p>	<p><b>COUNCILLOR JUDITH HEATHCOAT, CABINET MEMBER FOR ADULT SOCIAL CARE</b></p> <p>The formal concept of eligibility criteria applies to adult social care rather than children's services.</p> <p>We want people to remain as independent for as long as possible. When someone contacts the council we will look to provide them with information about services that are available in their local community to keep them independent. If a more targeted intervention is needed we will offer a reablement service and if this does fully return them to independence we will work with them to identify the long term care needed to meet their needs.</p> <p>Last year we had 13,244 requests from new people for adult social care. 58% were provided with information and advice about local services, 17% received reablement and 25% of people received long term services.</p> <p>Each year we benchmark adult social care services against other authorities. The number of people receiving services is at the level we would expect for an</p>

Questions	Answers
	<p>authority with Oxfordshire's relatively affluent and healthy population. We also take part in a national survey of adults who use social care which looks at the extent to which social care services meet their needs. People who use services are asked to what extent the services meet their needs in a number of areas including having enough to eat and drink; feeling safe; keeping clean; how they are able to spend their time and the way they are treated by staff. Oxfordshire consistently scores better than the national average on this measure.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Would Councillor Heathcoat agree that 13,244 is perhaps the tip of the iceberg and people are put off knowing that the Local Authority at the moment is going through very difficult financial times? Would she agree that actually that figure could be far bigger?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>When you look through the answer that I have given you, it most definitely tells you the numbers of new people that come on to our books. Where they require, services are given together with a lot of advice. What you should take into account is the recent report that was done with regard to Adult Social Care and the services that we provide and the fact that we were placed 6<sup>th</sup> out of 152 upper tier authorities for the provision of services.</p> <p>Most people (90%) were satisfied. What should be taken from those statistics is that there is a section of the population that receive services from us that might not be satisfied, they may have some concerns and those are the very people Chairman, that we actually look to help. So I hear what Councillor Williams says, but I believe we are reaching the vulnerable that need support.</p>
<p><b>4. COUNCILLOR SAM COATES</b></p> <p>The Clinical Commissioning Group has suggested that £200 million will be cut from NHS spending in Oxfordshire in the period between now and 2020, including the likely closure of some of our community hospitals.</p>	<p><b>COUNCILLOR JUDITH HEATHCOAT, CABINET MEMBER FOR ADULT SOCIAL CARE</b></p> <p>I thank Councillor Coates for his question. I believe that he is referring to the Sustainability and Transformation Plan that is being prepared by the NHS. Early work identified the need to move approximately £200m – or one-fifth of total NHS spending in Oxfordshire around the NHS system in Oxfordshire to provide more support in the community. This links directly to the national figure of £22 billion</p>

<b>Questions</b>	<b>Answers</b>
<p>Will you as the Portfolio holder support campaigns and petitions which are intended to increase resources for the NHS to meet the needs of our ageing society and recognise that this deliberate underfunding will damage the NHS.</p>	<p>set out in the Five Year Forward View. NHS spending actually increased this year as the Clinical Commissioning Group received an increase in its budget of over £40m this year.</p> <p>We wait to see how the NHS proposes to do this in Oxfordshire and the impact this will have on the different services. Our understanding is that the NHS will publish its plans in January. The County Council will be a consultee responding to those plans. We will be giving a robust response on all areas of the consultation – the effects on adult social care and the people of Oxfordshire. I support safe delivery of services and would not want any NHS service in the county to deliver a service that was not considered safe and would put peoples’ lives at risk.</p>
<p><b>5. COUNCILLOR DAVID WILLIAMS</b></p> <p>When Academies were introduced by the Labour Party in 2001 the cover story was that they were some form of help to failing schools. As time has gone on with various changes it has become clear that they are an attempt to model state funded schools to structures associated with private schools. This has not only been in governance structures reflecting sponsors not communities, locally negotiated pay rates and procurement procedures, standing outside the National Curriculum, employment of non-qualified staff but more recently theoretical ‘selection’ of intake.(The supposed Grammar School debate)</p>	<p><b>COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR CHILDREN, EDUCATION &amp; FAMILIES</b></p> <p>No, I do not agree.</p>

<b>Questions</b>	<b>Answers</b>
<p>Would the Portfolio holder agree with me that the latest initiative of introducing military academies reflecting an existing but very minor strata of public schools where children as young as 14 will be trained in the 'art' of warfare is yet another attempt to ape the private sector and yet another step along the path to the ultimate goal of fee paying institutions.</p> <p>Will she condemn this latest return to Edwardian education?</p>	
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Will Councillor Tilley really try to answer the question? Are we drifting into a situation where the Government is trying to get the Academies to follow a profile of the curriculum and their procedures within the school which mirror the private sector?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>It is a no, I don't agree but at the same time, I will say that the Government trying to imitate the private sector is a good thing. The private sector does a lot better than the public sector, they get more youngsters into Oxbridge than anywhere else and youngsters from deprived backgrounds, so it is difficult for me to answer it in any other way except no I don't agree.</p>
<p><b>6. COUNCILLOR SAM COATES</b></p> <p>Is the Chair of the Pensions Investment Committee aware that Waltham Forest Council have made a decision to disinvest in Fossil fuels and have done so on a simple premise that Fossil Fuel Industries are not sustainable long term investments? How long will it be before Oxfordshire does the same</p>	<p><b>COUNCILLOR STEWART LILLY, CHAIRMAN OF THE PENSION FUND COMMITTEE</b></p> <p>I am indeed aware of the decision of the Waltham Forest Pension Committee and whilst I fully respect their reasons, The Oxfordshire Pension Fund Committee over a number of discussions has concluded that a simply dis-investment approach is not in the long term interest of, or for, the scheme members. Instead the Oxfordshire Pension Fund asks our fund managers to engage with all companies, in which they choose to invest, to ensure that the company boards are taking action to reduce their carbon footprints, have robust and appropriate</p>

<b>Questions</b>	<b>Answers</b>
for its pensioners and secures their future prosperity?	<p>business plans in place to deal with future business and financial risks, including those associated with climate change. Also, where appropriate engage with companies that are investing themselves in developing <b>sustainable alternatives</b> to current fossil fuels. By investing in a diversified group of well governed companies, the Oxfordshire Pension Fund is more than meeting its fiduciary responsibilities.</p> <p>I have discussed this position with my colleagues within the Brunel Pension Partnership, which we are also progressing, and all of the ten funds within that Partnership – which actually includes The Environment Agency – have agreed our future strategy will remain one based on engagement rather than blanket dis-investment.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Can I ask Councillor Lilly for future reference, whether he is going to give specific consideration to oil extraction companies.</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>Councillor Lilly not in the Chamber – await a written answer.</p>
<p>7. <b>COUNCILLOR JOHN HOWSON</b></p> <p>Could the Cabinet Member please provide an update on the progress towards the opening of the 4 new children's homes being built in the County?</p>	<p><b>COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR CHILDREN, EDUCATION &amp; FAMILIES</b></p> <p>The move on home in Didcot has been running at full capacity since April 2016. The move on home in Witney is due to take first two teenagers from Wednesday 2 November and will be full by the 9 November.</p> <p>Thame Assessment Home opened at the beginning of October but will need to close in a fortnight's time for remedial work on the upstairs bedroom walls. We are hoping this will be completed within two-three weeks and the home will be back open by December 2016.</p> <p>Eynsham Assessment Home has reached practical completion and we are</p>

<b>Questions</b>	<b>Answers</b>
	preparing it for an Ofsted registration visit in the third week of November. It should then be taking children from the second week of December 2016.
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>I am very concerned to see that one of these new build homes has had to be closed within almost weeks of it being opened. Can Councillor Tilley give us an assurance that any of the costs that have resulted from that, can be recovered from the person(s) responsible for building a building which is not acceptable to be kept open.</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>It is a bit tricky for me to give you any reassurances there because it is not actually my portfolio, it is property, but I understand moves are being made to recover all the costs – yes.</p>
<p><b>8. COUNCILLOR JOHN HOWSON</b></p> <p>What is the current estimate for the number of a] passenger b] freight c] other services likely to use the portion of East West railway between Oxford and Bicester each day by 2020?</p>	<p><b>COUNCILLOR RODNEY ROSE, DEPUTY LEADER OF THE COUNCIL</b></p> <p>The current proposed timetable for Oxford to Bicester identifies 85 trains per day, and is expected to still be current in 2020. This breaks down into 76 passenger services; 6 freight services and 3 empty coach stock moves.</p> <p>With this level of use crossing down-times at London Road in Bicester are expected to be approximately 12 minutes in the morning peak hours and 10 minutes in the evening peak hours.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Does this mean that there is now no expectation that there will be an East-West rail train service before 2020 running beyond Bicester in the direction of Milton Keynes and Bedford?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>There is no expectation at the moment that there will be any services before 2020, but I have yet another meeting with Sir Peter Henley in the early weeks in January to try and get it back on track.</p>



<b>Questions</b>	<b>Answers</b>
<p><b>9. COUNCILLOR JOHN HOWSON</b></p> <p>How many requests for a change of school were received by the school admissions team from parents of Year 10 pupils in the UTCs, Studio schools and Free Schools operating in the 2016-17 school-year?</p>	<p><b>COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR CHILDREN, EDUCATION &amp; FAMILIES</b></p> <p>Currently there are 4 such establishments with an Y10 and/or Y11 cohort in Oxfordshire, none of which share data about children on their roll with Oxfordshire County Council. When application is made for a pupil to move into a school for which we are the admissions authority, details of the establishment at which the pupil is currently on roll are not sought. We are unable, therefore, to say which requests for transfer to another school since 01 September relate to children on roll at one of those 4 establishments.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>In the White Paper in March one of the issues which there has not yet been a U-turn on was the return of in-year admissions to County Councils and other authorities responsible. At present it would appear from the answer that we have no way of knowing what the movement in some of these schools is, which has an implication for the County Council if one of these schools were to suddenly close because it was economically or financial unviable.</p> <p>Can the Cabinet Member say whether she thinks there will be progress on returning in-year admissions to authorities like the County Council?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>Thank you, we have made representations to the Secretary of State and I am hopeful that in-year admissions will be returned to the County Council.</p>

<b>Questions</b>	<b>Answers</b>
<p><b>10. COUNCILLOR JANET GODDEN</b></p> <p>With reference to the motion unanimously agreed by this Council at its meeting on 12 July (agenda item 43/16), what specific steps have been taken, in accordance with point (2) of the motion, towards asking the district councils to support the community groups in their areas looking to take over the children's centres, and what specific responses have been received?</p>	<p><b>COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR CHILDREN, EDUCATION &amp; FAMILIES</b></p> <p>Officers have been working with the District Councils to ensure as much support as possible is given to community groups in their areas that are looking to run some open access children's services. Conversations have been taking place with the City Council &amp; Cherwell District Council who are supportive of this approach and have discussed the continuation of services at their local partnerships.</p> <p>South Oxfordshire District Council are engaging at an individual group level such as in Berinsfield, however they have decided to not support the centres with funding from their revenue grants scheme.</p> <p>Conversations are taking place with Vale of White Horse District council; however these are at an early stage.</p> <p>Despite initial meetings with West Oxfordshire District Council these have not progressed further.</p> <p>Any encouragement that fellow Councillors can give to Districts to assist will of course be most welcome.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>The main paragraph of my answer is about representations from officers and at the end you are very fairly asking for individual councillors to intervene if they can. Could you tell me what representations have been made by Cabinet Members, I would be very happy for a written answer if you don't have</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>I think all Cabinet Members who have centres within their divisions have made representations to the District Council or to us as a Cabinet. I will send you a written answer.</p>

<b>Questions</b>	<b>Answers</b>
this at your finger tips.	
<p><b>11. COUNCILLOR RICHARD WEBBER</b></p> <p>Can the Cabinet member confirm that the criteria for the award of the £1m transition grants to community-run children's centres will take full account of the motion unanimously agreed by this council at its meeting on 12 July (agenda item 43/16) including that the £1m Transition Fund money should be committed to those areas which were losing their children's Centres?"</p>	<p><b>COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR CHILDREN, EDUCATION &amp; FAMILIES</b></p> <p>The Council has already received 17 bids for transition funding to help communities provide open access children's services. That's a hugely positive response which shows the appetite of local people to deliver the services they most want to see in their communities.</p> <p>"We have been working closely with individual community groups on the development of business plans, as this cannot be a one-size-fits-all approach. Clearly these discussions have covered rental costs, and groups have submitted bids in the knowledge of what these costs would be.</p> <p>"Rent charged by the Council at the Community Rate is typically 50 per cent of the full market rate, and further reductions may apply if activities meet a statutory need. The actual figure in any individual case will take into consideration the various property matters such as intended use, length of term and the condition of the building.</p> <p>"The first round of funding bids are currently being considered and we are already working with other groups who we anticipate will submit business plans ahead of the January 9 deadline for the second round.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Would Councillor Tilley agree that it would be most unfortunate if any or the entire transition fund allocated to those areas at greatest risk of losing their children's centres would be spent paying rent and rates to OCC?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>I think it is important to know that we are talking to all the ones that seem to have higher rents about locating the Children's Centres elsewhere. One of them is a pilot study at the moment in libraries. So I think we are working with everybody to try and minimise the problems that may arise, but I am not at liberty to say what rents will be charged, I think there is a motion later on.</p>

Questions	Answers
<p><b>12. COUNCILLOR RICHARD WEBBER</b></p> <p>At the recent public event at the Kassam Stadium, prospective volunteers who, we hope, might take over some of our Children's Centres, were told that rent to OCC would be chargeable under the Council's Asset Management Transfer Policy.</p> <p>Please would the Cabinet member explain how such rent would be assessed?</p>	<p><b>COUNCILLOR LINDSAY-GALE, CABINET MEMBER FOR PROPERTY, CULTURAL &amp; COMMUNITY SERVICES</b></p> <p>All community groups have been asked to complete an Expressions of Interest. Once this has been received the County Council's estates team will be in contact with them to determine what rent is applicable with regard to the building they are expressing an interest in, and in light of the use or mix of uses they propose.</p> <p>The levels at which the County Council charges rent are:</p> <ol style="list-style-type: none"> <li>1. Commercial Rate (the full market rate that can be achieved for a building)</li> <li>2. Community Rate (notionally 50% of the commercial rent subject to the proposed use, these are the rents that were published in May 2016)</li> <li>3. Early Years Rate ( if meeting a statutory need under the Early Years and Childcare Providers policy published in Dec 2014, further reductions apply)</li> </ol> <p>The actual rent applied will take into consideration the various property matters such as the proposed community use, or mix of uses, the length of term of the lease and the condition of the building.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Councillor Lindsay-Gale will be aware that there is a problem, a perception out there that OCC may be hiding behind its own policy – is she aware of that? And would she consider accepting business plans from perspective volunteer groups without reference to rent and rates at least in the first instance?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>Yes I am aware of the concern and what I would say Councillor Webber is that we will be dealing with this whole issue under agenda item 13 and then you will get some answers.</p>

Questions	Answers
<p><b>13. COUNCILLOR JEAN FOOKS</b></p> <p>Is the Cabinet member confident that there are enough staffing resources to maintain levels of service in Children's Centres until the new Structure is in place?</p>	<p><b>COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR CHILDREN, EDUCATION &amp; FAMILIES</b></p> <p>We are not in a position to give reassurance that there are enough staffing resources to maintain levels of service in Children's Centres until the new Structure is in place.</p> <p>In the letter from Jim Leivers to members and partner agencies on 8th August 2016 this was made clear.</p> <p>The letter stated that as the service moves towards implementation of the new delivery structure from September 2016 onwards.</p> <p>"there will be significant movement of staff as people are appointed to new posts and others decide to leave the service to take up work elsewhere "</p> <p>To date upwards of 55 staff have left OCC employment in these circumstances. The letter goes on to say that these circumstances will "inevitably mean that early intervention service will begin to re prioritise its work and workloads. Wherever possible support in the immediate future will continue to be offered to families who receive support through universal provision however this will not always be possible and as staff capacity reduces it is likely that delivery of other open access sessions will have to cease"</p> <p>The service is trying very hard to avoid changing or ceasing services and we have seen some really innovative work by centres to keep services going</p> <p>The service is clustering resources across children centres and hubs and planning locally to make best use of staffing capacity. Managers are taking a flexible approach when planning services and decisions about service reductions is being based on priority need and the skill of the staff available to run the service but unfortunately some services have had to cease and others will have</p>

<b>Questions</b>	<b>Answers</b>
	<p>to change or cease before the new service is fully operational.</p> <p>I would like to take this opportunity to reassure members that the service will do all it can to keep any changes to a minimum. Managers are closely monitoring the situation. If services do need to change or cease we will look at all alternative options, give families and partners as much notice as possible and ensure that vulnerable families are supported.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>I wondered if you could please check that managers are indeed informing users because that is not what is happening in my patch in North Oxford I'm afraid.</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>Yes, we will make sure that everybody gets to know what is happening.</p>
<p><b>14. COUNCILLOR JOHN TANNER</b></p> <p>The County Council's insistence on unspecified rental charges for children's centres trying to run independently, such as Grandpont children's centre in my own division, has been a very unhelpful step. Will the Cabinet now rule out charging rent for children's centres threatened with closure by this Council?</p>	<p><b>COUNCILLOR LINDSAY-GALE, CABINET MEMBER FOR PROPERTY, CULTURAL &amp; COMMUNITY SERVICES</b></p> <p>The Council has already received 17 bids for transition funding to help communities provide open access children's services. That's a hugely positive response which shows the appetite of local people to deliver the services they most want to see in their communities.</p> <p>"We have been working closely with individual community groups on the development of business plans, as this cannot be a one-size-fits-all approach. Clearly these discussions have covered rental costs, and groups have submitted bids in the knowledge of what these costs would be.</p> <p>"Rent charged by the council at the Community Rate is typically 50 per cent of the full market rate, and further reductions may apply if activities meet a statutory need. The actual figure in any individual case will take into consideration the various property matters such as intended use, length of term and the condition</p>

<b>Questions</b>	<b>Answers</b>
	<p>of the building.</p> <p>“The first round of funding bids are currently being considered and we are already working with other groups who we anticipate will submit business plans ahead of the January 9 deadline for the second round.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>There are, it seems two problems, one is the uncertainty and the other is asking for rent – even at a reduced rate. I take the point Mr Chairman that this is going to be debated later on. But it would be helpful if Councillor Lindsey-Gale could say something about whether she is in a position to reply with some certainty about rent levels and whether rent levels should apply at all.</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>Thank you Councillor Tanner. Again could I just ask you to be a little bit more patient and wait until we get to the agenda item 13 when this will be discussed?</p>
<p><b>15. COUNCILLOR JOHN TANNER</b></p> <p>The pedestrianisation of Cornmarket has created a safe, unpolluted, vibrant and people-friendly space for all in the heart of Oxford, valued by shoppers, students and tourists alike. Will the Cabinet immediately rule out any possibility of re-introducing dangerous, polluting and unnecessary buses to Oxford’s Cornmarket?</p>	<p><b>COUNCILLOR DAVID NIMMO SMITH, CABINET MEMBER FOR ENVIRONMENT</b></p> <p>The Council’s adopted transport policy, the Local Transport Plan, does not include any proposals for buses to operate in Cornmarket. It would not be appropriate for the Cabinet to rule out a change to this policy indefinitely as circumstances may change in future.</p>

<b>Questions</b>	<b>Answers</b>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Will Councillor Nimmo Smith agree with me that in fact, what is says in the LTP4 in the local plan about Oxford is that there will be increased pedestranisation not less.</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>We are looking across the whole County of ways of actually dealing with air quality, making places people friendly and if that means that some places are pedestrianised, so much the better.</p>
<p><b>16. COUNCILLOR JOHN TANNER</b></p> <p>The Conservative Government's Brexit negotiations are likely to have a very damaging impact on Oxfordshire's economy; especially for the car industry, scientific research, farming, hospitals, care-homes and shops and restaurants. What steps is the County Council taking to mitigate this damage and what new opportunities for Oxfordshire does the Cabinet envisage when Britain leaves the European Union?</p>	<p><b>COUNCILLOR IAN HUDSPETH, LEADER OF THE COUNCIL</b></p> <p>The Conservative Government's Brexit negotiations will have a positive impact on Oxfordshire's and the Country's economy. Just last week we have seen that Nissan, the largest car manufacturer in the UK, have pledged to 2 build 2 new models at their plant in Sunderland. I expect we'll see similar announcements in future years, proving that Britain is open for business. This will grow the economy of the whole country providing opportunities at all levels of industry and commerce.</p> <p>The County council is working with the LEP, City, District and other partners to bid for infrastructure and apprenticeship funding to ensure that we have the best conditions to enable all residents of Oxfordshire to grow and prosper once the shackles of the European Union are removed.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>I fear that Councillor Hudspeth has missed the core of my question which is: What is the County Council doing post-BREXIT to assist the people of Oxfordshire? I would be grateful if he could comment on that, but I am quite astounded that he thinks that the European Union is a question of shackles which need to be removed. I wonder if he could mention</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>I think I have answered the first part of the question. I completely disagree with you about the negotiations as I believe this will be successful and as I say in my answer we have seen last week Nissan are going to produce two new models in the UK endorsing what is going to happen and endorsing the Government's policy which is fantastic news. So I cannot see how this is going to be the end of the world for Oxfordshire simply because Councillor Tanner is saying so. I have got to say I think we need to start representing our residents and let's face it the Country voted to leave the European Union. It's up to us to make sure that</p>



<b>Questions</b>	<b>Answers</b>
one shackle we have heard a lot about 'freedom of movement', freedom of investment, freedom of clean air and all the rest. I wonder if he could mention a shackle because I am not aware of them and the people of Oxfordshire are not.	works and making sure it works is being positive about it.

This page is intentionally left blank

Division(s): N/A

## **ANNUAL REPORT OF THE REMUNERATION COMMITTEE TO OXFORDSHIRE COUNTY COUNCIL ON THE COUNCIL'S PAY POLICY STATEMENT**

### **Report by Director of Human Resources**

#### **Introduction**

1. In 2012 a stand-alone Remuneration Committee was set up to report each year directly to full Council and to make recommendations regarding the Council's Pay Policy Statement. This is the updated report of the Remuneration Committee for 2017-18.

#### **Context**

2. The Localism Act 2011 required all councils to agree and publish a pay policy statement every financial year. The Act lays down requirements on the content of the statement. This requirement is supplemented by detailed guidance from the Department for Communities and Local Government entitled 'Openness and Accountability in Local Pay: Guidance under Section 40 of the Localism Act'.
3. In addition, the Code of Recommended Practice for Local Authorities on Data Transparency (updated in 2014) requires that Councils publish prescribed information on senior pay, jobs and organisational structures. The definition of senior pay under the Code is wider than the top management team and includes senior managers earning more than £50,000 per annum. Employees whose salary exceeds £150,000 p.a. must be named. Some of this information is already published each year in the Council's Statement of Accounts.
4. Full details, as required by the Act and Code of Practice, will be published on the Council's web site and will be available on request.
5. The Council has for many years managed its pay by adopting balanced terms and conditions of employment and by exercising a range of effective managerial rules and processes which have allowed services to operate efficiently within the budgetary constraints which apply. Benchmarking information is available at Annex 1. The Council welcomes this opportunity to be open and accountable about the management of pay and seeks to publish a Pay Policy Statement which embraces the spirit and the letter of the legislation and guidance.
6. In summary the pay policy statement must as a minimum include details of the Council's policy on:
  - The remuneration of its Chief Officers

- The remuneration of its lowest paid employees
- The relationship between the remuneration of its Chief Officers and other officers

### **Revised Pay Policy Statement**

7. The Pay Policy Statement at Annex 2 fulfils the requirements set down by the relevant legislation, codes etc. This Pay Policy Statement will be reviewed by the Council annually. All general changes to pay will be subject to agreement by Remuneration Committee. Changes to grades of senior officers are approved by Remuneration Committee.
8. A three year local agreement, known as the 'Oxfordshire Local Agreement', has been negotiated with Unison effective from 2014-15 to 2016-17. This agreement introduced local negotiations for pay and terms and conditions for Green Book employees. The agreement included a guarantee to match the NJC pay award in 2014-15 and 2015-16 should this be more beneficial. Consequently, the Council has brought pay in line with the national agreement which covered both of these years and has awarded 2.2% to most relevant employees, plus limited more detailed arrangements in line with the NJC agreement. The Council has agreed with Unison to match the national agreement again from 2016-17.
9. Senior managers are paid on four point grades using appropriate job evaluation systems. A similar three year local agreement was introduced in April 2014 for senior employees, known as the Oxfordshire Senior Staff Local Agreement. Employees covered by this agreement have received a 1% pay rise in 2014-15, in 2015-16 and 2016-17.
10. From April 2017 the national agreement for local government officers will apply.
11. A senior management review has been carried out across the Council during 2016 and a new senior structure has been put in place from January 2017. Any pay changes for senior officers in this population are considered and, if agreed, approved by Remuneration Committee at the appropriate time. Details of these posts are shown at Appendix 1 of the Council's Pay Policy Statement
12. Although Oxfordshire is subject to the difficult national economic situation it remains a relatively prosperous employment market and the Council must remain competitive in the levels of pay and terms and conditions of employment it offers in order to recruit and retain good quality staff.
13. Benchmarking data on pay and severance is attached at Annex 1. Oxfordshire's severance arrangements are shown to be in line with other Councils and relatively modest in terms of redundancy payment calculator.

**Future Pay Policies**

14. The implementation of the National Living Wage was incorporated into the national pay negotiations and adopted by the Council.
15. The pay policy statement must be reviewed and re-published every year. Information published in accordance with the Data Transparency Code will be updated and improved regularly.
16. Relevant trade unions will be consulted fully on changes to the Pay Policy Statement.

**RECOMMENDATIONS**

17. **The Council is RECOMMENDED to:**
  - (a) **receive the report of the Remuneration Committee;**
  - (b) **approve the revised Pay Policy Statement at Annex 2 to this report.**

**STEVE MUNN**  
**Director of Human Resources**

Contact: Sue Corrigan, County HR Manager 01865 810280

Background Papers: None

January 2017

**Benchmark Information****Senior Pay**

<b>Post</b>	<b>Oxfordshire County Council Salary £</b>	<b>Average for County Councils £</b>
Chief Executive	<b>175,000</b>	<b>177,806</b>
Strategic Director for People	<b>Post held by Director of Public Health (salary details at Appendix 1)</b>	<b>138,963</b>
Strategic Director for Communities	<b>140,000</b>	<b>136,775</b>
Strategic Director for Resources	<b>Post covered by the Chief Executive (salary details above)</b>	<b>137,500</b>

**Source: Salary Benchmarking carried out as part of the Senior Management Review – Penna, May 2016.**

**Early Retirement and Redundancy Compensation 2013 [Latest information available from LGE]****How redundancy pay is calculated**

<b>Method of calculation</b>	<b>Oxfordshire County Council</b>	<b>% of authorities</b>
Using actual salary	Yes	89%
Using statutory maximum figure	No	4%
Other	No	6%

**Lump sum compensation for redundancy**

<b>Method of calculation</b>	<b>Oxfordshire County Council</b>	<b>% of authorities</b>
X 1.5	1.5	28%
X 2		23%
X 2.5		4%
X 3		1%
Using other formula		43%

**Augmented membership under the Local Government Pension Scheme for redundancy**

<b>Method of calculation</b>	<b>Oxfordshire County Council</b>	<b>% of authorities</b>
No	No	89%
Yes in some cases		8%
Yes in all cases		2%

**Augmented membership under the Local Government Pension Scheme for efficiency of the service retirements**

<b>Method of calculation</b>	<b>Oxfordshire County Council</b>	<b>% of authorities</b>
No	No	88%
Yes in some cases		10%
Yes in all cases		2%

**Source: Local Government Group Report of the Early Retirement and Redundancy Compensation Survey 2013**

Footnote: Figures are for non-schools staff





## OXFORDSHIRE COUNTY COUNCIL PAY POLICY STATEMENT

### Preamble.

1. This Pay Policy Statement fulfils Oxfordshire County Council's legal obligations under The Localism Act 2011. It incorporates current guidance. The Council will also publish details of its senior pay, salary and organisational structure information as required by the Code of Recommended Practice for Local Authorities on Data Transparency, as amended.
2. This Statement will be published on the Council's public website and will be available in other formats upon request.
3. Procedural and approval requirements set down in the Council's Constitution will be applied as required.
4. This Policy Statement does not cover school employees.

### Reward Policy.

5. Oxfordshire County Council aims to develop and implement reward systems and structures which meet the following requirements:
  - Allow the Council to recruit and retain high calibre employees in order to provide high quality services.
  - Maintain levels of pay which are in line with the Council's financial policies and provide value for money.
  - Are open, transparent and accountable.
  - Are fair and consistent.
6. High levels of performance are expected from employees and where standards are not satisfactory prompt managerial action will be taken to improve performance. This may include with-holding incremental rises or disciplinary/capability action in accordance with agreed procedures.

### Pay Design.

7. A three year local agreement was introduced from April 2014 for the posts of Chief Executive, Head of Paid Service Chief Officers<sup>1</sup>, Deputy Chief Officers and related staff, known as the Oxfordshire Senior Staff Local Agreement. Where the Council varies terms and conditions this will be subject to approval by the Remuneration Committee. This agreement will expire on 31 March 2017 and will be replaced by the relevant national agreements.
8. A senior management review has been carried out across the Council during 2016 and a new senior structure has been put in place from January 2017.

<sup>1</sup> For the purposes of this Statement the Chief Fire Officers are treated as Chief Officers.

Any pay or grading changes for senior officers in this population are considered and, if agreed, approved by the Remuneration Committee. Details of these posts are shown at Appendix 1. Salary packages for a new post in excess of £100,000 p.a. will be subject to formal approval by full Council.

9. Grading of Directors,, Assistant Chief Executive, Deputy Directors and related staff, other than in Fire and Rescue, is subject to an appropriate job evaluation process.
10. Where the Chief Executive or other officer receives election fees these will be shown separately to salary. These fees are set annually by the Council's Audit and Governance Committee. In addition, a comprehensive review of election fees is undertaken by the Audit and Governance Committee every four years in readiness for the County quadrennial elections.
11. In accordance with publication requirements, a table showing information on the current pay of the Chief Executive, Directors, Deputy Directors, assistant Chief Executive and other officers earning over £50,000 pa, will be published on the Council's web site. All allowances and other payments will be shown. Bonuses and performance related pay are not currently paid. Expenses are based on nationally agreed levels except car mileage which is based on the Inland Revenue All Car rate, currently 45 pence per mile, falling to 25 pence for miles travelled in excess of 10,000 per annum.
12. The schemes of terms and conditions of employment and grading structures which apply to all groups of employees other than the Chief Executive, Directors and Deputy Directors and Assistant Chief Executive are identified in Appendix 1. From 1 April 2014 a three year local agreement covering Green Book employees came into effect, known as the Oxfordshire Local Agreement. This agreement will expire on 31 March 2017 and will be replaced by the relevant national agreement.
13. The highest paid officer in the Council currently receives £181,037.76p.a. including all elements of pay other than election fees. The current lowest full time salary paid by the Council is £14,514 per annum<sup>2</sup>. The Council's median annual salary is £29,638 per annum. This multiplies 6.10 times into the annual salary of the highest paid.
14. Changes to the grades of all groups of employees other than Chief Executive, Directors, Deputy Directors, Assistant Chief Executive, staff in Fire and Rescue, and teachers will be subject to Job Evaluation Schemes in accordance with the Constitution and national and local terms and conditions as applicable. Market supplements may be paid in circumstances where they are required to attract or retain appropriate staff where a case has been agreed by the Grading Moderation Panel which is responsible for the local determination of job grades.

<sup>2</sup> The lowest paid salary is based on the bottom point of the Oxfordshire Local Scales which is the lowest normal pay point – currently payable to some cleaning staff. It does not include apprentices due to their trainee status or staff who have transferred in to the Council under TUPE protected rates.

15. Grading structures for all groups of employees will be implemented in line with agreed published pay scales and agreed relevant national and local terms and conditions of employment listed in Appendix 1.
16. Annual pay awards will be implemented in line with local or national negotiations for all employee groups.

#### Pensions and Severance Payments

17. Severance payments for all employees will comply with the Council's Pensions and Retirement Policy. The Oxfordshire County Council Redundancy Scheme, which is currently one and a half times statutory entitlement based on actual pay, will apply where redundancy payments are due.
18. All employees who have received a redundancy payment in relation to the termination of their contracts of employment will be subject to the provisions of the Redundancy Modification Order and will be subject to Local Government Pension Scheme (LGPS) Regulations or other pension scheme regulations where applicable. Information on severance payments paid is available at Appendix 1.
19. Where other severance payments are appropriate such payments will be approved by the Director of Human Resources, Director of Law and Governance and the Director of Finance, and will be the subject of a Settlement Agreement for the purpose of compromising any compensation for which the council may otherwise be legally liable.
20. The current employer's pension contribution rates are set down in Appendix 2.
21. The Council's Pensions and Retirement Policy Statement sets down its policy on payment of pensions. This policy Statement is reproduced as Appendix 3 of the Pay Policy Statement.

#### Review of the Policy.

22. This policy Statement will be reviewed by the Remuneration Committee who will make recommendations for the approval of full Council annually.

**Steve Munn**  
**Director of Human Resources**  
Reviewed February 2017

**Terms and Conditions of Employment and Grading Structures.****Joint Negotiating Committee for Chief Executives***Effective from 1 January 2017 Salary: £175,000 pa***Joint Negotiating Committee for Chief Officers***Effective from date shown in table below:*

<b>Grade</b>	<b>Pay</b>	<b>Effective Date</b>
Chief Executive	£175,000	1-1-2017
Strategic Director for People and Director of Public Health	£181,037	1-4-2016
Strategic Director for Communities	£140,000	16-1-2017
Director for Children's Services	£125,000	1-12-2016
Director for Adult Services	£125,000	1-12-2016
Director of Finance	£122,412	1-4-2016
Director of Human Resources	£122,412	1-4-2016
Director of Law and Governance	£122,412	1-1-2017
Director of Customer Experience	£101,126	1-4-2016
Assistant Chief Executive	£91,013	1-4-2016
Interim Director for Strategy & Infrastructure Planning	£74,278	1-7-2016
Interim Director for Environmental Operations (covered by temporary arrangement)	Hay Grade A	
Director for Community Safety & Chief Fire Officer	£133,398	1-1-2016
Deputy Director of Public Health	£104,409	1-4-2016

**HAY Grades Effective from 1 April 2016**

<b>Grade</b>	<b>Pay Scale</b>
Grade A	£91,611-£94,781-£97,953-£101,126
Grade B	£78,525-£82,094-£85,660-£89,232
Grade C	£65,434-£69,400-£73,363-£77,335
Grade D	£57,797-£58,730-£59,683-£60,653-£63,058

**Public Health***Effective from 1 April 2016*

<b>Grade</b>	<b>Pay Scale</b>
Director Public Health	Basic salary £ 102,465.48 On Call allowance £5,123.28 pa Clinical Excellence Award £35,484.00 pa Director of Public Health allowance £10,578.96 pa Additional Programme Activity allowance £27,386.04 pa Total pay : £181,037.76
PH YC72	£76,001-£78,381-£80,761-£83,141-£85,514-£91,166-£96,819-£102,465
PH BD9	£78,629-£82,434-£86,390-£90,537-£94,883-£99,437
PH B8RC	£56,104-£57,640-£59,606-£62,397-£66,582-£68,484
PH B8RB	£46,626-£48,034-£50,467-£53,285-£56,104-£57,640

BD7	£31,383-£32,407-£33,560-£35,225-£36,250-£37,403-£38,683-£40,028-£41,373
BD5	£21,909-£22,458-£23,363-£24,304-£25,298-£26,302-£27,361-£28,462

**Oxfordshire Local Agreement**  
Effective 1 April 2016

Grade	G1	G2	G3	G4	
SCP - £	5 – Deleted 1/10/15 6 – £14,514	7 - £14,615 8 - £14,771	9 - £14,975 10 - £15,238 11 - £15,507	11 - £15,507 12 - £15,823 13 - £16,191	
	Grade	G5	G6	G7	G8
SCP - £	14 - £16,481 15 - £16,772 16 - £17,169 17 - £17,547	18- £17,891 19 - £18,560 20 - £19,238 21 - £19,939	22 - £20,456 23 - £21,057 24 - £21,745 25 - £22,434	26 - £23,166 27 - £23,935 28 - £24,717 29 - £25,694	
	Grade	G9	G10	G11	G12
	SCP - £	29 - £25,694 30 - £26,556 31 - £27,394 32 - £28,203	33 - £29,033 34 - £29,854 35 - £30,480 36 - £31,288	37 - £32,164 38 - £33,106 39 - £34,196 40 - £35,093	41 - £36,019 42 - £36,937 43 - £37,858 44 - £38,789
		Grade	G13	G14	G15
SCP - £		45 - £39,660 46 - £40,619 47 - £41,551 48 - £42,474	49 - £43,387 50 - £44,313 51 - £45,242 52 - £46,180	53 - £47,128 54 - £48,073 55 - £49,013 56 - £49,955	57 - £50,913 58 - £51,853 59 - £52,801 60 - £53,750
		Grade	G17	G18	
	SCP - £	61 - £54,695 62 - £55,645 63 - £56,589 64 - £57,537	65 - £58,483 66 - £59,428 67 - £60,392 68 - £61,374		

## Consolidated Pay Spine

Salary points at 1 April 2016					
Spinal point	Salary £	Grade	Spinal point	Salary £	Grade
5	Deleted	G1	51	45,242	G14
6	14,514	G1	52	46,180	G14
7	14,615	G2	53	47,128	G15
8	14,771	G2	54	48,073	G15
9	14,975	G3	55	49,013	G15
10	15,238	G3	56	49,955	G15
11	15,507	G3/G4	57	50,913	G16
12	15,823	G4	58	51,853	G16
13	16,191	G4	59	52,801	G16
14	16,481	G5	60	53,750	G16
15	16,772	G5	61	54,695	G17
16	17,169	G5	62	55,645	G17
17	17,547	G5	63	56,589	G17
18	17,891	G6	64	57,537	G17
19	18,560	G6	64H	57,797	HAY D
20	19,238	G6	65	58,483	G18
21	19,939	G6	65H	58,730	HAY D
22	20,456	G7	66	59,428	G18
23	21,057	G7	66H	59,683	HAY D
24	21,745	G7	67	60,392	G18
25	22,434	G7	67H	60,653	HAY D
26	23,166	G8	68	61,374	G18
27	23,935	G8	69H	63,058	HAY D
28	24,717	G8	70H	65,434	HAY C
29	25,694	G8/G9	71H	69,400	HAY C
30	26,556	G9	72H	73,363	HAY C
31	27,394	G9	73H	77,335	HAY C
32	28,203	G9	74H	78,525	HAY B
33	29,033	G10	75H	82,094	HAY B
34	29,854	G10	76H	85,660	HAY B
35	30,480	G10	77H	89,232	HAY B
36	31,288	G10	78H	91,611	HAY A
37	32,164	G11	79H	94,781	HAY A
38	33,106	G11	80H	97,953	HAY A
39	34,196	G11	81H	101,126	HAY A
40	35,093	G11	82A	£112,211	CORPAD
41	36,019	G12	82B	£117,312	CORPAD
42	36,937	G12	82C	£122,412	CORPAD
43	37,858	G12	83A	£133,398	Director
44	38,789	G12	83B	£137,697	Director
45	39,660	G13	83C	£143,082	Director
46	40,619	G13	83D	£147,732	Director
47	41,551	G13	83E	£152,534	Director
48	42,474	G13	84A	£189,838	CH Exec
49	43,387	G14	84B	£196,007	CH Exec
50	44,313	G14	84C	£202,378	CH Exec

**National Joint Council for Chief and Assistant Chief Fire Officers (Gold Book)**  
*Effective 1 January 2016*

<b>Grade</b>	<b>Pay Scale</b>
Chief Fire Officer	£133,398
Deputy Chief Fire Officer	£104,833
Assistant Chief Fire Officer	£97,953

**National Joint Council for Fire Brigades (Grey Book)**  
*Effective 1 July 2016*

**Firefighting Roles**

	<b>Basic annual £</b>	<b>Basic hourly rate £</b>	<b>Overtime rate £</b>
<b>Firefighter</b>			
Trainee	22,237	10.15	15.23
Development	23,162	10.58	15.87
Competent	29,638	13.53	20.30
<b>Crew Manager</b>			
Development	31,501	14.38	21.57
Competent	32,858	15.00	22.50
<b>Watch Manager</b>			
Development	33,569	15.33	23.00
Competent A	34,502	15.75	23.63
Competent B	36,745	16.78	25.17
<b>Station Manager</b>			
Development	38,220	17.45	26.18
Competent A	39,367	17.98	26.97
Competent B	42,154	19.25	28.88
<b>Group Manager</b>			
Development	44,018	20.10	Not Applicable
Competent A	45,338	20.70	“
Competent B	48,796	22.28	“
<b>Area Manager</b>			
Development	51,677	23.60	Not applicable
Competent A	53,226	24.30	“
Competent B	56,685	25.88	“

**Retained Duty System**

	(1) £ per annum	(2) £ per annum	(3) £ per Hour	(4) £ per occasion
<b>Firefighter</b>				
Trainee	2,224	1,112	10.15	3.90
Development	2,316	1,158	10.58	3.90
Competent	2,964	1,482	13.53	3.90
<b>Crew Manager</b>				
Development	3,150	1,575	14.38	3.90
Competent	3,286	1,643	15.00	3.90
<b>Watch Manager</b>				
Development	3,357	1,678	15.33	3.90
Competent A	3,450	1,725	15.75	3.90
Competent B	3,675	1,837	16.78	3.90
<b>Station Manager</b>				3.90
Development	3,822	1,911	17.45	3.90
Competent A	3,937	1,968	17.98	3.90
Competent B	4,215	2,108	19.25	3.90
<b>Group Manager</b>				
Development	4,402	2,201	20.10	3.90
Competent A	4,534	2,267	20.70	3.90
Competent B	4,880	2,440	22.28	3.90
<b>Area Manager</b>				
Development	5,168	2,584	23.60	3.90
Competent A	5,323	2,661	24.30	3.90
Competent B	5,669	2,834	25.88	3.90

**Soulbury Committee (Blue Book)***Effective 1 September 2016*Educational Psychologists – Scale A

Spine Point	Salary
1	£35,337
2	£37,173
3	£38,969
4	£40,764
5	£42,558
6	£44,353
7	£46,044
8	£47,734
9	£49,317*
10	£50,902*
11	£52,380*



Notes: Salary scales to consist of six consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit, retain and motivate staff.

\* Extension to scale to accommodate structured professional assessment points.

### Senior & Principal Educational Psychologists – Scale B

Spine Point	Salary
1	£44,353
2	£46,044
3	£47,734
Spine Point	Salary
4	£49,317
5	£50,902
6	£52,380
7	£52,987
8	£54,120
9	£55,243
10	£56,386
11	£57,506
12	£58,649
13	£59,811
14	£60,933
15	£62,110
16	£63,275
17	£64,448
18	£65,620

Notes: Salary scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit, retain and motivate staff. \* Normal minimum point for the Principle Educational Psychologist undertaking the full range of duties at this level. \*\* Extension to range to accommodate discretionary scale points and structured professional assessments.

### Trainee Educational Psychologists

Spine point	Salary
1	£22,728
2	£24,393
3	£26,054
4	£27,718
5	£29,381
6	£31,044

### Assistant Educational Psychologists

Spine point	Salary
1	£27,939
2	£29,080
3	£30,221
4	£31,335

## Educational Improvement Professionals (EIPs)

Spine Point	Salary	Spine Point	Salary
1	£33,730	26	£62,291
2	£34,938	27	£63,367
3	£36,078	28	£64,457
4	£37,234	29	£65,551
5	£38,383	30	£66,643
6	£39,533	31	£67,725
7	£40,741	32	£68,824
8	£41,902*	33	£69,924
9	£43,256	34	£71,050
10	£44,463	35	£72,173
11	£45,655	36	£73,329
12	£46,809	37	£74,465
13	£48,116**	38	£75,615
14	£49,280	39	£76,748
15	£50,567	40	£77,880
16	£51,731	41	£79,019
17	£52,897	42	£80,156
18	£54,042	43	£81,293
19	£55,223	44	£82,435
20	£55,833***	45	£83,574
21	£57,005	46	£84,715
22	£58,027	47	£85,860
23	£59,152	48	£86,995****
24	£60,160	49	£88,135****
25	£61,239	50	£89,275****

Notes: Salary scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit, retain and motivate staff. \* Normal minimum point for EIP undertaking the full range of duties at this level. \*\* Normal minimum point for senior EIP undertaking the full range of duties at this level. \*\*\* Normal minimum point for leading EIP undertaking the full range of duties at this level. \*\*\*\* Extension to range to accommodate structured professional assessments.

**Teachers (Burgundy Book)**

*Effective 1 September 2016*

Main Pay Range	TPA Code	Per Annum	Per Day
M1	WOO	£22,467	£115.22
M2	WOO	£24,234	£124.32
M3	WOO	£26,192	£134.32
M4	WOO	£28,207	£144.65
M5	WOO	£156.05	£156.05
M6	WOO	£33,160	£170.05
Upper Pay Range	TPA Code	Per Annum	Per Day
U1	POO	£35,571	£182.42
U2	POO	£36,889	£189.17
U3	POO	£38,250	£196.15
Unqualified Teacher Pay Range	TPA Code	Per Annum	Per Day

## CC7

UQ1	U04	£16,461	£84.42
UQ2	U04	£18,376	£94.24
UQ3	U04	£20,289	£104.05
UQ4	U04	£22,204	£113.87
UQ5	U04	£24,120	£123.69
UQ6	U04	£26,034	£133.51

Leading Practitioner Pay Range	£38,984 to £59,264
--------------------------------	--------------------

**Teaching and Learning Responsibility allowances**

TLR1 minimum £7,622	TLR1 maximum £12,898
TLR2 minimum £2,640	TLR2 maximum £6,450
TLR3* minimum £523	TLR3* maximum £2,603

\* TLR3's are temporary

The School / Service sets the actual pay points within these ranges. Most schools use the standard OCC rates for allowances which are as follows: TLR2 (1) £2,640, TLR2 (2) £4,353, TLR2 (3a) £6,093 or TLR2 (3b) £6,450, TLR1 (1) £7,622, TLR1 (2) £9,285, TLR1 (3) £11,026, TLR1 (4) £12,898.

**Special Educational Needs (SEN) Allowance**

Minimum	£2,085	Maximum	£4,116
---------	--------	---------	--------

Leadership Pay Spine	Per Annum	Leadership Pay Spine	Per Annum
L1*	£38,984	L23	£66,982
L2*	£39,960	L24	£67,963**/£68,643
L3*	£40,958	L25	£70,349
L4*	£41,978	L26	£72,089
L5*	£43,023	L27	£73,144**/£73,876
L6*	£44,102	L28	£75,708
L7*	£45,290	L29	£77,583
L8*	£46,335	L30	£79,514
L9*	£47,492	L31	£80,671**/£81,478
L10*	£48,711	L32	£83,503
L11*	£49,976	L33	£85,579
L12*	£51,127	L34	£87,694
L13*	£52,405	L35	£88,984**/£89,874
L14*	£53,712	L36	£92,099
L15*	£55,049	L37	£94,389
L16*	£56,511	L38	£96,724
L17*	£57,810	L39	£98,100**/£99,081
L18*	£58,677**/£59,264	L40	£101,554
L19	£60,733	L41	£104,091
L20	£62,240	L42	£106,699
L21	£63,147**/£63,779	L43	£108,283
L22	£65,363		

\* Means that this is also the pay point for a Leading Practitioner in the Oxfordshire Model Pay Policy

\*\* Means that this is the salary where the point is the maximum of the

Headteacher's individual pay range.
-------------------------------------

### National Joint Council for Workshops for the Blind

Effective 1 October 2015

Probationary Grade: £13,614 pa

Substantive Grade: £13,664 pa

### Apprentices

Effective 1 April 2016

	Intermediate (GCCSE Grades D-G)	Advance Apprentice (GCCSE Grades A*-C)	
			Grade 3
Up to 6 months	£10,400		£14,975
6-12 months	££10,900	Progression through grade	
After 12 months	£14,514	Determined via job evaluation	

**Appendix 2**

### Pension Contribution Rates

#### Local Government Pension Scheme

From 1st April 2016 contribution rates are calculated on the bands indicated below based on actual salary and pensionable allowances in accordance with the following table:

Band	Range (based on pensionable earnings)	Contribution Rate - Employee	Provisional Contribution Rate – Employer (to be confirmed)
1	Up to £13,600	5.5%	20%
2	£13,601 - £21,200	5.8%	20%
3	£21,201 - £34,400	6.5%	20%
4	£34,401 - £43,500	6.8%	20%
5	£43,501 - £ 60,700	8.5%	20%
6	£60,701 - £86,000	9.9%	20%
7	£86,001 - £101,200	10.5%	20%
8	£101,201 - £151,800	11.4%	20%
9	£150,801 and above	12.5%	20%

Fire Brigades Pension Scheme 2016-17

All Fire Brigade Pension Scheme members apart from retained in 1992 scheme		
Band	Contribution Rate - Employee	Contribution Rate - Employer
Up to £15,301	11.0%	21.7%
£15,301 - £21,422	12.2%	21.7%
£21,422 - £30,603	14.2%	21.7%
£30,603 - £40,804	14.7%	21.7%
£40,804 - £51,005	15.2%	21.7%
£51,005 - £61,206	15.5%	21.7%
£61,206 - £102,010	16.0%	21.7%
£102,010 - £122,412	16.5%	21.7%
Over £122,412	17.0%	21.7%
Retained and whole-time after April 2006		
Up to £15,301	8.5%	11.9%
£15,301 - £21,422	9.4%	11.9%
£21,422 - £30,603	10.4%	11.9%
£30,603 - £40,804	10.9%	11.9%
£40,804 - £51,005	11.2%	11.9%
£51,005 - £61,206	11.3%	11.9%
£61,206 - £102,010	11.7%	11.9%
£102,010 - £122,412	12.1%	11.9%
Over £122,412	12.5%	11.9%
Whole-time after April 2015		
Up to £27,270	10%	14.3%
£27,271 - £50,500	12.5%	14.3%
£50,501 - £142,500	13.5%	14.3%
Over £142,501	14.5%	14.3%
Modified Retained Scheme after April 2015		
Up to £15,301	11.0%	14.3%
£15,301 - £21,422	12.2%	14.3%
£21,422 - £30,603	14.2%	14.3%
£30,603 - £40,804	14.7%	14.3%
£40,804 - £51,005	15.2%	14.3%
£51,005 - £61,206	15.5%	14.3%
£61,206 - £102,010	16.0%	14.3%
£102,010 - £122,412	16.5%	14.3%
Over £122,412	17.0%	14.3%

Teachers' Pension Scheme wef 1 April 2016

Contribution rates are calculated on the bands indicated below based on actual salary and pensionable allowances in accordance with the following table:

<b>Band</b>	<b>Contribution Rate - Employee</b>	<b>Contribution Rate - Employer</b>
Up to £25,999.99	7.4%	14.1%, 16.48% from 01/09/2015
£26,000 - £34,999.99	8.6%	14.1% 16.48% from 01/09/2015
£35,000-£41,499.99	9.6%	14.1% 16.48% from 01/09/2015
£41,500- £54,999.99	10.2%	14.1% 16.48% from 01/09/2015
£55,000- £74,999.99	11.3%	14.1% 16.48% from 01/09/2015
£75,000 and above	11.7%	14.1% 16.48% from 01/09/2015

## Pensions and Retirement Policy Statement

### Preamble

This policy sets out Oxfordshire County Council's approach to the administration and management of pensions and retirement for employees who are members of the Local Government Pension Scheme (LGPS) or are eligible to join. It incorporates the requirements of the LGPS regulations 2014. Separate versions of this policy apply to teachers and uniformed fire-fighters.

The provision of a contributory pension scheme is an important employee benefit which is valued by both employees and the Council as an employer. Employees are encouraged to join a pension scheme in order to make adequate provision for themselves and their dependents in their retirement or the event of misfortune such as permanent injury or illness or death<sup>3</sup>.

Employees are no longer subject to a general retirement date. Employment will therefore continue until it is ended by either the employee giving notice or action by the employer for a specified reason such as redundancy or dismissal for conduct or capability reasons.

The Council acknowledges the importance for employees who are planning to retire to achieve a balance between work and other interests. Managers are encouraged to seriously consider requests for flexible working arrangements which are desired as a variation to the existing contract of employment. However, managers reserve the right to refuse requests where there are sound business reasons which require that the job under consideration can only be carried out effectively on its present basis.

### Pensions

1. This policy applies to all employees who are members of the LGPS or are eligible to join.
2. Employees with a contract for at least three months, and aged between 16 and 75 will be brought into the LGPS automatically from their first day of employment. Those with a contract of less than three months, and casual employees, have a right to join and will need to opt in (also see para 4 below).
3. From the first day of employment employees will be able to elect not to be a member of the LGPS. It is not permitted to complete and return an opt-out form until after commencing employment.
4. Oxfordshire County Council is legally required to auto-enrol certain employees into a pension scheme once every three years starting 1 February 2013 or when they meet certain criteria. This will take place again in 2019 and those affected will be informed in writing on enrolment. Casual employees will be postponed auto-enrolment into the pension scheme for three months. From this point on they will be auto-enrolled if eligible and will need to opt out if they wish to do so.

<sup>3</sup> To assist with the costs of making pension provision, from April 2014 employees can choose to pay half rate contributions to build up half the standard benefits which may be a more affordable option for some.

5. The pension contribution rates applied are published at Appendix 2 of the Pay Policy Statement. From 1 April 2014 a continual assessment will be made each pay period using the annual rate of pensionable pay together with any pensionable allowances.
6. If an employee feels that their contribution rate has not been assessed correctly and not in accordance with this policy statement, they must contact the Pensions Administration Team in in the IBC (via an enquiry form) to ask for a breakdown of the assessment no later than three months following any change. Where it is confirmed that the assessment has been made in accordance with this policy statement and appropriate LGPS Regulations but the employee is challenging the assessment, then the complaint will be referred to the County HR Manager. If a complaint cannot be resolved satisfactorily then employees can use the Adjudicator as in paragraph 21 below.
7. Employees with more than one job with the Council will be assessed separately for each individual contract of employment.
8. An employee who has chosen not to contribute to the Local Government Pension Scheme will receive no pension benefits from the Fund under this scheme upon retirement. Redundancy compensation will be paid where appropriate as set out in Paragraph 18 below.
9. The Council will not at any time augment the pension or membership of employees nor award or fund additional pension to employees unless required to do so by the LGPS Regulations.

### **Retirement**

10. An employee who is aged 55 or older may choose to leave and draw their pension by giving the appropriate notice. Those employees who have a sufficient period of membership in the pension scheme may choose to receive immediate payment of pension, in accordance with Pension regulations.
11. From April 2014 members choosing to leave aged between 55 and under age 60 may request immediate payment of their pension. In these circumstances all pension payable (whether built up in the scheme before or after April 2014) will be subject to a full reduction. The county will not, in any circumstance use its option to waive any or part reduction that may apply in the early payment of a pension under this section. Employees are advised to contact Pension Services for information about any pension entitlement and the arrangements for payment options.
12. An employee who is aged between 55 and 75 may request "flexible retirement" under the LGPS Regulations. This involves continuing to work and either reducing his/her hours of work or accepting a lower paid job within the Council while receiving an immediate payment of pension benefits. These benefits may be reduced or unreduced depending on entitlement. The council will not, in any circumstance use its option to waive any reduction that may apply in the early payment of a pension under this section. Requests for payment of part benefits will not be agreed. This flexible retirement arrangement will only be available where all of the following apply:

- Approval is obtained from Pensions Benefits Sub-Committee, see



Paragraph 18 below. Each case will be considered on its merits, although an application is unlikely to succeed where there are costs to the Council and the benefits to the service are not explicit.

- Where the costs of the flexible retirement are below £5,000, approval has been delegated to the Director of Human Resources through the County HR Manager.
  - There is a mutual agreement between the employee and management that the change in hours or grade can be accommodated and the arrangement is expected to continue for a period of no less than one year.
  - The changes to employment result in a reduction in income of 25 per cent or more of the normal pay of the current contracted employment, either by a reduction in hours or a reduction in grade or a combination of both.
13. Retirement with an immediate payment of pension before normal pension age may also arise for the reasons set down in paragraphs 17 and 18 below and is subject to the conditions stated.
14. An ex-employee who has retired and is receiving a Local Government Pension will not normally be re-employed by the County Council unless he/she has been selected by a full recruitment process. However, retired employees may register for short-term casual work without further process. All re-employed pensioners and employees who commence employment are required to advise the Authority who pays his/her pension of any new employment as his/her pension may be reduced in accordance with Pension Scheme Regulations and Compensation Regulations.
15. Employees are advised to seek guidance about the financial implications of continuing to work and starting to draw a LGPS or personal pension.

### **Special Retirements**

16. In the case of the retirements referred to in paragraphs 17 and 18 below re-deployment to other appropriate employment will be considered and offered as an alternative to retirement where appropriate and available.

### Ill Health Retirements

17. Where an employee with at least two years membership of the LGPS has been certified by an independent Occupational Health Advisor as being permanently incapable of discharging his/her duties or other comparable duties due to ill health or infirmity of body or mind, the Council will consider awarding early retirement with immediate payment of a pension in accordance with Pension regulations. Ill health retirement may occur at any age.

Where the ill-health pension is for a limited period and is subsequently suspended, the ex-employee may request early payment of benefits before age 60 in accordance with paragraph 18 (b) below.

### Other Retirements requiring the Approval of the Pensions Benefits Sub-Committee

18. Early retirement may be granted for employees aged 55 years and over with at least two years membership in the LGPS in the circumstances set out in a) to (c) below, taking into consideration the full cost of the retirement and the best interest of the Council.

- (a) Redundancy, after the Council's Redundancy Procedure has been followed.  
 In this case employees will receive immediate payment of their pension entitlement and redundancy compensation will be paid where appropriate in accordance with the Oxfordshire County Council Redundancy Payments Scheme (effective 1 April 2011) which is one and a half times the statutory calculation based on actual pay.
- (b) Where an employee has continuing health problems and it is in the interests of the efficiency of the Council's operations.  
 In this case immediate payment of pension will be granted to an employee who does not satisfy the Local Government Pension Scheme criteria for retirement on the grounds of ill health, but who is suffering from a substantial medical or psychiatric condition and whose retirement is recommended by the Council's Occupational Health physician because he/she is likely to be significantly less efficient for the foreseeable future due to health reasons.
- (c) Where an employee has requested flexible retirement and satisfies the criteria in Paragraph 12 above.

19. The Council will not normally agree to early payment of benefits or early retirement on other grounds, or deferred benefits from ex-employees where there is a cost to the Council. This does not prevent an employee aged 55 to 59 years who wishes to, from leaving the employment of the authority and accessing their pension early under the terms of paragraph 11 above or from making a written request to the Sub-Committee to consider the waiving of any or all the reduction on compassionate grounds of an early payment of pension. However, such applications will not normally be supported by management and are unlikely to succeed due to the associated costs. Furthermore, benefits will be reduced in any cases which might be agreed, unless compassionate grounds apply.
20. The Council reserves its power to agree early retirement in exceptional cases which are commensurate with the efficient and effective running of the service as part of a Settlement Agreement.

### **Redundancy with no Entitlement to Immediate Payment of Pension Benefits**

Where a redundant employee has contributed to the LGPS but has no entitlement to immediate payment of pension, which from April 2014 will include over age 55 with under two years membership, he/she will receive redundancy compensation, where appropriate, in accordance with the Oxfordshire County Council Redundancy Payments Scheme (effective from 1 April 2011) which is one and a half times the statutory calculation based on actual pay and is not subject to age restrictions.

### **Disputes Procedure**

21. Where a member of the LGPS has a dispute regarding his/her pension he/she may refer this as appropriate through the County's agreed Raising Concerns at Work Procedure or through the process laid down in the Pension Regulations to the Adjudicator.

**a. Revision of this Policy**

22. This policy will be reviewed within three years of its implementation or earlier if deemed necessary.

**Director of Human Resources**  
Reviewed January 2017

This page is intentionally left blank

Division(s): N/A

## COUNTY COUNCIL – 14 FEBRUARY 2017

### APPOINTMENT OF THE CHIEF EXECUTIVE

#### Report by Director of Human Resources

#### Background

1. On 13 December 2016 County Council received the proposals and recommendations from the Senior Management Review. County Council agreed the following recommendation:
  - To notify the Proper Officer of the Council's intention to appoint Peter Clark as the Council's Chief Executive on a permanent basis with a view at its next meeting to:
    - Receiving the outcome of the Proper Officer's consultation with members of the Cabinet on this proposal in accordance with Part 8.4(4) of the Council's Constitution
    - Determine whether to proceed with the appointment
  - Agree that pending those further decisions Peter Clark is appointed Interim Chief Executive.
2. On 20 December 2016 Cabinet agreed the proposals and recommendations of the Senior Management Review. This included the following savings:
  - This proposed structure sees anticipated savings in the region of £450,000, in addition it preserves the £300,000 already saved by the departure of the previous Chief Executive. The proposed structure also avoids incurring the additional costs of a Director of Resources, c.£182,000, as the Chief Executive will cover this role.

#### Consultation

3. Subsequently the Proper Officer consulted with members of the Cabinet on the proposal to permanently appoint Peter Clark to the role of Chief Executive.
4. No objections were raised during this consultation; Cabinet members were fully supportive of the proposal.
5. In addition, on 24 January 2017 Remuneration Committee agreed the salary arrangements for the Interim Chief Executive should be made permanent, with no increase, with effect from 1 January 2017.

## **Proposal**

6. It is therefore proposed that County Council confirm the appointment of Peter Clark to the post of Chief Executive of Oxfordshire County Council.

## **RECOMMENDATION**

7. **The County Council is RECOMMENDED to approve the appointment of Peter Clark to the post of Chief Executive with effect from 14 February 2017.**

### **STEVE MUNN**

DIRECTOR OF HUMAN RESOURCES

Background papers: Nil

Contact Officer: Georgina Crean, OD Consultant TEL 07393 001244 EMAIL [georgina.crean@oxfordshire.gov.uk](mailto:georgina.crean@oxfordshire.gov.uk)

February 2017

Division(s): N/A

## **COUNCIL – 14 FEBRUARY 2017**

### **SERVICE & RESOURCE PLANNING 2017/18 – 2020/21**

#### **Report by the Director of Finance**

#### **Introduction**

1. This report is the culmination of the Service & Resource Planning process for 2017/18 to 2020/21. It sets out the Cabinet's proposed budget for 2017/18, medium term financial plan and capital programme, together with a number of statements/policies that the Council is required to approve for the 2017/18 financial year.
2. The report is divided into four main sections which are outlined below:  
  
Section 1 – Leader of the Council's overview  
Section 2 – Council Vision  
Section 3 – Statutory Report by the Director of Finance (Chief Finance Officer)  
Section 4 – Budget Strategy and Capital Programme
3. This report provides an update to the report to Cabinet on 24 January 2017 following the receipt of business rates figures from district councils.
4. The budget proposals set out in section 4 have been updated in the light of this information. Changes since the report to Cabinet on 24 January 2017 are set out in section 4.2.1.

#### **Section 1 – Leader of the Council's overview**

5. Section 1 sets out the Leader's speech on the proposed budget.

#### **Section 2 – Council Vision**

6. Section 2 sets out the new vision for Council. The Council will not have a new Corporate Plan until after the May 2017 elections.

#### **Section 3 – Statutory Report by the Director of Finance (Chief Finance Officer)**

7. 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 is set out in section 3 of the report. Council is required to have regard to this report in making their decisions on the budget.

## **Section 4 – Budget Strategy and Capital Programme**

8. This section sets out the detailed 2017/18 budget and the 2017/18 – 2020/21 medium term financial plan and capital programme, together with the strategies which underpin these such as the treasury management strategy. It includes those matters that the Council must approve as part of the budget setting process, including the council tax requirement and council tax amount for a band D property.

### **Updated Financial Information**

#### Final Local Government Finance Settlement

9. The parliamentary debate on the 2017/18 local government finance settlement has been moved from 8 February 2017 to 20 February 2017, after the parliamentary recess. There are still no details on when the final settlement will be published, but it is unlikely that it will be announced ahead of the Council meeting on 14 February 2017.
10. For the purposes of setting the budget on 14 February 2017, Revenue Support Grant and Business Rate Top-up allocations remain as those published at the time of the provisional settlement. As the Council has had confirmation that it is formally on a four year settlement, it is not expected that there will be any significant change from the provisional settlement. With this in mind, it is recommended that any variation as a result of the final Local Government Finance settlement is dealt with through a transfer to/from balances.
11. The Special Educational Needs & Disabilities Reform Grant for 2017/18 has been announced and the Council will receive £0.5m. The MTFP had assumed that this grant and corresponding expenditure would cease. Additional expenditure to match the grant is included in the Additional and Special Educational Needs Service.
12. The transitional element of the Education Services Grant is £0.6m higher than estimated. This will be added to the Looked After Children's placement budget as the 2016/17 overspend has increased further since the original assessment of the 2017/18 pressures.

#### Collection Fund Surplus

13. Final estimates of the County Council's share of the council tax collection fund surplus were received by the end of January 2017. The amounts have now been confirmed and the Council will receive £7.3m in 2017/18, £0.4m more than the forecast position reported in January 2017.

#### Business Rates

14. Final estimates of the County Council's local share of business rates were received on 1 February 2017. The forecast provided by district councils for 2017/18 is £31.2m of business rates income plus £1.2m grant to compensate for the various business rate reductions set out in previous Autumn Statement and



Budget announcements. In total this is £0.9m more than the previous forecast position. In addition, the Council is expected to meet a share of the estimated deficit on business rates collection for 2016/17 of £0.5m. A £0.5m contribution from the business rates reserve in 2016/17 will offset the deficit on the collection fund.

### Flood Defence Levy

15. The Flood Defence Levy for 2017/18 has been confirmed as £551,421. This is an increase of £10,528 from the 2016/17 amount.

### Budget proposals

16. The changes to the 2017/18 budget and medium term plan are summarised in the following table.

Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
<b>Position in 24 January Cabinet Report</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
Council Tax Surpluses	-0.411	0.411			<b>0.000</b>
Deficit on Business Rates Collection Fund	0.461	-0.461			<b>0.000</b>
Contribution from the Business Rates Reserve	-0.461	0.461			<b>0.000</b>
Business Rates from Districts	-0.690				<b>-0.690</b>
Section 31 Grant for Business Rate Reliefs	-0.214				<b>-0.214</b>
Education Services Grant - transitional grant higher than expected.	-0.642				<b>-0.642</b>
Special Educational Needs and Disabilities Reform Grant	-0.471	0.471			<b>0.000</b>
Special Educational Needs and Disabilities Reform Grant - Expenditure Budget	0.471	-0.471			<b>0.000</b>
<b>Additional Funding</b>	<b>-1.957</b>	<b>0.411</b>	<b>0</b>	<b>0</b>	<b>-1.546</b>
Looked After Children's Demography - pressure for Corporate Parent responsibilities, including internal and external placements from 2016/17 and expected increase in placements each year.	0.600				<b>0.600</b>
Additional Grass Cutting activity	0.170				<b>0.170</b>
Pilot Communities Fund	0.250	-0.250			<b>0.000</b>
Contribution to Contingency	0.200				<b>0.200</b>
Contribution to Balances	0.700	-0.700			<b>0.000</b>
Flood Defence Levy - additional cost	0.011				<b>0.011</b>
Use of the Budget Reserve	0.026	0.539			<b>0.565</b>
<b>Proposed Use of Additional Funding</b>	<b>1.957</b>	<b>-0.411</b>	<b>0.000</b>	<b>0.000</b>	<b>1.546</b>
<b>TOTAL CHANGES TO BUDGET PROPOSALS</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

17. £0.2m has been added to the budget to carry out additional grass cutting activity and £0.3m of one-off funding will establish a Communities Fund for parishes and towns to bid for matched funding schemes.
18. The latest financial monitoring report to Cabinet in February 2017 shows the 2016/17 forecast position on balances as £15.1m. This is £2.5m lower than the risk assessed level of £17.6m. The budget proposals now include a contribution of £2.7m (increased from £2.0m in January) to bring the level of balances back to the risk assessed level and to allow for any changes following the Final Local Government Finance Settlement expected on or around 20 February 2017.

19. A further £0.2m will be added to contingency to keep the budget at the 2016/17 level of £4.5m.

### Capital Programme

20. A new National Productivity Investment Fund grant of £3.3m has been announced for 2017/18. This funding is for local highway and other local transport improvements to reduce congestion at key locations, upgrade or improve the maintenance of local highway assets to improve access to employment and housing, to develop economic and job creation opportunities.

### **Financial and Legal Implications**

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

### **Equality and Inclusion Implications**

22. 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.'
23. The service and community impact assessments (SCIAs) setting out an assessment of the impact of the budget proposals is included in section 4.10.

### **RECOMMENDATIONS**

24. **The Council is RECOMMENDED to:**

**(a) have regard to the report of the Director of Finance (at Section 3) in approving recommendations b to e below;**

**(b) (in respect of revenue) approve:**

- (1) the council tax and precept calculations for 2017/18 set out in section 4.3 and in particular:
 
  - (i) a precept of £328,022,682;**
  - (ii) a council tax for band D equivalent properties of £1,345.59;****
- (2) a budget for 2017/18 as set out in section 4.4;**
- (3) a medium term plan for 2017/18 to 2020/21 as set out in section 4.1 (which incorporates changes to the existing medium term financial plan as set out in section 4.2);**
- (4) the use of Dedicated Schools Grant (provisional allocation) for 2017/18 as set out in section 4.7;**
- (5) virement arrangements to operate within the approved budget for 2017/18 as set out in section 4.8;**
- (6) that any variation as a result of the final Local Government Finance settlement is dealt with through a transfer to/from balances.**

**(c) (in respect of treasury management) approve:**

- (1) the Treasury Management Strategy Statement and Annual Investment Strategy for 2017/18 as set out in section 4.5;**
- (2) the continued delegation of 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 2017/18 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 4.5**
- (5) the Minimum Revenue Provision Methodology Statement as set out in Appendix B of section 4.5;**
- (6) the Specified Investment and Non Specified Investment Instruments as set out in Appendix C and D of section 4.5;**
- (7) the Treasury Management Policy Statement as set out at Appendix E of section 4.5;**

**(d) (in respect of balances and reserves) approve:**

- (1) the Chief Finance Officer's recommended level of balances for 2017/18 as set out in section 4.6.1;**
- (2) the planned level of reserves for 2017/18 to 2020/21 as set out in section 4.6.2;**

**(e) (in respect of capital) approve:**

- (1) a Capital Programme for 2016/17 to 2020/21 as set out in section 4.9 including the Highways Structural Maintenance Programme 2017/18 and 2018/19 in section 4.9.1;**
- (2) the Flexible Use of Capital Receipts Policy as set out in section 4.9.4**

**LORNA BAXTER**

Director of Finance

Background papers: Nil

Contact Officers: Section 2 – Maggie Scott – Assistant Chief Executive  
Tel: 07557 082579

Section 4 – Katy Jurczynszyn – Strategic Finance Manager  
Tel. 07584 909584

February 2017

This page is intentionally left blank

# Section 1

# Leader of the Council's Overview

**SERVICE & RESOURCE PLANNING****2017/18 to 2020/21****Overview by the Leader of the Council****Introduction**

1. The Service & Resource Planning Report approved by Cabinet on 24 January 2017 set out the detailed budget proposals from the Cabinet which continue to deliver a financially sound budget, Medium Term Financial Plan (MTFP) and Capital Programme for the authority.
2. This is the last budget of the current administration elected in May 2013 and our budget over the last four years has been built on the premise of fairness and protecting the most vulnerable from the impact of any cuts. The last four years have been particularly challenging. I have been clear that where we have had to make difficult decisions to reduce services, or to increase charges, that we have done this to meet our reduced funding envelope, playing our part in bringing down the national deficit, not because we don't appreciate the hard work of staff, or the value placed on those services by their users. As I have said on numerous occasions, I did not come into politics to make cuts.
3. However, our commitment to ensure we deliver a balanced and sustainable budget across the medium term has stood us in good stead. We have ensured that we have not had black holes in our savings plans; we have stuck to our decisions and implemented changes as best we can with the engagement of service users. We are now in the position where despite having to manage growing demand and other pressures, the Cabinet can propose a budget and medium term plan that has no new savings that mean cuts to services.
4. In my first budget of this administration, I said that 'the previous administration set out ambitious financial plans, and met them. I am confident that we will do so over the period of this new administration.' I believe that we have achieved this and this year's proposals not only sets out a realistic, no cuts budget, but a medium term plan that is sound, deliverable and well placed to sustain the services of the future.

**Significant Savings**

5. Since 2010, we have planned and delivered £300m of savings - our track record for delivering on our plans is exceptional. Our existing medium term plan requires us to make a further £60m of savings up to 2019/20 and we must ensure they are delivered.

6. The savings proposed as part of this year's budget and medium term plan add a further £17m to this. However, most of these savings are achieved through an increased taxbase, effective use of our balance sheet, use of reserves, better value from renegotiated contracts and savings from changes to services that have already been agreed.
7. Even after these savings, we remain a large organisation, delivering 80% of local government services to over 650,000 people, spending £900 million a year across a broad range of services for the people of Oxfordshire.

### **Council Tax**

8. With an ever reducing amount of central government funding, we rely even more on locally raised income through Council Tax to meet our funding requirements. Council Tax accounts for 78% of our net income compared to 13% of central government funding.
9. In order to meet the growing demand for adult social care, our budget for 2017/18 proposes the use of the Adult Social Care precept, an increase to the Council Tax of 3.00%. In addition we propose a general increase to the Council tax of 1.99%, under the current level of inflation and within the government's referendum limits. We believe that the increase in Council Tax of 4.99% enables us to meet our increased costs without the need for further cuts to services. A 4.99% increase on a Band D property is £63.95 per year or £1.23 per week.

### **Our Priorities**

10. My administration's priority is to deliver a Thriving Oxfordshire - one where people are able to get on in life, children receive a high quality education, local people take up jobs created by new and growing businesses, as well as those which choose to move here due to our strong local offer - transport links, an educated workforce, and one of the leading centres of research and development in science in Europe.
11. We are also committed to putting residents at the heart of everything that we do; ensuring that wherever possible we protect the most vulnerable people in our society, and the services on which local people place the strongest value as well as understanding the strengths and needs of each community so we can help them to help themselves.

### **Updated Financial Information & Changes to Budget Proposals**

12. The report to Cabinet in January 2017 set out the majority of our proposals but we were awaiting confirmation of the final Local Government Settlement, local business rates forecasts, surpluses/shortfalls on the council tax and business rates collection funds and several government grants before confirming all of our plans. With the exception of the final Local Government Finance Settlement and

several minor grant allocations, the outstanding information has now been confirmed and the covering report sets out the detail.

13. With the exception of the final Local Government Finance Settlement, the final financial position has confirmed additional funding of £1.5m on-going funding and £0.4m one-off funding. This allows us to make a number of proposals. However, I recognise that it would not be sensible to make large changes to the budget at a very late stage without due consideration. Therefore we propose that £0.9m is put into balances and contingency in 2017/18 so that consideration can be given to the effective use of this funding on an on-going basis from 2018/19. The changes we are now recommending are set out in section 4.2.1 of the report and detailed below:
- (a) £170k on-going funding to carry out additional activity related to grass cutting, an areas that has been cut in recent years;
  - (b) £250k one-off funding initially for a pilot Communities Fund for parishes and towns to bid for matched funding schemes following changes/reductions in funding for services provided by the Communities Directorate;
  - (c) £600k additional funding for Children's Social Care reflecting the latest increases in demand for services and providing for further expected growth.

### **Total Reserves**

14. Much has been made in the press in recent years of the level of reserves councils hold. We hold reserves for two purposes; earmarked reserves for specific and planned purposes such as funding our Thriving Families programme; and balances for unplanned events such as flooding. I am confident that the level we hold provides the right balance between ensuring the maximum use of taxpayers' money and keeping sufficient aside to deal with major emergencies.

### **Capital Programme**

15. We have plans for additional investment of £22m in our Capital Programme up to 2020/21 bringing our planned spend in the period 2016/17 to 2020/21 to £445m. Over the period of the programme we will invest £153m in the provision of new school places including new schools at Didcot, Great Western Park; Bodicote, Longford Park; Didcot, Bicester; Eco School and Bicester; South West Secondary School. The programme also includes schemes where funding agreements are in place for the £118m Local Growth Fund (Rounds 1&2) allocated to OxLEP to deliver a range of programmes including transport



schemes delivered by the Council such as Access to Headington; Hinksey Hill Slip Road and Loop Farm Link Road,

16. Additional funding has also been announced by the Secretary of State for Transport providing an indicative £3.3m of capital funding for Oxfordshire in 2017/18 for a National Productivity Investment Fund Oxfordshire to improve local road networks.

### **Conclusion**

17. I recognise the hard choices our budget proposals have meant over the last few years. I have listened to, and I accepted, the justifiable unhappiness we have heard. People have every right to make their voices heard - and those voices played a part in shaping the proposals. However, as I have said throughout this administration, our funding is fixed. If we shied away from some cuts, we would have needed others to replace them. Now we have addressed those cuts, we can move forward on a positive basis.
18. This council remains committed to a thriving Oxfordshire - thriving families, thriving communities and a thriving economy. The Fit for the Future transformation programme, along with other changes across the Council will provide a robust and stable platform over the coming four years, ensuring we are well placed to effectively meet residents' and business needs, within our available budget.
19. This revenue budget, Medium Term Financial Plan and Capital Programme for 2017/18 to 2020/21 deliver a sustainable programme of services within the finances available to Oxfordshire County Council.

**Ian Hudspeth**

Leader of the County Council

February 2017

This page is intentionally left blank

# Section 2

# Council Vision

## COUNCIL VISION

The vision for the Council is a Thriving Oxfordshire for Everyone, where:

- Every community thrives, and everyone can play an active part
- Everyone leads safe, healthy lives while people with the greatest need are cared for so:
  - older and disabled people can live independently
  - every child has the best start in life
  - everyone is protected from abuse or neglect
- A strong and thriving economy creates jobs and homes for the future, where the environment and quality of life for Oxfordshire communities is protected.

We will achieve this by:

- Putting residents at the heart of everything we do
- Understanding the strengths and needs of each community, so we can help them to help themselves
- Working closely with elected members and empowering our staff to make a real difference to people's lives
- Continually looking for new ways to improve services and reduce costs
- Working with people, communities and other organisations as one, joined up council
- Fighting for Oxfordshire to secure investment in public services and infrastructure
- Making dealing with the council simpler, with better use of digital technology

# **Section 3**

# **Statutory Report by the Director of Finance (Chief Finance Officer)**

## **Local Government Act 2003: Section 25**

### **Report by the Director of Finance (Chief Finance Officer)**

#### **Introduction**

1. Section 25 of the Local Government Finance Act 2003 requires that when a local authority is agreeing its annual budget and council tax precept, the Chief Finance Officer must report to it on the following matters:
  - The robustness of the estimates made for the purposes of the (budget requirement) calculations
  - The adequacy of the proposed financial reserves
2. The Council is required to have due regard to this report when making decisions on the budget. The law expects Councillors to consider this advice and not set it aside lightly.
3. In expressing my opinion, I have considered the financial management arrangements and control frameworks that are in place, the budget assumptions, the adequacy of the Service & Resource Planning process, the financial risks facing the Council and the level of total reserves.
4. The report is the culmination of the Service & Resource Planning process, which commenced in July 2016 with the report to Cabinet on a revised Medium Term Financial Plan for 2016/17 to 2019/20 and Efficiency Plan 2016/17 to 2019/20.
5. My report last year referred to the significant changes in the methodology used to distribute Revenue Support Grant which was only announced at the time of the Provisional Local Government Finance Settlement on 17 December 2015. This led to the late notification of the need to make additional savings of £22m over the medium term to 2019/20 on top of the worst case planning assumption of £47m<sup>1</sup> over the same period. My advice was that it would not have been prudent to propose further significant savings without proper financial planning and consultation and that recommendations for meeting a £15m savings shortfall should be considered by Cabinet in the early summer 2016 and amendments to the MTFP then approved by Council.
6. The Revised Medium Term Financial Plan 2017/18 – 2019/20 report presented to Cabinet in July 2016 proposed that the £15m further savings would be achieved through a new council wide transformation programme, Fit for the Future. £3.5m of funding was identified to support and enable the programme, £3.0m from the Transition Fund agreed by Council in February

---

<sup>1</sup> Total additional savings of £69m as per report to Cabinet in January 2016

2016 and £0.5m from the flexible use of capital receipts strategy<sup>2</sup>. Council approved the revised MTFP for 2017/18 to 2019/20 and Efficiency Plan on 13 September 2016.

7. As part of the Provisional Local Government Finance Settlement announced in December 2015, the Secretary of State for Local Government set out an offer to all councils of a four-year funding settlement from 2016/17 to 2019/20. In setting the 2016/17 budget and Medium Term Financial Plan to 2019/20 last year, these published figures were included as forecasts of income over the four year period. The offer of a four-year settlement required councils to publish an Efficiency Plan and notify the Department for Communities and Local Government (DCLG) of its availability by October 2016. Confirmation that the Council is formally on a four-year settlement was received in November 2016.
8. Section 25 of the Local Government Act 2003 concentrates primarily on the uncertainty within the budget year (i.e. 2017/18) rather than the greater uncertainties in future years. However, future uncertainties, particularly around the delivery of savings and the increasing pressures in demand driven services also inform the need for reserves and balances in the medium term.

#### **Financial management arrangements and control frameworks**

9. The Council received an unqualified opinion on both the accounts for the Authority and the Pension Fund for 2015/16. In respect of securing value for money, the conclusions are based on whether the organisation has proper arrangements in place for securing financial resilience and for challenging how it secures economy, efficiency and effectiveness. The Council received an unqualified value for money conclusion for 2015/16. In respect of Value for Money, the annual audit letter's key finding was that 'the Council achieved its planned budget for 2015/16, and we considered the assumptions in the Medium Term Financial Plan 2016-2020 to be realistic'. This is a considerable improvement from the statement made in respect of the 2014/15 annual audit letter, which stated 'We have reviewed the process that the Council has in place for preparing and monitoring budgets and the action taken by the Council during 2014/15. Our conclusion is that the Council has taken steps to close the gap in the current year and has clear plans for the coming year or two, however there are continuing financial pressures and the Council needs to take action to ensure that the financial position is manageable in the coming years'.

---

<sup>2</sup> local authorities can use new capital receipts from the disposal of property, plant and equipment received in the period April 2016 to March 2019 for projects where incurring up-front costs will generate on-going savings and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years

10. The Council has strong governance arrangements in place and a robust assurance process that requires a statement at the year-end from the 'corporate lead officer' for various key control areas. The Director of Finance has responsibility for ensuring that an effective system of internal control is maintained to provide an assessment of the current position across the whole council and identifying areas for improvement where appropriate. Areas for improvement are reported to Audit & Governance Committee and monitored in year through the Corporate Governance Assurance Group.
11. All Officers and Members are required to work within an embedded framework of pre-existing financial management arrangements and structures. The Council has a robust system of budget monitoring and reporting and the Council's track record for budget management over recent years has been good.

### **Budget Assumptions**

12. The formation of the 2017/18 budget and indicative budgets for the following three years to 2020/21 have allowed for best estimates of the total financial envelope over the medium term taking into account anticipated unavoidable pressures and the savings then required to match the funding available. In forming the estimates various assumptions have been made. The main assumptions together with an assessment of their risk are set out below:
  - a) Government grant – in accepting the government's offer of a four-year settlement through the publishing of an Efficiency Plan, funding through revenue support grant and business rates top-up grant for 2017/18 to 2019/20 has been confirmed in line with that announced as part of the final Local Government Finance Settlement in February 2016. The figures reduce revenue support grant to zero by 2019/20 and reduce the top-up grant by £6.2m in 2019/20. To neutralise "as far as is practicable" the impact of the 2017 revaluation in the business rate retention scheme, DCLG have reset the scheme's system of tariffs and top-ups. The impact of this for the Council is a reduction in income of £0.3m in 2017/18.
  - b) Council Tax – an increase in Council Tax of 4.99% is proposed for 2017/18 and 2018/19 with a 1.99% increase planned for 2019/20 and 2020/21; within the referendum limits confirmed by the Local Government Minister as part of the provisional Local Government Finance Settlement announced in December 2016. The increase for 2017/18 and 2018/19 comprise a 1.99% general increase and 3.00% for social care. This reflects the decision as part of the proposed MTFP to take the 6.00% increase in the adult social care precept over two years rather than over three years to 2019/20. The current MTFP assumed a 2.00% increase in each year up to 2019/20.



- c) Non-Domestic Rates – business rates income for 2017/18 is based on the forecasts provided by the District Councils, with future years assuming growth in line with RPI. This is a cautious assumption given the expected growth in Oxfordshire, particularly when the Westgate redevelopment opens in autumn 2017. The 2017/18 budget takes account of a £0.5m deficit on collection for 2016/17. This is the fourth year of the operation of the business rates retention scheme and each year has seen a deficit on collection particularly linked to the impact of appeals. A new reserve with an annual contribution of £0.5m was created in 2015/16 to cushion the impact of collection fund deficits. This will meet the shortfall in 2017/18, meaning there will be no impact on the budget.
- d) Council Tax base & surpluses/deficit on collection – the core spending definition set out as part of the provisional Local Government Finance Settlement in December 2015 included assumptions to 2019/20 on both council tax rate increases and also increases in the taxbase. The assumptions included an annual increase in taxbase of 1.63% and this is reflected in the existing MTFP. Taxbase increases for 2016/17 were 2.05% and for 2017/18 are 2.14%. As substantial house growth is expected to continue over the medium term, the proposed MTFP includes an increase of 2.00% in 2018/19 returning to 1.63% thereafter, although this will be reviewed again next year.

Surpluses on Council Tax collection have been high in recent years and have not been less than £4.8m since the localisation of council tax support in 2013/14. The existing MTFP assumes £4.0m per year from collection fund surpluses and there is no proposed change to this. The actual figure for 2017/18 is £7.3m.

- e) Inflation – pay inflation for 2017/18 has been applied to budgets in-line with the national pay offer for Local Government agreed in May 2016 for both 2016/17 and 2017/18. The award was based on the announcement in the 2015 Spending Review that that the average public sector pay increases up to 2019/20 would be 1.0%. Inflation on income from fees and charges is assumed at 2% in each year of the MTFP. General inflation on non-pay budgets has been assumed as zero in each year of the MTFP continuing with the approach introduced in 2013/14. Inflation has remained low over the past year although it is expected to rise considerably over the coming months. In December 2016, RPI and CPI were at 2.5% and 1.6% respectively (compared to 1.2% and 0.2% respectively in December 2015). Given this forecast, there is some risk of inflationary pressures in the 2017/18 budget. However, this is taken into account in reaching the risk assessment for balances and some provision is also included in the corporate contingency. Contract inflation is provided for, dependent on the index applied to the contract up to a maximum of 3%.

- f) Interest Rates – all existing debt is under fixed interest rates so is not subject to interest rate variation and the MTFP assumes an extension of the strategy to borrow internally for prudential borrowing schemes. Prudent returns of 0.3% above the Bank Rate are assumed for 2017/18 beyond which returns diminish to 0.15% in 2018/19 and 0.05% in 2019/20 and 2020/21. The reducing returns reflect the consequence of longer-term deposits with higher rates maturing. As inflation is rising and is expected to exceed the government's target of 2%, the Bank of England may be minded to increase the Bank Rate during 2017. However, this is not certain, and if rates do rise they are not expected to rise quickly.
- g) Capital Programme – the four-year capital programme has been developed based on estimates of future capital funding allocations from government grants in addition to use of reserves, capital receipts and S106 funding. At the time of writing this report, we were still waiting for confirmation of the School Condition allocations for 2017/18. All of the funding for major infrastructure schemes is now allocated via the Local Growth Fund through the LEP. As the accountable body for OxLEP, all of the funding is administered by the Council and included in the Capital Programme.

### **Service & Resource Planning Process**

13. The Service & Resource planning process is well established. The approach for setting the budget for 2017/18 and MTFP to 2020/21 has however been very different to the approach taken in recent years. In part this is due to the considerably sounder financial footing of the Council, with a four year funding settlement already agreed with government, a robust MTFP and the difficult decisions of previous years now standing the organisation in good stead for the future.
14. The approach has also been informed by the recent work undertaken on the Council's future role and direction, the Fit for the Future transformation programme and of particular significance, the work that has been undertaken on a single unitary structure of local government in Oxfordshire. Much of this thinking can also be applied to the role of the Council within the current two tier arrangements for local government, which has also been used to inform the new senior management structure which was agreed by Cabinet in December 2016.
15. The construction of the budget and examination of the budget proposals has been subject to challenge by the Council's Leadership Team and the Director of Finance. Councillors have had the opportunity to question and challenge the approach to savings as part of this years' Service & Resource Planning process through an engagement session in October, Performance Scrutiny Committee in December and an all member presentation on the budget in January. The approach was also discussed with the Political Group Leaders

ahead of the process commencing. In addition, a briefing session was held with union representatives. Scrutiny of the budget savings has also been considered from an equalities perspective.

### Financial Risks

16. Given the reductions in government grant funding, the limitation on the level of Council Tax increases, the growing unavoidable pressures and the scale of savings required, the budget will inevitably contain a degree of risk. The key risks include:

- a) Achievement of savings plan – the Council has a good track record of successfully delivering significant savings, having achieved £247m savings by the end of 2015/16. Further savings of £53m planned to be delivered in 2016/17 taking the total savings achieved to £300m. The Delivery Board, chaired by the Cabinet Member for Finance, which was established towards the end of 2015, has responsibility for driving the delivery of savings in the MTFP and tracks progress on a monthly basis.

Of the £52.5m savings required in 2016/17, as at the end of December 2016, 89% or £46.7m had been achieved or were on track to be achieved. A further 5% or £2.7m are still expected to be achieved, but not until 2017/18. This means that only 6% or £3.0m of the £52.5m savings will not be achieved and have been reflected in the proposed MTFP.

There are further savings in the existing MTFP still to be delivered up to 2019/20 totalling £60m, which includes the £15m from the Fit for the Future Programme. As set out in paragraph 6 above, funding is available to enable transformation; further one-off funding is available through the Efficiency Reserve which stands at £1.1m. In addition, there is £4.5m available as a corporate contingency in 2017/18. These should be sufficient to meet the short-term costs of the delivering savings, which lessens the risk that one-off costs will need to be the first call against the savings and delay the timing of achieving the savings.

- b) Demand led pressures – There are some budgets where client numbers for statutory services are notoriously difficult to control and where a degree of judgment has to be applied to estimate the level of risk to the budget. We have seen a significant increase in demand in both children's and adults' social care over the last few years. An additional £7.4m was built into the children's social care budget from 2015/16. However, demand has continued to rise and an overspend of £3.6m is forecast in 2016/17. At the end of March 2016, there were 592 looked after children, an increase of 179 (43%) from April 2013. At 31 December 2016, the number had increased to an all-time high of 651. The average number for our statistical neighbours (the authorities most similar to Oxfordshire in terms of need for children's social care) would

be 600. £5.3m is built into the proposed budget for 2017/18 (including £0.7m for legal costs) as well as further increases of £1.0m per year to 2019/20 recognising that growth is expected over the medium term. In 2020/21, an allowance of £6.0m for all demographic pressures across the Council is included in the proposed MTFP; some of this will be allocated to children's social care. Work is currently underway as part of the Fit for the Future programme to understand, manage and reduce demand. If the programme does deliver on its ambition, then it is expected that the funding in the proposed MTFP should be sufficient to meet current and future demand. However, it remains a risk.

In relation to adult social care, the total number of people receiving on going long term support from adult social care rose by 3.5% last year to 6,718 in line with our statistical neighbours. Demographic increases are built into the budget each year and client numbers during 2016/17 appear to be in line with expectations. There is the risk that demand starts to rise at a faster rate than assumed and this will put pressure on the adult social care budget. In addition to the social care precept, a one-off adult social care grant of £2.3m was announced as part of the provisional settlement. Including £5.0m demography in each year, this means that additional funding of £11.9m will be available for adult social care in 2017/18 and a further £8.4m in 2018/19.

Over the last two years there has also been a significant increase in demand in services for children with special educational needs and disabilities. The cost of most services is met from the Dedicated Schools Grant, which is forecasting to overspend by £1.8m in 2016/17 due to significant increases in the number of out of county placements and statementing requirements. This is offset by one off funding in 2016/17, however the issue remains in 2017/18 and beyond. £0.3m funding has been agreed by Schools Forum to undertake a review of High Needs provision, but with the ringfencing of DSG blocks, this remains a real risk to the Council. In relation to special educational needs home to school transport, there is also a combination of growth in the demand for services and an increase in the cost of passenger journeys. £1.9m has been built into the proposed budget for 2017/18 and £0.8m each year thereafter to reflect expected demographic changes. Work on managing and reducing demand is also underway in this area as part of the Fit for the Future programme. It is expected therefore that the additional funding over the medium term should be sufficient to meet costs.

- c) National Living Wage – At this time last year, the impact of the implementation of the National Living Wage last year on contract cost increases was very uncertain. In setting out the risks, modeling of the possible impact on adult social care suggested additional costs up to £13m in 2016/17 alone. However, contract cost increases were at the lower end of the scale at around £3.0m to reflect pressure on the rates paid for care homes and a further £1.0m for the

impact of increasing home support rates to £8.59 per hour in the Council's model, which is used to drive the rates we pay providers. Because hourly rates are already above this in many cases, it is difficult to forecast whether there will be an increased impact from the rise to £7.50 in April 2017. Current modeling and pressures on services does suggest that there will be a need to increase both the rates paid to care homes and home support providers to ensure that each sector is sustainable. Funding is included in the Adult Social Care budget to reflect the potential increased cost, but there are risks. There has also been an increase in costs charged by providers in both children's agency placements and special educational needs, but the impact of these are less quantifiable. It is possible that the impact in terms of pay differentials will also start to materialise. As the national living wage increases, the pay rates just above this will need to increase to keep them in proportion. This will then affect the pay rates further up the scale. An indirect impact could be seen as employers across Oxfordshire push up wages to secure employees in an economy with almost no unemployment. This could mean that for adult social care providers (and other relevant providers to local government) they would have to match the pay rate offered in other sectors, irrespective of the national living wage, to secure staff.

- d) Implications of proposed Sustainability and Transformation plan – In January 2017, NHS partners launched a consultation on phase 1 of Oxfordshire's health and care services. The consultation sets out the overall future direction of healthcare and contains specific proposals in five key service areas including changing the way hospital beds are used and increasing care closer to home. The consultation document feeds into an over-arching five-year Sustainability and Transformation plan covering Oxfordshire, Buckinghamshire and West Berkshire which sets out how the changes being consulted upon will be achieved. Linked to this, the Oxfordshire Clinical Commissioning Group (OCCG) is also currently consulting on the first part of a plan to transform local services. The consultation closes in April and the council is currently assessing the information. These proposals, and those expected later in the year as part of phase 2, are likely to have a financial impact on the council, particularly on Adult Social Care. The position is expected to become clearer as the year progresses, but we will need more information about future proposed changes to community services and the potential impact on the wider care workforce, before the impact can be fully assessed. In addition to this, there remains a possible risk about the Better Care Fund as at the time of writing this report neither the guidance or the 2017/18 allocation to OCCG had been announced.
- e) Implications of Britain leaving the EU - The economic impact of Britain exiting the EU remains difficult to determine, as it will depend on formation of government policy, negotiations and decisions being made in the UK, Europe and the rest of the world. In addition to impacts on growth, trade and foreign

investment, there will be implications for immigration and jobs. Whilst financial markets are relatively stable and growth forecasts for this year have just been revised up to 2.0%, uncertainty will become increasing acute once Article 50 has been triggered and we move closer towards the date of exit, which is expected to be April 2019.

- f) Employment capacity – Oxfordshire is approaching full employment and recruitment of care workers in both adults and children’s services as well as other key service areas is already difficult. It is forecast that 750 new care workers will be required each year for the next ten years to meet the needs of a growing population of older people and those living longer with complex conditions, and turnover amongst existing care staff including loss to other sectors. In addition, the opening of the new Westgate Centre in Autumn 2017 will create an additional 3000 jobs in an area of low unemployment and there are also risks relating to workforce arising from Britain leaving the EU. The Council will need to ensure it develops robust strategies to attract and retain staff to meet this risk. As many of these staff are not necessarily employed by the Council, there is also a need to work with providers to ensure they also have policies and strategies to mitigate this risk.
- g) Unfunded New Burdens – Where new duties, policies or initiatives are passed onto local authorities, central Government has agreed that all new burdens should be properly assessed and fully funded. The new burdens doctrine has been in place since 2011 and Government departments are required to adhere to it. One area where the Council feels it is not receiving sufficient funding to meet costs is in relation to Unaccompanied Asylum Seeking Children (UASC). The grant received is insufficient to meet costs as it is based on a national average and costs are much higher in the South East. The Council has been lobbying Government to fund the estimated shortfall in 2016/17 of £1.0m, but it is unclear that this will be met. It is expected this cost will continue into 2017/18, and will rise if further UASCs are placed in Oxfordshire. However, as this is a new burden, the Council will not be making provision in the budget for 2017/18 for any shortfall. If the full funding is not received, then it will need to be met from either balances or contingency.
- h) Changes to local government structures in Oxfordshire – The Council has recently launched a discussion paper on proposals for a new unitary council in Oxfordshire. Significant local engagement activity is currently underway to seek the views of the public and partners, with a view to strengthening the proposals that will be considered by Cabinet in March 2017, when it takes a decision about submission to the Secretary of State, who is responsible for the final decision. There is growing local support for this proposed change, including from two district councils. This debate is also playing out in other parts of the country, with Buckinghamshire having already submitted a proposal for a county unitary council and significant work underway in

Dorset. If the proposals are implemented an Implementation Executive, formed of all existing authorities will be established to lead the work on transition. A key risk that will need careful management is the potential for a loss of focus on business as usual - delivering services, implementing the Fit for the Future programme and delivering on the other savings already in the MTFP.

In addition, the Policing and Crime Act 2016 will enter statute on the 3 April 2017, which may create a risk that Oxfordshire Fire and Rescue Service will be required to transfer under the governance of the Police and Crime Commissioner. This will require significant work to de-couple the revenue streams, assets and liabilities from the Council and to set a separate Fire and Rescue budget prior to any statutory instrument being enacted.

- i) Borrowing undertaken on behalf of Oxfordshire Local Enterprise Partnership (OxLEP) – part of the City Deal agreement with central government is to deliver £40m of infrastructure schemes using growth in business rate yield from the Science Vale Enterprise Zone. As the accountable body for OxLEP, the council will need to borrow from the PWLB<sup>3</sup> in 2017/18 when the majority of capital expenditure is incurred and repay the loan (principal and interest) from annual business rate income<sup>4</sup>. However, there is a risk that income from business rate growth is not sufficient to meet the cost of the loan repayments and if this happens, the council will need to bear the cost until business rate income is sufficient to meet the cost of the repayments.

### Level of total reserves

17. As well as holding a contingency budget to enable those more volatile budgets to be managed, general balances are also held to ensure that a major incident or emergency can be managed without impacting on other services. In reaching a decision on the level of balances I feel are appropriate to be held for 2017/18, I have considered the strategic, operational and financial risks facing the authority including the ability to deliver planned savings, as well as external risks such as the impact of flooding. The recommended level of balances for 2017/18, based on the risk assessment included in Section 4.6.1 of this report, is £17.6m.
18. A further consideration in setting a prudent level of balances and setting a robust budget is the underlying trend of under/over spending against the budget each year. As budgets are reduced more and more, the flexibility to manage pressures arising in one area against underspends elsewhere becomes increasingly more difficult. An overspend of £0.7m on Directorate budgets was reported at the end of 2015/16. This was after the use of £1.5m of corporate contingency and, contained within the outturn position were

<sup>3</sup> Public Works Loan Board (or its replacement body)

<sup>4</sup> above the baseline at the date of creation of the enterprise zone in 2011

underlying overspends relating to staffing within children's social care, special educational needs home to school transport and waste disposal. The underlying pressures were addressed as part of the 2016/17 budget, and with the exception of special educational needs home to school transport, appear to be sufficient to meet the rising demand.

19. The Financial Monitoring report for Cabinet in February 2017 sets out a forecast overspend, based on nine months of actual expenditure of £6.6m. Although this forecast is after £1.0m use of earmarked reserves in Children's Services, it does also include £1.0m of costs relating to UASC which have not been funded by grant as described in paragraph 16(g) above. The main areas of overspending are all reflected in the proposed MTFP and described in the financial risks section of this report. They include; agency placements £3.6m (though this partly caused by the completion of the new Children's Homes being behind schedule thereby delaying the savings which will arise from reducing the number of external placements); legal costs relating to children's social care £0.7m; special educational needs home to school transport £1.3m. After use of the remaining corporate contingency of £1.0m, at this stage the remaining overspend of £5.6m will need to be met from balances. As balances are currently £3.0m more than the risk assessed level of £17.6m, meeting the overspend will reduce balances to £15.1m by the end of 2016/17. With this in mind, the budget proposals include a contribution to balances in 2017/18 of £2.7m which will increase them back to the risk assessed level.
20. Earmarked reserves are also held for specific planned purposes. They fall into several categories; those retained for departmental or service use; reserves for unspent grants; insurance and capital reserves and schools balances.
21. In assessing the appropriate level of reserves, a review is undertaken annually to determine if they are both adequate and necessary. £2.0m of earmarked reserves, which are not required for their intended purpose, are being used towards setting a balanced budget for 2017/18. At the end of 2015/16, earmarked reserves were £85.4m (excluding school reserves). By the end of 2016/17, they are estimated to reduce to £66.9m; to £55.3m by the end of 2017/18; and to reduce steadily to £42.8m by 2020/21. The expected levels of reserves remaining by 2020/21 are adequate for the purposes intended.
22. School reserves are expected to remain at the same level at the end of 2016/17 as they were at the end of 2015/16. Now that schools hold budgets for all repairs and maintenance works, it is expected that reserves could increase as schools will need to put maintenance funding aside to meet costs when work is needed. Despite this, the level of reserves is expected to fall considerably over the medium term as further schools convert to academies. At the point of conversion from a maintained school to an academy, any



balances also transfer reducing further the amount held by the Council. Schools balances are projected to fall from £20.7m at the end of 2016/17 to £9.4m by the end of 2020/21.

23. The Budget Reserve enables cash flow movements to be managed over the medium term and ensure the Council can set a balanced budget each year. This need arises as the pressures and savings profile is different over the medium term. The existing MTFP assumed a surplus of £1.2m at the end of 2016/17 and a contribution to the reserve of £7.2m in 2017/18. The new budget proposals require a contribution from the reserve of £7.1m in 2017/18. Taking these into account, the reserve is expected to be in surplus by £1.3m at the end of 2017/18 and is planned to increase to £17.4m by 2020/21. However, each year as part of the Service & Resource Planning process, the Budget Reserve is used to manage the differences in timing between pressures and savings and it is expected to be utilised in full over the medium term.

#### **Robustness of the budget**

24. The proposed budget and Medium Term Financial Plan addresses the demand pressures that are expected to continue into the medium term. It includes agreed reductions in funding to 2019/20 and sets out a plan to ensure that the Council can deliver the 2017/18 budget within estimated available resources.
25. As set out in paragraph 5, savings of £15m from the Fit for the Future Programme need to be delivered in 2018/19. Whilst there is funding set aside to deliver the programme, both the investment funding and savings plan will require close monitoring to ensure the savings are delivered within the resources available. Overall, the budget and MTFP set a clear direction for the future and place the Council in a sensible position to meet the challenges ahead.
26. There are risks in the budget largely in relation to certain demand led budgets such as children's social care and SEN home to school transport, both of which are under significant pressure in the current financial year. There is also a range of pressures and uncertainties in adult social care, particularly in relation to growing demand and the potential consequences of the Health STP. To help mitigate these risks, a contingency budget of £4.5m (0.6% of the gross budget excluding schools), has been built into 2017/18, which will provide some degree of a safety net.
27. The level of the Council's total reserves is sufficient to provide both general balances to manage the impact of unexpected events in line with the risk assessment; and the setting aside of earmarked reserves to meet known or anticipated liabilities.

28. Therefore, I am satisfied that the budget proposals for 2017/18 recommended by the Cabinet are robust.

**Lorna Baxter**  
**Director of Finance**

3 February 2017

# Section 4

# Budget Strategy and Capital Programme

## Section 4.0 Budget Strategy and Capital Programme

1. Section 4 of the report sets out the financial plans, strategies and policies that the Council is required to approve as part of the budget setting process. The content of this section is as follows:

Section		Title
4.1		Medium Term Financial Plan (MTFP) 2017/18 – 2020/21
4.2		Variations to the MTFP
	4.2.1	Changes to the budget proposals since 24 January 2017
4.3		Council tax and precepts 2017/18
4.4		Detailed Revenue budget 2017/18
4.5		Treasury management strategy statement and annual investment strategy for 2017/18 (including prudential indicators and minimum revenue provision policy statement)
4.6		Balances and reserves
	4.6.1	2017/18 risk assessment for level of balances
	4.6.2	Summary of balances and reserves
4.7		Dedicated Schools Grant provisional allocation 2017/18
4.8		Virement rules for 2017/18
4.9		Capital programme 2016/17 – 2020/21
	4.9.1	Summary of Changes to the Capital Programme
	4.9.2	Highways Structural Maintenance Programme 2017/18 and 2018/19
	4.9.3	Strategic Property Asset Management Plan
	4.9.4	Flexible Use of Capital Receipts Policy
4.10		Social & Community Impact Statements

## Medium Term Financial Plan 2017/18 - 2020/21

## Summary

	INDICATIVE POSITION											
	2017/18			2018/19			2019/20			2020/21		
	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Directorate Budgets</b>												
People	293,700	7,046	300,746	300,746	4,229	304,975	304,975	-1,941	303,034	303,034	6,000	309,034
Communities	109,001	-17,351	91,651	91,651	1,448	93,099	93,099	-112	92,987	92,987	-218	92,769
Resources	7,313	12,502	19,815	19,815	302	20,117	20,117	-462	19,655	19,655	19	19,674
Inflation and Other Adjustments <sup>(1)</sup>					5,650	5,650	5,650	5,700	11,350	11,350	7,500	18,850
<b>Directorate Budgets</b>	<b>410,014</b>	<b>2,197</b>	<b>412,211</b>	<b>412,211</b>	<b>11,629</b>	<b>423,840</b>	<b>423,840</b>	<b>3,185</b>	<b>427,025</b>	<b>427,025</b>	<b>13,301</b>	<b>440,326</b>
<b>Strategic Measures</b>												
Capital Financing												
Principal	15,534	-7,099	8,435	8,435	1,191	9,626	9,626	776	10,402	10,402	400	10,801
Interest	17,561	-435	17,126	17,126	-945	16,181	16,181	-116	16,065	16,065	36	16,100
Interest on Balances	-5,818	1,045	-4,773	-4,773	-1,080	-5,852	-5,852	-765	-6,617	-6,617	-226	-6,843
Un-Ringfenced Specific Grants	-20,150	925	-19,226	-19,226	9,387	-9,839	-9,839	232	-9,607	-9,607	724	-8,883
Contingency	4,625	-140	4,485	4,485	-116	4,369	4,369	-108	4,261	4,261		4,261
Pensions - Past Service Deficit Funding		830	830	830		830	830		830	830		830
Public Health Saving	-1,250	750	-500	-500	-500	-1,000	-1,000		-1,000	-1,000		-1,000
<b>Total Strategic Measures</b>	<b>10,501</b>	<b>-4,124</b>	<b>6,377</b>	<b>6,377</b>	<b>7,937</b>	<b>14,314</b>	<b>14,314</b>	<b>19</b>	<b>14,333</b>	<b>14,333</b>	<b>933</b>	<b>15,266</b>
<b>Contributions to/from reserves</b>												
General Balances	2,000	2,700	4,700	4,700	-2,700	2,000	2,000		2,000	2,000		2,000
Prudential Borrowing Costs					950	950	950		950	950		950
Capital Rolling Fund Reserve												
Budget Reserve	-7,452	7,519	67	67	5,381	5,448	5,448	-189	5,259	5,259	126	5,385
Directorate Earmarked Reserves	-1,228	1,228										
Business Rates Reserve	-377	410	33	33	461	494	494		494	494		494
Insurance Reserve		-900	-900	-900	1,100	200	200	100	300	300	100	400
Transitional Fund	4,000	-4,000										
<b>Total Contributions to/from reserves</b>	<b>-3,056</b>	<b>6,957</b>	<b>3,901</b>	<b>3,901</b>	<b>5,192</b>	<b>9,093</b>	<b>9,093</b>	<b>-89</b>	<b>9,004</b>	<b>9,004</b>	<b>226</b>	<b>9,230</b>
<b>Transformation Savings</b>					-15,000	-15,000	-15,000		-15,000	-15,000		-15,000
<b>Net Operating Budget</b>	<b>417,460</b>	<b>5,030</b>	<b>422,490</b>	<b>422,490</b>	<b>9,758</b>	<b>432,248</b>	<b>432,248</b>	<b>3,115</b>	<b>435,363</b>	<b>435,363</b>	<b>14,460</b>	<b>449,823</b>

(1) Adjustment for inflation and other items that have not yet been allocated by Directorate.

## Medium Term Financial Plan 2017/18 - 2020/21

## Financing

	INDICATIVE POSITION											
	2017/18			2018/19			2019/20			2020/21		
	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Net Operating Budget	417,460	5,030	422,490	422,490	9,758	432,248	432,248	3,115	435,363	435,363	14,460	449,823
<b>Funded by:</b>												
<b>Government Grant</b>												
Revenue Support Grant	-39,331	20,666	-18,665	-18,665	12,797	-5,868	-5,868	5,868	0			0
Business Rates Top-up	-37,394	-427	-37,821	-37,821	-1,217	-39,038	-39,038	4,850	-34,188	-34,188	-598	-34,786
<b>Total Government Grant</b>	<b>-76,725</b>	<b>20,239</b>	<b>-56,486</b>	<b>-56,486</b>	<b>11,580</b>	<b>-44,906</b>	<b>-44,906</b>	<b>10,719</b>	<b>-34,188</b>	<b>-34,188</b>	<b>-598</b>	<b>-34,786</b>
<b>Business Rates</b>												
Business Rates local share	-29,886	-1,279	-31,165	-31,165	-899	-32,064	-32,064	-1,004	-33,068	-33,068	-566	-33,634
Collection Fund Surplus/Deficit	2,062	-1,601	461	461	-461	0	0	0	0	0	0	0
<b>Total Business Rates</b>	<b>-27,823</b>	<b>-2,881</b>	<b>-30,704</b>	<b>-30,704</b>	<b>-1,360</b>	<b>-32,064</b>	<b>-32,064</b>	<b>-1,004</b>	<b>-33,068</b>	<b>-33,068</b>	<b>-566</b>	<b>-33,634</b>
Council Tax Surpluses	-7,015	-262	-7,277	-7,277	3,277	-4,000	-4,000	0	-4,000	-4,000	0	-4,000
<b>COUNCIL TAX REQUIREMENT</b>	<b>305,897</b>	<b>22,126</b>	<b>328,023</b>	<b>328,023</b>	<b>23,255</b>	<b>351,277</b>	<b>351,277</b>	<b>12,830</b>	<b>364,107</b>	<b>364,107</b>	<b>13,296</b>	<b>377,403</b>
<b>Council Tax Calculation</b>												
Council Tax Base			243,776			248,652			252,705			256,824
Council Tax (Band D equivalent)			£1,345.59			£1,412.73			£1,440.84			£1,469.50
<b>Increase in Council Tax (precept)</b>			7.2%			7.1%			3.7%			3.7%
<b>Increase in Band D Council Tax</b>			4.99%			4.99%			1.99%			1.99%

## Pressures and Savings Summary

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
Adult Social Care	5.556	1.461	-7.466	0.000	-0.449
<b>Total New Funding</b>	<b>5.556</b>	<b>1.461</b>	<b>-7.466</b>	<b>0.000</b>	<b>-0.449</b>

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
Children, Education and Families	8.150	1.411	1.300	0.000	10.861
Adult Social Care	0.815	0.193	0.161	0.000	1.169
Public Health					0.000
Fire & Rescue Service and Community Safety	0.115	0.000	0.000	0.000	0.115
Environment & Economy	0.951	0.310	0.670	-0.218	1.713
Corporate Services	1.200	0.000	-0.650	0.000	0.550
Corporate Measures	4.989	-3.101	0.054	0.019	1.961
<b>Total New Pressures</b>	<b>16.220</b>	<b>-1.187</b>	<b>1.535</b>	<b>-0.199</b>	<b>16.369</b>

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
Children, Education and Families	0.671	0.000	0.000	0.000	0.671
Adult Social Care	5.660	5.070	-2.060	0.000	8.670
Public Health	2.500	0.000	0.000	0.000	2.500
Fire & Rescue Service and Community Safety	0.266	0.030	0.090	0.000	0.386
Environment & Economy	0.805	-0.395	0.000	0.000	0.410
Corporate Services	0.400	0.000	0.000	0.000	0.400
Corporate Measures	10.374	-8.831	-1.250	0.000	0.293
<b>Total Changes to Existing MTFP</b>	<b>20.676</b>	<b>-4.126</b>	<b>-3.220</b>	<b>0.000</b>	<b>13.330</b>

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
Children, Education and Families	0.000	0.000	0.000	0.000	0.000
Adult Social Care	-8.777	-2.961	3.410	0.000	-8.328
Public Health	-0.500	-0.500	0.000	0.000	-1.000
Fire & Rescue Service and Community Safety	-0.381	-0.030	-0.090	0.000	-0.501
Environment & Economy	-1.325	1.325	0.000	0.000	0.000
Corporate Services	-0.300	0.300	0.000	0.000	0.000
Corporate Measures	-31.169	5.718	5.831	0.199	-19.421
<b>Total Savings</b>	<b>-42.452</b>	<b>3.852</b>	<b>9.151</b>	<b>0.199</b>	<b>-29.250</b>

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
Children, Education and Families	8.821	1.411	1.300	0.000	11.532
Adult Social Care	3.254	3.763	-5.955	0.000	1.062
Public Health	2.000	-0.500	0.000	0.000	1.500
Fire & Rescue Service and Community Safety	0.000	0.000	0.000	0.000	0.000
Environment & Economy	0.431	1.240	0.670	-0.218	2.123
Corporate Services	1.300	0.300	-0.650	0.000	0.950
Corporate Measures	-15.806	-6.214	4.635	0.218	-17.167
<b>Total Budget Changes</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

## Children, Education & Families

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<b><u>New Pressures</u></b>					
18CEF1	SEN Home to School Transport - ongoing pressure from 2016/17 and expected demographic increase in each year.	1.850	0.800	0.800		<b>3.450</b>
18CEF2	Legal Recharges for Social Care - increasing number of cases	0.700				<b>0.700</b>
18CEF3	Looked After Children's Demography - pressure for Corporate Parent responsibilities, including internal and external placements from 2016/17 and expected increase in placements each year.	4.600	1.000	1.000		<b>6.600</b>
18CEF4	Education Services Grant Reduction - change to the profile already included in the MTFP.	0.529	-0.068	-0.500		<b>-0.039</b>
18CEF5	Children's Social Workers Compulsory Accreditation		0.150			<b>0.150</b>
18CEF7	SEND Reform Grant - Expenditure Budget	0.471	-0.471			<b>0.000</b>
	<b>Total New Pressures</b>	<b>8.150</b>	<b>1.411</b>	<b>1.300</b>	<b>0.000</b>	<b>10.861</b>
	<b>Changes to Existing MTFP</b>					
18CEF6	**15EE10 - SEN Home to School Transport - previously agreed saving that is no longer achievable	0.671				<b>0.671</b>
	<b>Total Changes to Existing MTFP</b>	<b>0.671</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.671</b>
	<b>Total CEF Budget Changes</b>	<b>8.821</b>	<b>1.411</b>	<b>1.300</b>	<b>0.000</b>	<b>11.532</b>



## Adult Social Care

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<b><u>New Funding</u></b>					
18SCS20	Additional Funding from Social Care Precept	3.254	3.763	-7.466		-0.449
18SCS21	Additional Funding from Social Care Grant	2.302	-2.302			0.000
	<b>Total New Funding</b>	<b>5.556</b>	<b>1.461</b>	<b>-7.466</b>	<b>0.000</b>	<b>-0.449</b>
	<b><u>New Pressures</u></b>					
18SCS1	Prudential Borrowing Costs (relating to existing borrowing but not previously budgeted for)	0.143				0.143
18SCS2	Mental Health - additional expenditure relating to service users with needs not met through the Outcomes Based Contract. As noted in the 2016/17 Financial Monitoring Reports.	0.400				0.400
18SCS3	Deprivation of Liberty Safeguards - additional pressure to resource on-going responsibilities		0.193	0.161		0.354
18SCS4	Increase contribution to LD Pool to contribute towards the placement cost for service users transitioning from CEF	0.272				0.272
	<b>Total New Pressures</b>	<b>0.815</b>	<b>0.193</b>	<b>0.161</b>	<b>0.000</b>	<b>1.169</b>
	<b><u>Changes to Existing MTFP</u></b>					
18SCS5	** 17SCS16 - slippage in Older People's Pooled Budget Panel savings related to the timing of the go-live of Responsible Localities in October 2016	0.750		-0.750		0.000
18SCS6	** 15SCS2 - working with providers to generate efficiencies - saving cannot be achieved because of increased pressure on local care market	0.400				0.400
18SCS7	** 17SCS3 - OCP contract savings - cannot be achieved as would need to replace with more expensive care placements	0.870				0.870

## Adult Social Care

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
18SCS8	** 17SCS21 - slippage in the Day Services review saving to reflect the current consultation timescale	0.500	-0.500			<b>0.000</b>
18SCS9	** 17SCS23 - replacing intermediate care beds - difficult to achieve due to pressure on intermediate beds and impact on Delayed Transfers of Care.		1.000			<b>1.000</b>
18SCS10	** 17SCS25 - Dementia Support Service - remove saving as the service will continue as part of the wider offer to carers subject to the outcome of the Carer's consultation in Autumn 2016.			0.400		<b>0.400</b>
18SCS11	** 15SCS8,14SCS8,16SCS18, 14SCS6 and 16SCS19 - £10.000m investment in 2014/15 to help meet increased demand for social care within the Older People's Pooled Budget was originally expected to be a one - off and reduce from 2015/16 onwards. However, this has been more than replaced by new placements so the reduction is not possible.	1.600				<b>1.600</b>
18SCS12	** 17SCS1 - Based on the current level of demand these planned reductions in expenditure within the Older People's Pooled Budget are not likely to be achievable.		1.700	1.700		<b>3.400</b>
18SCS23	** 17SCS17 - Based on current financial modelling of the potential saving from developing a payment by results contract through a Social Impact Bond for learning disability services, the planned saving needs to be deferred to outside of the current MTFP period.		1.000			<b>1.000</b>
18SCS24	Daytime Support Transition	0.350	0.300	-0.650		<b>0.000</b>
18SCS25	Grow, Develop & Build Resilience in External Workforce	0.505	0.505	-1.010		<b>0.000</b>
18SCS26	Transforming Delivery	0.685	1.065	-1.750		<b>0.000</b>
	<b>Total Changes to Existing MTFP</b>	<b>5.660</b>	<b>5.070</b>	<b>-2.060</b>	<b>0.000</b>	<b>8.670</b>

## Adult Social Care

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<b><u>Savings</u></b>					
18SCS13	Additional saving achieved through removing the funding for planned support schemes (peripatetic warden schemes) from 1 April 2016. No further impact on service users beyond the original planned saving.	-0.300				<b>-0.300</b>
18SCS14	Additional potential (and earlier) saving arising from proposals to change carers' grants following consultation in Autumn 2016 but subject to Cabinet approval on 24 January 2016 - links to 17SCS28	-0.586				<b>-0.586</b>
18SCS15	Reduce duplication and overheads by redesigning emergency response and crisis services by combining the Crisis Response Service, the Emergency Carers Support Service and Telecare monitoring and response services. Additional contract saving achieved through tender process for new pathway.	-0.711				<b>-0.711</b>
18SCS16	Additional contract savings achieved through the retendering of the Re-ablement contract in 2016/17	-1.154				<b>-1.154</b>
18SCS17	Further saving from Day Services review following consultation in Autumn 2016 but subject to approval by Cabinet on 24 January 2016.	-0.104	-2.120			<b>-2.224</b>
18SCS19	Use Social Care precept to fund Adult Social Care Pressures	-2.080	-1.273			<b>-3.353</b>
18SCS22	Use of Social Care Grant to fund Demography Pressures	-2.302	2.302			<b>0.000</b>
18SCS27	Use of additional precept to fund one-off expenditure in 18SCS24, 18SCS25 and 18SCS26 above	-1.540	-1.870	3.410		<b>0.000</b>
	<b>Total Savings</b>	<b>-8.777</b>	<b>-2.961</b>	<b>3.410</b>	<b>0.000</b>	<b>-8.328</b>
	<b>Total Adult Social Care Budget Changes</b>	<b>3.254</b>	<b>3.763</b>	<b>-5.955</b>	<b>0.000</b>	<b>1.062</b>

## Adult Social Care

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<b>Use of the Adult Social Care Precept</b>					
18CM5	Replace part of £5m per annum ASC demography	2.698	3.888			<b>6.586</b>
18SCS19	Fund Adult Social Care Pressures	2.080	1.273			<b>3.353</b>
18SCS18	Balance of precept available to fund potential additional expenditure related to future increases in the National Living Wage and other ASC pressures	3.300	3.630	3.410		<b>10.340</b>
18SCS27	Additional precept	1.540	1.870	-3.410		<b>0.000</b>
	<b>ASC Precept per current MTFP</b>	<b>9.618</b>	<b>10.661</b>	<b>0.000</b>	<b>0.000</b>	<b>20.279</b>

## Public Health

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<b><u>Changes to Existing MTFP</u></b>					
18PH1	** 15PH1 - More efficient contract negotiations - not achievable in short term due to ring fencing of grant	2.500				2.500
	<b>Total Changes to Existing MTFP</b>	<b>2.500</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>2.500</b>
	<b><u>Savings</u></b>					
18PH2	Public Health - one-off savings in 2017/18 of £0.5m	-0.500	0.500			0.000
18PH3	Ongoing savings of £1.0m from 2018/19 onwards assuming ringfence is removed.		-1.000			-1.000
	<b>Total Savings</b>	<b>-0.500</b>	<b>-0.500</b>	<b>0.000</b>	<b>0.000</b>	<b>-1.000</b>
	<b>Total Public Health Budget Changes</b>	<b>2.000</b>	<b>-0.500</b>	<b>0.000</b>	<b>0.000</b>	<b>1.500</b>

## Fire & Rescue Service and Community Safety

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<b><u>New Pressures</u></b>					
18FRS1	Gypsy & Traveller Service - loss of income from other authorities who have changed their contract arrangements	0.050				<b>0.050</b>
18FRS2	Fire Reform Programme - additional post to manage the requirements of the reform.	0.065				<b>0.065</b>
	<b>Total New Pressures</b>	<b>0.115</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.115</b>
	<b><u>Changes to Existing MTFP</u></b>					
18FRS3	** 15SCS43 - Carterton Resources - additional funding due to fallout in 2017/18 but still required	0.216				<b>0.216</b>
18FRS4	** 15SCS28 - Development of Commercial Training Unit (Income Generation)	0.025				<b>0.025</b>
18FRS5	** 15SCS29 - Collaboration Efficiencies - Revenue reductions associated with implementation of Thames Valley Fire Control Service (TVFCS)	0.025				<b>0.025</b>
18FRS6	** 17FRS8 - Fire Cadets - move to self-financing or sponsorship model - work has not started and looking to expand programme to LAC		0.030			<b>0.030</b>
18FRS7	** 17FRS6 - Reduce number of operational Group Manager posts - needs to fully evaluated before implementation			0.090		<b>0.090</b>
	<b>Total Changes to Existing MTFP</b>	<b>0.266</b>	<b>0.030</b>	<b>0.090</b>	<b>0.000</b>	<b>0.386</b>
	<b><u>Savings</u></b>					
18FRS8	Vacancy management - Fire & Rescue and Emergency Planning	-0.250				<b>-0.250</b>
18FRS9	Transformational crewing models		-0.010	-0.090		<b>-0.100</b>
18FRS10	Gypsy & Traveller Sites - keep Brent contract	-0.050				<b>-0.050</b>
18FRS11	Fire collaboration (procurement, training & operational alignment)	-0.081	-0.020			<b>-0.101</b>
	<b>Total Savings</b>	<b>-0.381</b>	<b>-0.030</b>	<b>-0.090</b>	<b>0.000</b>	<b>-0.501</b>
	<b>Total Fire &amp; Rescue Service Budget Changes</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

## Environment & Economy

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<b><u>New Pressures</u></b>					
18EE1	Climate Change Levy charge increase - Corporate Estate and Street Lighting			0.120		<b>0.120</b>
18EE2	HWRC - increased contract costs		0.500			<b>0.500</b>
18EE3	HWRC Prudential Borrowing costs - future investment			0.850	-0.018	<b>0.832</b>
18EE4	Phase 2 of Minerals & Waste Plan	0.050	0.050	0.100	-0.200	<b>0.000</b>
18EE5	Oxfordshire Spatial Plan	0.100	-0.100			<b>0.000</b>
18EE6	Investment into OSM to achieve higher income	0.200	0.200	-0.400		<b>0.000</b>
18EE7	Potential pressure arising from redundancy liability should Natural England no longer have funding for 17/18 onwards	0.090	-0.090			<b>0.000</b>
18EE8	Pressures arising from Deregulation Act increasing the level of Service for Definitive Map work.	0.080				<b>0.080</b>
18EE14	Flood Defence Levy	0.011				<b>0.011</b>
18EE15	Additional Grass Cutting activity	0.170				<b>0.170</b>
18EE16	Communities Fund	0.250	-0.250			<b>0.000</b>
	<b>Total New Pressures</b>	<b>0.951</b>	<b>0.310</b>	<b>0.670</b>	<b>-0.218</b>	<b>1.713</b>
	<b><u>Changes to Existing MTFP</u></b>					
18EE9	** 17EE6 - Explore further opportunities for generating funding from OCC transport model system.	0.025	0.025			<b>0.050</b>
18EE10	** 15EE28 - Street Lighting - Energy Saving plus reduction in inspection frequencies and cleaning regimes	0.420	-0.420			<b>0.000</b>
18EE11	** 16EE11 - Increase in parking charges not achievable	0.200				<b>0.200</b>
18EE12	** 17EE26 - Prioritising essential Gully emptying work, meaning a reduction in frequency from once every three years to once every four years.	0.160				<b>0.160</b>
	<b>Total Changes to Existing MTFP</b>	<b>0.805</b>	<b>-0.395</b>	<b>0.000</b>	<b>0.000</b>	<b>0.410</b>
	<b><u>Savings</u></b>					
18EE13	Use S278 Funding on a one-off basis	-1.325	1.325			<b>0.000</b>
	<b>Total Savings</b>	<b>-1.325</b>	<b>1.325</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
	<b>Total Environment &amp; Economy Budget Changes</b>	<b>0.431</b>	<b>1.240</b>	<b>0.670</b>	<b>-0.218</b>	<b>2.123</b>

Corporate Services - ICT

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<b><u>New Pressures</u></b>					
18CS1	Data Centre Costs	0.250				0.250
18CS2	Council Infrastructure	0.650		-0.650		0.000
18CS3	Loss of Recharge Income	0.300				0.300
	<b>Total New Pressures</b>	<b>1.200</b>	<b>0.000</b>	<b>-0.650</b>	<b>0.000</b>	<b>0.550</b>
	<b><u>Changes to Existing MTFP</u></b>					
18CS4	** 15EE39 - ICT Rationalisation - including implementation of new telephony technology	0.400				0.400
	<b>Total Changes to Existing MTFP</b>	<b>0.400</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.400</b>
	<b><u>Savings</u></b>					
18CS5	Charge loss of recharge income to Transition Fund in 2017/18.	-0.300	0.300			0.000
	<b>Total Savings</b>	<b>-0.300</b>	<b>0.300</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
	<b>Total ICT Budget Changes</b>	<b>1.300</b>	<b>0.300</b>	<b>-0.650</b>	<b>0.000</b>	<b>0.950</b>



## Corporate Measures

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<b><u>New Pressures</u></b>					
18CM1	School Related Overheads & Income	1.417	0.088	0.120		<b>1.625</b>
18CM2	Impact of 2017 Rates Revaluation	0.103	0.064	0.068	0.019	<b>0.254</b>
18CM14	Contribution to Balances	2.700	-2.700			<b>0.000</b>
18CM15	Business Rates Top-Up allocation	0.308	-0.092	-0.134		<b>0.082</b>
18CM17	Deficit on Business Rates Collection Fund	0.461	-0.461			<b>0.000</b>
	<b>Total New Pressures</b>	<b>4.989</b>	<b>-3.101</b>	<b>0.054</b>	<b>0.019</b>	<b>1.961</b>
	<b><u>Changes to Existing MTFP</u></b>					
18CM3	Transformation Savings	10.374	6.169	-1.250		<b>15.293</b>
18CM4	Reprofile Transformation Savings		-15.000			<b>-15.000</b>
	<b>Total Changes to Existing MTFP</b>	<b>10.374</b>	<b>-8.831</b>	<b>-1.250</b>	<b>0.000</b>	<b>0.293</b>
	<b><u>Savings</u></b>					
18CM5	Reduction in demography allocation	-2.698	-3.888			<b>-6.586</b>
18CM6	Review of annual contribution to reserves	-1.950	-3.050			<b>-5.000</b>
18CM7	Strategic Measures	-5.321	0.114	-0.105	0.209	<b>-5.103</b>
18CM8	Increased Taxbase and Council Tax Surplus	-4.759	2.163	-0.871	-0.136	<b>-3.603</b>
18CM9	Apprenticeship Levy will be charged to Schools	-0.820				<b>-0.820</b>
18CM10	Use of Budget Reserve	-7.111	10.382	-0.189	0.126	<b>3.208</b>
18CM11	Social Care Precept	-3.254	-3.763	7.466		<b>0.449</b>
18CM12	Social Care Grant	-2.302	2.302			<b>0.000</b>
18CM13	Other Grant Changes	-0.318	0.526	-0.470		<b>-0.262</b>
18CM16	Saving on Inflation	-0.800				<b>-0.800</b>
18CM18	SEND Reform Grant - income	-0.471	0.471			<b>0.000</b>
18CM19	Contribution from Business Rates Reserve	-0.461	0.461			<b>0.000</b>
18CM20	Business Rates from District Councils	-0.690				<b>-0.690</b>
18CM21	Section 31 Grant for Business Rate Reliefs	-0.214				<b>-0.214</b>
	<b>Total Savings</b>	<b>-31.169</b>	<b>5.718</b>	<b>5.831</b>	<b>0.199</b>	<b>-19.421</b>
	<b>Total Corporate Measures</b>	<b>-15.806</b>	<b>-6.214</b>	<b>4.635</b>	<b>0.218</b>	<b>-17.167</b>

## Changes to the Budget Proposals Since January 2017

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<b>Position in 24 January Cabinet Report</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
18CM8	Council Tax Surpluses	-0.411	0.411			<b>0.000</b>
18CM17	Deficit on Business Rates Collection Fund	0.461	-0.461			<b>0.000</b>
18CM19	Contribution from the Business Rates Reserve	-0.461	0.461			<b>0.000</b>
18CM20	Business Rates from Districts	-0.690				<b>-0.690</b>
18CM21	Section 31 Grant for Business Rate Reliefs	-0.214				<b>-0.214</b>
18CEF4	Education Services Grant - transitional grant higher than expected.	-0.642				<b>-0.642</b>
18CM18	Special Educational Needs and Disabilities Reform Grant	-0.471	0.471			<b>0.000</b>
18CEF7	Special Educational Needs and Disabilities Reform Grant - Expenditure Budget	0.471	-0.471			<b>0.000</b>
	<b>Additional Funding</b>	<b>-1.957</b>	<b>0.411</b>	<b>0</b>	<b>0</b>	<b>-1.546</b>
18CEF3	Looked After Children's Demography - pressure for Corporate Parent responsibilities, including internal and external placements from 2016/17 and expected increase in placements each year.	0.600				<b>0.600</b>
18EE15	Additional Grass Cutting activity	0.170				<b>0.170</b>
18EE16	Pilot Communities Fund	0.250	-0.250			<b>0.000</b>
18CM7	Contribution to Contingency	0.200				<b>0.200</b>
18CM14	Contribution to Balances	0.700	-0.700			<b>0.000</b>
18EE14	Flood Defence Levy - additional cost	0.011				<b>0.011</b>
18CM10	Use of the Budget Reserve	0.026	0.539			<b>0.565</b>
	<b>Proposed Use of Additional Funding</b>	<b>1.957</b>	<b>-0.411</b>	<b>0.000</b>	<b>0.000</b>	<b>1.546</b>
	<b>TOTAL CHANGES TO BUDGET PROPOSALS</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

## Council Tax and Precepts 2017/18

### Council Tax Data

1. In order to set its budget for 2017/18, 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 **£328,022,682** as shown in the proposed Medium Term Financial Plan (Section 4.1) the calculation of the Band D Council Tax for 2017/18 is as follows:

### Council Tax Calculation 2017/18

	£m
County Council net expenditure after specific grants	422.490
Less: Revenue Support Grant	-18.665
Business Rates Top Up	-37.821
Non-Domestic Rating Income	-31.165
Council Tax Collection Fund Adjustments	-7.277
Business Rates Collection Fund Adjustments	0.461
<b>Council Tax Requirement (R)</b>	<b>328.023</b>
Council Tax Base (assuming losses on collection) (T)	243,776
<b>Band D Council Tax (R/T)</b>	<b>£1,345.59</b>

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

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

Assuming a Band D council tax of £1,345.59, the council tax for other bands is as follows:

Property Band	Property Values	Band D Proportion	2017/18 £ p
A	Up to £40,000	6/9	897.06
B	Over £40,000 and up to £52,000	7/9	1,046.57
C	Over £52,000 and up to £68,000	8/9	1,196.08
D	Over £68,000 and up to £88,000	9/9	1,345.59
E	Over £88,000 and up to £120,000	11/9	1,644.61
F	Over £120,000 and up to £160,000	13/9	1,943.63
G	Over £160,000 and up to £320,000	15/9	2,242.65
H	Over £320,000	18/9	2,691.18

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

The County Council precept (£328,022,682) is the sum of the council tax income required to fund the Council's budget.

District Council	Tax Base Number	Assumed Precept Due £
Cherwell	51,639.50	69,485,594.81
Oxford City	44,623.40	60,044,800.81
South Oxfordshire	55,557.20	74,757,212.75
Vale of White Horse	49,406.00	66,480,219.54
West Oxfordshire	42,550.00	57,254,854.50
<b>TOTAL</b>	<b>243,776.10</b>	<b>328,022,682.41</b>

Formal approval is required under the council tax legislation for:

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

The information must be given to district councils by 1 March 2017.

# Detailed Revenue Budget 2017/18

February 2017



Draft Revenue Budget 2017/18  
Summary

		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
		£000	£000	£000	£000	£000	£000	£000	£000
<b>People</b>	Expenditure	629,654	4,795	458	-4,751	-3,346	8,848	-28	635,630
	Recharge Income	-11,779	-1,195	0	0	100	0	-410	-13,284
	DSG income (*)	-243,608	-3,873	0	3,537	0	0	665	-243,279
	Grant income	-52,635	11,332	0	792	0	0	1	-40,510
	Other Income	-27,932	-11,478	-4	0	0	0	1,603	-37,811
		<b>293,700</b>	<b>-419</b>	<b>454</b>	<b>-422</b>	<b>-3,246</b>	<b>8,848</b>	<b>1,831</b>	<b>300,746</b>
<b>Communities</b>	Expenditure	195,156	-34,168	1,938	-106	-10,002	3,484	4,126	160,428
	Recharge Income	-64,635	18,925	0	-58	29	-1,759	-2,268	-49,766
	Grant income	-2,421	-310	0	0	0	0	0	-2,731
	Other Income	-19,099	3,152	-183	0	950	-1,100	0	-16,280
		<b>109,001</b>	<b>-12,401</b>	<b>1,755</b>	<b>-164</b>	<b>-9,023</b>	<b>625</b>	<b>1,858</b>	<b>91,651</b>
<b>Resources</b>	Expenditure	24,631	36,945	391	0	-10,899	12,374	3,517	66,959
	Recharge Income	-11,492	-20,955	0	-293	366	626	-7,895	-39,643
	Grant income	-642	0	0	0	0	0	0	-642
	Other Income	-5,184	-1,401	-52	0	-170	0	-52	-6,859
		<b>7,313</b>	<b>14,589</b>	<b>339</b>	<b>-293</b>	<b>-10,703</b>	<b>13,000</b>	<b>-4,430</b>	<b>19,815</b>
<b>Strategic Measures and Contributions to/from Reserves</b>	Expenditure	35,265	-1,769	0	0	16,402	-14,749	0	35,149
	Recharge Income	-4,492	0	0	0	-2,495	3,202	0	-3,785
	Grant income	-20,150	0	0	924	0	0	0	-19,226
	Other Income	-3,176	0	0	0	-87	1,403	0	-1,860
		<b>7,447</b>	<b>-1,769</b>	<b>0</b>	<b>924</b>	<b>13,820</b>	<b>-10,144</b>	<b>0</b>	<b>10,278</b>
<b>Net Operating Budget</b>		<b>417,461</b>	<b>0</b>	<b>2,548</b>	<b>45</b>	<b>-9,152</b>	<b>12,329</b>	<b>-741</b>	<b>422,490</b>

**Draft Revenue Budget 2017/18  
Summary**

		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
		£000	£000	£000	£000	£000	£000	£000	£000
<b>General Government Grant</b>	Grant income	-76,725	0	0	0	0	0	20,239	-56,486
<b>Business Rates from District Councils</b>	Other Income	-27,824	0	0	0	0	0	-2,880	-30,704
<b>Collection Fund Surpluses/Deficits</b>	Other Income	-7,015	0	0	0	0	0	-262	-7,277
<b>COUNCIL TAX REQUIREMENT</b>		<b>305,897</b>	<b>0</b>	<b>2,548</b>	<b>45</b>	<b>-9,152</b>	<b>12,329</b>	<b>16,356</b>	<b>328,023</b>

	<b>Expenditure</b>	<b>884,706</b>	<b>5,803</b>	<b>2,787</b>	<b>-4,857</b>	<b>-7,845</b>	<b>9,957</b>	<b>7,615</b>	<b>898,166</b>
	<b>Recharge Income</b>	<b>-92,398</b>	<b>-3,225</b>	<b>0</b>	<b>-351</b>	<b>-2,000</b>	<b>2,069</b>	<b>-10,573</b>	<b>-106,478</b>
	<b>DSG income (*)</b>	<b>-243,608</b>	<b>-3,873</b>	<b>0</b>	<b>3,537</b>	<b>0</b>	<b>0</b>	<b>665</b>	<b>-243,279</b>
	<b>Grant income</b>	<b>-152,573</b>	<b>11,022</b>	<b>0</b>	<b>1,716</b>	<b>0</b>	<b>0</b>	<b>20,240</b>	<b>-119,595</b>
	<b>Other Income</b>	<b>-90,230</b>	<b>-9,727</b>	<b>-239</b>	<b>0</b>	<b>693</b>	<b>303</b>	<b>-1,591</b>	<b>-100,791</b>
<b>COUNCIL TAX REQUIREMENT</b>		<b>305,897</b>	<b>0</b>	<b>2,548</b>	<b>45</b>	<b>-9,152</b>	<b>12,329</b>	<b>16,356</b>	<b>328,023</b>

(\*) Notes

1. DSG = Dedicated Schools Grant.

2. For CEF further changes will be required to reflect revised pupil numbers and academy conversions.

[References to the "Service and Resource Planning: Service Analysis 2016/17" publication have been added throughout this document to show the movement from 2016/17 to 2017/18.](#)

## Draft Revenue Budget 2017/18

## People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
<b>CEF1</b>	<b>CEF1</b>	<b><u>EDUCATION &amp; LEARNING</u></b>									
CEF1-1	CEF1-1	Management & Central Costs (including admin and support service recharges)	expenditure recharge Income DSG income grant income income	2,854 0 -424 0 0	-131 0 131 0 0	20 0 0 0 0	-180 0 -241 0 0	0 0 0 0 0	0 0 0 0 0	-427 0 0 0 0	2,136 0 -534 0 0
				2,430	0	20	-421	0	0	-427	1,602
CEF1-2	CEF1-2	Additional & Special Educational Needs	expenditure recharge Income DSG income grant income income	33,991 -570 -31,272 0 -644	2,905 -3 -2,958 0 -32	22 0 0 0 0	1,911 0 -1,911 0 0	-250 0 0 0 0	471 0 0 0 0	-37 0 0 0 0	39,013 -573 -36,141 0 -676
				1,505	-88	22	0	-250	471	-37	1,623
CEF1-4	CEF1-4	Education	expenditure recharge Income DSG income grant income income	9,437 -1,140 -4,432 -665 -1,830	1,267 660 -1,823 655 -758	8 0 0 0 0	-2,062 0 1,849 0 0	-984 0 0 0 0	0 0 0 0 0	-1,548 7 0 0 1,537	6,118 -473 -4,406 -10 -1,051
				1,370	1	8	-213	-984	0	-4	178
CEF1-5	CEF1-5	School Organisation & Planning (Including Home to School Transport recharge)	expenditure recharge Income DSG income grant income income	19,781 -113 -4,044 0 0	308 -288 -59 0 0	9 0 0 0 0	-63 0 61 0 0	-681 0 0 0 0	2,521 0 0 0 0	312 0 0 0 0	22,187 -401 -4,042 0 0
				15,624	-39	9	-2	-681	2,521	312	17,744
		<b>SUBTOTAL EDUCATION &amp; LEARNING</b>		<b>20,929</b>	<b>-126</b>	<b>59</b>	<b>-636</b>	<b>-1,915</b>	<b>2,992</b>	<b>-156</b>	<b>21,147</b>



## Draft Revenue Budget 2017/18

## People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
<b>CEF2</b>	<b>CEF2</b>	<b><u>CHILDREN'S SOCIAL CARE</u></b>									
CEF2-1	CEF2-1	Management & Central Costs (including admin and support service recharges)	expenditure recharge Income DSG income grant income income	5,290 -37 0 0 0	-845 0 0 0 0	34 0 0 0 0	180 0 0 0 0	0 0 0 0 0	700 0 0 0 0	973 0 0 0 0	6,332 -37 0 0 0
				5,253	-845	34	180	0	700	973	6,295
CEF2-3	CEF2-3	Social Care	expenditure recharge Income DSG income grant income income	25,678 -369 -1,352 -1,207 -301	2,103 -2,432 1,352 21 0	102 0 0 0 0	0 0 0 0 0	-238 0 0 0 0	4,100 0 0 0 0	-6,881 0 0 0 0	24,864 -2,801 0 -1,186 -301
				22,449	1,044	102	0	-238	4,100	-6,881	20,576
CEF2-4	-	Locality & Community Support Service	expenditure recharge Income DSG income grant income income	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	1,297 0 0 0 0	1,297 0 0 0 0
				0	0	0	0	0	0	1,297	1,297
CEF2-5	-	Family Support Service	expenditure recharge Income DSG income grant income income	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	11,822 -458 0 0 0	11,822 -458 0 0 0
				0	0	0	0	0	0	11,364	11,364
CEF2-6	-	Education, Employment & Training	expenditure recharge Income DSG income grant income income	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	1,725 0 0 0 -950	1,725 0 0 0 -950
				0	0	0	0	0	0	775	775

## Draft Revenue Budget 2017/18

## People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
CEF2-7	CEF2-7	Early Intervention	expenditure	16,744	-954	87	0	-4,200	0	-11,677	0
			recharge Income	-53	12	0	0	0	0	41	0
			DSG income	-2,165	1,500	0	0	0	0	665	0
			grant income	0	0	0	0	0	0	0	0
			income	-374	-606	0	0	0	0	980	0
				14,152	-48	87	0	-4,200	0	-9,991	0
		<b>SUBTOTAL CHILDREN'S SOCIAL CARE</b>		<b>41,854</b>	<b>151</b>	<b>223</b>	<b>180</b>	<b>-4,438</b>	<b>4,800</b>	<b>-2,463</b>	<b>40,307</b>
<b>CEF3</b>	<b>CEF3</b>	<b><u>CHILDREN'S SOCIAL CARE</u></b>									
		<b><u>COUNTYWIDE SERVICES</u></b>									
CEF3-2	CEF3-2	Corporate Parenting	expenditure	17,659	105	98	0	238	500	3,135	21,735
			recharge Income	-60	0	0	0	0	0	0	-60
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-48	0	0	0	0	0	0	-48
				17,551	105	98	0	238	500	3,135	21,627
CEF3-3	CEF3-3	Safeguarding	expenditure	1,809	33	15	0	0	0	45	1,902
			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
				1,598	33	15	0	0	0	45	1,691
CEF3-4	CEF3-4	Services for Disabled Children	expenditure	7,286	48	21	0	-250	0	-37	7,068
			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
				7,276	48	21	0	-250	0	-37	7,058
CEF3-5	CEF3-5	Youth Offending Service	expenditure	1,276	-13	10	0	0	0	-64	1,209
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	-536	-15	0	0	0	0	1	-550
			income	-314	28	0	0	0	0	36	-250
				426	0	10	0	0	0	-27	409
		<b>SUBTOTAL CHILDREN'S SOCIAL CARE</b>		<b>26,851</b>	<b>186</b>	<b>144</b>	<b>0</b>	<b>-12</b>	<b>500</b>	<b>3,116</b>	<b>30,785</b>
		<b>COUNTYWIDE SERVICES</b>									

Draft Revenue Budget 2017/18  
People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
<b>CEF4</b>	<b>CEF4</b>	<b><u>SCHOOLS</u></b>									
CEF4-1	CEF4-1	Delegated Budgets	expenditure	207,990	4,052	0	-12,944	0	0	0	199,098
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-167,494	-4,052	0	12,944	0	0	0	-158,602
			grant income	-18,101	10,671	0	0	0	0	0	-7,430
			income	-22,395	-10,671	0	0	0	0	0	-33,066
				0	0	0	0	0	0	0	0
CEF4-2	CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	expenditure	25,027	-281	0	8,815	0	0	0	33,561
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-25,027	281	0	-8,815	0	0	0	-33,561
			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	1,061	0	0	-51	0	0	0	1,010
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-618	0	0	-42	0	0	0	-660
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				443	0	0	-93	0	0	0	350
CEF4-4	CEF4-4	Schools Support Service Recharges	expenditure	5,149	-1,755	0	-357	0	0	0	3,037
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-5,149	1,755	0	344	0	0	0	-3,050
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	-13	0	0	0	-13
CEF4-5	CEF4-5	Capitalised Repairs & Maintenance	expenditure	1,567	0	0	0	0	0	0	1,567
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-1,567	0	0	0	0	0	0	-1,567
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
		<b>SUBTOTAL SCHOOLS</b>		<b>443</b>	<b>0</b>	<b>0</b>	<b>-106</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>337</b>

## Draft Revenue Budget 2017/18

## People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
<b>CEF5</b>	<b>CEF5</b>	<b><u>CHILDREN, EDUCATION &amp; FAMILIES</u></b> <b><u>(CEF) CENTRAL COSTS</u></b>									
CEF5-1	CEF5-1	Management, Admin & Central Support Service Recharges	expenditure recharge Income DSG income grant income income	545 0 0 0 0	-202 0 0 0 0	4 0 0 0 0	0 0 -476 0 0	199 0 0 0 0	0 0 0 0 0	-9 0 0 0 0	537 0 -476 0 0
				545	-202	4	-476	199	0	-9	61
CEF5-2	CEF5-2	Premature Retirement Compensation (PRC)	expenditure recharge Income DSG income grant income income	3,860 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	3,860 0 0 0 0
				3,860	0	0	0	0	0	0	3,860
CEF5-3	CEF5-3	Joint Commissioning Recharge	expenditure recharge Income DSG income grant income income	1,255 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 -176 0 0	-250 0 0 0 0	0 0 0 0 0	0 0 0 0 0	1,005 0 -176 0 0
				1,255	0	0	-176	-250	0	0	829
		<b>SUBTOTAL CEF CENTRAL COSTS</b>		<b>5,660</b>	<b>-202</b>	<b>4</b>	<b>-652</b>	<b>-51</b>	<b>0</b>	<b>-9</b>	<b>4,750</b>

			expenditure	388,259	6,640	430	-4,751	-6,416	8,292	-1,371	391,083
			recharge Income	-2,405	-2,051	0	0	0	0	-410	-4,866
			DSG income	-243,608	-3,873	0	3,537	0	0	665	-243,279
			grant income	-20,509	11,332	0	0	0	0	1	-9,176
			income	-26,000	-12,039	0	0	0	0	1,603	-36,436
		<b>BUDGET CONTROLLABLE BY DIRECTORATE</b>		<b>95,737</b>	<b>9</b>	<b>430</b>	<b>-1,214</b>	<b>-6,416</b>	<b>8,292</b>	<b>488</b>	<b>97,326</b>

## Draft Revenue Budget 2017/18

## People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17 £000	Permanent Virements Agreed in 2016/17 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2017/18 £000
		Non Negotiable Support Service Recharge	support service recharge expenditure	10,859	0	0	0	0	0	360	11,219
			support service 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
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGE</b>		<b>10,859</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>360</b>	<b>11,219</b>
			expenditure	<b>399,118</b>	<b>6,640</b>	<b>430</b>	<b>-4,751</b>	<b>-6,416</b>	<b>8,292</b>	<b>-1,011</b>	<b>402,302</b>
			recharge income	<b>-2,405</b>	<b>-2,051</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-410</b>	<b>-4,866</b>
			DSG income	<b>-243,608</b>	<b>-3,873</b>	<b>0</b>	<b>3,537</b>	<b>0</b>	<b>0</b>	<b>665</b>	<b>-243,279</b>
			grant income	<b>-20,509</b>	<b>11,332</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>-9,176</b>
			income	<b>-26,000</b>	<b>-12,039</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,603</b>	<b>-36,436</b>
		<b>DIRECTORATE TOTAL</b>		<b>106,596</b>	<b>9</b>	<b>430</b>	<b>-1,214</b>	<b>-6,416</b>	<b>8,292</b>	<b>848</b>	<b>108,545</b>

Draft Revenue Budget 2017/18  
People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
<b>SCS1</b>	<b>SCS1</b>	<b>ADULT SOCIAL CARE</b>									
<b>SCS1-1</b>		<b><u>Pooled Budget Contributions</u></b>									
SCS1-1A		Older People	Expenditure	66,922	7,888	24	0	-2,628	1,408	48	73,662
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				66,922	7,888	24	0	-2,628	1,408	48	73,662
SCS1-1B		Physical Disabilities	Expenditure	882	11,118	-132	0	0	0	-74	11,794
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				882	11,118	-132	0	0	0	-74	11,794
SCS1-1C		Learning Disabilities	Expenditure	0	68,245	1	0	350	272	0	68,868
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	68,245	1	0	350	272	0	68,868
SCS1-1D		Mental Health	Expenditure	0	8,975	0	0	0	400	0	9,375
SCS1-1E			Recharge Income	0	0	0	0	0	0	0	0
			income	0	-51	0	0	0	0	0	-51
				0	8,924	0	0	0	400	0	9,324
		<b>Subtotal Pooled Budget Contributions</b>		<b>67,804</b>	<b>96,175</b>	<b>-107</b>	<b>0</b>	<b>-2,278</b>	<b>2,080</b>	<b>-26</b>	<b>163,648</b>
<b>SCS1-2</b>		<b>Adult Protection &amp; Mental Capacity</b>									
SCS1-2		Including: Safeguarding,	Expenditure	76,596	-73,118	26	0	-585	0	0	2,919
A to E		Deprivation of Liberty Standards,	Recharge Income	-4,550	4,286	0	0	0	0	0	-264
		Emergency Duty Team	income	-20	-10	0	0	0	0	0	-30
				72,026	-68,842	26	0	-585	0	0	2,625
		<b>Adult Protection &amp; Mental Capacity</b>		<b>72,026</b>	<b>-68,842</b>	<b>26</b>	<b>0</b>	<b>-585</b>	<b>0</b>	<b>0</b>	<b>2,625</b>
<b>SCS1-3</b>		<b>Provider &amp; Support Services</b>									
SCS1-3A to		Including: Money Management,	Expenditure	8,993	243	72	0	0	0	-5	9,303
SCS1-3H		Shared Lives, Employment Services,	Recharge Income	0	-6,778	0	0	0	0	0	-6,778
		Daytime Support Services	income	-53	-808	-4	0	0	0	0	-865
				8,940	-7,343	68	0	0	0	-5	1,660
		<b>Subtotal Provider &amp; Support Services</b>		<b>8,940</b>	<b>-7,343</b>	<b>68</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-5</b>	<b>1,660</b>

Draft Revenue Budget 2017/18  
People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
<b>SCS1-4</b>		<b>Domestic Violence</b>									
		Domestic Violence	Expenditure	15,650	-15,212	0	0	0	0	200	638
			Recharge Income	-2,083	2,083	0	0	0	0	0	0
			Grant income	0	0	0	0	0	0	0	0
			income	-1,268	1,268	0	0	0	0	0	0
				12,299	-11,861	0	0	0	0	200	638
		<b>Subtotal Domestic Violence</b>		<b>12,299</b>	<b>-11,861</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>638</b>
<b>SCS1-5</b>		<b>Housing Related Support</b>									
SCS1-5A		Including: Housing Support, Drugs and Alcohol	Expenditure	11,925	-9,442	0	0	-500	0	-200	1,783
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				11,925	-9,442	0	0	-500	0	-200	1,783
		<b>Subtotal Housing Related Support</b>		<b>11,925</b>	<b>-9,442</b>	<b>0</b>	<b>0</b>	<b>-500</b>	<b>0</b>	<b>-200</b>	<b>1,783</b>
<b>SCS1-6</b>		<b>Other Funding</b>									
		including: ASC Precept	Expenditure	119	2,136	0	0	6,364	-1,524	3	7,098
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				119	2,136	0	0	6,364	-1,524	3	7,098
		<b>Subtotal Other Funding</b>		<b>119</b>	<b>2,136</b>	<b>0</b>	<b>0</b>	<b>6,364</b>	<b>-1,524</b>	<b>3</b>	<b>7,098</b>
<b>SCS1-7</b>		<b>Adult Social Care Recharges</b>									
SCS1-8			Expenditure	0	137	0	0	0	0	63	200
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	137	0	0	0	0	63	200
		<b>Subtotal Adult Social Care Recharges</b>		<b>0</b>	<b>137</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>63</b>	<b>200</b>
		<b>ADULT SOCIAL CARE</b>		<b>173,113</b>	<b>960</b>	<b>-13</b>	<b>0</b>	<b>3,001</b>	<b>556</b>	<b>35</b>	<b>177,652</b>

Draft Revenue Budget 2017/18  
People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
<b>SCS2</b>	<b>SCS2</b>	<b><u>JOINT COMMISSIONING</u></b>									
SCS2-1 to SCS2-4		Including: Leadership Team, Children & Young People, Adults, Quality, Procurement & Contracts	Expenditure	7,014	-2,815	37	0	69	0	-17	4,288
			Recharge Income	-2,564	1,265	0	0	100	0	0	-1,199
			income	-414	162	0	0	0	0	0	-252
				4,036	-1,388	37	0	169	0	-17	2,837
		<b>TOTAL JOINT COMMISSIONING</b>		<b>4,036</b>	<b>-1,388</b>	<b>37</b>	<b>0</b>	<b>169</b>	<b>0</b>	<b>-17</b>	<b>2,837</b>
			Expenditure	188,101	-1,845	28	0	3,070	556	18	189,928
			Recharge Income	-9,197	856	0	0	100	0	0	-8,241
			Grant income	0	0	0	0	0	0	0	0
			Income	-1,755	561	-4	0	0	0	0	-1,198
		<b>BUDGET CONTROLLABLE BY DIRECTORATE</b>		<b>177,149</b>	<b>-428</b>	<b>24</b>	<b>0</b>	<b>3,170</b>	<b>556</b>	<b>18</b>	<b>180,489</b>
		Non Negotiable Support Service Recharges	support service recharge expenditure	9,955	0	0	0	0	0	1,757	11,712
			support service 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
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES</b>		<b>9,955</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,757</b>	<b>11,712</b>
			Expenditure	198,056	-1,845	28	0	3,070	556	1,775	201,640
			Recharge Income	-9,197	856	0	0	100	0	0	-8,241
			Grant income	0	0	0	0	0	0	0	0
			Income	-1,755	561	-4	0	0	0	0	-1,198
		<b>DIRECTORATE TOTAL</b>		<b>187,104</b>	<b>-428</b>	<b>24</b>	<b>0</b>	<b>3,170</b>	<b>556</b>	<b>1,775</b>	<b>192,201</b>

The Adult Social Care budget is shown using the revised structure due to the extensive restructure that took place during 2016/17.



Draft Revenue Budget 2017/18  
People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
PH1	PH1	LA Commissioning Responsibilities - Nationally Defined	Expenditure	18,121	0	0	0	0	0	-498	17,623
			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
		<b>SUBTOTAL LA COMMISSIONING RESPONSIBILITIES - NATIONALLY DEFINED</b>		<b>18,121</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-498</b>	<b>17,623</b>
PH2	PH2	LA Commissioning Responsibilities - Locally defined	expenditure	13,688	0	0	0	0	0	-294	13,394
			recharge income	-177	0	0	0	0	0	0	-177
			grant income	0	0	0	0	0	0	0	0
			income	-177	0	0	0	0	0	0	-177
		<b>SUBTOTAL LA COMMISSIONING RESPONSIBILITIES - LOCALLY DEFINED</b>		<b>13,334</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-294</b>	<b>13,040</b>
PH3	PH3	Public Health Recharges	expenditure	99	572	0	0	0	0	0	671
			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
		<b>SUBTOTAL PUBLIC HEALTH RECHARGES</b>		<b>99</b>	<b>572</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>671</b>
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	-32,126	0	0	792	0	0	0	-31,334
			income	0	0	0	0	0	0	0	0
		<b>SUBTOTAL GRANT INCOME</b>		<b>-32,126</b>	<b>0</b>	<b>0</b>	<b>792</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-31,334</b>
			expenditure	31,908	572	0	0	0	0	-792	31,688
			recharge income	-177	0	0	0	0	0	0	-177
			grant income	-32,126	0	0	792	0	0	0	-31,334
			income	-177	0	0	0	0	0	0	-177
		<b>BUDGET CONTROLLABLE BY DIRECTORATE</b>		<b>-572</b>	<b>572</b>	<b>0</b>	<b>792</b>	<b>0</b>	<b>0</b>	<b>-792</b>	<b>0</b>
			support service recharge expenditure	572	-572	0	0	0	0	0	0
			PH grant income	0	0	0	0	0	0	0	0
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES</b>		<b>572</b>	<b>-572</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			Expenditure	32,480	0	0	0	0	0	-792	31,688
			Recharge Income	-177	0	0	0	0	0	0	-177
			Grant Income	-32,126	0	0	792	0	0	0	-31,334
			Income	-177	0	0	0	0	0	0	-177
		<b>DIRECTORATE TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>792</b>	<b>0</b>	<b>0</b>	<b>-792</b>	<b>0</b>

Draft Revenue Budget 2017/18  
Communities

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
<b>EE1</b>	<b>EE1</b>	<b><u>STRATEGY &amp; INFRASTRUCTURE</u></b>									
EE1-1 to EE1-5	EE1-1 to EE1-4	Strategy & Infrastructure	expenditure recharge income grant income income	9,736 -851 -635 -3,473	-1,771 467 635 284	59 0 0 -10	-1 0 0 0	-461 0 0 265	375 0 0 -1,325	-5 0 0 0	7,932 -384 0 -4,259
				4,777	-385	49	-1	-196	-950	-5	3,289
EE1-6	EE1-6	Local Enterprise Partnership	expenditure recharge income grant income income	750 0 -750 0	1,368 -314 -635 -83	0 0 0 0	0 0 0 0	-50 0 0 0	0 0 0 0	0 0 0 0	2,068 -314 -1,385 -83
				0	336	0	0	-50	0	0	286
EE1-7	EE1-5	Flood Defence Levy	expenditure recharge income grant income income	541 0 0 0	-541 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
				541	-541	0	0	0	0	0	0
		<b>SUBTOTAL STRATEGY &amp; INFRASTRUCTURE</b>		<b>5,318</b>	<b>-590</b>	<b>49</b>	<b>-1</b>	<b>-246</b>	<b>-950</b>	<b>-5</b>	<b>3,575</b>
<b>EE2</b>	<b>EE2</b>	<b><u>COMMERCIAL SERVICES</u></b>									
EE2-1	EE2-1	Commercial Services Management	expenditure recharge income grant income income	-905 0 0 -95	-1 0 0 95	5 0 0 0	0 0 0 0	-2,651 0 0 0	0 0 0 0	-111 0 0 0	-3,663 0 0 0
EE2-1	EE2-1	Commercial Services Management		<b>-1,000</b>	<b>94</b>	<b>5</b>	<b>0</b>	<b>-2,651</b>	<b>0</b>	<b>-111</b>	<b>-3,663</b>
EE2-2	EE2-2	Property & Procurement									
EE2-21	EE2-21	Property & Procurement Management	expenditure recharge income grant income income	334 0 0 0	0 0 0 0	2 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	-22 0 0 0	314 0 0 0
				334	0	2	0	0	0	-22	314
EE2-22	EE2-22	Property & Facilities Management	expenditure recharge income grant income income	27,864 -9,819 0 -679	-48 457 0 2	191 0 0 -1	-106 -58 0 0	-3,870 29 0 -85	83 91 0 0	-341 119 0 0	23,773 -9,181 0 -763
				17,366	411	190	-164	-3,926	174	-222	13,829

Draft Revenue Budget 2017/18  
Communities

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17 £000	Permanent Virements Agreed in 2016/17 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2017/18 £000
EE2-23	EE2-23	Property Programme Office	expenditure	536	0	10	0	-190	0	0	356
			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
				536	0	10	0	-190	0	0	356
<b>EE2-2</b>	<b>EE2-2</b>	<b>Subtotal Property &amp; Procurement</b>		<b>18,236</b>	<b>411</b>	<b>202</b>	<b>-164</b>	<b>-4,116</b>	<b>174</b>	<b>-244</b>	<b>14,499</b>
<b>EE2-3</b>	<b>EE2-3</b>	<b>Network &amp; Asset Management</b>									
EE2-31 to EE2-34	EE2-31 to EE2-34	Network & Asset Management	expenditure	11,573	654	350	0	-655	431	0	12,353
			recharge income	-752	72	0	0	0	0	0	-680
			grant income	0	0	0	0	0	0	0	0
			income	-1,303	20	-24	0	0	0	0	-1,307
				9,518	746	326	0	-655	431	0	10,366
EE2-35	EE2-35	Countryside & Records	expenditure	2,222	-129	12	0	0	170	0	2,275
			recharge income	-5	-4	0	0	0	0	0	-9
			grant income	-242	0	0	0	0	0	0	-242
			income	-195	0	-2	0	0	0	0	-197
				1,780	-133	10	0	0	170	0	1,827
EE2-36	EE2-36	On/Off Street Parking and Park & Rides	expenditure	6,064	0	5	0	0	31	1	6,101
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-6,064	0	-121	0	-100	200	0	-6,085
				0	0	-116	0	-100	231	1	16
<b>EE2-3</b>	<b>EE2-3</b>	<b>Subtotal Network &amp; Asset Management</b>		<b>11,298</b>	<b>613</b>	<b>220</b>	<b>0</b>	<b>-755</b>	<b>832</b>	<b>1</b>	<b>12,209</b>
<b>EE2-4</b>	<b>EE2-4</b>	<b>Delivery</b>	expenditure	7,736	-149	0	0	-175	330	-5	7,737
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-217	147	0	0	0	0	0	-70
<b>EE2-4</b>	<b>EE2-4</b>	<b>Subtotal Delivery</b>		<b>7,519</b>	<b>-2</b>	<b>0</b>	<b>0</b>	<b>-175</b>	<b>330</b>	<b>-5</b>	<b>7,667</b>

Draft Revenue Budget 2017/18  
Communities

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
<b>EE2-5</b>	<b>EE2-5</b>	<b>Highways, Transport &amp; Waste</b>									
EE2-51A	EE2-51A	Waste Management	expenditure	26,698	-1,085	504	0	945	-11	2	27,053
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-1,155	1,025	-2	0	-150	0	0	-282
				25,543	-60	502	0	795	-11	2	26,771
EE2-51B	EE2-51B	Supported Transport (including Integrated Transport Unit)	expenditure	30,148	1,115	599	1	-2,348	1,850	7	31,372
			recharge income	-17,178	59	0	0	0	-1,850	-315	-19,284
			grant income	-794	-310	0	0	0	0	0	-1,104
			income	-665	-1,057	-12	0	1,045	0	0	-689
				11,511	-193	587	1	-1,303	0	-308	10,295
EE2-52	EE2-52	H&T Contract & Performance Mgt	expenditure	1,691	251	6	0	-118	0	0	1,830
			recharge income	-35	-13	0	0	0	0	0	-48
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				1,656	238	6	0	-118	0	0	1,782
EE2-53	EE2-53	Area Stewards	expenditure	1,947	-345	15	0	0	250	0	1,867
			recharge income	-15	0	0	0	0	0	0	-15
			grant income	0	0	0	0	0	0	0	0
			income	0	-21	0	0	0	0	0	-21
				1,932	-366	15	0	0	250	0	1,831
<b>EE2-5</b>	<b>EE2-5</b>	<b>Subtotal Highways, Transport &amp; Waste</b>		<b>40,642</b>	<b>-381</b>	<b>1,110</b>	<b>1</b>	<b>-626</b>	<b>239</b>	<b>-306</b>	<b>40,679</b>
<b>EE2-6</b>	<b>EE2-6</b>	<b>Major Infrastructure Delivery</b>	expenditure	235	925	12	0	0	0	0	1,172
			recharge income	-133	-776	0	0	0	0	0	-909
			grant income	0	0	0	0	0	0	0	0
			income	-150	-91	0	0	0	0	0	-241
<b>EE2-6</b>	<b>EE2-6</b>	<b>Subtotal Major Infrastructure Delivery</b>		<b>-48</b>	<b>58</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22</b>
		<b>SUBTOTAL COMMERCIAL SERVICES</b>		<b>76,647</b>	<b>793</b>	<b>1,549</b>	<b>-163</b>	<b>-8,323</b>	<b>1,575</b>	<b>-665</b>	<b>71,413</b>

Draft Revenue Budget 2017/18  
Communities

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
<b>EE3</b>	<b>EE3</b>	<b>OXFORDSHIRE CUSTOMER SERVICES</b>									
EE3-1	EE3-1	Management Team (Moved to CEO7)	expenditure recharge income grant income income	442 0 0 0	-442 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
				442	-442	0	0	0	0	0	0
EE3-2	EE3-2	Education Support Services (Moved to CEO7)	expenditure recharge income grant income income	2,595 -2,750 0 -397	-2,595 2,750 0 397	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
				-552	552	0	0	0	0	0	0
EE3-3	EE3-3	ICT (Moved to CEO7)	expenditure recharge income grant income income	13,690 -2,711 0 -1,127	-13,690 2,711 0 1,127	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
				9,852	-9,852	0	0	0	0	0	0
EE3-4	EE3-4	Business Development (Moved to CEO7)	expenditure recharge income grant income income	3,100 -491 0 0	-3,100 491 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
				2,609	-2,609	0	0	0	0	0	0
EE3-5	EE3-5	Customer Service Centre (Moved to CEO7)	expenditure recharge income grant income income	2,521 -811 0 -265	-2,521 811 0 265	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
				1,445	-1,445	0	0	0	0	0	0
EE3-6	EE3-6	Cultural Services (Moved to CEO7)	expenditure recharge income grant income income	8,114 -78 0 -1,041	-8,114 78 0 1,041	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
				6,995	-6,995	0	0	0	0	0	0
		<b>SUBTOTAL OXFORDSHIRE CUSTOMER SERVICES</b>		<b>20,791</b>	<b>-20,791</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Draft Revenue Budget 2017/18  
Communities

Ref. 2017/18	Ref. 2016/17	Service Area	Budget 2016/17 £000	Permanent Virements Agreed in 2016/17 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2017/18 £000
			157,632	-30,218	1,770	-106	-9,573	3,509	-474	122,540
		expenditure	-35,629	6,789	0	-58	29	-1,759	-196	-30,824
		recharge income	-2,421	-310	0	0	0	0	0	-2,731
		grant income	-16,826	3,151	-172	0	975	-1,125	0	-13,997
		income								
		<b>BUDGET CONTROLLABLE BY DIRECTORATE</b>	<b>102,756</b>	<b>-20,588</b>	<b>1,598</b>	<b>-164</b>	<b>-8,569</b>	<b>625</b>	<b>-670</b>	<b>74,988</b>
		Non Negotiable Support Service Recharges	9,458	-3,949	0	0	0	0	3,990	9,499
		support service recharge expenditure	-29,002	12,136	0	0	0	0	-2,072	-18,938
		support service recharge income	0	0	0	0	0	0	0	0
		grant income	0	0	0	0	0	0	0	0
		income								
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES</b>	<b>-19,544</b>	<b>8,187</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,918</b>	<b>-9,439</b>
		Expenditure	167,090	-34,167	1,770	-106	-9,573	3,509	3,516	132,039
		Recharge Income	-64,631	18,925	0	-58	29	-1,759	-2,268	-49,762
		Grant income	-2,421	-310	0	0	0	0	0	-2,731
		Income	-16,826	3,151	-172	0	975	-1,125	0	-13,997
		<b>DIRECTORATE TOTAL</b>	<b>83,212</b>	<b>-12,401</b>	<b>1,598</b>	<b>-164</b>	<b>-8,569</b>	<b>625</b>	<b>1,248</b>	<b>65,549</b>

Draft Revenue Budget 2017/18  
Communities

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
<b>SCS3</b>	<b>SCS3-1</b>	<b><u>FIRE &amp; RESCUE SERVICE and COMMUNITY SAFETY</u></b>									
SCS3-1	SCS3-1	Fire and Rescue Service	Expenditure	22,899	-102	150	0	-429	25	44	22,587
			Recharge Income	-4	0	0	0	0	0	0	-4
			income	-929	102	-7	0	-25	25	0	-834
				21,966	0	143	0	-454	50	44	21,749
SCS3-2	SCS3-2	Emergency Planning	Expenditure	258	0	2	0	0	-50	1	211
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				258	0	2	0	0	-50	1	211
SCS3-3	SCS3-3	Gypsy & Traveller Services	Expenditure	962	101	3	0	0	0	7	1,073
			Recharge Income	0	0	0	0	0	0	0	0
			income	-1,054	-101	-3	0	0	0	0	-1,158
				-92	0	0	0	0	0	7	-85
SCS3-4	SCS3-4	Trading Standards	Expenditure	1,621	0	13	0	0	0	74	1,708
			Recharge Income	0	0	0	0	0	0	0	0
			income	-290	0	-1	0	0	0	0	-291
				1,331	0	12	0	0	0	74	1,417
		<b>TOTAL FIRE &amp; RESCUE SERVICE and COMMUNITY SAFETY</b>		<b>23,463</b>	<b>0</b>	<b>157</b>	<b>0</b>	<b>-454</b>	<b>0</b>	<b>126</b>	<b>23,292</b>
			Expenditure	25,740	-1	168	0	-429	-25	126	25,579
			Recharge Income	-4	0	0	0	0	0	0	-4
			Grant income	0	0	0	0	0	0	0	0
			Income	-2,273	1	-11	0	-25	25	0	-2,283
		<b>BUDGET CONTROLLABLE BY DIRECTORATE</b>		<b>23,463</b>	<b>0</b>	<b>157</b>	<b>0</b>	<b>-454</b>	<b>0</b>	<b>126</b>	<b>23,292</b>

**Draft Revenue Budget 2017/18  
Communities**

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17 £000	Permanent Virements Agreed in 2016/17 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2017/18 £000
		Non Negotiable Support Service Recharges	support service recharge expenditure	2,326	0	0	0	0	0	484	2,810
			support service 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
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES</b>		<b>2,326</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>484</b>	<b>2,810</b>
			Expenditure	<b>28,066</b>	<b>-1</b>	<b>168</b>	<b>0</b>	<b>-429</b>	<b>-25</b>	<b>610</b>	<b>28,389</b>
			Recharge Income	<b>-4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-4</b>
			Grant income	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			Income	<b>-2,273</b>	<b>1</b>	<b>-11</b>	<b>0</b>	<b>-25</b>	<b>25</b>	<b>0</b>	<b>-2,283</b>
		<b>DIRECTORATE TOTAL</b>		<b>25,789</b>	<b>0</b>	<b>157</b>	<b>0</b>	<b>-454</b>	<b>0</b>	<b>610</b>	<b>26,102</b>



Draft Revenue Budget 2017/18  
Resources

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18	
				£000	£000	£000	£000	£000	£000	£000	£000	
CEO1	CEO1	Corporate Services	expenditure	409	399	2	0	135	0	-1	944	
			recharge income	0	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0	0
				409	399	2	0	135	0	-1	944	
CEO2	CEO2	Human Resources	expenditure	4,903	-689	29	0	80	0	2	4,325	
			recharge income	-1,479	454	0	0	0	0	0	0	-1,025
			income	-104	-38	0	0	0	0	0	0	-142
				3,320	-273	29	0	80	0	2	3,158	
CEO3	CEO3	Corporate Finance & Internal Audit	expenditure	6,624	-135	56	0	-100	0	1	6,446	
			recharge income	-1,239	409	0	-133	0	0	0	0	-963
			income	-1,379	129	0	0	0	0	0	0	-1,250
				4,006	403	56	-133	-100	0	1	4,233	
CEO4	CEO4	Law & Culture	expenditure	8,971	-110	41	0	0	700	-1	9,601	
			recharge income	-2,016	59	0	0	0	-700	0	-2,657	
			grant income	-642	0	0	0	0	0	0	0	-642
			income	-3,701	1	-35	0	-182	0	0	0	-3,917
							2,612	-50	6	0	-182	0
CEO5	CEO5	Policy	expenditure	885	3,816	43	0	-166	0	1	4,579	
			recharge income	-401	1,862	0	0	150	0	0	1,611	
			income	0	-101	-2	0	0	0	0	0	-103
				484	5,577	41	0	-16	0	1	6,087	
CEO6	CEO6	Corporate & Democratic Core	expenditure	1,697	-1,618	0	0	0	0	5	84	
			recharge income	0	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0	0
				1,697	-1,618	0	0	0	0	5	84	
CEO7	EE3	Transformation (Moved from EE3)	expenditure	0	26,687	220	0	-10,848	11,674	134	27,867	
			recharge income	0	-8,575	0	-160	216	1,326	0	-7,193	
			income	0	-1,392	-15	0	12	0	-52	-1,447	
				0	16,720	205	-160	-10,620	13,000	82	19,227	
			expenditure	23,489	28,350	391	0	-10,899	12,374	141	53,846	
			recharge income	-5,135	-5,791	0	-293	366	626	0	-10,227	
			grant income	-642	0	0	0	0	0	0	-642	
			income	-5,184	-1,401	-52	0	-170	0	-52	-6,859	
		<b>BUDGET CONTROLLABLE BY DIRECTORATE</b>		<b>12,528</b>	<b>21,158</b>	<b>339</b>	<b>-293</b>	<b>-10,703</b>	<b>13,000</b>	<b>89</b>	<b>36,118</b>	

Draft Revenue Budget 2017/18  
Resources

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
		Non Negotiable Support Service	support service recharge expenditure	1,142	8,595	0	0	0	0	3,376	13,113
			support service recharge income	-6,357	-15,164	0	0	0	0	-7,895	-29,416
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES</b>		<b>-5,215</b>	<b>-6,569</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-4,519</b>	<b>-16,303</b>
			expenditure	<b>24,631</b>	<b>36,945</b>	<b>391</b>	<b>0</b>	<b>-10,899</b>	<b>12,374</b>	<b>3,517</b>	<b>66,959</b>
			recharge income	<b>-11,492</b>	<b>-20,955</b>	<b>0</b>	<b>-293</b>	<b>366</b>	<b>626</b>	<b>-7,895</b>	<b>-39,643</b>
			grant income	<b>-642</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-642</b>
			income	<b>-5,184</b>	<b>-1,401</b>	<b>-52</b>	<b>0</b>	<b>-170</b>	<b>0</b>	<b>-52</b>	<b>-6,859</b>
		<b>DIRECTORATE TOTAL</b>		<b>7,313</b>	<b>14,589</b>	<b>339</b>	<b>-293</b>	<b>-10,703</b>	<b>13,000</b>	<b>-4,430</b>	<b>19,815</b>

**Draft Revenue Budget 2017/18**  
**Strategic Measures**

		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
		£000	£000	£000	£000	£000	£000	£000	£000
<b><u>CAPITAL FINANCING</u></b>									
Principal	Expenditure	15,534				85	-7,185		8,434
Interest	Expenditure	17,561				-157	-278		17,126
Net Interest on Balances (split income and expenditure)	Expenditure	600				237	-465		372
	Recharge Income	-3,242				-1,245	1,202		-3,285
	Other income	-3,176				-87	1,403		-1,860
		-5,818	0	0	0	-1,095	2,140	0	-4,773
<b>SUBTOTAL CAPITAL FINANCING</b>		<b>27,277</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,167</b>	<b>-5,323</b>	<b>0</b>	<b>20,787</b>
Contingency	Expenditure	4,625	-1,776			1,636	0		4,485
Pensions Past Service Deficit Funding	Expenditure	0				830			830
Recharge to Public Health	Recharge Income	-1,250				-1,250	2,000		-500
Transition Fund	Expenditure	4,000				-4,000			0
<b><u>CONTRIBUTIONS TO/FROM BALANCES</u></b>									
General Balances	Expenditure	2,000					2,700		4,700
<b>SUBTOTAL CONTRIBUTIONS TO/FROM BALANCES</b>		<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,700</b>	<b>0</b>	<b>4,700</b>
<b><u>CONTRIBUTIONS TO/FROM RESERVES</u></b>									
Reserves	Expenditure	-9,055	7			16,821	-8,571		-798
	Other income	0							0
		-9,055	7	0	0	16,821	-8,571	0	-798
Prudential Borrowing costs	Expenditure	0				950	-950		0
<b>SUBTOTAL CONTRIBUTIONS TO/FROM RESERVES</b>		<b>-9,055</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>17,771</b>	<b>-9,521</b>	<b>0</b>	<b>-798</b>

Draft Revenue Budget 2017/18  
Strategic Measures

		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
		£000	£000	£000	£000	£000	£000	£000	£000
<b><u>UNRINGFENCED SPECIFIC GRANT INCOME</u></b>	Grant income	-20,150			924				-19,226
<b>TOTAL UNRINGFENCED SPECIFIC GRANT INCOME</b>		<b>-20,150</b>	<b>0</b>	<b>0</b>	<b>924</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-19,226</b>
Strategic Measures	Expenditure	35,265	-1,769	0	0	16,402	-14,749	0	35,149
	Recharge Income	-4,492	0	0	0	-2,495	3,202	0	-3,785
	Grant Income	-20,150	0	0	924	0	0	0	-19,226
	Other income	-3,176	0	0	0	-87	1,403	0	-1,860
<b>STRATEGIC MEASURES TOTAL</b>		<b>7,447</b>	<b>-1,769</b>	<b>0</b>	<b>924</b>	<b>13,820</b>	<b>-10,144</b>	<b>0</b>	<b>10,278</b>
<b><u>COUNCIL TAX COLLECTION FUND SURPLUSES/DEFICITS</u></b>	Other income	-7,015						-262	-7,277
<b>TOTAL COLLECTION FUND SURPLUSES/DEFICITS</b>		<b>-7,015</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-262</b>	<b>-7,277</b>
<b><u>BUSINESS RATES FROM DISTRICT COUNCILS</u></b>	Other income	-29,886						-1,279	-31,165
<b><u>BUSINESS RATES COLLECTION FUND SURPLUSES/DEFICITS</u></b>	Other income	2,062						-1,601	461
<b>TOTAL BUSINESS RATES FROM DISTRICT COUNCILS</b>		<b>-27,824</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2,880</b>	<b>-30,704</b>
<b><u>GENERAL GOVERNMENT GRANT INCOME</u></b>									
Revenue Support Grant	Grant income	-39,331						20,666	-18,665
Business Rates Top-Up	Grant income	-37,394						-427	-37,821
<b>TOTAL GENERAL GOVERNMENT GRANT INCOME</b>		<b>-76,725</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,239</b>	<b>-56,486</b>

## TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY FOR 2017/18

### 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 2017/18 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)<sup>1</sup>, 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 2017/18, 2018/19 and 2019/20;
  - 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 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

---

<sup>1</sup>Comprising the Director of Finance, Service Manager (Pensions), Strategic Finance Manager (Treasury & Banking) and Financial Manager (Treasury Management).

projects) are limited to a level which is affordable within the projected income of the Council for the foreseeable future.

### **Treasury Limits for 2017/18 to 2019/20**

6. It is a statutory duty, under section 3 (1) of the Local Government Act 2003, for the Council to determine and keep under review the amount it can afford to borrow. This amount is termed the 'Affordable Borrowing Limit' and is equivalent to the 'Authorised Borrowing Limit' as specified in the Prudential Code.
7. 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'.
8. Whilst termed an "Affordable Borrowing Limit" within the Act, the capital plans to be considered for inclusion incorporates financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

### **Prudential Indicators for 2017/18 to 2019/20**

9. 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).

10. 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
11. 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 2016/17 and the Treasury Management Mid-Term Review 2017/18, which will be considered in July and November 2017 respectively.

### Forecast Treasury Portfolio Position

12. The Council's treasury forecast portfolio position for the 2017/18 financial year comprises:

	<b>Principal £m</b>	<b>Average Rate %</b>
<b>Opening External Debt Balance</b>		
PWLB	335.383	4.43
Money Market Loans	50.000	3.94
<b>TOTAL EXTERNAL DEBT</b>	<b>385.383</b>	
<u>2017/18 Average Cash Balance</u>		
Average In-House Cash	241.215	
Average Externally Managed	55.685	
<b>TOTAL INVESTMENTS</b>	<b>296.900</b>	

13. The average forecast cash balance for 2017/18 is comprised of the following:

	<b>Average Balance £m</b>
Earmarked Reserves	49.0
Capital and Developer Contributions	130.4
General Balances	17.4
Cashflow and Working Capital Adjustments	86.2
Provisions and Deferred Income	13.9
<b>TOTAL</b>	<b>296.9</b>

### Prospects for Interest Rates

#### *Economic Background – Provided by Arlingclose*

14. The major external influence on the Authority's treasury management strategy for 2017/18 will be the UK's progress in negotiating a smooth exit from the European Union. Financial markets, wrong-footed by the referendum outcome, have since been weighed down by uncertainty over whether leaving the Union also means leaving the single market. Negotiations are expected to start once the UK formally triggers exit in early 2017 and last for at least two

years. Uncertainty over future economic prospects will therefore remain throughout 2017/18.

15. The fall and continuing weakness in sterling and the near doubling in the price of oil in 2016 have combined to drive inflation expectations higher. The Bank of England is forecasting that Consumer Price Inflation will breach its 2% target in 2017, the first time since late 2013, but the Bank is expected to look through inflation overshoots over the course of 2017 when setting interest rates so as to avoid derailing the economy.
16. Initial post-referendum economic data showed that the feared collapse in business and consumer confidence had not immediately led to lower GDP growth. However, the prospect of a leaving the single market has dented business confidence and resulted in a delay in new business investment and, unless counteracted by higher public spending or retail sales, will weaken economic growth in 2017/18.
17. Looking overseas, with the US economy and its labour market showing steady improvement, the market has priced in a high probability of the Federal Reserve increasing interest rates in December 2016. The Eurozone meanwhile has continued to struggle with very low inflation and lack of momentum in growth, and the European Central Bank has left the door open for further quantitative easing.
18. The impact of political risk on financial markets remains significant over the next year. With challenges such as immigration, the rise of populist, anti-establishment parties and negative interest rates resulting in savers being paid nothing for their frugal efforts or even penalised for them, the outcomes of the French presidential and general elections (April – June 2017) and the German federal elections (August – October 2017) have the potential for upsets.

*Credit outlook – Provided by Arlingclose:*

19. Markets have expressed concern over the financial viability of a number of European banks recently. Sluggish economies and continuing fines for pre-crisis behaviour have weighed on bank profits, and any future slowdown will exacerbate concerns in this regard.
20. Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the European Union, Switzerland and USA, while Australia and Canada are progressing with their own plans. The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however continue to fall.



*Interest rate forecast – Provided by Arlingclose:*

21. The Authority's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.25% during 2017/18. The Bank of England has, however, highlighted that excessive levels of inflation will not be tolerated for sustained periods. Given this view and the current inflation outlook, further falls in the Bank Rate look less likely. Negative Bank Rate is currently perceived by some policymakers to be counterproductive but, although a low probability, cannot be entirely ruled out in the medium term, particularly if the UK enters recession as a result of concerns over leaving the European Union.
22. Gilt yields have risen sharply, but remain at low levels. The Arlingclose central case is for yields to decline when the government triggers Article 50. Long-term economic fundamentals remain weak, and the quantitative easing (QE) stimulus provided by central banks globally has only delayed the fallout from the build-up of public and private sector debt. The Bank of England has defended QE as a monetary policy tool, and further QE in support of the UK economy in 2017/18 remains a possibility, to keep long-term interest rates low

*Treasury Management Strategy Team's View*

23. The Council's TMST, taking into account the advice from Arlingclose, market implications and the current economic outlook, have determined the rates to be included in the Strategic Measures budget for 2017/18 and over the medium term. The Bank Rate forecasts set out below represent the average rate for the financial year:
- 2017/18            0.25%
  - 2018/19            0.25%
  - 2019/20            0.25%
  - 2020/21            0.25%
24. The TMST team has agreed that based on the current portfolio of deposits and market rates, the target in-house rate of return should be 0.55% in 2017/18, reducing to 15 basis points above the forecast average base rate for 2018/19 and 5 basis points above forecast average base rate for 2019/20 and 2020/21. The reduction in the size of the premium above base rate in later years reflects the forecast maturity of long term investments held at higher rate. These rates have been incorporated into the strategic measures budget estimates:
- 2017/18            0.55%
  - 2018/19            0.40%
  - 2019/20            0.30%
  - 2020/21            0.30%

## Borrowing Strategy

### *Arlingclose's View*

25. The Public Works Loan Board (PWLB) sets new borrowing rates at the gilt yield plus 1.00%. Arlingclose have forecast gilt yields as follows:
- The 50 year gilt yield is expected to start the financial year at 1.40%, increasing gradually to 1.60% by December 2019.
  - The 20 year gilt yield is expected to start the financial year at 1.50%, rising to 1.70% by the end of the forecast in December 2019.
  - The 10 year gilt yield is expected to start the financial year at 0.95%, rising to 1.15% by December 2019.
  - The 5 year gilt yield is expected to start the financial year at 0.40% and to reach 0.65% by December 2019.
26. Arlingclose's forecasts have an upside variation range of between 25 and 40 basis points, and a downside variation range of between 30 and 60 basis points depending on the economic and political climate.

### *Treasury Management Strategy Team's View*

27. It is expected that the Bank Rate will remain low during 2017/18 and that there will continue to be a high "cost of carry<sup>2</sup>" associated with the long term borrowing compared to temporary investment returns. The TMST will continue to monitor the Council's debt portfolio and will consider debt repayment if it is in the Council's interest.
28. In April 2011 the Government replaced the 'credit approval' system for capital financing with direct provision of capital resources in the form of capital grant. This means that the Council only needs to borrow to finance prudential borrowing schemes. The Council's Capital 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.
29. Financing the Council's borrowing requirement internally would reduce the cost of carry in the short term but there is a risk that the internal borrowing would need to be refinanced with external borrowing at a time when PWLB (or its successor) and market rates exceed those currently available. This could result in higher financing costs over the long term.
30. Internal borrowing is a short term financing solution as cash surpluses are temporary balances made up of creditors over debtors, earmarked reserves

---

<sup>2</sup> The difference between the interest payable on borrowing on debt and the interest receivable from investing surplus cash.

and capital reserves. As reserves are drawn down for their earmarked purpose internal borrowing will need to be replaced with external borrowing.

31. The Council's TMST have agreed that they should continue to have the option to fund new or replacement borrowing up to the value of 25% of the portfolio through internal borrowing. Internal borrowing will have the effect of reducing some of the "cost of carry" of funding. Internal borrowing will also be used to finance prudential schemes.
32. If market conditions change during the 2017/18 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.
33. As the Accountable Body for OxLEP Ltd, the Oxfordshire Local Enterprise Partnership, the Council will be required to prudentially borrow £40m on behalf of OxLEP for project funding by 2018/19. The loans will be repaid through the retained business rates of OxLEP. This represents projects to be delivered by the Council. The TMST monitor interest rates and will consider forward borrowing on behalf of OxLEP at the end of 2016/17 and in 2017/18 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 period.
34. As part of the Local Growth Fund bids via the Council, OxLEP were 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 in 2016/17. OxLEP were able to borrow up to £20m at this discounted rate in 2016/17 but as at 30 November 2016 this has not yet been required. It is not yet clear if the OxLEP will have the opportunity to apply for this rate again in future Local Growth Fund rounds.
35. The Council's chief objective when borrowing money is to strike an appropriate balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.
36. The approved sources of long-term and short-term borrowing are:
  - Public Works Loan Board and any successor body
  - UK local authorities
  - any institution approved for investments (see below)
  - any other bank or building society authorised by the Prudential Regulation Authority to operate in the UK
  - UK public and private sector pension funds
  - capital market bond investors
  - special purpose companies created to enable joint local authority bond issues.

### *Borrowing for the Capital Financing Requirement*

37. The Council's Capital Financing Requirement (CFR) represents the Council's underlying need to finance capital expenditure by borrowing. The CFR is the value of the Council's assets that have not been permanently financed, in other words, borrowing has been used to finance spending. When capital expenditure is financed by grants, capital receipts or direct contributions from revenue this is not included the CFR.
38. The Council is required to make an annual contribution from revenue towards the repayment of debt termed the Minimum Revenue Provision (MRP). This contribution reduces the CFR and effectively provides the resource to permanently finance the capital expenditure and reduce the Council's borrowing requirement by that amount. The Council's MRP Policy Statement sets out the methodology that the Council applies in its MRP calculation. The MRP Policy statement is currently being revised and is prepared outside of Treasury Management. The revised statement will be reported to Cabinet on 24 January 2017.
39. Under the Prudential Code, the Council must ensure that gross external borrowing does not, except in the short term, exceed the sum of the CFR in the previous year plus estimates of any increases to the CFR for the current and next two financial years. Where the gross debt is greater than the CFR the reasons for this should be clearly stated in the annual treasury management strategy. The Council's current position is set out below.
40. The Council's CFR is currently forecast to increase over the medium term financial plan. This is a result of the requirement to borrow on behalf of the OxLEP discussed in paragraph 41.
41. The Council's external debt is also forecast to increase over the medium term financial plan as new external borrowing required for OxLEP projects is forecast to exceed the rate at which existing long term debt is repaid upon maturity.
42. The Council's external debt is forecast to match the CFR in 2017/18. In 2018/19 and 2019/20, external debt will fall below the expected CFR, resulting in an internal borrowing requirement, before aligning again in 2020/21.

### *Borrowing Instruments*

43. The TMST's forecast for the period 2017/18 – 2020/21 for 20 and 50 year PWLB rates over the medium term are an average rate of 2.26% and 2.19% per year respectively.
44. 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 2016 to 31 October 2017.

45. An annual application will be made to renew eligibility for the Certainty Rate, in order to maintain the option should it be required.
46. 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 2017/18. As at 30 November 2016, LOBOs represent 11.68% of the total external debt.
47. The Council has five £5m LOBO's with call options in 2017/18, three of which have two call options in year, whilst two have a single call option in year. At each call date the lender may choose to exercise their option to change the interest rate payable on the loan. If the lender chooses to do so, the Council will evaluate alternative financing options before deciding whether or not to exercise the borrower's option to repay the loan or to accept the new rate offered. It is likely that if the rate is changed the debt will be repaid.

### **Annual Investment Strategy**

48. 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
49. 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.
50. 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*

51. Investment instruments identified for use in the 2017/18 financial year are set out at Appendices C and D under the 'Specified' and 'Non-Specified' Investment categories.
52. 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.
53. 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.
54. All specified investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the 'high' credit rating criteria where applicable.
55. 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.
56. A maximum of 50% of the portfolio will be held in non-specified investments.

### **Changes to Instruments**

57. There are no proposed changes to instruments for 2017/18

### *Credit Quality*

58. 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.
59. 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 82 and 83 respectively.

60. 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.
61. 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.
62. 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 82 and 83), that counterparty will be immediately removed from the lending list.
63. Where a counterparty has been placed on Negative Watch or Outlook by any of three major credit rating agencies the counterparty's status on the approved lending list will be reviewed by the TMST and appropriate action taken.
64. 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*

65. 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. 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*

66. 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.
67. 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 78 and 79 will still apply.
68. Counterparty limits as set out in paragraphs 78 and 79, may be temporarily exceeded by the accrual and application of interest amounts onto accounts such as call accounts, money market funds or notice accounts. Where the application of interest causes the balance with a counterparty to exceed the agreed limits, the balance will be reduced when appropriate, dependent upon the terms and conditions of the account and cashflow forecast.
69. Any changes to the approved lending list will be reported to Cabinet as part of the Financial Monitoring and Business Strategy Delivery Report.
70. The Council also manages its credit risk by setting counterparty limits. The matrix below sets out the maximum proposed limits for 2017/18. The TMST may further restrict lending limits dependent upon prevailing market conditions. BBB+ to BBB- ratings is included for overnight balances with the Council's bank, currently Lloyds Bank Plc. This is for practical purposes should the bank be downgraded.

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

71. 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.



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

### **Other institutions included on the councils lending list**

72. 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**

73. As at 30 November 2016, the Council had no structured products within its investment portfolio. Structured products involve varying degrees of additional risk over fixed rate deposits, with the potential for higher returns. It is recommended that the authority maintain the option to use structured products up to a maximum of 10% of the investment portfolio. The Council will continue to monitor structured products and consider restructuring opportunities as appropriate.

### **External Funds**

74. As at 30 November 2016, the Council had £55.3m invested in external funds (excluding MMFs), representing 16.5% of the Council's total investment portfolio. 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.
75. The Council uses external fund managers and pooled funds to diversify the investment portfolio through the use of different investment instruments, investment in different markets, and exposure to a range of counterparties. It is expected that these funds should outperform the Council's in-house investment performance over a rolling three year period. The Council will have no more than 50% of the total portfolio invested with external fund managers and pooled funds (excluding MMFs). This allows the Council to achieve diversification while limiting the exposure to funds with a variable net asset value.

76. In order to ensure appropriate diversification within externally managed and pooled funds these should be diversified between a minimum of two asset classes.
77. The performance of the pooled funds is monitored by the TMST throughout the year against the funds' benchmarks and the in-house investment returns.
78. The TMST will keep the external fund investments under review and consider alternative instruments and fund structures, to manage overall portfolio risk. It is recommended that authority to withdraw, or advance additional funds to/from external fund managers, continue to be delegated to the TMST.

### **Investment Approach**

79. Given the increased risk for short-term bank and building society deposits as a result of bail-in legislation, the Authority aims to diversify into more secure asset classes during 2017/18.
80. The weighted average maturity (WAM) of in-house deposits as at 30 November 2016 was 210 days. This was made up of £61.8m of instant access balances with a maturity of 1 day, and £247m of deposits with a WAM of 262 days.
81. The in-house WAM has decreased from 260 days, reported on 30 November 2015. The shorter WAM is partly a result of a reduction to durations for bank and building society deposits on the Council's lending list. The shorter WAM will provide a greater degree of flexibility in securing investment returns in an uncertain interest rate environment.
82. With continued uncertainty over the timing of a rise in base rate, 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.
83. 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.
84. It is proposed that any further changes required to the Annual Treasury Management Strategy & Annual Investment Strategy, continue to be delegated to the director of Finance in consultation with the Leader of the Council and Cabinet Member for Finance.

## Policy on Use of Financial Derivatives

85. 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.
86. 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.
87. 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.
88. It is the view of the TMST that the use of standalone financial derivatives will not be required for Treasury Management purposes during 2017/18. The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

## Performance Monitoring

89. The Council will monitor its Treasury Management performance against other authorities through its membership of the CIPFA Treasury Management benchmarking club.
90. 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.
91. The Council will benchmark its internal return against the 3 month London Interbank Bid Rate (LIBID) - the rate at which banks are willing to borrow from other banks.
92. Latest performance figures will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2016/17, and the Treasury Management Mid-Term Review 2017/18, which will be considered in July and November 2017 respectively.

### **Investment Training**

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

### **Treasury Management Advisors**

94. 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. The contract included an option to extend for up to one year, which the TMST have agreed will be exercised under existing terms. Under the contract the Council will receive specific advice on investment, debt and capital finance issues.
95. The contract with Arlingclose is due for renewal in early 2017/18 and the process of selecting a provider will be completed in line with the Council's procurement rules. Any changes will be reported to members.

## Appendix A

**Prudential Indicators 2017/18, 2018/19 and 2019/20****i. Gross Debt and the Capital Financing Requirement**

- i.i. This is a key indicator of prudence. In order to ensure that the medium term debt will only be for a capital purpose, the local authority should ensure that the gross debt does not, except in the short term, exceed the total of the capital financing requirement (CFR) in the preceding year plus the estimates of any additional increases to the capital financing requirement for the current and next two financial years.
- i.ii. The Director of Finance reports that the Council's level of gross debt exceeded the CFR in 2015/16 and is also forecast to do so in 2016/17. This is because the repayment of external debt has not been in-line with decrease in the CFR. In 2017/18 the level of gross debt and the CFR will align. From 2018/19 onwards, the CFR will be higher than gross debt, indicating a level of internal borrowing. This view takes into account current commitments, existing plans and the proposals in the approved budget.

<b>Debt</b>	<b>31.03.16 Actual £m</b>	<b>31.03.17 Revised £m</b>	<b>31.03.18 Estimate £m</b>	<b>31.03.19 Estimate £m</b>	<b>31.03.20 Estimate £m</b>
<b>External Borrowing</b>	393.383	385.383	383.383	383.383	381.383
<b>Long Term Liabilities</b>	24.864	23.960	23.003	21.971	20.860
<b>Total Debt</b>	418.247	409.343	406.386	405.354	402.243

**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 2017/18 and the following two financial years. The Council must also approve the actual expenditure for 2015/16 and revised expenditure for 2016/17.

	<b>2015/16 Actual £m</b>	<b>2016/17 Estimate £m</b>	<b>2017/18 Estimate £m</b>	<b>2018/19 Estimate £m</b>	<b>2019/20 Estimate £m</b>
<b>Capital Expenditure</b>	126.323	140.029	118.164	130.782	86.001

	Actual	Estimates			
	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Prudential Borrowing	0.024	21.853	22.827	33.335	10.627
Grants and Contributions	118.027	117.496	92.829	69.699	65.957
Capital Receipts	0.000	0.230	2.358	20.099	2.880
Revenue	8.272	0.450	0.150	0.150	0.150
Reserves	0.000	0.000	0.000	7.499	6.387
	<b>126.323</b>	<b>140.029</b>	<b>118.164</b>	<b>130.782</b>	<b>86.001</b>

- ii.ii. The indicators have been based on the February 2017 capital programme which will be considered for approval by Council on 14 February 2017 with the Service & Resource Planning Report.
- ii.iii. The capital expenditure figures for beyond 2017/18 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 %
2015/16	Actual	34.041	444.232	7.66%
2016/17	Estimate	31.189	437.610	7.13%
2017/18	Estimate	25.600	441.716	5.80%
2018/19	Estimate	26.438	442.087	5.98%
2019/20	Estimate	27.344	444.971	6.15%

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

#### 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 2016 that are recommended for approval are:

Year	Actual/Estimate	£m
2015/16	Actual	389.758
2016/17	Estimate	394.972
2017/18	Estimate	407.641
2018/19	Estimate	429.533
2019/20	Estimate	427.838

- 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	£
2017/18	Estimate	-30.15
2018/19	Estimate	-28.21
2019/20	Estimate	-26.40

**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.

	<b>2016/17 probable outturn</b>	<b>2017/18 estimate</b>	<b>2018/19 estimate</b>	<b>2019/20 Estimate</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Operational Boundary for external debt -</b>				
Borrowing	400.000	420.000	430.000	440.000
other long term liabilities	25.000	30.000	30.000	30.000
<b>TOTAL</b>	<b>425.000</b>	<b>450.000</b>	<b>460.000</b>	<b>470.000</b>
<b>Authorised Limit for external debt -</b>				
Borrowing	410.000	430.000	440.000	450.000
other long term liabilities	35.000	35.000	35.000	35.000
<b>TOTAL</b>	<b>445.000</b>	<b>455.000</b>	<b>475.000</b>	<b>485.000</b>



**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.

<b>Total External Debt as at 31.03.16</b>	<b>£m</b>
External Borrowing	393.383
Financing Liability	24.864
<b>Total</b>	<b>418.247</b>

**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.

<b>Adoption of the CIPFA Code of Practice in Treasury Management</b>
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:**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
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.

<b>Maturity structure of fixed rate borrowing during 2017/18</b>	<b>Lower Limit %</b>	<b>Upper Limit %</b>
Under 12 months	0	20
12 months and within 24 months	0	25
24 months and within 5 years	0	35
5 years and within 10 years	5	40
10 years and above	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.

Fixed interest rate exposure

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

**Upper limit for fixed interest rate exposure:**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Net principal re fixed rate borrowing / investments	150%	£350m	£350m	£350m

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

Variable interest rate exposure

- xi.iv The upper limit for variable rate exposure has been set to ensure that the Authority is not exposed to interest rate rises which could adversely impact on the revenue budget. As with the fixed rate exposure limits, the variable rate exposure limits set offer the council protection in an uncertain interest rate environment. This is achieved by ensuring variable rate debt is lower than variable rate investments, which would result in a net benefit if interest rates were to increase.

- xi.v Interest rate exposure limits will be amended in future years to reflect any changes to the forecast trajectory of interest rates.

**Upper limit for variable rate exposure:**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Net principal re variable rate borrowing / investments	25%	£0	£0	£0

**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 reduce to £85m in 2017/18 and reduce in subsequent years thereafter. This is to reflect the forecast reduction to in-house cash balances over the period. The average in-house cash balance for 2015/16 was just under £320m.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Upper limit on principal sums invested longer than 364 days	100	85	75	65

## Minimum Revenue Provision Policy Statement for 2017/18

### Introduction

1. The Council is required by statute to charge a Minimum Revenue Provision (MRP) to the General Fund Revenue account each year for the repayment of debt. The MRP charge is the means by which capital expenditure which has been funded by borrowing is paid for by council tax payers.
2. Until 2007/08, the basis of the calculation for the MRP was specified in legislation. Legislation (Statutory Instrument 2008 no. 414 s4) which came into force on 31 March 2008, gives local authorities more freedom to determine what a prudent level of MRP is.
3. The legislation requires local authorities to draw up a statement of their policy on the annual MRP, for full approval by Council before the start of the financial year to which the provision will relate.
4. The implementation of the International Financial Reporting Standards (IFRS) requirements brought some service concession arrangements on balance sheet and resulted in some leases being reclassified as finance leases instead of operating leases. Part of the service charge or rent payable is taken to reduce the balance sheet liability rather than being charged to revenue accounts. To ensure that this does not result in a one-off increase in the capital financing requirement and in revenue account balances, an amount equal to the amount that has been taken to the balance sheet is included in the annual MRP charge.

### Prudent Provision

5. Guidance on the legislation sets out a number of options for making 'prudent provision' or allows an authority to determine an alternative method. Two options in the guidance relate to capital expenditure that was incurred before 1 April 2008, when Government provided support for borrowing through Revenue Support Grant. There are a further two options that relate to new borrowing under the Prudential system for which no Government support is given and is therefore self-financed.
6. To date, the Council's policy has been Option 1, the Regulatory method, for pre-2008 expenditure and Option 3, the Asset Life Method, for prudential borrowing. These two options are explained below.

#### *Option 1 - Regulatory Method*

7. 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 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.

### *Review*

9. During 2016/17, a review of the existing policy has taken place. The use of Option 1 results in the debt never being fully repaid as it is calculated on a reducing balance method and so results in a balance continuing in perpetuity, well in excess of the lives of any assets that have been funded by this borrowing. Also, when the guidance was written, RSG from central government included an element of support for borrowing costs that equated to 4% of the assumed debt. Since 2008 local government funding has changed and RSG funding has reduced significantly, therefore the 4% figure of support has reduced alongside these cuts.
10. It is proposed to write down the pre-2008 debt over a 50 year period. This will ensure that the debt is financed in full over a shorter period than at present. Using this methodology, the pre-2008 debt is fully financed by 31 March 2067 whilst the 4% reducing balance method leaves £42.54m outstanding at the same date.

### **MRP Methodology Statement 2017/18**

11. The Council is recommended therefore to approve the following statement:
12. For capital expenditure incurred before 1 April 2008, the MRP policy for 2017/18 onwards will be a straight-line charge of the outstanding pre-2008 expenditure as at 1 April 2017 calculated over a 50-year period.
13. For all unsupported (prudential) borrowing, the MRP policy will continue to be based on the estimated life of the assets for which the borrowing is undertaken (Option 3 – Asset Life Method or Annuity Method).

14. 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).

**Specified Investments**

<b>Investment Instrument</b>	<b>Minimum Credit Criteria</b>	<b>Use</b>
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	Short-term F1, Long-term BBB+, Minimum Sovereign Rating AA+	In-house and Fund Managers
Certificates of Deposit issued by Banks and Building Societies	A1 or P1	In-house on a buy and hold basis and Fund Managers
Money Market Funds with a Constant Net Asset Value	AAA	In-house and Fund Managers
Other Money Market Funds and Collective Investment Schemes <sup>3</sup>	Minimum equivalent credit rating of A+. These funds do not have short-term or support ratings.	In-house and Fund Managers
UK Government Gilts	AA	In-house on a buy and hold basis and Fund Managers
Treasury Bills	N/A	In-house and Fund Managers
Reverse Repurchase Agreements - maturity under 1 year from arrangement and counterparty is of high credit quality (not collateral)	Long Term Counterparty Rating A-	In-house and Fund Managers
Covered Bonds – maturity under 1 year from arrangement	Minimum issue rating of A-	In-house and Fund Managers

<sup>3</sup> I.e., credit rated funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

## Appendix D

## Non-Specified Investments

<b>Investment Instrument</b>	<b>Minimum Credit Criteria</b>	<b>Use</b>	<b>Max % of total Investments</b>	<b>Max Maturity Period</b>
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
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	AA	In-house and Fund Managers	50% in-house; 100% External Fund	5 years in-house



<b>Investment Instrument</b>	<b>Minimum Credit Criteria</b>	<b>Use</b>	<b>Max % of total Investments</b>	<b>Max Maturity Period</b>
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 <sup>4</sup> 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.	Minimum long term rating of A-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Covered Bonds	Minimum issue rating of A-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years, 10 years fund managers
Registered Providers	As agreed by TMST in consultation with the Leader and the Cabinet Member for Finance	In-house	50% In-house	5 years

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

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



## 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 Director of Finance, 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.

## Section 4.6 Balances and Reserves

1. The financial strategy states that balances will be maintained at a level commensurate with identified risks, based on an annual risk assessment, subject to a minimum of 2.5% of gross expenditure (excluding schools). The risk assessment for 2017/18 is set out at section 4.6.1.
2. The latest financial monitoring report to Cabinet in February 2017 shows the 2016/17 forecast position on balances as £15.1m. This is £2.5m lower than the risk assessed level of £17.6m. The budget proposals include a contribution of £2.7m to bring the level of balances back to the risk assessed level and to allow for any changes following the Final Local Government Finance Settlement expected on or around 20 February 2017. The estimated level of balances over the medium term is set out in section 4.6.2.
3. The Council's reserves have been reviewed as part of the service and resource planning process. The summary of the planned use of reserves over the medium term set out in section 4.6.2 shows the forecast falling from £87.6m at the start of 2017/18 to £52.2m by the end of 2020/21, of which £9.4m relates to schools.

**2017/18 risk assessment for determining appropriate level of balances**

	<b>2017/18</b>		<b>2016/17</b>
<b>Area of risk</b>	<b>£m</b>	<b>Explanation of risk/justification of balances</b>	<b>£m</b>
Emergencies	0.9	Expenditure below Bellwin Scheme threshold (0.2% of annual budget)	0.9
Directorate overspends and non-achievement of planned savings	8.2	Risk that directorates will overspend due to unforeseen pressures, demography, demand or non-achievement of planned savings (based on a 2% adverse variance)	8.3
Business rates	1.5	5% adverse variation to District Councils' estimates, due to inaccuracy or under estimation of successful appeals	1.5
Contingent liabilities & insurance risk	2.0	Possible liabilities for which no provision has been made or funding set aside in an earmarked reserve (0.25% of gross expenditure or minimum to meet quantified contingent liabilities)	2.1
Major contracts & 3rd party spend	5.0	Risk of contractors failing, mis-specification, or non-delivery plus contract costs increase by more than allowed for in the budget (1.0% of annual value of 3rd party spend)	4.8
<b>Total</b>	<b>17.6</b>		<b>17.6</b>

**Estimated Balances and Reserves 2016/17 to 2020/21**

The table below provides an analysis of estimated general balances and earmarked reserves for 2016/17 to 2020/21. Forecast reserves at the end of 2016/17 are based on the projection as at 31 December 2016.

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>General Balances</b>					
Estimated Balances at start of year	18,984	15,135	17,835	17,835	17,835
Planned Contributions to Balances (per MTFP)	2,000	4,700	2,000	2,000	2,000
<b>Total Balances at Start of Year</b>	<b>20,984</b>	<b>19,835</b>	<b>19,835</b>	<b>19,835</b>	<b>19,835</b>
Estimated Use of Balances in Year	-6,215	-2,000	-2,000	-2,000	-2,000
Estimated Contribution to Balances in Year	366				
<b>Net Use of Balances in Year</b>	<b>-5,849</b>	<b>-2,000</b>	<b>-2,000</b>	<b>-2,000</b>	<b>-2,000</b>
<b>Estimated Balances at end of year</b>	<b>15,135</b>	<b>17,835</b>	<b>17,835</b>	<b>17,835</b>	<b>17,835</b>
<b>Earmarked Reserves</b>					
Estimated School Reserves at start of year	20,684	20,684	18,070	15,497	12,306
Estimated Reserves at start of year	85,448	66,934	55,266	47,053	44,924
<b>Estimated Total Reserves at start of year</b>	<b>106,132</b>	<b>87,618</b>	<b>73,336</b>	<b>62,550</b>	<b>57,230</b>
Estimated Use of (-) / Additions to (+) School Reserves in Year		-2,614	-2,573	-3,191	-2,948
Estimated Use of (-) / Additions to (+) Reserves in Year	-18,514	-11,668	-8,213	-2,129	-2,087
Estimated School Reserves at end of year	20,684	18,070	15,497	12,306	9,358
Estimated Reserves at end of year	66,934	55,266	47,053	44,924	42,837
<b>Estimated Total Reserves at end of year</b>	<b>87,618</b>	<b>73,336</b>	<b>62,550</b>	<b>57,230</b>	<b>52,195</b>

**Provisional 2017/18 Dedicated Schools Grant allocation**

	<b>Early Years Block £000</b>	<b>Schools Block £000</b>	<b>High Needs Block £000</b>	<b>Total DSG £000</b>
2017/18 Initial Baseline	28,270	349,410	54,420	432,100
Transfer of Responsibilities				0
2015-16 Post 16 special places (Higher Education)			950	950
2016-17 Post 16 special places (Higher Education)			2,000	2,000
Transfer of ESG Retained Services (£15 per pupil)		1,360		1,360
				0
<b>Total Provisional DSG 2017/18 per Department for Education (DfE)</b>	<b>28,270</b>	<b>350,770</b>	<b>57,370</b>	<b>436,410</b>
Extension of 3/4 year entitlement to 30 hours (see note 1)	5,300			5,300
2 year old funding (initially excluded from provisional DSG 2017-18) (see note 1)	3,390			3,390
3/4 year old funding calculation change (allocation methodology changed from 1 April 2017 (see note 1))	800			800
Nursery Schools supplementary estimate (to provide transitional protection)	650			650
Disability Access fund (new fund allocation)	120			120
Early Years Pupil Premium (initially excluded from provisional DSG 2017-18) (see note 1)	230			230
Share of Population based Uplift, additional allocation based on overall national 2-18 aged population			1,170	1,170
Share of Growth based Uplift, additional allocation based on estimated increase in Oxfordshire's 2-18 aged population			450	450
School Pupil Population increase (pupil number increased from October 2015)		5,960		5,960
Deductions for high needs places funded directly by EFA (agreed planned special places, funding transfer to EFA for distribution)			-9,600	-9,600
<b>Provisional Funding Block Totals and DSG Receipts 2017/18</b>	<b>38,760</b>	<b>356,730</b>	<b>49,390</b>	<b>444,880</b>

**Notes:**

1. Funding for Early Years will be subject to actual in-year pupil counts and total allocations will vary. Allocations will be confirmed in June 2017 following the January 2017 census, and will be based on participation.

## Virement Rules 2017/18

### 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 2017;
  - changes to gross income and gross expenditure<sup>1</sup>;
  - 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 Director of Finance.
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

---

<sup>1</sup> 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 un-ringfenced grant funding which is held corporately as part of Strategic Measures. Where additional un-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<sup>2</sup>; or
  - b) Involves the one-off transfer of funds of £1.0m or more between revenue and capital budgets; or
  - c) Is a temporary virement, involves a major change in policy and is for £1.0m or more; or
  - d) Is a request to allocate expenditure budget of £1.0m or more funded by additional non-ringfenced grant funding notified during the year; or
  - e) Where in the opinion of the Director of Finance a Council decision is required.

The Director of Finance 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 £0.5m 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 £0.5m or more but less than £1.0m; or
    - ii. No major change of policy and is worth £0.5m or more; or

---

<sup>2</sup> 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.

- iii. A one-off transfer of funds between revenue and capital budgets and is worth £0.5m or more but less than £1.0m.
- c) Any requests to allocate expenditure budget of less than £1.0m 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 Director of Finance 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 £0.5m is delegated to the relevant Director and Director of Finance (or their nominated officer) subject to the approval of the relevant Cabinet member.

#### **Temporary virements**

- b) Responsibility for agreeing temporary virements worth less than £0.5m but greater than or equal to £0.250m, including transfer of funds between revenue and capital budgets, is delegated to the relevant Director and Director of Finance (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 Director of Finance 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.

### **Director of Finance Powers**

18. If Directors do not make virements in accordance with these Virement Rules the Director of Finance has the power to make other virements to remedy the position.

## CAPITAL PROGRAMME: 2016/17 TO 2020/21

Programme	Current Year	Firm Programme		Provisional Programme			CAPITAL INVESTMENT TOTAL £'000s	
	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22		
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s		
People: Children, Education & Families	50,675	37,575	47,522	27,659	11,914	1,178	176,523	
People: Schools Local Capital	1,785	1,400	850	800	750	0	5,585	
People: Adult Social Care & Public Health	15,003	2,325	13,778	2,328	1,172	0	34,606	
Communities: Transport	46,733	54,087	31,004	21,531	15,672	737	169,764	
Communities: - Other Property Development Programmes	9,917	7,515	11,832	5,124	877	0	35,265	
Resources	15,217	5,880	1,578	1,383	0	0	24,058	
<b>TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE</b>	<b>139,330</b>	<b>108,782</b>	<b>106,564</b>	<b>58,825</b>	<b>30,385</b>	<b>1,915</b>	<b>445,801</b>	
Earmarked Reserves	699	9,382	24,218	27,176	17,698	737	79,910	
<b>TOTAL ESTIMATED CAPITAL PROGRAMME</b>	<b>140,029</b>	<b>118,164</b>	<b>130,782</b>	<b>86,001</b>	<b>48,083</b>	<b>2,652</b>	<b>525,711</b>	
<b>TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES</b>	<b>139,996</b>	<b>116,279</b>	<b>105,310</b>	<b>79,614</b>	<b>40,128</b>	<b>822</b>	<b>482,149</b>	
In-Year Shortfall (-) / Surplus (+)		-33	-1,885	-25,472	-6,387	-7,955	-1,830	-43,562
Cumulative Shortfall (-) / Surplus (+)	43,649	43,616	41,731	16,259	9,872	1,917	87	

SOURCES OF FUNDING	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22	CAPITAL RESOURCES TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
SCE(C) Formulaic Capital Allocations - Un-ringfenced Grant	56,267	52,139	29,084	46,493	24,272	0	208,255
Devolved Formula Capital- Grant	1,785	1,400	850	800	750	0	5,585
Prudential Borrowing	21,853	22,827	33,335	10,627	6,285	0	94,927
Grants	17,197	6,538	1,757	855	0	0	26,347
Developer Contributions	40,830	32,084	37,758	17,809	8,821	822	138,124
District Council Contributions	1,057	18	0	0	0	0	1,075
Other External Funding Contributions	360	650	250	0	0	0	1,260
Revenue Contributions	450	150	150	150	0	0	900
Use of Capital Receipts	230	2,358	20,099	2,880	0	0	25,567
Use of Capital Reserves	0	0	7,499	6,387	7,955	1,830	23,671
<b>TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED</b>	<b>140,029</b>	<b>118,164</b>	<b>130,782</b>	<b>86,001</b>	<b>48,083</b>	<b>2,652</b>	<b>525,711</b>
<b>TOTAL ESTIMATED IN YEAR RESOURCES AVAILABLE</b>	<b>139,996</b>	<b>116,279</b>	<b>105,310</b>	<b>79,614</b>	<b>40,128</b>	<b>822</b>	<b>482,149</b>
Capital Grants Reserve C/Fwd	1,848	0	0	0	0	0	0
Usable Capital Receipts C/Fwd	18,043	19,858	17,973	0	0	0	0
Capital Reserve C/Fwd	23,758	23,758	23,758	16,259	9,872	87	87

## PEOPLE: CHILDREN, EDUCATION &amp; 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 previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22				
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Provision of School Places (Basic Need)</b>											
Existing Demographic Pupil Provision (Basic Needs Programme)	1,473	3,850	19,425	23,825	14,350	7,600	1,178	71,701	70,228	66,378	
11/12 - 15/16 Basic Need Programme Completions	0	1,100	0	724	0	0	0	1,824	1,824	724	
Banbury, Hill View - Expansion to 3FE (ED825)	1,913	875	50	37	0	0	0	2,875	962	87	
Hook Norton - Expansion to 1.5FE (ED827)	371	1,025	25	9	0	0	0	1,430	1,059	34	
Banbury, Queensway - Expansion to 2FE (ED831)	193	650	25	13	0	0	0	881	688	38	
Steventon, St Michael's - Expansion to 1FE (ED839)	62	600	25	16	0	0	0	703	641	41	
Bicester, Longfields - Expansion to 2FE (ED871)	356	1,900	100	34	0	0	0	2,390	2,034	134	
Yarnton, William Fletcher Phase 3 - Expansion to 1.5FE (ED853)	124	1,075	30	27	0	0	0	1,256	1,132	57	
Edward Feild - 2 classrooms (ED890)	0	200	25	1	0	0	0	226	226	26	
Mabel Prichard - 1 classroom (ED850)	24	425	30	26	0	0	0	505	481	56	
Northfield - 2 classrooms (ED894)	0	200	15	4	0	0	0	219	219	19	
Adderbury, Christopher Rawlins - Expansion to 1.5FE (ED875)	4	1,100	1,250	88	0	0	0	2,442	2,438	1,338	
<b>Provision of School Places Total</b>	<b>4,520</b>	<b>13,000</b>	<b>21,000</b>	<b>24,804</b>	<b>14,350</b>	<b>7,600</b>	<b>1,178</b>	<b>86,452</b>	<b>81,932</b>	<b>68,932</b>	

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 previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Growth Portfolio - New Schools</b>	Note: This section of the programme shows available funding and not the full scheme cost, unless specified Project Approval number displayed									
Didcot, Great Western Park (Primary 1) - 14 classroom (ED816)	4,713	6,275	100	62	0	0	0	11,150	6,437	162
Bodicote, Longford Park - 10 classroom (ED866)	3,121	5,325	525	3	0	0	0	8,974	5,853	528
Bicester Exemplar Eco-development - Primary 1 Phase 1 (7 classroom) (ED865)	2,861	4,350	325	24	0	0	0	7,560	4,699	349
Didcot, Great Western Park - Secondary (Phase 1) (ED836)	4,098	13,500	3,250	823	0	0	0	21,671	17,573	4,073
Didcot, Great Western Park - Primary 2 (14 classroom)	16	500	4,500	1,800	334	0	0	7,150	7,134	6,634
Bicester, South West - Secondary	24	250	1,750	8,500	4,900	576	0	16,000	15,976	15,726
Oxford - Barton (West)	219	250	750	3,500	2,250	231	0	7,200	6,981	6,731
Banbury, Southam Road	0	0	200	3,500	2,250	200	0	6,150	6,150	6,150
Project Development Budget - North East Wantage (Crab Hill) - Bicester, Graven Hill	0	0	100	100	100	100	0	400	400	400
New School Programme Completions	0	50	0	24	0	0	0	74	74	24
<b>Growth Portfolio Total</b>	<b>15,052</b>	<b>30,500</b>	<b>11,500</b>	<b>18,336</b>	<b>9,834</b>	<b>1,107</b>	<b>0</b>	<b>86,329</b>	<b>71,277</b>	<b>40,777</b>

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 previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b><u>Children's Home</u></b>										
Children's Home Programme	0	0	0	665	0	0	0	665	665	665
Thame - Assessment Centre (ED847/1)	2,229	100	25	3	0	0	0	2,357	128	28
Didcot - Move on Home (ED847/2)	1,207	75	50	0	0	0	0	1,332	125	50
Eynsham - Assessment Centre (ED847/3)	821	950	50	31	0	0	0	1,852	1,031	81
Witney - Move on Home (ED847/4)	591	750	25	23	0	0	0	1,389	798	48
<b>Children's Home Total</b>	<b>4,848</b>	<b>1,875</b>	<b>150</b>	<b>722</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,595</b>	<b>2,747</b>	<b>872</b>
<b><u>Annual Programmes</u></b>										
Schools Access Initiative	0	300	400	400	400	300	0	1,800	1,800	1,500
Temporary Classrooms - Replacement & Removal	0	75	325	350	350	350	0	1,450	1,450	1,375
Schools Accommodation Intervention & Support Programme	0	25	100	100	100	100	0	425	425	400
School Structural Maintenance (inc Health & Safety)	0	2,225	2,350	2,050	2,050	1,700	0	10,375	10,375	8,150
<b>Annual Programme Total</b>	<b>0</b>	<b>2,625</b>	<b>3,175</b>	<b>2,900</b>	<b>2,900</b>	<b>2,450</b>	<b>0</b>	<b>14,050</b>	<b>14,050</b>	<b>11,425</b>



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 previous and current years)
			2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b><u>Other Schemes &amp; Programmes</u></b>										
CEF Transformation Programme - Children & Family Centres	0	1,150	350	0	0	0	0	1,500	1,500	350
Early Years Entitlement for Disadvantage 2 year olds	711	550	1,000	500	500	354	0	3,615	2,904	2,354
Free School Meals (ED862)	3,126	750	150	15	0	0	0	4,041	915	165
Loans to Foster/Adoptive Parents (Prudentially Funded)	247	25	75	75	75	403	0	900	653	628
Small Projects	114	0	0	40	0	0	0	154	40	40
<b>Other Schemes &amp; Programmes Total</b>	<b>4,198</b>	<b>2,475</b>	<b>1,575</b>	<b>630</b>	<b>575</b>	<b>757</b>	<b>0</b>	<b>10,210</b>	<b>6,012</b>	<b>3,537</b>
<b><u>Retentions</u></b>										
<b>Retentions Total</b>	<b>0</b>	<b>200</b>	<b>175</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>505</b>	<b>505</b>	<b>305</b>
<b><u>Schools Capital</u></b>										
Devolved Formula Capital	0	1,785	1,400	850	800	750	0	5,585	5,585	3,800
<b>School Local Capital Programme Total</b>	<b>0</b>	<b>1,785</b>	<b>1,400</b>	<b>850</b>	<b>800</b>	<b>750</b>	<b>0</b>	<b>5,585</b>	<b>5,585</b>	<b>3,800</b>
<b>PEOPLE: CE&amp;F CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>28,618</b>	<b>52,460</b>	<b>38,975</b>	<b>48,372</b>	<b>28,459</b>	<b>12,664</b>	<b>1,178</b>	<b>210,726</b>	<b>182,108</b>	<b>129,648</b>
<b>PEOPLE CE&amp;F (Excl Schools Local) CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>28,618</b>	<b>50,675</b>	<b>37,575</b>	<b>47,522</b>	<b>27,659</b>	<b>11,914</b>	<b>1,178</b>	<b>205,141</b>	<b>176,523</b>	<b>125,848</b>

## PEOPLE: ADULT SOCIAL CARE &amp; PUBLIC HEALTH 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 previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<u>Public Health Directorate</u>										
<b>PUBLIC HEALTH PROGRAMME TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>SOCIAL CARE FOR ADULTS PROGRAMME</u></b>										
<b><u>Adult Social Care</u></b>										
Adult Social Care Programme	47	750	1,000	1,750	703	0	0	4,250	4,203	3,453
<b><u>Residential</u></b>										
HOPs Phase 1- New Builds	0	0	0	10,503	0	0	0	10,503	10,503	10,503
Oxfordshire Care Partnership	281	8,719	0	0	0	0	0	9,000	8,719	0
<b><u>Specialist Housing Programme (inc ECH - New Schemes &amp; Adaptations to Existing Properties)</u></b>										
ECH - New Schemes & Adaptations to Existing Properties	1,111	750	1,200	1,400	1,500	1,172	0	7,133	6,022	5,272
ECH - Completed Schemes	4,290	0	0	0	0	0	0	4,290	0	0
Deferred Interest Loans (CSDP)	378	125	125	125	125	0	0	878	500	375
<b>SOCIAL CARE FOR ADULTS PROGRAMME TOTAL</b>	<b>6,107</b>	<b>10,344</b>	<b>2,325</b>	<b>13,778</b>	<b>2,328</b>	<b>1,172</b>	<b>0</b>	<b>36,054</b>	<b>29,947</b>	<b>19,603</b>
<b><u>Disabled Facilities Grant</u></b>										
Disabled Facilities Grant	0	4,532	0	0	0	0	0	4,532	4,532	0
<b>DISABLED FACILITIES GRANT PROGRAMME TOTAL</b>	<b>0</b>	<b>4,532</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,532</b>	<b>4,532</b>	<b>0</b>

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
<b>Autism Capital Grant</b> Autism Capital Grant		18	0	0	0	0	0	18	18	0
<b>AUTISM CAPITAL GRANT PROGRAMME TOTAL</b>	<b>0</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>18</b>	<b>0</b>
<b>STRATEGY AND TRANSFORMATION PROGRAMME</b>										
<b>STRATEGY &amp; TRANSFORMATION PROGRAMME TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Retentions & Minor Works	0	109	0	0	0	0	0	109	109	0
<b>PEOPLE: ASC &amp; PH CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>6,107</b>	<b>15,003</b>	<b>2,325</b>	<b>13,778</b>	<b>2,328</b>	<b>1,172</b>	<b>0</b>	<b>40,713</b>	<b>34,606</b>	<b>19,603</b>

## COMMUNITIES: HIGHWAYS &amp; TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2016 / 17 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
			2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
<b><u>CITY DEAL PROGRAMME</u></b>										
<b><u>Science Transit</u></b>										
Kennington & Hinksey Roundabouts	7,357	116	0	0	0	0	0	7,473	116	0
Hinksey Hill Northbound Slip Road	252	462	1,831	4,565	1,590	0	0	8,700	8,448	7,986
<b><u>Access to Enterprise Zone</u></b>										
Harwell Link Rd Section 1 B4493 to A417	1,098	2,777	6,661	6	1,107	0	0	11,649	10,551	7,774
Harwell Link Rd Section 2 Hagbourne Hill	4,115	1,552	348	0	0	0	0	6,015	1,900	348
Featherbed Lane and Steventon Lights	1,712	750	1,000	2,493	1,769	0	0	7,724	6,012	5,262
Harwell, Oxford Entrance	202	0	700	700	398	0	0	2,000	1,798	1,798
<b><u>Northern Gateway</u></b>										
Cuttleslowe Roundabout	2,689	2,245	33	0	210	0	0	5,177	2,488	243
Wolvercote Roundabout	2,890	2,351	40	0	81	0	0	5,362	2,472	121
Loop Farm Link Road	235	952	4,235	1,878	0	0	0	7,300	7,065	6,113
Other City Deal Programme spend	142	-48	0	0	0	0	0	94	-48	0
<b>CITY DEAL PROGRAMME TOTAL</b>	<b>20,692</b>	<b>11,157</b>	<b>14,848</b>	<b>9,642</b>	<b>5,155</b>	<b>0</b>	<b>0</b>	<b>61,494</b>	<b>40,802</b>	<b>29,645</b>
<b><u>LOCAL PINCH POINT PROGRAMME</u></b>										
Milton Interchange	10,117	1,443	0	0	0	0	0	11,560	1,443	0
A34 Chilton Junction Improvements	4,175	4,922	507	1,279	0	0	0	10,883	6,708	1,786
<b>LOCAL PINCH POINT PROGRAMME TOTAL</b>	<b>14,292</b>	<b>6,365</b>	<b>507</b>	<b>1,279</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,443</b>	<b>8,151</b>	<b>1,786</b>

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 previous and current years)
			2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b><u>LOCAL GROWTH DEAL PROGRAMME</u></b>											
Eastern Arc Phase 1 Access to Headington	517	3,635	4,760	324	83	1,846	0	11,165	10,648	7,013	
Science Vale Cycle Network Improvements	0	100	1,600	1,900	900	0	0	4,500	4,500	4,400	
Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development)	103	318	79	0	0	0	0	500	397	79	
Didcot Northern Perimeter Road 3 (project development)	418	332	0	0	0	0	0	750	332	0	
A34 Lodge Hill Slips (project development)	0	150	0	0	0	0	0	150	150	0	
Oxford Queen's Street Pedestrianisation (project development)	0	160	500	1,000	310	0	0	1,970	1,970	1,810	
Bicester London Road - Cycle/Pedestrian Bridge	0	0	0	0	0	0	0	0	0	0	
<b>LOCAL GROWTH DEAL PROGRAMME TOTAL</b>	<b>1,038</b>	<b>4,695</b>	<b>6,939</b>	<b>3,224</b>	<b>1,293</b>	<b>1,846</b>	<b>0</b>	<b>19,035</b>	<b>17,997</b>	<b>13,302</b>	
<b><u>SCIENCE VALE UK</u></b>											
Milton Park Employment Access Link: Backhill Tunnel	43	586	178	0	0	0	0	807	764	178	
Wantage, Crab Hill (contribution)	0	0	2,450	0	0	0	0	2,450	2,450	2,450	
<b>SCIENCE VALE UK LOCALITY PROGRAMME TOTAL</b>	<b>43</b>	<b>586</b>	<b>2,628</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,257</b>	<b>3,214</b>	<b>2,628</b>	

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 previous and current years)
			2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b><u>OXFORD</u></b>											
Iffley Fields Controlled Parking Zone	0	0	225	25	0	0	0	250	250	250	
Woodstock Rd, ROQ	55	75	400	50	0	0	0	580	525	450	
Riverside routes to Oxford city centre	36	571	205	2,000	855	0	0	3,667	3,631	3,060	
<b>OXFORD LOCALITY PROGRAMME TOTAL</b>	<b>91</b>	<b>646</b>	<b>830</b>	<b>2,075</b>	<b>855</b>	<b>0</b>	<b>0</b>	<b>4,497</b>	<b>4,406</b>	<b>3,760</b>	
<b><u>BICESTER</u></b>											
Bicester Perimeter Road (Project Development)	0	300	700	0	0	0	0	1,000	1,000	700	
<b>BICESTER LOCALITY PROGRAMME TOTAL</b>	<b>0</b>	<b>300</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>700</b>	
<b><u>WITNEY AND CARTERTON</u></b>											
Witney, A40 Downs Road junction (contribution)	0	0	1,250	0	0	0	0	1,250	1,250	1,250	
<b>WITNEY AND CARTERTON LOCALITY PROGRAMME TOTAL</b>	<b>0</b>	<b>0</b>	<b>1,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	
<b><u>COUNTYWIDE AND OTHER</u></b>											
East-West Rail (contribution)	0	737	737	737	737	737	737	4,422	4,422	3,685	
Small schemes (developer and other funded)	601	945	173	0	0	0	0	1,719	1,118	173	
Completed schemes	27,500	293	180	0	0	0	0	27,973	473	180	
<b>COUNTYWIDE AND OTHER INTEGRATED TRANSPORT TOTAL</b>	<b>28,137</b>	<b>1,975</b>	<b>1,090</b>	<b>737</b>	<b>737</b>	<b>737</b>	<b>737</b>	<b>34,150</b>	<b>6,013</b>	<b>4,038</b>	
<b>INTEGRATED TRANSPORT STRATEGY TOTAL</b>	<b>64,293</b>	<b>25,724</b>	<b>28,792</b>	<b>16,957</b>	<b>8,040</b>	<b>2,583</b>	<b>737</b>	<b>147,126</b>	<b>82,833</b>	<b>57,109</b>	

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 previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>STRUCTURAL MAINTENANCE PROGRAMME</b>										
Carriageways	0	1,993	965	2,000	1,880	1,880	0	8,718	8,718	6,725
Surface Treatments	0	6,712	7,718	6,075	6,110	5,983	0	32,598	32,598	25,886
Footways	0	794	1,089	752	752	750	0	4,137	4,137	3,343
Drainage	0	1,100	900	900	900	900	0	4,700	4,700	3,600
Bridges	0	1,437	1,821	2,005	2,000	1,893	0	9,156	9,156	7,719
Public Rights of Way Foot Bridges	0	107	103	100	100	100	0	510	510	403
Street Lighting	0	250	1,730	890	775	775	0	4,420	4,420	4,170
Traffic Signals	0	250	253	250	250	247	0	1,250	1,250	1,000
Section 42 contributions	0	632	649	555	558	561	0	2,955	2,955	2,323
<b>STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL</b>	<b>0</b>	<b>13,275</b>	<b>15,228</b>	<b>13,527</b>	<b>13,325</b>	<b>13,089</b>	<b>0</b>	<b>68,444</b>	<b>68,444</b>	<b>55,169</b>
<b>CHALLENGE FUND PROGRAMME</b>										
Street Lighting	1,046	1,360	1,684	0	0	0	0	4,090	3,044	1,684
Drainage	954	1,296	1,500	0	0	0	0	3,750	2,796	1,500
Edge Strengthening	481	2,890	2,159	0	0	0	0	5,530	5,049	2,159
Resurfacing	64	385	721	0	0	0	0	1,170	1,106	721
<b>CHALLENGE FUND PROGRAMME TOTAL</b>	<b>2,545</b>	<b>5,931</b>	<b>6,064</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,540</b>	<b>11,995</b>	<b>6,064</b>

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 previous and current years)
			2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Major schemes and other programme</b>										
Embankment Stabilisation Programme	729	147	57	0	0	0	0	933	204	57
A420/A34 Botley Junction & Cumnor Bypass	181	328	11	0	0	0	0	520	339	11
Kennington Railway Bridge	0	714	1,580	520	166	0	0	2,980	2,980	2,266
Oxford, Cowley Road	0	0	790	0	0	0	0	790	790	790
A478 Playhatch Road (project development)	30	85	5	0	0	0	0	120	90	5
Network Rail Electrification Bridge Betterment Programme	206	500	1,560	0	0	0	0	2,266	2,060	1,560
Completed Major Schemes	13,301	29	0	0	0	0	0	13,330	29	0
<b>STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL</b>	<b>14,447</b>	<b>1,803</b>	<b>4,003</b>	<b>520</b>	<b>166</b>	<b>0</b>	<b>0</b>	<b>20,939</b>	<b>6,492</b>	<b>4,689</b>
<b>STRUCTURAL MAINTENANCE PROGRAMME TOTAL</b>	<b>16,992</b>	<b>21,009</b>	<b>25,295</b>	<b>14,047</b>	<b>13,491</b>	<b>13,089</b>	<b>0</b>	<b>103,923</b>	<b>86,931</b>	<b>65,922</b>
<b>COMMUNITIES: HIGHWAYS &amp; TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>81,285</b>	<b>46,733</b>	<b>54,087</b>	<b>31,004</b>	<b>21,531</b>	<b>15,672</b>	<b>737</b>	<b>251,049</b>	<b>169,764</b>	<b>123,031</b>



## COMMUNITIES: OTHER CAPITAL PROGRAMME (EXCLUDING TRANSPORT)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
<b><u>Fire &amp; Rescue Service</u></b>										
Fire Equipment (SC112)	512	81	0	57	0	0	0	650	138	57
Relocation of Rewley Training Facility	0	25	25	500	50	0	0	600	600	575
Carterton Fire Station	29	0	0	0	0	0	0	29	0	0
Fire Review	0	50	200	1,500	1,400	280	0	3,430	3,430	3,380
<b>COMMUNITY SAFETY PROGRAMME TOTAL</b>	<b>541</b>	<b>156</b>	<b>225</b>	<b>2,057</b>	<b>1,450</b>	<b>280</b>	<b>0</b>	<b>4,709</b>	<b>4,168</b>	<b>4,012</b>
<b><u>ASSET UTILISATION PROGRAMMES</u></b>										
Asset Utilisation Programme	48	1,772	1,400	1,400	1,400	8	0	6,028	5,980	4,208
Asset Utilisation Completions	3,195	416	0	0	0	0	0	3,611	416	0
<b>ASSET UTILISATION PROGRAMME TOTAL</b>	<b>3,243</b>	<b>2,188</b>	<b>1,400</b>	<b>1,400</b>	<b>1,400</b>	<b>8</b>	<b>0</b>	<b>9,639</b>	<b>6,396</b>	<b>4,208</b>
<b><u>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME</u></b>										
Rooftop Solar PV Programme	0	50	0	0	0	0	0	50	50	0
SALIX Energy Programme	0	150	150	150	150	0	0	600	600	450
<b>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL</b>	<b>0</b>	<b>200</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>650</b>	<b>650</b>	<b>450</b>

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 previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b><u>ANNUAL PROPERTY PROGRAMMES</u></b>										
Minor Works Programme	0	177	500	200	200	200	0	1,277	1,277	1,100
Health & Safety (Non-Schools)	0	24	24	50	74	50	0	222	222	198
<b>ANNUAL PROPERTY PROGRAMMES TOTAL</b>	<b>0</b>	<b>201</b>	<b>524</b>	<b>250</b>	<b>274</b>	<b>250</b>	<b>0</b>	<b>1,499</b>	<b>1,499</b>	<b>1,298</b>
<b><u>WASTE MANAGEMENT PROGRAMME</u></b>										
Waste Recycling Centre Infrastructure Development	0	100	150	1,100	1,150	289	0	2,789	2,789	2,689
Alkerton WRC	0	100	150	750	700	50	0	1,750	1,750	1,650
Oxford Waste Partnership PRG Allocation	580	0	0	0	0	0	0	580	0	0
<b>WASTE MANAGEMENT PROGRAMME TOTAL</b>	<b>580</b>	<b>200</b>	<b>300</b>	<b>1,850</b>	<b>1,850</b>	<b>339</b>	<b>0</b>	<b>5,119</b>	<b>4,539</b>	<b>4,339</b>
<b><u>CORPORATE PROPERTY &amp; PARTNERSHIP PROGRAMMES</u></b>										
Broadband (OxOnline) Project	13,525	6,172	3,055	0	0	0	0	22,752	9,227	3,055
Spendlove Centre, Charlbury (R11)	41	300	61	0	0	0	0	402	361	61
Oxford Flood Relief Scheme	0	0	0	5,000	0	0	0	5,000	5,000	5,000
Cogges Manor Farm	0	0	300	75	0	0	0	375	375	375
New Salt Stores & Accommodation	50	500	1,500	1,050	0	0	0	3,100	3,050	2,550
<b>CORPORATE PROPERTY &amp; PARTNERSHIP PROGRAMMES TOTAL</b>	<b>13,616</b>	<b>6,972</b>	<b>4,916</b>	<b>6,125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,629</b>	<b>18,013</b>	<b>11,041</b>

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
Retentions (completed schemes)	0	0	0	0	0	0	0	0	0	0
<b>COMMUNITIES: OTHER (EXCLUDING TRANSPORT) CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>17,980</b>	<b>9,917</b>	<b>7,515</b>	<b>11,832</b>	<b>5,124</b>	<b>877</b>	<b>0</b>	<b>53,245</b>	<b>35,265</b>	<b>25,348</b>

## RESOURCES 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 previous and current years)
			2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>COMMUNITY SERVICES PROGRAMME</b>										
Bicester Library (CS13)	568	115	300	300	217	0	0	1,500	932	817
Westgate Library	2	500	2,700	398	0	0	0	3,600	3,598	3,098
<b>COMMUNITY SERVICES PROGRAMME TOTAL</b>	<b>570</b>	<b>615</b>	<b>3,000</b>	<b>698</b>	<b>217</b>	<b>0</b>	<b>0</b>	<b>35,378</b>	<b>24,058</b>	<b>8,841</b>
<b>OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP</b>										
<b>City Deal</b>										
Culham Advanced Manufacturing Hub & other GPF projects	3,851	0	0	0	0	0	0	3,851	0	0
<b>Local Growth Fund</b>										
Didcot Station Car Park Expansion	493	9,007	0	0	0	0	0	9,500	9,007	0
Centre for Technology, Innovation & Skills (Activite Learning)	2,202	2,298	0	0	0	0	0	4,500	2,298	0
Centre for Applied Superconductivity	684	880	880	880	1,166	0	0	4,490	3,806	2,926
Oxford City Council - Oxpens Site Development	3,520	0	0	0	0	0	0	3,520	0	0
Activate Care Suite	0	400	0	0	0	0	0	400	400	0
Advanced Engineering & Technical Skills Centre	0	2,000	2,000	0	0	0	0	4,000	4,000	2,000
<b>OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP TOTAL</b>	<b>10,750</b>	<b>14,585</b>	<b>2,880</b>	<b>880</b>	<b>1,166</b>	<b>0</b>	<b>0</b>	<b>30,261</b>	<b>19,511</b>	<b>4,926</b>

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 previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Completed Projects	0	17	0	0	0	0	0	17	17	0
<b>RESOURCES CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>11,320</b>	<b>15,217</b>	<b>5,880</b>	<b>1,578</b>	<b>1,383</b>	<b>0</b>	<b>0</b>	<b>35,378</b>	<b>24,058</b>	<b>8,841</b>

## COUNCIL 14 FEBRUARY 2017

## CAPITAL PROGRAMME 2016/17 TO 2020/21

## Appendix A Grant bids and allocations not yet included in the Capital Programme

Ref.	Scheme/ Programme Area/ Grant Name	Status	Description	Amount £000	Year
(1)	Local Transport Board	2	Funding allocation to the following schemes: - Wantage Eastern Link Road	4,500	2015/16 & 2016/17
(2)	Local Growth Fund 1	2	Funding allocation towards: - Advanced Engineering and Technology Skills - Oxfordshire Flood Risk Management Scheme and Upstream Flood Storage at Northway - Oxford Science Transit Phase 2 (A40)	4,000 26,450 35,000	2015/16 to 2020/21 Provisional
(3)	Local Growth Fund 2	2	Funding allocation towards - A package to improve transport in North Oxford and enable the Northern Gateway Development - Establishing the Activate Care Suite to improve adult social care and healthcare in Oxfordshire.	5,940 400	2016/17 to 2020/21
(4)	Local Growth Fund 3	1		tbc	
(5)	National Productivity Investment Fund	2	Funding for local highway and other local transport improvements which aims to reduce congestion at key locations, upgrade or improve the maintenance of local highway assets across England to improve access to employment and housing, to develop economic and job creation opportunities.	3,252	2017/18
	<b>Total</b>			<b>79,542</b>	

**Key:**

- 1 Grant bids or allocations waiting approval or confirmation from funding authorities
- 2 Secured new resources waiting programme of work approval
- 3 Funding to be allocated against viable projects

**COUNCIL 14 FEBRUARY 2017**  
**CAPITAL PROGRAMME 2016/17 TO 2020/21**  
**Appendix B Schemes Remaining On Hold**

These schemes have been placed on hold under the Capital Budget Setting Process.  
 However, they will be considered for entry into the programme as part of the future Service and Resource Planning rounds and if further funding becomes available.

Ref	Directorate	Project/ Programme Name	Total project cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Priority Category
1	S&CS	Banbury Regeneration Scheme	5,785	110	5,675	5
2	S&CS	Thame Fire Station - relocation to new site	2,300	0	2,300	6
3	E&E - Transport	Bicester Market square (developer contribution funded scheme)	1,116	1,116	0	5
<b>TOTAL</b>			<b>8,085</b>	<b>110</b>	<b>7,975</b>	

**Priority Categories:**

- Priority 1 Statutory Requirements & Infrastructure Deficit
- Priority 2 Revenue Savings & Service Transformation
- Priority 3 Substantially Externally Funded
- Priority 4 Portfolio Rationalisation
- Priority 5 Economic development & housing growth
- Priority 6 Cross-cutting, joint working, income generation

**COUNCIL 14 FEBRUARY 2017**  
**CAPITAL PROGRAMME 2016/17 TO 2020/21**  
**Appendix C Highways & Transport Forward Plan**

These schemes have been identified as priorities for meeting local growth but funding has not yet been secured for delivery. When funding has been identified approval will be sought through the capital governance approval process to bring them into the capital programme. Costs and delivery timeframes are indicative.

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
<b>SCIENCE VALE</b>				
Access to Enterprise Zone - A417 Corridor Improvements (Wantage to Blewbury) & relief to Rowstock	To improve east-west travel and ensure safe access to/from the villages.	2016/17 - 2019/20	4,000	LGF, CIL/Developer Contributions, plus other funding opportunities if available
Wantage Eastern Link Road	A new road linking the A338 and A417, providing a strategic route across the town & access to Crab Hill strategic housing development site.	2017/18 - 2022/23	15,000	LGF, CIL/Developer Contributions, on-site strategic housing development
Science Bridge & A4130 widening	New bridge over the railway line along the A4130 to provide highway capacity and routing improvements to the main route through Didcot.	2016/17 - 2019/20	39,000	LGF, CIL/Developer Contributions, on-site strategic housing & commercial developments, plus other funding opportunities if available
Cycle Network Enhancements	Improving cycle accessibility and connectivity across the Science Vale area	2015/16 - 2019/20	9,000	LGF, CIL/Developer Contributions, on-site strategic housing & commercial developments, plus other funding opportunities if available
Jubilee Way roundabout (Didcot) Improvements	Enhancements to the junction to provide improved access to Didcot town centre	2018/19 - 2020/21	6,500	LGF, CIL/Developer Contributions, plus other funding opportunities if available
Didcot Station Enhancements - Gateway to Science Vale	Enhanced Station accessibility and improved facilities creating a transport hub and Gateway to Science Vale. Enhancements to the station building, new platforms and northern entrance.	2018/19 - 2023/24	53,000	LGF, CIL/Developer Contributions, private sector, plus other funding opportunities if available
Didcot town centre improved accessibility	To update signage to reflect the new and improved network changes, helping to ensure appropriate routing of vehicles across the area.	Unknown at present	Unknown at present	LGF, CIL/Developer Contributions, plus other funding opportunities if available
A338 Corridor Improvements (including Frilford Lights)	Highway and junction improvements to accommodate additional traffic heading to/from the Science Vale area and Oxford.	2026 - 2031	5,000	LGF, CIL/Developer Contributions, plus other funding opportunities if available
Didcot Northern Perimeter Road Phase 3 (NPR3)	A new road to allow extension of the perimeter road around Didcot and access for the Ladygrove East site.	2016/17 - 2020/21	12,500	LGF, CIL/Developer Contributions, on-site strategic housing development, plus other funding opportunities if available



Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
A34 improvements - Lodge Hill slips and Park & Ride	New south facing slips and Park & Ride site (1500 space P&R & new signalised junction)	2016/17 - 2020/21	26,000	LGF, CIL/Developer Contributions, plus other funding opportunities if available
Access to Culham - New strategic road linking Didcot, Culham Science Centre and Oxford	New strategic road linking Didcot with Culham Science Centre, and Oxford (incl. river crossing). Phase 1: A415/B4015 Culham Science Centre Link Road; Phase 2: new road across the Thames between Didcot & Culham Science Centre.	2016/17 - 2026	45,000	LGF, CIL/Developer Contributions, on-site commercial development, private sector, plus other funding opportunities if available
Implementation of Bus Strategy	Bus links and accesses to connect strategic development sites to employment and other key destinations	Unknown at present	Unknown at present	LGF, CIL/Developer Contributions, on-site strategic housing & commercial developments, plus other funding opportunities if available
Culham Station improvements	Improving accessibility and level of rail service	Unknown at present	Unknown at present	LGF, CIL/developer contributions, private sector and other opportunities if available
Grove/Wantage Station	A new railway station / interchange at Grove	2020 +	Unknown at present	LGF, CIL/developer contributions, private sector and other opportunities if available
<b>OXFORD</b>				
Oxford Station master plan	Non-rail elements of station redevelopment	2018/19 +	75,000	Commercial development on site, LGF/SEP, CIL and other funding opportunities if available
Bus Rapid Transit Lines 1, 2 and 3	Infrastructure for Oxford BRT network	2015 - 25	104,000	LGF, CIL, private sector and other opportunities if available
Super, premium and connector cycle routes	Completing gaps in network/strategic links	2015 - 35	16,000	Cycle City Ambition Grant, LGF, CIL, and other opportunities if available
Ring Road improvements including A34	Capacity improvements, BRT/bus infrastructure, pedestrian and cycle crossings	2015 - 25	111,000	City Deal, Highways Agency, LGF, CIL, private sector and other opportunities if available
City Centre schemes	Transport and public realm improvements, including new transport interchanges	2015 - 35	49,000	LGF, CIL, private sector and other opportunities if available
City centre transit tunnels	Transit tunnels for use by BRT and buses, serving the city centre	2035 +	600,000	To be identified
Park & Ride expansion	Construction of five new P&R sites and expansion of Thornhill P&R. Lodge Hill P&R included in Science Vale section (a new P&R in Eynsham may be delivered as part of the A40 Public Transport Enhancements item)	2018 - 2030	52,000	LGF, CIL, private sector and other opportunities if available

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
Cowley Branch line	Improvements to allow use by passenger trains. Includes two new stations.	2020 - 2025	40,000	LGF, CIL, private sector and other opportunities if available
Smart mobility infrastructure	Infrastructure to support transport technologies, including infrastructure for driverless vehicles	2015 - 2025	13,000	LGF, CIL, private sector and other opportunities if available
Freight	Freight infrastructure, including consolidation centre	2015 - 2025	5,000	LGF, CIL, private sector and other opportunities if available
District centre improvements	Transport and public realm improvements	2016 - 2030	10,000	LGF, CIL, private sector and other opportunities if available
<b>BICESTER</b>				
London Road level crossing solution	A replacement scheme so that the level crossing can be closed when rail services increase.	2024 +	27,000	LGF, CIL / developer contributions, Garden Town bid
Charbridge Lane level crossing replacement	A road bridge over the railway so that level crossing is closed for East West Rail	2019	13,000+	EWR fund for single carriageway bridge. LGF3 Eol for dualling gap
Eastern peripheral corridor improvements (minus the Charbridge Lane scheme)	Phase (i) - upgrading the junctions and links from Launton Road to Gavray Drive (minus Charbridge Lane)	2019	12,000	LGF3 Eol, CIL/developer funding, Garden Town bid
	Phase (ii) upgrading Skimmingdish Lane and A4095 / A4221 junction	2024+	7,000	LGF, CIL / developer contributions, Garden Town bid
Southern peripheral corridor - a new south-east perimeter road	A new link road from the A41 north of Junction 9 across to join the link road to the south of Graven Hill	2021?	21,000	LGF, CIL / developer contributions, Garden Town bid
Motorway junction south of Arncott	Scheme predicated on announcement of Bicester/Arncott being designated as a Garden Town with additional 3,000 houses.	2023	30,000	Garden Town bid
A41 bus measures	A bus lane on the A41 between the ESSO roundabout to Junction 9	pre-2021	10,000	LGF, CIL / developer contributions, Garden Town bid
Bicester - Pedestrian/Cyclist Connectivity	Cycle access between new employment developments and housing developments	2017/18+	4,400	LGF, CIL / developer contributions, Garden Town bid

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
<b>BANBURY</b>				
<b>North-south corridor'</b> *Traffic calming along A361 the South Bar Street/ Horsefair corridor *Promotion of Bankside *Bridge Street/ Cherwell Street improvements *Bloxham Road (A361)/ South Bar Street improvements *Renew highway signage to reflect change in routes (above)	Utilise Cherwell Street 'eastern corridor' as the preferred north-south route through the town, with Bankside improvements offering a secondary route. The Oxford Road corridor is also integral. Reduce traffic in the Air Quality Management area at South Bar. Reviewing and replace highway signage on routes into the town centre to sign north-south through-traffic away from sensitive areas of the town centre and promote appropriate route choices at key decision making junctions, especially on Oxford Road A4260.	2018 +	15,000	Some held S106 monies available to progress this project. Additional funding will be required for the major works likely to be needed.
<b>Hennef Way (A422) to M40 Corridor Improvements</b> *Hennef Way/ Southam Road junction *Hennef Way/ Concord Avenue junction *Hennef Way/ Ermont Way junction	Route capacity improvements to deal with existing demands and those to be created by future development	2017 ....	Unknown at present	Some held S106 monies may be available to start on feasibility
Warwick Road B4100 Corridor	Increasing the capacity of junctions along Warwick Road (B4100), including the roundabout junctions with A422 Ruscote Avenue and Orchard Way.	2017 ....	Unknown at present	Developer Contributions, plus other funding opportunities will be required
East of M40 J11 link road - A422 to Overthorpe Road.	Provision of a link road east of M40 Junction 11 linking A422 to Overthorpe Road.	Post 2024	13,000	To be identified
Higham Way to Chalker Way link road.	Provision of a link road from Higham Way to Chalkter Way through the former Grundons site to the Central M40 site.	Unknown at present	Unknown at present	To be identified
Road bridge crossing from Tramway Road to Higham Way.	Provision of a road bridge crossing the railway line linking Tramway Road to Higham Way.	Post 2024	Unknown at present	To be identified
Ermont Way/ Middleton Road improvements.	Improve traffic flow at the junction.	Unknown at present	Unknown at present	To be identified
Banbury Rail Station Improvements	Re-designing the station forecourt to create an interchange	Unknown at present	Unknown at present	To be identified
A361 Bloxham Road to A4260 Oxford Road spine road - south of Saltway	Spine Road through the South of Saltway development site linking A361 to A4260	Unknown at present	Unknown at present	To be identified
Car park guidance matrix sign system	Integrated, real-time car park guidance system.	Unknown at present	Unknown at present	To be identified
Bus Strategy (long term)	Reviewing and developing the town's bus network and enhancing existing bus services/ providing additional services,	Unknown at present	Unknown at present	To be identified

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
Bus Strategy (Short term) *East-West cross town bus routing including bus gates.	Enable east-West cross town bus routing including opening bus gates.	2016	Unknown at present	Developer funding/To be identified
Banbury Bus Station - review function	Review function and location of Banbury bus station.	Unknown at present	Unknown at present	To be identified
Improve walking, cycling and public transport access to the rail station.	Improve walking, cycling and public transport links to the station in order to meet future demand and to better connect the station to the town	Unknown at present	Unknown at present	To be identified
<b>WITNEY &amp; CARTERTON</b>				
West-facing slip roads at A40 Shores Green junction	Possible direct delivery by developer	Unknown at present	Unknown at present	To be identified
Improvements to the B4022 Oxford Hill junction with Jubilee Way and Cogges Hill Road	Possible direct delivery by developer	Unknown at present	Unknown at present	To be identified
Re-designating the A4095 through Witney	Re-designating the A4095 via Jubilee Way, Oxford Hill, A40, Ducklington Lane and Thorney Leys	Unknown at present	Unknown at present	To be identified
Witney town centre package	Reducing congestion to improve the environment; using directional signs to discourage undesirable routeing.	Unknown at present	Unknown at present	To be identified
Improve the B4477 between Carterton and A40 at Minster Lovell including a cycle route between Witney and Carterton.	Improvements to the transport network to support residential growth, attract economic investment and enable growth of RAF Brize Norton	2017-2020	3,900	Developer Contributions, plus other funding opportunities
West facing slip roads at A40/B4477 Minster Lovell junction,	Improvements to the transport network to enable growth of RAF Brize Norton	Unknown at present	7,400	To be identified
Improve bus routing through Witney	Improve bus routing through Witney particularly along Corn Street, Market Place, Bridge Street and Newland	Unknown at present	Unknown at present	To be identified
Bus Priority eastbound at A40 Shores Green	Bus Priority for buses joining the A40 eastbound at B4044 Shores Green	Unknown at present	Unknown at present	To be identified
Witney Cycle Strategy	Improving pedestrian and cyclist routes in Bridge Street, the town centre and Station Lane areas of Witney	Unknown at present	Unknown at present	To be identified
Ducklington Lane / Station Lane junction - footway improvements	Following CPO for land to complete footway improvements.	Unknown at present	Unknown at present	To be identified
Install bus stops close to the RAF Brize Norton Main Gate, Carterton.	Install bus stops close to the RAF Brize Norton Main Gate to increase access to the site.	Unknown at present	Unknown at present	To be identified
Carterton town centre crossroads enhancement	Reduce queuing traffic and improve the environment in Carterton town centre.	Unknown at present	Unknown at present	To be identified

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
Hanborough Rail Station	Highway improvements and car park expansion predicated on planned housing development.	Unknown at present	Unknown at present	Highways work may be funded by OCC but car park expansion works are likely to be funded by 3rd party.
A40 public transport priority scheme	Public transport enhancements to facilitate trips along the A40 corridor (may include delivery of a new P&R in Eynsham)	2017/18	40,000	Local Growth Fund £35m plus OCC match funding
<b>COUNTYWIDE</b>				
Cycle Network Enhancements	Schemes include: Culham - Oxford, Eynsham - Oxford, Adderbury - Banbury	Unknown at present	Unknown at present	To be identified

## CAPITAL INVESTMENT PLANNING 2017/18 - 2020/21

Description	£'000	£'000	Notes
<b><u>Estimated Flexible Capital Resources Available</u></b>			
Additional Estimated Funding for 2020/21 & adjustments for earlier years		20,339	Overall £5.5m already included in the capital programme 17/18-20/21 for 5 sites
Capital Receipts New / Revaluations		0	
Earmarked Reserves banked for Capital Budget Setting		4,250	
<b>Total Estimated New Flexible Capital Resources Available to 2020/21</b>		<b>24,589</b>	
<b><u>Previously Agreed Allocations</u></b>			
Central Library		2,100	
<b><u>Statutory Requirements</u></b>			
Basic Need		1,700	
Highways Maintenance, Schools and Other Annual Programmes		18,077	
<b>Total Remaining Resources</b>		<b>2,712</b>	
<b><u>Other Bids</u></b>			
	cost	balance left	
Kennington Railway Bridge	2,000	712	
Cogges Manor Farm - Roof	375	337	
Iffley Fields Controlled Parking Zone	250	87	
<b>Total Surplus (+)/Shortfall (-)</b>		<b>87</b>	

**CAPITAL PROGRAMME 2016/17 - 2020/21**  
**Highways Maintenance Programme 2016/17 to 2018/19**

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	2018/19 (£)
<b>CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME</b>					
	Wantage	Market Place	136,632		
	Wantage	Mill Street	80,392		
	Benson	A4074 Near Elmbridge Roundabout	221,680		
	Wantage	Newbury Street	128,498		
	Great Milton	A329 Rycote Lane	156,122		
	Goring	High Street	139,033		
	Milton	Sutton Courteney Lane	379,586		
	Little Wittenham	Un-named Road (Long Wittenham Road junction to Church)	51,458		
	Henley on Thames	Vicarage Road	56,604		
	Didcot	King Alfred Drive	90,061		
	Wantage	B4507 Ickleton Road	107,987		
	Didcot	Jubilee Way	75,000		
	Oxford	Harcourt Hill		202,633	
	North Moreton	Long Wittenham Road / High Street		98,232	
	Kennington	The Avenue (Section 3)		121,746	
	Abingdon	The Vineyard		141,080	
	Witney	Thorney Leys			
	Whitchurch	Eastfield Lane			
	Pusey	A420 Pusey Turn		225,019	
	Oxford	Cowley Road / Jeune St to Rectory Rd		0	
	Abingdon	Wotton Road/Faringdon Road			180,096
	Wallingford	High Street			69,623
	Horton Cum Studley	Horton Hill			295,568
	Henley	Milton Close			52,200
	Milton	Milton Hill			243,600
	Thame	Park Street			63,355
	Wantage	Denchworth Road			271,440
	Faringdon	Marlborough Street			145,200
	Kidmore End	Mill Lane			47,758
	Woodcote	Bridal Path			49,630
	Advance Design & Surveying		235,000	132,502	200,000
	Advance Site Investigation		110,000	44,000	20,000
	Contingency		<b>25,000</b>		361,530
<b>TOTAL CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME</b>			<b>1,993,053</b>	<b>965,212</b>	<b>2,000,000</b>
<b>SURFACE TREATMENTS PROGRAMME</b>					
<b>Skid Resistance Schemes</b>					
	Charlbury	B4437 - Charlbury - Hill Barn Farm	17,539		
	Wardington	A361 - Wardington - Williamscot Hill	19,726		
	Banbury	A361 - Banbury - Bend 100m NE of M40 J10	5,338		
	Launton	Blackthorn - Launton - Bend 1.6km NW of A41	11,143		
	Wigginton	Wigginton - Wigginton Heath crossroads	157,685		
	Oddington	Oddington - Islip - Merton - bend 1km NE Islip	77,802		
	Chalgrove	B4027 Beckley Bend at Lodge Farm	120,426		
	Benson	B4009 Benson - Woodyard Bend	80,756		
	Chalgrove	B4015 Baldons - Bend 750 m East Golden Balls	96,583		
	Abingdon	A415 Marcham Rd j/o Gozards Ford	105,014		
	Britwell Salome	B4009 Britwell Salome, nr jct with St Nicolas Church	105,699		
<b>17/18 Programme</b>					
	Littlemore	A4075 east of Heyford Hill Rbt		42,176	
	Littlemore	A423 Heyford Hill roundabout		60,000	
	Little Milton	A329 Church Hill, Little Milton		92,552	
	Shipton under Wychwood	A361 Shipton U.W - Upper End - Fidlers Hill junction		188,254	
	Benson	B4009 - Benson Sands		48,518	
	Warborough	Shillingford Hill, Shillingford		142,133	

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	2018/19 (£)
	Banbury	A422 Middleton Cheney app to M40 Jct 11 rdbt		63,922	
	Bloxham	Bloxham - A361 Sth Newington Rd crossing.		76,611	
	Kingston Bagpuize	A420 Kingston Bagpuize roundabout		134,970	
	Buckland	A420 Buckland crossroads			179,088
<b>18/19 programme to be confirmed</b>					640,912
Design			200,970	180,000	180,000
<b>TOTAL Skid Resistance Schemes</b>			<b>998,681</b>	<b>1,029,136</b>	<b>1,000,000</b>
<b>Surface Dressing</b>					
<b>SODC</b>					
	Stoke Row / H'moor	Stoke Row to Highmoor	32,433		
	Sonning Common	Kennylands Road	27,722		
	North Moreton	Long Wittenham Rd N Moreton	19,346		
	Park Corner	B481 North Huntercombe End lane	13,142		
	Nettlebed	B481 South Huntercombe End Lane	16,729		
	Great Milton	Church Road Gt Milton	8,703		
	Goring Heath	Crays Pond to Whitchurch Hill	48,251		
	Nuffield	Checkendon to Nuffield	45,520		
	Nuffield	Timbers Lane Nuffield	18,208		
	Benson	Clacks Lane	12,381		
<b>WODC</b>					
	Witney	A415 - Ducklington Lane	32,774		
	Carterton	B4477 - Carterton - Monaham Way	45,065		
	Witney	B4047 - Burford Rd	67,370		
	Charlbury	B4437 - Charlbury - Woodstock Rd	60,086		
	Carterton	A4095 - Bampton - Station Road	56,217		
<b>CDC</b>					
	Bicester	A4421 - Skimmingdish Lane	44,860		
	Bicester	A4421 - Launton Road	6,646		
	Bicester	A41 - Aylesbury Road	105,338		
	Banbury	A4269 - Duns Tew duals	100,713		
<b>VOWHDC</b>					
	Longworth	Appleton Rd/Hinton Rd	45,948		
	Tubney	A420	101,054		
<b>CITY</b>					
	Oxford City	Barnes Road	43,513		
	Oxford City	Blackbird Leys Road	32,551		
	Oxford City	Cuddesdon Way 1	18,750		
	Oxford City	Cuddesdon Way 2	18,026		
Lines /studs and markings			266,623		
Design			45,520		
Transferred from Skid Resistance programme			56,210		
<b>DRAFT 17/18 Surface Dressing programme</b>				1,080,000	
	Wallingford	A4130 Wallingford bypass-Slade RAB to Hithercroft RAB			
	Wallingford	A4130 Wallingford bypass -Hithercroft RAB to Cholsey turn			
	Wallingford	A4130 Wallingford bypass-Reading Rd RAB to A4074			
	Holton	Village road,School to Waterperry Road			
	Culham	High Street -Full Length			
	Carterton	A361 Letchlade, Broughton Poggs - Lt Faringdon			
	Witney	Jubilee Way - Woodstock Rd - Oxford Hill			
	Charlbury	B4022 Witney-Hailey Road Village - Foxburrow Lane			
	Chipping Norton	A44 Enstone - Lidstone Junction			
	Kidlington	A4260 Frieze Way w/b c/way , A44 Woodstock Rd - Oxford Rd			
	Banbury	B4100 Ayno Road , Cnty bdy - Banbury Business Pk			
	Kidlington	B4027 Noke to Woodeaton			
	Banbury	Sugarwell Lane Xmas Cnr - Quarry Fm Epwell			
	Banbury	Claybank, The Firs - Hayway Lane			
	Banbury	Sibford Rd, Bourne Lane - Redlands Fm			
	Ambrosden	Ploughly Rd , Junc. A41 - Merton Rd			



Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	2018/19 (£)
	Wiggington	Wiggington Heath Crossroads			
	Tubney	A420, Tubney Duals to Kingston Bagpuize Duals			
	Frilford	A338, Tubney R/bout to Frilford			
Lines /studs and markings				250,000	250,000
Design				45,000	45,000
<b>18/19 programme to be confirmed</b>					1,080,000
<b>TOTAL Surface Dressing</b>			<b>1,389,699</b>	<b>1,375,000</b>	<b>1,375,000</b>
<b>Other Surface Treatments</b>					
<b>Surface Dressing Pre-Patching Schemes</b>			850,000	800,000	800,000
<b>Structural Patching</b>			3,174,000	2,700,000	2,100,000
Edge Strengthening	Scheme list to be provided				
<b>Special Treatments Programme</b>					
Preventative repair programme (Dragon patching treatment)				600,000	
Iron work strengthening programme				75,000	
<b>Micro asphalt programme</b>			200,000	570,000	300,000
Draft programme 2017/18					
	Carterton	Manor Rd/ Station Rd/ Carterton mini rdbt			
	Eynsham	Mill St			
	Witney	Witan Way / Langdale Gate rdbt			
	Babury	Browning Road, Bloxholm Road to Cranleigh Close			
	Banbury	Brantwood Rise, Browning Road - Queensway			
	Thame	Essex Road, full length			
	Chinnor	Golden Hills, full length			
	Chinnor	Wykeham Rise			
	Sutton Courtenay	Bradstocks Way			
	Oxford	Barnes Road mini rdbt			
	Oxford	Blackbird Leys mini rdbt x2			
<b>Retexturing programme</b>			100,000	300,000	150,000
Draft programme 2017/18					
	Cookley Green	B481 Park Corner to Cookley Green			
	Clifton Hampden	A4155 Clifton Hampden to Culham			
	Waterperry	M40 Overbridge - Waterperry			
	Waterperry	Waterperry Turn - Worminghall			
	Stanton St John	Moorbridge to Guidepost			
	Horton cum Studley	Bernwood Road, District bdy - Oakley Road			
	Horton cum Studley	Brill Road, County Bdy - Oakley Road			
	Bodicote	A4260 Oxford Road. , Adderbury to Broad Gap			
	Gt Rollright	The Walk, Walk Farm - Cold Harbour Lane			
	Chadlington	A361 Sarsden. Pillars - Greystones			
	Cote / Aston	B4449 Cote. Xroads - New Shifford Cottage			
	Bampton	B4449 Bampton, bends- Aston - Bampton			
	Great Faringdon	B4019 Highworth Road. Westland Road to Badbury Co			
	Oxford	Church Cowley Road. Full length			
Contingency	Surface Treatments			269,000	350,000
<b>TOTAL SURFACE TREATMENTS PROGRAMME</b>			<b>6,712,380</b>	<b>7,718,136</b>	<b>6,075,000</b>
<b>FOOTWAYS PROGRAMME</b>					
<b>Footway Reconstruction</b>					
	Ardley with Fewcott	Castlefields	29,405		
	Marston	Marston Road (West side)	78,933		
	Oxford	A40 Northern Bypass	13,031		
	Crowmarsh Gifford	The Street	64,483		

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	2018/19 (£)
	Chinnor	Station Road	44,423		
	Thame	High Street	22,648		
	Witney	Langdale Gate	14,039		
	Saxons Heath	Long Wittenham	76,085		
	Didcot	Abingdon Road		62,455	
	Wantage	Uphorpe Drive		106,193	
	Wheatley	Road to Waterperry		28,478	
	Sunningwell	Sunningwell Road		12,000	
	Shillingford	Henley Road		51,600	
	Henley on Thames	Blandy Road		8,400	
	Sandford on Thames	Sandford Road		21,600	
	Witney	Station Road		30,000	
	Banbury	Ferriston		20,400	
	Wheatley	Mulberry Drive		8,400	
	2017/18 schemes to be identified			299,859	
<b>Footway programme 2018/19 to be determined</b>					300,000
<b>TOTAL Footway Reconstruction</b>			<b>343,047</b>	<b>649,385</b>	<b>300,000</b>
<b>Footway Surface Dressing</b>					
	Wallingford	Bridge Street	4,408		
	Wantage	Uphorpe Drive	18,058		
	Wheatley	Old London Road	5,962		
	Wheatley	London Road Holloway	21,093		
	North Leigh	Common Road and Close	7,810		
	Wheatley	Wheatley Road to Waterperry	4,057		
	Garsington	Elm Drive	36,888		
	Kidlington	Elms Grove Area	77,532		
	Kidlington	Cromwell Way area	71,588		
	Chipping Norton	Tilsley Road	21,261		
	Henley	Western Avenue	25,481		
	North Leigh	Windwill Road	53,627		
	Wantage	Stockham Park	49,894		
	2016/17/18 schemes to be identified			400,000	
<b>Footway surface dressing programme 2018/19 to be determined</b>					300,000
<b>TOTAL Footway Surface Dressing</b>			<b>397,660</b>	<b>400,000</b>	<b>300,000</b>
	Advance Design		40,000	40,000	40,000
	Contingency		13,000	0	112,000
<b>TOTAL FOOTWAYS PROGRAMME</b>			<b>793,707</b>	<b>1,089,385</b>	<b>752,000</b>
<b>DRAINAGE PROGRAMME</b>					
<b>Improvement Schemes</b>					
	Witney	A40	90,000	50,000	
	Adderbury	Aynho Road	10,000		
	Bampton	New Road	25,000		
	Benson	Fifield Manor	10,000		
	Bicester	Buckingham Road	30,000		
	Henley on Thames	Blandy Road	20,000		
	Mollington	Various	20,000		
	Tackley	Rousham Road	10,000		
	Tiddington	Sandy Lane	10,000	30,000	
	Wantage	West Challow	15,000		
	West Hagbourne	A417	10,000	30,000	
	Cholsey	Drainage work	10,000		
	Didcot A4130	Replace Kerb Drainage	30,000		
	Gallowstree Common	Horsepond Road ( Kidmore End )	20,000		
	Asthall	Village Pond		40,000	
	Barford St. Michael	Horn Hill		20,000	
	Bodicote	Weeping Cross		15,000	
	Burford	A424 Stow Road		20,000	
	Chilson	B4437 Charbury to Chilson		12,000	
	Chinnor to Thame	B4445		20,000	
	Gallowstree	Common Road		10,000	
	Henley- on -Thames	Mill Lane		10,000	
	Hethe	Main Street		30,000	
	Somerton	Water Lane		10,000	
	A420 Cumnor	Bypass	110,000	50,000	
	West Hagbourne	York Place	10,000		
	Didcot	A4130 kerb drainage	30,000		
	Cane End	Horsepond Road (Beryspytle)	20,000		
Acorn Bridge A420		Acorn Bridge A420			20,000
A420 Cumnor Bypass	Cumnor	A420 Cumnor Bypass			100,000
	Bicester	Wretchwick Lane			10,000

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	2018/19 (£)
Flood Alleviation		Black Bourton			20,000
	Chadlington	B4026 Spelsbury Road			20,000
	Horley	Church Lane			20,000
	Leafield	Finstock Road			20,000
Drainage Improvements	Mollington	Various			15,000
Culvert Refurbishment	Shellingford	B4508 Fernham Road			15,000
Culvert Replacement	Somerton	Water Lane			20,000
	Steventon	Steventon Hill			15,000
System extension	Stoke Lyne				40,000
Culvert Replacement	Watlington	Brook Street			15,000
Drainage improvements	Witney	Hailey Road/Cannons Pool			35,000
	Witney	A40			100,000
<b>TOTAL Improvement Schemes</b>			<b>480,000</b>	<b>347,000</b>	<b>465,000</b>
<b>Partner Schemes (Contributions)</b>					
	Blackthorn	A41 near Fox Covert Farm		30,000	
	Didcot	Basil Hill Road		30,000	
	Wheatley	Bypass, A40		50,000	
	East Challow			30,000	
	General		50,000	50,000	50,000
<b>TOTAL Partner Schemes (Contributions)</b>			<b>50,000</b>	<b>190,000</b>	<b>50,000</b>
<b>Regular Maintenance</b>					
Investigations			50,000	50,000	50,000
Lining			30,000	30,000	30,000
Design			80,000	80,000	80,000
<b>Reactive Maintenance</b>					
Reactive Fund			410,000	203,000	225,000
<b>TOTAL DRAINAGE PROGRAMME</b>			<b>1,100,000</b>	<b>900,000</b>	<b>900,000</b>
<b>BRIDGES PROGRAMME</b>					
<b>Programmed Maintenance - Construction</b>					
Stert Street Culvert	Abingdon	Stert Street	30,000		
Scour works programme			295,000		
Shabbington East & Shabbington Centre Reconstruction	Tiddington with Albury	Mill Road	288,000		
Merton Bridge Reconstruction			70,000	100,000	
Bloxham Old Bridge Road Retaining Wall				75,000	
West Mill Bridge	Watchfield	B4508		300,000	
Shipton	Shipton-under-Wychwood	A361 Station Road		200,000	
Chipping	Churchill	Station Road		120,000	
Various small retaining walls		Fritwell Pond Deddington Brickyard		100,000	
Folly Bridge	Oxford	A4144 Abingdon Road		240,000	
Cuddesdon	Cuddesdon and Denton	Unnamed road west of Cuddesdon			175,000
Youngs and Hillary Infill, Mackays deck MM	Banbury	Youngs Hillary Mackays			650,000
Culvert Structural Lining Programme		Cobstones Sminnels			60,000
Marcham Mill	Marcham	Unnamed road south of Marcham Village			100,000
Contingency					100,000
<b>Programmed Maintenance - Feasibility &amp; Advanced Design</b>					
Advance design and investigation	Advanced Design in 2016/17:		125,000		
Advance design and investigation	Advanced Design in 2017/18:			169,000	
Advance design and investigation	Advanced Design in 2018/19:				150,000
<b>Regular Maintenance</b>					
Principal Inspection and Assessment			310,000	310,000	300,000
Upgrade of low bridge signage			50,000	50,000	50,000

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	2018/19 (£)
Packaged Structural Maintenance	Programme 2016/17 • 1115 Ladygrove Railway - Didcot • 1123 Spiceball - Banbury • 1129 Hopkins - Didcot		75,000		250,000
Brickfield Subway Reconstruction Fund	Didcot	Hitchcock Way	14,000	7,000	70,000
<b>Reactive Maintenance</b>					
Reactive works fund			180,000	150,000	100,000
<b>TOTAL BRIDGES PROGRAMME</b>			<b>1,437,000</b>	<b>1,821,000</b>	<b>2,005,000</b>
<b>PUBLIC RIGHTS OF WAY FOOTBRIDGES PROGRAMME</b>					
Small Kit Bridges	Various		47,000	53,000	50,000
Larger bridges		Bridge 7096 Glenys & Wheeler	20,000		
		Bridge 8072 Ham Lane	30,000		
		Bridge 8106 Abel		50,000	
		TO BE IDENTIFIED			50,000
		Contingency	10,000		
<b>TOTAL PUBLIC RIGHTS OF WAY FOOTBRIDGES PROGRAMME</b>			<b>107,000</b>	<b>103,000</b>	<b>100,000</b>
<b>STREET LIGHTING PROGRAMME</b>					
<b>Column Replacement</b>					
	2016/17 programme to be listed				
	Banbury	Various Roads		105,000	
	Abingdon	Various Roads		80,000	
	Oxford	Various Roads		260,000	
	Wallingford	Various Roads		45,000	
<b>Draft 2017/18 programme</b>				490,000	
<b>2018/19 programme to be determined</b>					490,000
<b>TOTAL Column Replacement</b>			<b>0</b>	<b>980,000</b>	<b>490,000</b>
<b>Street Lighting Maintenance</b>					
	2016/17/18 programme to be determined		250,000	750,000	400,000
<b>TOTAL Street Lighting Maintenance</b>			<b>250,000</b>	<b>750,000</b>	<b>400,000</b>
<b>TOTAL STREET LIGHTING PROGRAMME</b>			<b>250,000</b>	<b>1,730,000</b>	<b>890,000</b>
<b>TRAFFIC SIGNALS PROGRAMME</b>					
	OXFORD	BOTLEY RD SEACOURT P&R	103,000		
	OXFORD	BOTLEY ROAD - ALEXANDER RD	12,000	1,000	
	BOTLEY	WEST WAY - DUAL PELICAN	40,000		
	OXFORD	SPEEDWELL STREET	20,000		
	HENLEY	HART ST	25,000		
	OXFORD	COWLEY RD/SHELLEY RD	30,000		
	BICESTER	LAUNTON ROAD/GARTH	20,000		
	KIDLINGTON	A44 LANGFORD LANE		110,000	
	OXFORD	DONNINGTON BRIDGE ROAD/MEADOW LANE		25,000	
	ABINGDON	OCK ST/MEADOWSIDE		22,000	
	CULHAM	TOLLGATE RD		60,000	
	OXFORD	WOODSTOCK RD/FIRST TURN		35,000	
<b>2018/19 programme to be identified</b>					250,000
<b>TOTAL TRAFFIC SIGNALS PROGRAMME</b>			<b>250,000</b>	<b>253,000</b>	<b>250,000</b>
<b>SECTION 42 (OXFORD CITY COUNCIL)</b>					
Carriageway Structural Maintenance			120,000	120,000	120,000
Surface Treatments			390,000	390,000	390,000
Footways			60,000	60,000	45,120
Additional Funding (Pothole Action Fund)			62,160	78,900	
<b>TOTAL SECTION 42 (OXFORD CITY COUNCIL)</b>			<b>632,160</b>	<b>648,900</b>	<b>555,120</b>
<b>TOTAL HIGHWAYS MAINTENANCE ANNUAL PROGRAMMES</b>			<b>13,275,300</b>	<b>15,228,633</b>	<b>13,527,120</b>
<b>Major Schemes</b>					
Cowley Road	Oxford	Cowley Road			790,000
Kennington Rail	Oxford	Southern Bypass			2,000,000
<b>TOTAL Major Schemes</b>			<b>0</b>	<b>0</b>	<b>2,790,000</b>

# Strategic Asset Management Plan 2017-2022





## Foreword

I have pleasure in introducing this Strategic Asset Management Plan for Oxfordshire County Council.

This Plan will address the ambition and key initiatives the Council will adopt for the use and management of property and the role that it can play in delivering a Thriving Oxfordshire. This is a refresh of the Council's rolling 5 year Plan which will be in effect from 2017 to 2022.

The Plan looks forward to 2022 by which time there will undoubtedly be a different operating environment for the Council. The Plan will be reviewed annually, but will be sufficiently flexible in its approach to cater for the transformation work being currently undertaken by the Council. The Council sees property as a key enabler in the drive for change and forward direction of public services.

The Council will continue to realise our vision for a Thriving Oxfordshire where all of us have the right to live in safe and successful communities. This means providing the basis for all to prosper while we support the most vulnerable, feel the benefit of our continued economic growth and enable people to live independent lives and access our services within the community.

Assets must work hard for Oxfordshire, whether they are used in the delivery of day to day services, to facilitate how the Council works, held for investment or future development, or as contributors of value to the provision of public services in a climate where central government financial support is diminishing and the Council is on the road to financial self-sustainability.

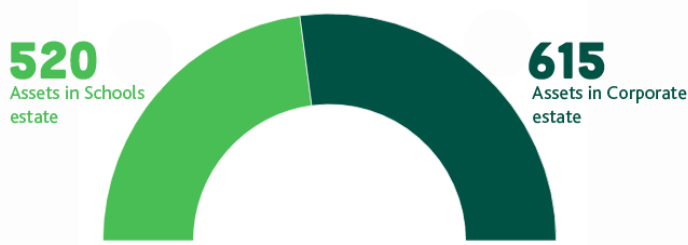
We aim to take a long term view and a strategic approach to working with partners and assets to deliver innovative solutions. Working with all sectors, whether public, private, academic, national, international or community based we will continue to deliver quality services to communities using property in the right way and at the appropriate time to benefit local people.

Signed by:

Cllr Lorraine Lindsay Gale  
Cabinet Member for Property, Cultural and Community Services

# A Picture of our assets

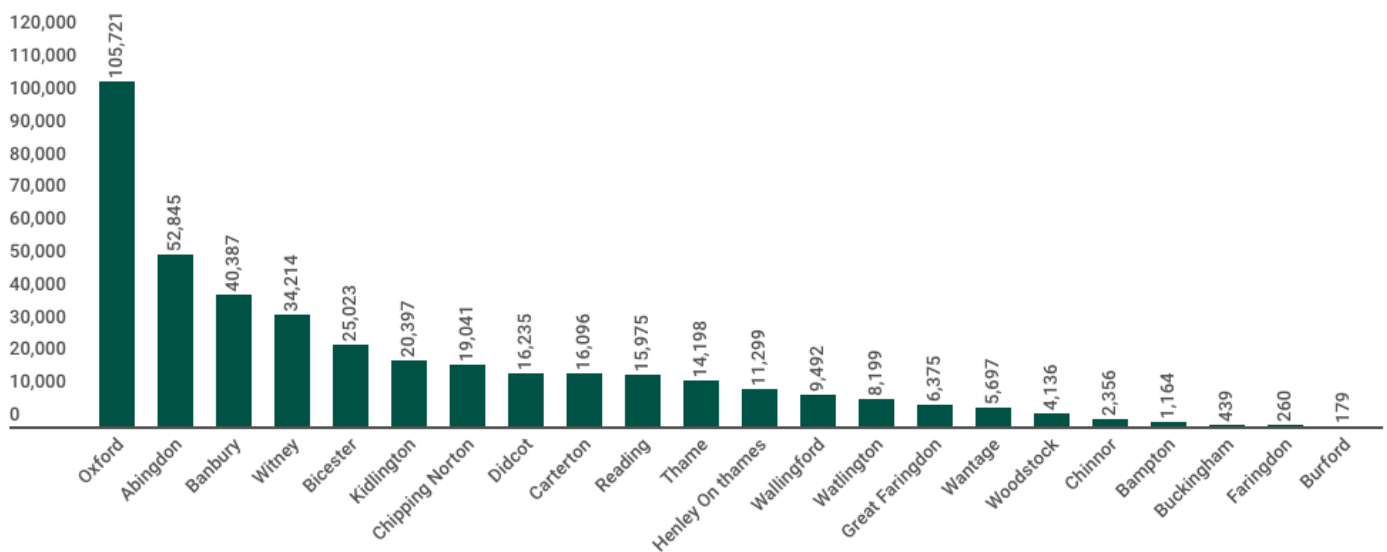
## Primary allocation of our assets



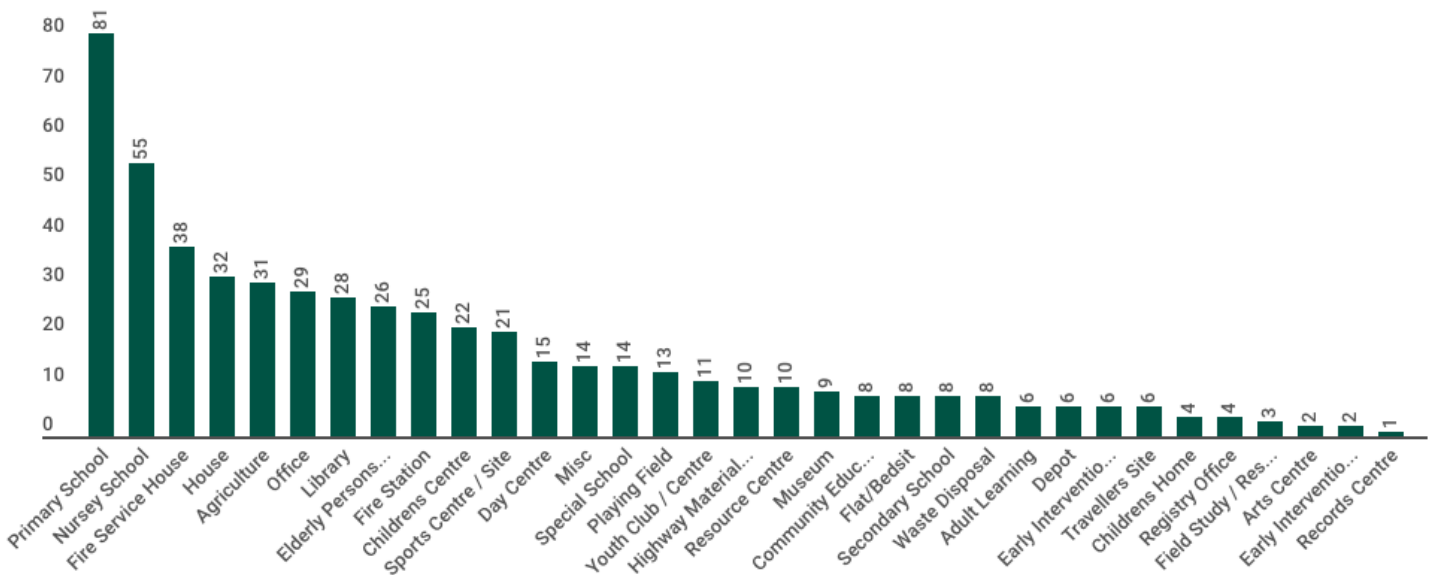
## Replacement value of our assets



## Where we are - our footprint by town and size



## What we use our assets for



## Shaping Communities

Oxfordshire County Council's property assets play a pivotal role in shaping the communities we live and work in. Our Corporate Plan seeks to realise a vision where local residents and businesses can flourish in a Thriving Oxfordshire where all have the ability to live and work in safe and successful communities.

This ambition is set in a context of rising demand for public services and reduced public spending, emphasising the importance of optimising the use of our property assets to meet the needs of Oxfordshire people.

Our asset strategy will act as an enabler in achieving this vision allowing existing and future communities to prosper while we support the most vulnerable and ensure that the benefits of growth are shared.

Oxfordshire has a population of around **668,000** residents which is estimated to rise to **754,000** by **2026**. This increase will undoubtedly impact upon our services and our use of all resources, property included. While most of the future growth will occur in our urban areas, the county is the least densely populated county in the South East of England and will retain a substantially rural aspect.

### The county has great strengths, including:

- A highly qualified workforce;
- A very attractive place to live and work with a high quality environment;
- Internationally significant cultural and heritage assets;
- Global leading research with firms working at the leading edge of technology;
- A large student population, providing recruitment opportunities for local firms;
- A buoyant labour market with the lowest Job Seeker Allowance rate nationally.



### Oxfordshire communities however, face a number of significant challenges:

- Housing in Oxfordshire is amongst the least affordable in the country;
- New housing delivery is running behind the objectively assessed need, creating insufficient impact on availability and affordability;
- A rapidly aging population with a declining working age labour force;
- Pockets of social and economic exclusion, and deprivation especially in Oxford itself;
- A very tight labour market making it difficult for employers to recruit;
- Planned growth in the county will put increasing pressure on already strained infrastructure.

Our property portfolio has a significant role to play in enabling change in response to these challenges, whether building capacity for growth within our communities or in helping us as an organisation be as efficient as possible and deliver services the best that we can.



## The Corporate Plan

Property is integral to all of our corporate objectives and this Strategy will work across the Council Corporate Plan objectives as follows:

Corporate Plan Objective	Property Strategy Will
Thriving Economy	<ul style="list-style-type: none"> <li>• Optimise our property footprint</li> <li>• Unlock investment which enables and takes advantage of growth for wider public benefit</li> <li>• Use our assets to shape and make better places</li> </ul>
Protecting Vulnerable People	<ul style="list-style-type: none"> <li>• Develop facilities which provide an Oxfordshire solution to help vulnerable people</li> <li>• Share buildings with other organisations and partners delivering public services</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>• Work more flexibly</li> <li>• Dispose of properties that are not needed</li> <li>• Embrace digital solutions</li> </ul>

## Asset Management Plan & Property Strategy

To deliver the ambition set out in our Corporate Plan, property assets will be key to new approaches in delivering services to residents. Partly in response to the diminishing level of central Government funding the Council is on a path towards financial self-sustainability. This ambition also reflects that the Council feels it can drive out efficiencies and better public services through transforming the way it works and the way in which we better use public assets.

Our strategy includes:

**1. Plans to optimise the property footprint we use for Council services based on a whole Council approach treating property as a valuable corporate resource.** Our office and facilities strategy will closely align with our emerging workforce strategy to ensure our business estate matches the shape and needs of our organisation. Staff will work more flexibly, so requiring less office space and where possible share buildings with other organisations;

**2. Unlocking investment and development opportunities from our existing estate.** We will seek to engage in wider opportunities through which the Council recognises investment in property assets can play a significant role in shaping places, delivering services more effectively and realising financial returns which we can reinvest in communities and the services we provide;

**3. Disposing of properties that are a liability, not needed, or will not generate an income.**

Some of our assets are not required for public use and their disposal can release funds to support other service objectives;

**4. Utilising public assets to develop an effective network of community hubs.** We wish to develop a network of 'front doors' for the public to access our services. The Council is a substantial organisation, providing a range of services used by all residents, including some of the most vulnerable people in our society, and delivering approximately 80 per cent of Local Government services within the County.

Government plans to change the way Councils are funded provides an opportunity to reshape the nature of local government and its relationship with local communities. Our unitary ambition includes much closer working with local communities and this Strategic Asset Management Plan (SAMP) can play a major role in facilitating and sustaining this new relationship.

## Transformation

The Council's Transformation programme will change the way it delivers services and recognises the need to achieve greater efficiency gained through corporate-wide innovation of services. This transformation will build on what is already working well. These will be delivered to the targets and dates as set out and managed through the Transformation Programme Board.

Our Property Strategy will implement several strands of the Transformation Programme as follows:

Transformation Workstream	Property Response
<p>Digital First</p> <p>A more efficient On-line service allowing customers access on a new digital platform.</p>	<p>A more efficient footprint, altering the way that a property is used and managed as well as the size and shape of the estate with a positive impact upon budgets and support to the community.</p> <p><b>Specific Outcome: We will explore the use of our existing properties which may be developed into key community hub facilities.</b></p>
<p>Business Efficiency</p> <p>A lean management initiative that streamlines processes, reduces duplication through new structures and improving decision making.</p>	<p>Leaning management and decision making ensures informed and evidenced based decision making is more relevant and timelier to the benefit of improved pace of change.</p> <p><b>Specific Outcome: We will review the governance associated with investment decisions and seek efficiencies in our working relationship with Carillion.</b></p>
<p>Workforce Strategy</p> <p>Ensuring a flexible, agile and motivated workforce with high calibre people reflective of our communities.</p>	<p>To ensure a secure, safe and healthy environment in our facilities and hubs where staff feel valued and motivated.</p> <p>Improving the balance of the housing market to encourage the opportunity for our staff to live, work and contribute to Oxfordshire communities.</p> <p><b>Specific Outcome: We will review the Council's Office Strategy in 2017/18 to reflect the changes being promoted through the emerging Workforce Strategy.</b></p>
<p>Customer Journey – Front door</p> <p>Developing the Council's customer service and focus providing greater engagement at the front door as well as empowering staff.</p>	<p>An alteration in the demands on space reflecting both altered layout and facilities management. A beneficial impact on the profile of property as the 'Front door' in providing a sense of 'the place to go'.</p> <p>A consequential improvement in the purpose of property in the community, estate location, footprint, and management arrangements with more shared-with-others occupation.</p> <p><b>Specific Outcome: Office Strategy complete in 2017/18.</b></p>
<p>Place reviews and Strategies</p> <p>Improving community performance through promoting cross agency service delivery.</p>	<p>Bring the skill sets of good practice from elsewhere, and ability to challenge and reduce the costs in use of the whole service delivery public estate as part of shaping our communities.</p> <p><b>Specific Outcome: We will undertake a minimum 10 place reviews in 2017/18.</b></p>

## Key Initiatives

The key initiatives to support the strategy are:

### Optimising our footprint

The Council will continue the work to optimise the occupational footprint taken up by our operations. Where appropriate we will use property to foster the growth of local and voluntary organisations in service delivery and recognise community 'Right to Bid' for the provision of services.

### Engagement with the Transformation

Whilst seeking to optimise the estate, we will work to implement various aspects of Transformation. The programme will support this through better digital platforms to allow customers to access services. The same optimising impact is derived through the promotion of agile working for all our staff.

### Asset development

For many years the Council has encouraged private sector development of assets that became surplus to requirements by preparing them for early sale in the market.

This has enabled OCC to realise some £62m of capital value over the last 10 years from the disposal of around 100 properties.

By adopting a more rigorous protocol the Council will strengthen its hierarchy of options appraisal before disposal of an asset.

The Council will now seek greater certainty and pace over ensuing development activity by engaging more actively in place-making initiatives in order to more closely align asset realisation with local and strategic needs, such as the supply of housing (market, key worker, extra care) in Oxfordshire.

The Council will ensure that by improving its asset development programme it improves its own financial position and brings forward supply more quickly.

### Investment

The Council has not historically had a policy of direct investment in income producing assets.

It therefore, has a low level of third party income, and will now develop a programme of investment to secure revenue in a way that will enhance the resilience and independence of the Council.

We will develop a diverse portfolio of assets that can generate income to support wider Council objectives, including financial stability. Whilst the focus will be on acquiring and developing assets here in Oxfordshire, the geography of our asset attainment will not necessarily be confined to the county.

### Place Strategies

The Council will develop an inclusive set of Place Strategies. Our focus will be on major urban centres where there is the most scope for positive change and the number of these completed and implemented will be directly related to our available resource. We anticipate having 10 place strategies completed for implementation in 2017, but within this programme there will be priorities agreed and developed based on opportunity, available finance and local support as these strategies will be developed with local members directly involved.

This approach to viewing community performance will promote cross-agency service delivery work to reshape the estate at lower operating cost. This will release resource into public service delivery and support initiatives to improve the self-sufficiency of communities.

## Housing

As a strategic authority, the Council recognises pressures in the housing market and has for many years encouraged the bringing forward of surplus assets for housing. With appreciation of the current pressures shaping the market and with the extent of population growth envisaged over the next few years the Council will play a more assertive role bringing forward schemes, managing participation in the development process and securing a balance of 'end occupancy' for our communities.

The Council has a development pipeline derived from its strategic land holdings and through work to optimise its operational footprint. It is actively promoting this and exploring bespoke delivery mechanisms to acknowledge the risk/reward balance for each. In the first instance this will bring forward more housing to address the structural housing deficit in Oxfordshire, as well as acute needs in specific places.

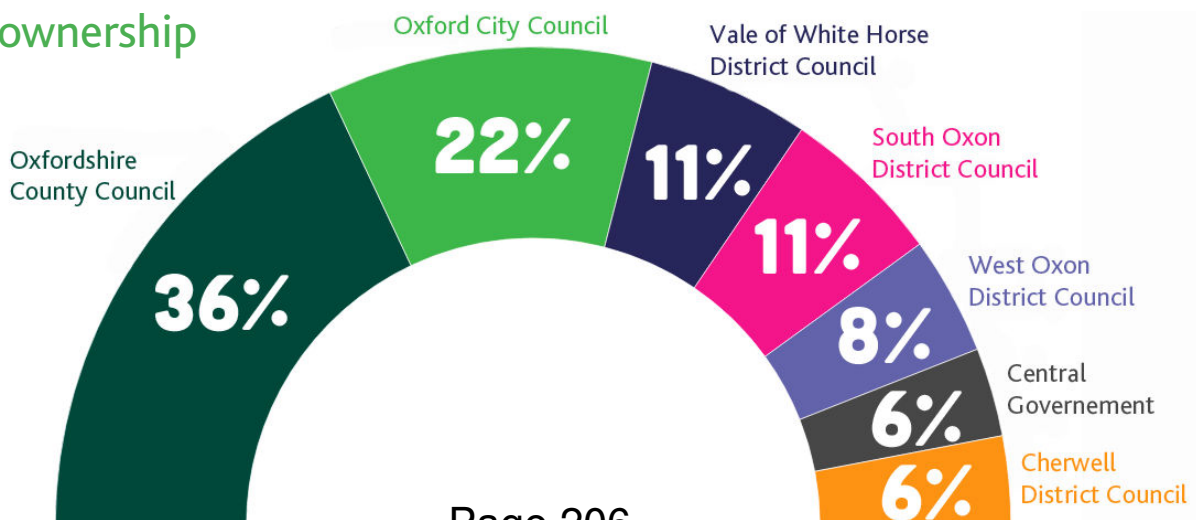
This will contribute to capacity building for our communities, reducing pressure in the housing market. A more affordable housing market will support the delivery of better public services.

## Health and Social Care

Significant change is in train for service delivery in both health and social care sectors.

The pace of change for both sectors is expected to rise over the period of this plan. At a time of revenue and capital pressure the Council will play its part in the integration and realignment of this important sector.

## Public ownership



From a property perspective the Council and its partner Carillion will act as a facilitator and provider of change capacity in both Local Government and the Health Sector as Sustainability Transformation Plans and provision plans develop. The aim of our effort will be to bring about investment in more suitable facilities at reduced cost.

## One Public Estate

One Public Estate is a cross agency programme of change promoted by central Government. All Councils and local government bodies in the county support the principle.

Progress will be more readily made on this initiative as the changes of the shape of Local Government for Oxfordshire becomes clearer.

The 'Unitary' debate focussing on the better shape of service management, service delivery and democratic engagement in the county will continue through the period of this plan.

In the meantime 'Blue Light' service alliances are formed and the county holds an electronic database of all Local and some Central Government assets in the county.

This database is a key enabler to informed and evidenced based decision making and the Council is in a position to apply both this data and supporting resource to this initiative. This will be done in the short to medium term as part of our place-based reviews and strategies.

## Asset Management

In common with most County Councils, the management of our estate covers both corporate and schools assets.

Currently, the corporate estate is used to support service delivery through either direct or indirect occupation and to a small extent held for strategic land, cultural and heritage purposes.

Indirect occupation embraces the use of shared space with partners.

The Schools Estate directly supports the operation of schools and where a former Council owned and operated school has converted to an Academy the underlying land remains with the Council.

Both corporate and schools estates will change over the period of this plan with a far more dynamic change in respect of the corporate estate as we realise the potential to use property to drive change through the organisation and our service delivery.

The Corporate Estate absorbs around 5% per annum of our Corporate Budget and with the Council establishing a path towards financial self-sustainability, this presents an important opportunity for property, as a resource, to make a positive contribution to the resilience and robustness of the Council.

The Council has a Schools Estate that supports a vital purpose for our communities in education delivery, and the promotion of a skilled workforce.

The property and facilities management operations for the schools estate differ from school to school according to the type of school, for example whether an Academy or Diocesan School.

The Council is also custodian to many of the County's cultural and heritage sites that make up Oxfordshire's rich history including the Castle Complex and Mound, Cogges Manor Farm, The Mill, Banbury and a host of listed schools.



The Oxfordshire County Museum supports over 40 independent museums and hosts some of the country's most important historical artefacts and archaeological remains.



The County's network of 43 libraries serves both our largest conurbations and many of our most picturesque villages.

By maintaining and managing these assets we preserve the county's rich heritage so our residents can develop a sense of identity and pride of place and our visitors enjoy their international significance.

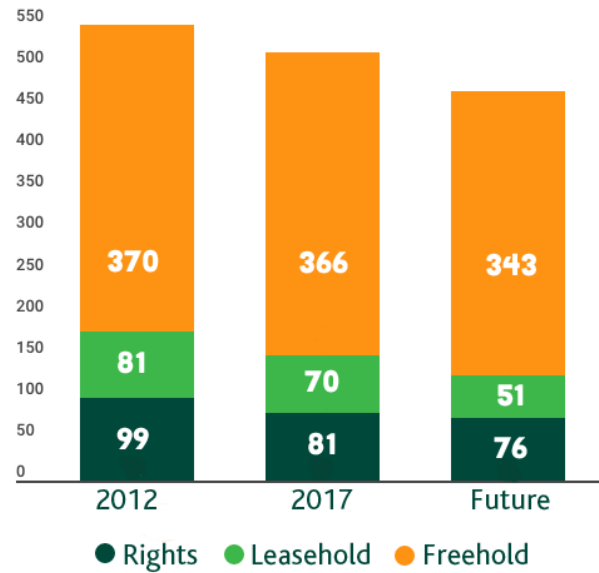
## The Corporate Estate

The present Corporate Estate has been reducing and operationally is expected to reduce further.

Over the last 10 years the Council has realised disposal of over 100 assets. The current estate now comprises 334 freehold assets, and 73 leasehold assets with a number of additional rights, such as licences, wayleaves, access and overage, as well as easements.

For management purposes the property assets held in the Corporate Estate portfolio are distinguished between those held for operational purposes, i.e. used directly by a service for the delivery of a service and others held for long term strategic reasons, such as to support others in the provision of a community service or to facilitate wider strategic aim.

Our estate management will change as our operational estate reduces and our investment and development emphasis increases.



## The Schools Estate

The Council's Schools Estate is managed in response to the changing service needs, including the role of the Council in delivering the strategic need to have sufficient school place provision throughout the County. There are many examples of the need to change the estate in response to changing demographics and population, as well as the academies programme.

As the population rises, school place provision increases. There is a responsive programme of capital investment in the Council's existing schools. However, national policy favours Academy and Free School initiatives.

Where a School 'converts' to an Academy the buildings and operations transfer away from the Council to the Academy, but the land is retained by the Council. Thus, the overall number of assets within the Schools Estate remains, but the balance shifts.

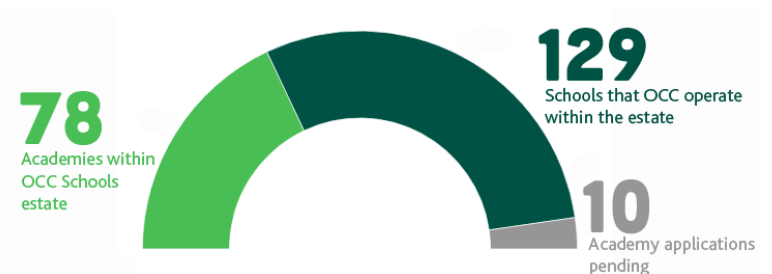
The Council's Schools Estate will become more intensively used to support additional school spaces but the number of Council-owned and operated schools is likely to fall.

There is a real challenge to manage, along with schools, the historic and emerging maintenance requirements for an ageing estate. We will be reviewing our approach to maintenance in 2017.

The expansion of schools is an expense met by Central Government under a devolved funding arrangement or paid for through developer funding of S106 agreements and management costs aside should therefore be neutral to Council budgets.

The currently envisaged future pattern is shown in the chart below:

## Future schools estate



## How the property service is managed

A key part of our strategy is how we manage our property.

Our Strategic Asset Management Plan supports the Corporate Plan and runs alongside other key strategic documents, such as the Medium Term Financial Plan. It is also complimentary to the business plans of each service.

The Strategic Asset Management Plan addresses the principles and key initiatives the Council will adopt for the use and management of its property to ensure:

- Property is joined up with others in trying to achieve the same things
- Property thinking adopts a localities approach to early intervention in service design and delivery to help our most vulnerable residents communities improve
- We are clear, commercial and caring in our approach to users, staff and suppliers
- Decisions are made upon the best available evidence and in a timely and efficient manner
- Active engagement across the Council and its partners so as to provide the best possible chance to add value

The very nature of property provides an ambition to lead change in the cross cutting nature of service delivery and the contribution property can make to a Thriving Oxfordshire.

“Working together will have an organisational impact upon managing the performance of the Council”

## How we will work

The County Council currently has in place a range of governance measures which ensures decision making on property is carried out in an appropriate and auditable manner and in line with the Council's constitution.

However going forward it is proposed to amend these arrangements to reflect the way the Council wishes to manage its property in the future to have greater focus on property matters and improve its ability to make timely and effective decisions whilst still complying with Council financial regulations.

These changes which may include the establishment of a property board will be vital to allow a more commercial approach to be taken by the Council in the way it develops and manages its assets. New Governance proposals will be developed as part of the Council's strategy on investment and development and will be taken to Cabinet for approval in due course.



## Corporate Landlord

The council adopts a central Corporate Landlord model to ensure a central point of property policy and performance and a corporate wide view is taken.

The Corporate Landlord is custodian of the property budget and all aspects of our partnerships and working relations with those outside of the council as well as those inside, staff, employees or those to whom we owe a duty of care.

The council's strategic partnership with Carillion was entered into in 2012 and emanates from an appraisal to implement a fundamental change in the council's role and how services should be delivered

during a period of unprecedented change within the public sector, including reduced funding.

Based upon the principles of collaborative working, the contract covers a wide range of services including Capital Construction, Strategic Asset Management, Transactional Estates, Energy, Facilities Management, including Cleaning and Catering, Repairs and Maintenance of all buildings and Health and Safety in relation to staff and buildings.

Property is well positioned to complement the work of services and to support and encourage change through engagement.

## Measuring Performance

With continued pressure on our finances, the public sector needs to work and operate differently. Over the years we have found better solutions to support our communities and part of this is making sure that our assets enable the delivery of services in the right place, at the right time, to the right people and to the right quality. With continued pressure on our finances, the public sector needs to work and operate differently. Over the years we have found better solutions to support our communities and part of this is making sure that our assets enable the delivery of services in the right place, at the right time, to the right people and to the right quality.

Our property strategy has four complementary objectives:

- Optimise our footprint
- Unlock investment and development value both within our estate and invest more widely to support place making, service and the financial position of the council
- Dispose of assets that are a liability or will not generate income and
- Utilising Public Sector Assets to develop an effective network of community hubs

The Council recognises the importance of performance measures and also the embedded nature of property and contribution it makes corporate wide. Our high level performance indicators are:

Our Objective	Our high level indicator
Optimise our footprint	Size and cost of occupation Efficiency of service utilisation
Unlock investment and development value	Income and capital creation Contribution to place making
Dispose where liability	Reduction in liabilities
Effective Network of community hubs in Public Sector Assets	Effectiveness of community hubs Public Sector Estate (shared use) view



We will articulate our property performance measures to support the strategic objectives and transformation programme wide and project by project to ensure alignment of our energy.

Performance on a range of property matters will be reported including progress on establishing an investment and development account, how our strategic partner Carillion is performing, health and safety and statutory compliance of buildings as well as how the Council is rationalising its estate. Performance will be reported to a number of different forums including Performance Scrutiny.

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



## **Flexible Use of Capital Receipts Strategy 2017/18**

---

In the Spending Review 2015, the Chancellor of the Exchequer announced that to support local authorities to deliver more efficient and sustainable services, the government will allow local authorities to spend up to 100% of their fixed asset receipts on the revenue costs of reform projects.

Local Authorities can treat as capital expenditure, expenditure which is designed to generate on-going revenue savings in delivery of public services and/or transform service delivery and that is properly incurred for the financial years that begin 1 April 2016, 2017 and 2018.

It is a condition of the direction, issued by the Department for Communities and Local Government, that expenditure can only be treated as capital expenditure from capital receipts which have been received in the years to which this direction applies. Authorities are required to disclose the individual projects to be funded through the flexibility and must seek approval of full Council, either as part of the annual budget setting process or if necessary during the year.

In accordance with guidance, the Council produced a strategy during 2016/17 following the launch of the transformation programme, Fit for the Future. This was approved by Council in September 2016. The strategy set out the use of £0.5m of capital receipts in 2016/17 to contribute towards funding a place based community hubs project.

Now that the Fit for the Future programme workstreams are more developed with priorities and timelines set, it is clear that the use of the £0.5m capital receipt referred to in the paragraph above will now fall in 2017/18. Consequently, approval is sought from Council for a Flexible Use of Capital receipts Strategy in 2017/18.

The guidance requires that the impact on the authority's Prudential Indicators should be considered when preparing a Flexible Use of Capital Receipts Strategy during the year.

The only indicator that will be impacted by this strategy is the Estimates of Capital Expenditure Indicator. The revised indicator is set out in the table below.

The indicator is based on the capital programme included in this report for approval by Council.

	<b>2015/16 Actual £m</b>	<b>2016/17 Estimate £m</b>	<b>2017/18 Estimate £m</b>	<b>2018/19 Estimate £m</b>	<b>2019/20 Estimate £m</b>
<b>Capital Expenditure</b>	126.323	140.029	118.164	130.782	86.001

	<b>Actual 2015/16 £m</b>	<b>Estimates</b>			
		<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>
Prudential Borrowing	0.024	21.853	22.827	33.335	10.627
Grants and Contributions	118.027	117.496	92.829	69.699	65.957
Capital Receipts	0.000	0.230	2.358	20.099	2.880
Revenue	8.272	0.450	0.150	0.150	0.150
Reserves	0.000	0.000	0.000	7.499	6.387

**Service and Resource Planning 2017/18 -2018/19**  
**Cross-cutting Service and Community Impact Assessment**

<b>Introduction and approach to budget setting</b>
--

The County Council has made savings over the last six years by taking difficult decisions that have involved changing the services delivered to match the reduction in resources, in an environment of a rising demand for services. Since 2010 we have saved around £300m by being more efficient and targeting funding at service users and communities with the greatest needs.

The councils budget for this year, 2016/17 required us to deliver the biggest amount of savings £53 m from any year since we first had funding reductions in 2010/11. In 2017/18 we will have to save a further £38m.

The main new proposal this year is the transformation programme which details how the council will reduce £15 m over the next two years to 2018/19. The transformation savings will result from four different work streams that will deliver a more efficient, streamlined local authority. The savings that will be identified through these work streams will take time to redesign and implement and at this stage it is not possible to take a detailed assessment of the specific equalities impact. However detailed impact assessments will be undertaken as the scope and scale of transformation develops to ensure the potential impact on different individuals, groups and communities are fully considered and mitigated where possible.

There are a very small number of new proposals for changes to services this year as many of the identified savings for 2017/18 are a result of decisions taken last year, and the potential impact of this on individuals and communities was considered in 2016/17. Many of these proposals have now been implemented and the actual impact of these savings will continue to be monitored.

There are two proposals which were identified last year which were at an early stage and these have now been revised and have been included this year. The proposals detail possible options for changing the support we offer to Carers and Daytime Support which both have a number of options that are currently out for public consultation. Both of these proposals will have an impact on specific groups of people and the mitigation for the impact is contained in the individual SCIA's.

## **Evidence / Intelligence**

We hold and actively use data and other evidence to ensure that the Council, as far as is possible, is aware of and able to serve the needs of particular communities and groups in Oxfordshire. Key datasets about the Council are available on the Oxfordshire Insight website, for use by staff, partner organisations, and the wider community. We use all these tools as a guide to support individual service level impact assessments and ensure that decisions that are being taken, as far as possible, protect services for those most in need.

## **Overarching Impact Assessment**

### **Age & Disability**

17 % of the population is over 65 and this is expected to increase to over 20 % by 2013. Numbers of the very elderly (85 years plus) are projected to more than double by 2013.

In the 2011 Census, 14% of residents reported having a limiting long-term illness, health problem or disability which limited their daily activities or work.

Older people and those with disabilities are more likely to be users of adult social care services than the rest of the population. There are three options currently out for public consultation to remodel daytime support. The potential positive impacts of the remodelling of services is through the development of new opportunities to fill existing gaps and more flexible council provided support, meeting a wide range of needs. However there will be potential negative impacts for some people with daytime support needs and their carers. Mitigation for the impact of these changes include support and funding for community and voluntary services to continue and transition support for people affected. A wide range of people who use services have been involved in the early discussions about the development of the new models and the council have taken these into account in developing a new, sustainable model.

There is evidence that the majority of carers in the county are aged 65 or over, and a significant percentage of carers have a long term health condition or disability themselves. The proposal for removing or reducing the level of personal budget award to carers has three options that will be confirmed in early 2017 following the feedback of a public consultation. The agreed option will have an impact on carers who have been currently receiving a personal budget and an impact on those who haven't had a personal budget but might in the future.

### **Sex**

Women use public services more than men. For example there are more women in old age than men and therefore women are more likely to access social care and are more likely to spend a much greater proportion of their time on caring responsibilities

– for elderly relatives. The impact of the savings proposals from adult social care has the potential to be significant for this group.

Over 70% of the council's workforce is female and changes in staffing might affect women in greater numbers. We will continue to carefully monitor the impact of changes to the workforce as a result of the budget proposals, to ensure employment policies are applied fairly and to minimise any disproportionate impact on any particular groups.

### **Rural and Urban Communities**

Oxfordshire is a mixture of urban and rural areas; two of Oxfordshire's five districts (West and South Oxfordshire) are among the most rural in England. Vale of White horse also has a majority of residents in rural settlements, and Cherwell has a significant rural population. At the same time, two-thirds of the population live in built up areas with a population of 10,000 or more. The largest settlement is Oxford.

The remodelling of daytime support could lead to an increased risk of social isolation in more isolated, rural communities without public transport links.

With Digitalisation of frontline services there would be a potential for disadvantaging those rural areas that have lower levels of access to broadband although the current Better Broadband for Oxfordshire programme will raise the access across the county. Library provision will also provide a community hub focus to ensure rural areas have access and support.

### **Deprivation**

Oxfordshire has low overall levels of deprivation relative to England overall. However there are ten areas in Oxford City and four in Banbury and one in Abingdon which fall within the 20% most deprived areas in the county.

Deprived communities and individuals are often more frequent and intense users of many public services. The overall budget proposals have been developed with the objective of effectively targeting services to those in most need. With regards to the proposed changes to the carers grant and day opportunities there may be a greater impact on individuals in deprived communities. However we will continue to work with voluntary and community partners to help mitigate the impact of changes.

Deprived communities and individuals may also be less likely to access digital services however the digital first work stream of the transformation programme will ensure that although the website will be the main channel for contact, telephone and face to face will continue for individuals who are unable to access a digital service.

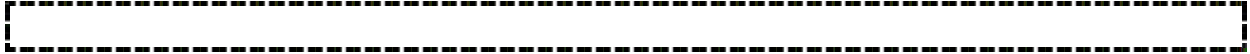
### **Other protected characteristics**

At this stage we have not identified any specific impacts of our proposals on people sharing the protected characteristics listed below, beyond those issues discussed above.

- Sexual orientation

- Race
- Religion/belief
- Marriage/civil partnerships
- Gender reassignment

This will be kept under review as more detailed proposals are developed and mitigating actions identified wherever possible.





# Service and Community Impact Assessment (SCIA)

## Front Sheet:

**Directorate and Service Area: Corporate/ Transformation**

### **What is being assessed?**

This Assessment considers whether individual projects or the collective delivery of projects within the Fit for Future Transformation Programme have a disproportionate effect on any particular group in the community or on the workforce as a whole within the council.

**Responsible owner / senior officer:** Graham Shaw/Lola Williams

**Date of assessment:** 14<sup>th</sup> November 2016

### **Summary of judgement:**

It is not possible, at this stage of the transformation programme, to identify specific groups of customers or staff affected by the proposals, as they are too high level. It is clear, however, that the scope and scale of transformation proposed would result in significant changes to the organisation, staff, working practices, services to customers, and the manner in which they are engaged by the Council. This judgement is therefore an outline assessment for the programme.

Where a work stream/project may have an equalities impact, a specific Equalities Assessment will be undertaken, describing the potential impact, assumptions and any mitigating actions which may need considering. The assessment will be tested with service users and/or employees and their trades union representatives as appropriate and updated to take account of any new information, which will be considered during the decision making process.

The proposed work around the Digitalisation of our frontline services is most likely to have an impact on our residents. The intention is to promote digital first for all council services. In scope will be the reduction of council telephone numbers to have more streamlined access for the public. Assumptions will be evidence based as far as practicable. For example, we will test our assumptions in relation to Digital usage not just by older people but with all protected groups. The first of such evidence gathering will take place in January 2017. It is our intention following evidence gathering that we will address any need requirements for protected groups as well as ensure that there is sufficient support and alternatives to IT reliance which will mitigate any adverse impact on protected groups.

## **Purpose of assessment:**

This is a community service assessment required because of proposals to transform the council's current operating model. This assessment is intended to help Senior Management consider the potential impact of transformation on the community, individual members of staff as well our partners to ensure that the transformation as proposed in the Fit for the Future programme does not discriminate against the protected characteristics of the groups mentioned.

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

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

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

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

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

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934<sup>1</sup> might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract

### **Context / Background:**

Nationally, funding cuts that have been made since 2010 to Local Council's and these will continue. By 2020 the Council expect that very little, if any, of our funding will come from central government. The rest will have to be raised locally, through council tax, business rates, charges for services and creative approaches to securing other funding. While we would all like more resources, the very positive dimension to this change is that we will be in greater control of our finances, and better connected and more responsive to our local economy.

Oxfordshire County Council therefore faces some big challenges but also big opportunities over the coming years. But, these pressures do mean that we have to think differently about what the council does, how it does it and how it supports the growth we need locally. Working with our partners to share functions and jointly deliver services will also become increasingly important. Experience from elsewhere shows that it is possible to deliver better outcomes with less resource especially when council's use digital technology to increase customer self-service and community-led solutions.

To enable the transition to take place from where we are now to the future which is a council that will become a more positive and outward facing organisation. The new operating model will allow for an improved customer experience (anytime, anywhere, any channel access for customers, the removal of systems and processes and approaches to service delivery that encourages working in silos, the delivery of high quality management information & Business Intelligence and a digital first approach, utilising cloud technologies and adopting an integrated systems approach that will enable a customer focused approach.

<sup>11</sup> [EC Procurement Threshold for Services](#)

## Proposals:

The primary objective and overarching theme of the Transformation Programme is to deliver a council that is responsive, adaptable and that can continuously develop modern and efficient services, thus making Oxfordshire a place where local residents and businesses flourish. The Fit for Future Programme is expected to deliver £15m savings over the next three years through workstreams as outlined below.

**Digital First:** This work stream will ensure that the council explores and implements new technologies to deliver services more effectively by using digital platforms which will enable partners and agencies to collaborate better. The delivery of the workstream will enable our customers to self-serve with confidence and promote independence thus supporting the prevention and early intervention agenda.

**Business Efficiencies:** This work stream will enable the council to boost productivity by creating a “smarter state” which requires an evidence-based understanding of what is needed. The primary focus is to consolidate core support functions thus streamlining our processes to reduce duplication of effort and introduce initiatives that will allow for a lean approach to service delivery. To achieve this, a review of our existing core support functions is required. In scope include finance, ICT, Procurement & Commissioning, Admin/Business Support/PA's, Contract, Complaints & FOI's and Project/Programme Management. It is expected that there will be a reduction of staff as a result of this work.

**Workforce for the Future:** It is expected that this work stream will develop and promote a healthy workforce that is flexible and agile, with the appropriate skillset to meet the future needs of local communities we serve. Cultural change is critical to sustainable transformation therefore change management and organisational development is a key project within this workstream.

**Customer Journey front Door:** This workstream will review the Customer Journey with a view to ensuring that the customer experience is seamless, right first time, efficient and accessible anytime anywhere and will be customer focused.

**Evidence / Intelligence:**

Oxfordshire's older population has grown quicker than the regional and national averages. It is expected to grow at twice the rate of the county's population as a whole. In recent years, life expectancy for men has risen faster than for women, narrowing the gap between the two. Disability free life expectancy and health life expectancy has been rising more slowly than overall life expectancy, meaning that more people are likely to be living into older age with long term conditions.

**Alternatives considered / rejected:**

If we do nothing, the council will struggle with an ever decreasing budget envelope, to provide modernised service that is fit for the future where digitalisation is a key player. The Council is therefore unable to maintain the current position.

**Impact Assessment:**

Identify any potential impacts of the policy or proposed service change on the population as a whole, or on particular groups. It might be helpful to think about the largest impacts or the key parts of the policy or proposed service change first, identifying any risks and actions, before thinking in more detail about particular groups, staff, other Council services, providers etc.

It is worth remembering that 'impact' can mean many things, and can be positive as well as negative. It could for example relate to access to services, the health and wellbeing of individuals or communities, the sustainability of supplier business models, or the training needs of staff

**Impact on Individuals and Communities:****Community / Group being assessed (as per list above – e.g. age, rural communities – do an assessment for each one on the list)**

Summarise the specific requirements and/or potential impact on this community / group, and then highlight the most significant risks and mitigating action that has been or will be taken.

<b>Risks</b>	<b>Mitigations</b>
Age (people of different age groups)- Customer Journey/Digital First	The website will be the main channel for customers to contact us. We are aware that nationally an average of 38.7% of adults aged 75 years and over use the internet on a regular basis. In Oxfordshire our rates are higher than the national average for internet use. However, the internet pages will be written using clear and concise language, and navigation will be simplified to support less digitally able people. Telephone and Face to Face support will remain available for those who need help or are unable use digital services to access the internet. We will carry out usability testing throughout

	website and service developments to ensure that customers have been consulted at all stages and that their needs and requirements are addressed.
<b>Disability</b> Customer Journey/Digital First	We will maintain a telephone service that will continue to support our residents who are blind/ partially sighted or their disability means that they are unable to access digital services. Usability testing for the website and other service will take place to ensure that customers have been consulted at all stages and that their needs and requirements addressed.

<b>Gender re-assignment (a person has the protected characteristic of gender reassignment if the person is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex)</b>	No risks
<b>Marriage and civil partnership (the person is married or is a civil partner)</b>	No risks
<b>Pregnancy and maternity (pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth)</b>	No risks
<b>Race (includes colour, nationality, and ethnic or national origins)</b>	No risks
<b>Religion and Belief (any religion and including a lack of religion. A belief means any religious or philosophical belief or a lack of belief)</b>	We predict no adverse impact to any particular religious community in using the web.
<b>Sex (a man or a woman)</b>	We predict no adverse impact to any particular gender.
<b>Sexual orientation (a sexual orientation towards people of the same sex, people of the opposite sex or people of either sex)</b>	We predict no adverse impact to any particular gender.
<b>Additional Categories e.g. any impact on rural communities or areas of deprivation.</b>	The Programme envisages the development of community hubs – based on large part on libraries. 21 core libraries and 22 community libraries (partly staffed by volunteers) service the whole county including our rural communities. Community hubs will provide for the co-location of services, digital assistance for residents and face to face support for residents when needed

<b>Impact on Staff:</b>
-------------------------

Summarise the specific requirements and/or potential impact on staff, and then highlight the most significant risks and mitigating action that has been or will be taken.

<b>Risks</b>	<b>Mitigations</b>
<b>Staff reduction</b> Business Efficiencies (consolidation of core functions)	This will be mitigated through natural attrition and HR processes
Change in staff skill sets required in some instances across the council.	This will be mitigated with effective training and support for staff.

**Impact on other Council services:**

Summarise the specific requirements and/or potential impact on other council services, and then highlight the most significant risks and mitigating action that has been or will be taken.

<b>Risks</b>	<b>Mitigations</b>

**Impact on providers:**

Summarise the specific requirements and/or potential impact on providers of council services, and then highlight the most significant risks and mitigating action that has been or will be taken.

<b>Risks</b>	<b>Mitigations</b>

**Social Value**

*If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.*

**How might the proposal improve the economic well-being of the relevant area?**

How might the proposal improve the environmental well-being of the relevant area?

**Action plan:**

Summarise the actions that will be taken as a result of the assessment, including when they will be completed and who will be responsible. It is important that the officer leading on the assessment follows up to make sure the actions are completed, and updates the assessment as appropriate. Any significant risks identified should also be added to the appropriate service or directorate risk register, to ensure they are appropriately managed and reviewed.

Action	By When	Person responsible
Fit For the Future Programme Implementation 1 <sup>st</sup> Phase	April 2017	Graham Shaw via PMO and Transformation Programme Board.

**Monitoring and review:**

Try to be as specific as possible about when the assessment will be reviewed and updated, linking to key dates (for example when consultation outcomes will be available, before a Cabinet decision, at a key milestone in implementation)

**Person responsible for assessment:**

Version	Date	Notes (e.g. Initial draft, amended following consultation)
V01	27/11/2016	Initial draft



## Service and Community Impact Assessment (SCIA)

### Front Sheet:

**Directorate and Service Area:**

Social and Community Services, Joint Commissioning

**What is being assessed (e.g. name of policy, procedure, project, service or proposed service change):**

Oxfordshire Carers' Strategy and options for carers' personal budgets

**Responsible owner / senior officer:**

Benedict Leigh

**Date of assessment:**

August 2016

**Summary of judgement:**

The Oxfordshire Carers' Strategy has been updated for the period 2017-2020, and is subject to a 12 week public consultation starting in August 2016. Also part of the consultation is the council's proposals for carers' personal budgets.

Potential negative impacts for carers and the people they care for have been identified, along with potential negative impacts on the workloads and resources of both council staff and providers. There is a risk that a reduction in support to carers could result in budgetary and resource pressures for the council if many carers reduce or cease their caring roles.

In light of the continuing and significant financial pressures, the council considers that reducing carers' personal budgets will have the 'least worst' impact for carers.

The risks and impacts identified can be mitigated in part, as the council considers that most carers' eligible needs can be met by the existing 'core' carers' services and support.

As part of the consultation we will be asking carers and their families what type of support helps them sustain their caring role. This will help inform us as to how best we can support carers in the future and ensure that we can prioritise resources where they have the biggest impact.

**Detail of Assessment:****Purpose of assessment:**

This assessment considers the impact of:

1) Oxfordshire Carers' Strategy;

2) the proposed options for carers' personal budgets.

The assessment considers the possible impact on the local population, whether this could impact differently on specific groups, and how the impact could be mitigated.

This assessment also fulfils the council's requirements under Section 149 of the Equalities Act 2010, as set out below:

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

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

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

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

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

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

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

## Social Value

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934<sup>1</sup> might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

## Context / Background:

1) The Oxfordshire Carers' Strategy is Oxfordshire County Council and Oxfordshire Clinical Commissioning Group's commitment to carers. This strategy updates the work of the previous strategy published in 2013 to reflect new legislation which consolidates the rights of carers of all ages.

2) In February 2016, the council agreed savings to be made in respect of carers' services<sup>2</sup>. This assessment focuses specifically on:

- introduce charging for carers' services
- remove or reduce the level of personal budget award to carers who have eligible needs for support following assessment

The implementation in April 2015 of the Care Act 2014 has put carers on the same legal footing as people who need support and care, whether or not the person they care for has needs which are eligible. This means that carers are entitled to a social care assessment that takes account of their caring role, their wellbeing and the outcomes they want to achieve.

The council implemented a new online process for carers' assessments<sup>3</sup> in April 2015, and carers' needs and eligibility for support are now measured in a consistent way against national eligibility criteria introduced by the Care Act<sup>4</sup> and the council's Assessment and Review Policy for Adult Social Care.<sup>5</sup>

<sup>1</sup> [EC Procurement Threshold for Services](#)

<sup>2</sup> Documents relating to the savings can be found here:  
<http://mycouncil.oxfordshire.gov.uk/ieListDocuments.aspx?CId=116&MId=4402&Ver=4>

<sup>3</sup> The carers' assessment is an assessment of an adult carer who cares for an adult; there is a different process for the assessment of young people under the age of 18 who are carers.

<sup>4</sup> *'In considering whether a carer has eligible needs, local authorities must consider whether:*

- *the needs arise as a consequence of providing necessary care for an adult;*
- *the effect of the carer's needs is that any of the circumstances specified in the Eligibility Regulations apply to the carer; and*
- *as a consequence of that fact there is, or there is likely to be, a significant impact on the carer's wellbeing.*

*A carer's needs are only eligible where they meet all three of these conditions.'*

[Care and support statutory guidance: first contact and identifying needs](#) - chapter 6 assessment and eligibility paragraph 6.115

<sup>5</sup> The policy is available on Oxfordshire County Council's website at:  
<https://www.oxfordshire.gov.uk/cms/content/other-key-strategies>

Carers are offered a support plan which may include a carers' personal budget to help meet eligible needs (currently in Oxfordshire, this is a one-off payment of £200, £400 or £600 according to the level of carers' needs and the impact of caring on their health and wellbeing).

The implementation of personal budgets for eligible carers replaced the previous system of small carers' grants

### **Proposals:**

As a result of continuing financial pressures and the need to find further significant savings, in February 2016 the council approved the proposal to introduce charging for carers' services.

However, it has been determined that the introduction of charging for carers' services is not a viable option and would not deliver the required savings. Therefore, council officers are recommending that the council does not proceed with this option.

There is a second savings proposal to remove or reduce the level of personal budget award to carers who have eligible needs for support following assessment.

Three options for future support for carers that would deliver the required savings have been developed for consideration in a 12 week public consultation:

**Option 1.** Introduce a **single personal budget payment of £300** for eligible carers, jointly and equally funded by Oxfordshire County Council and Oxfordshire Clinical Commissioning Group, set at the eligibility level for the current £200 payment

**Option 2.** Reduce from the current 3 to **2 levels of personal budget payment:**

i. **£200**, funded by Oxfordshire County Council and set at the same eligibility level as the current £200 payment;

ii. **£500**, jointly and equally funded by Oxfordshire Clinical Commissioning Group and Oxfordshire County Council and set at the eligibility level for the current £400 payment

**Option 3. Stop providing personal budgets to carers who have eligible needs following a carers' assessment.** Instead, use the available budget to:

i. Establish a 'contingency fund' of £100,000 to meet carers' eligible needs which cannot be met by the 'core' carers' services;

ii. Reinvest additional savings into services that are particularly valued by carers

The three options proposed are all expected to deliver the savings agreed by the council.

Option 3 is the preferred option of the council, and the council is proposing to use £400,000 of the funding made available by this option to continue to fund the Dementia Support Service (at the current time, the council's funding for the Dementia Support Service is planned to cease at the end of the current contract period).

The Dementia Support Service is a much valued service supporting people with dementia and their carers.

There is also a clear demographic pressure in relation to dementia; the 90+ population will increase by 50% by 2026, which implies a potentially significant increase in demand for dementia specific services. Dementia places a significant burden on carers and there is a strong case for preserving and enhancing dementia specific support.

Also part of the consultation is the updated **Oxfordshire Carers' Strategy**, aimed at all carers in Oxfordshire - carers of adults, young carers and carers of children with disabilities - whether or not the person being cared for receives a social care service.

The strategy is an overarching document that describes how Oxfordshire County Council and Oxfordshire Clinical Commissioning Group will support carers of all ages in the period 2017 - 2020. Through the Oxfordshire Carers' Strategy, the council along with Oxfordshire Clinical Commissioning Group has made a strong commitment to support people who care for others, in recognition of their essential and vital role both in caring and in keeping people as well and as independent of services as possible.

### **Evidence / Intelligence:**

#### **Data on carers in Oxfordshire**

Carers have a vital role in the lives of the people they care for and their caring input brings value to the local economy. A report by the Universities of Leeds and Sheffield calculated the replacement care costs for the work carried out by informal carers in Oxfordshire at £1,057million pa.<sup>6</sup>

At the time of the 2011 Census, around 61,100 people in Oxfordshire said they provided some level of informal care to a relative or friend, representing 9.4% of the county's population.

The group most likely to provide unpaid care was aged 50-64, with one in five providing some level of care (19.8%). Meanwhile, 13.8% of people aged 65 and over provided some unpaid care compared with 8.5% of people aged 25 to 49, and 2.1% of people under 25. 1.1% of children aged 0-15 provided some unpaid care, numbering 1,300.

A larger proportion of unpaid care in Oxfordshire was provided by female residents (58.1%) than by male residents (41.9%). This was particularly the case for higher-intensity care, 60.2% of which was provided by female residents.<sup>7</sup>

As of the end of September 2015, around 17,200 adult carers were known to Oxfordshire County Council's social care teams. This figure has been increasing over time. In addition, the Young Carers Service has identified over 2,000 young carers in Oxfordshire, and carers of 1,098 children with disabilities were supported by short breaks services in 2015/16.

<sup>6</sup> [Valuing Carers 2015](#)

<sup>7</sup> Source: Joint Strategic Needs Assessment 2016 - adult carers in Oxfordshire

### **Implementation of the Care Act 2014**

It was anticipated that the implementation of the Care Act would result in a greater number of carers coming forward for assessment that may subsequently be eligible for a carer's personal budget, and funding levels in the 'pot' for carers' personal budgets were increased. Both the council and Oxfordshire Clinical Commissioning group contribute funding for carers' personal budgets.

In 2015/16, nearly 2,200 carers completed a carers' assessment, with over 1,850 carers receiving a carer's personal budget to help meet their eligible needs - lower numbers than anticipated through the modelling work undertaken prior to the implementation of the Care Act.

There was therefore a significant level of uncommitted funding allocated to carers' support in the form of personal budget payments, which suggests that this may not be the most effective way to use available resources to support carers in Oxfordshire.

Many carers tell us that being awarded a personal budget makes them feel recognised and valued for the support that they provide. Personal budgets offer flexibility and control to carers, and we know that many carers have used their personal budgets to take a break from caring, which has had a positive impact on their wellbeing and supported them in their caring role.

In the context of considerable financial pressures facing the council and specifically in social care, the council considers that the proposals regarding carers' personal budgets have the 'least worst' outcome for carers. The council considers that the majority of carers' eligible needs can be met through the existing 'core' carer services.

Carers will therefore continue to have access to existing services such as:

- a. The Carers Oxfordshire service - information and advice (online, email, phone); face to face support; volunteer befriending; peer support; training for carers
- b. A range of respite services for adults and children with disabilities to support their carers: daytime support; after school and holiday activities; overnight and longer breaks
- c. Carers' assessment and review and carers' support plan
- d. Young Carers Service
- e. Emergency Carers' Support Service

### **Alternatives considered / rejected:**

In February 2016, the council agreed savings to be made in respect of carers' services. This assessment focuses specifically on two of those savings:

- introduce charging for carers' services
- remove or reduce the level of Personal Budget award to carers who have eligible needs for support following assessment

It has been determined that the introduction of charging for carers' services is not a viable option and would not deliver the required savings. Also, whilst it is permissible for local authorities to charge carers for services, it is not recommended by Government to do so. It is therefore recommended that the council does not proceed with this option.

The option of not making any changes to the current process of carers' assessment and support planning, which may include a Personal Budget was considered but was also rejected as the modelling undertaken showed it would not be possible to deliver the required level of savings now or in future years.

Although carers report that being awarded a personal budget makes them feel recognised and valued for the support that they provide, the council considers that the majority of carers' eligible needs can be met through the 'core' carer services, which include:

- a. The Carers Oxfordshire service - information and advice (online, email, phone); face to face support; volunteer befriending; peer support; training for carers
- b. A range of respite services for adults and children with disabilities to support their carers: daytime support; after school and holiday activities; overnight and longer breaks
- c. Carers' assessment and review and carers' support plan
- d. Young Carers Service
- e. Emergency Carers' Support Service

## Impact Assessment: Oxfordshire Carers' Strategy

The strategy sets out how Oxfordshire County Council and Oxfordshire Clinical Commissioning Group will support carers in the period 2017-2020.

It is considered that the strategy will have a positive or neutral impact on carers.

## Impact Assessment: carers' personal budgets

This assessment considers the potential impacts on different groups, services, staff and providers and possible mitigations in respect of the **proposed three options for carers' personal budgets** which are being consulted on.

### Impact on Individuals and Communities:

#### General

Risks	Mitigations
<p>All three options proposed have a greater impact on those carers who have previously received a carers' personal budget</p> <p>There is also an impact on carers who haven't had a personal budget but might</p>	<p>The options for carers' personal budgets do not affect the majority of carers - less than a quarter of carers whose needs were assessed in 2015/16 (in an individual Carers' Assessment and/or jointly assessed in the assessment of the</p>





<p>under the current system. However, there could also be a positive impact for some carers who may receive a higher amount under option 1 or 2 than under the current system</p> <p>Option 3: not having a carers' personal budget could mean that some carers are less able to have a break from caring. Not having a personal budget could negatively affect the health and well-being of carers; carers may feel devalued and unsupported in their role, and this could lead to carer breakdown with subsequent significant costs to the council to support the cared for person. There could also be a cumulative subsequent effect on the wider family and support network</p> <p>The proposals may reduce the ability for a break from caring by reducing or removing carers' personal budgets; the impact of this may be higher for carers where the cared for person may not be eligible for or chooses not to receive a social care service</p> <p>There is a risk of a cumulative impact on carers - the review and recommissioning of services such as daytime support for adults and services for children with disabilities that support carers will have an impact on many carers alongside the proposals for carers' personal budgets</p>	<p>Option 3 - in addition to the core offer, the proposed contingency fund will mean that carers who are unable to meet their eligible needs from the 'core' services will be able to apply to the fund for a payment for a specific, identified item that would meet the need The 'core' services and support for carers are continuing and are not part of the proposals for carers' personal budgets. The Carers Oxfordshire service includes services to support carers' health and wellbeing, for carers of people with mental health needs and/or physical health needs</p> <p>Options 1 &amp; 2 retain carers' personal budgets which carers with eligible needs could use for a break, regardless of whether the person cared for receives a social care service. Under option 3, there will be a 'contingency fund' of £100,000 to meet eligible carers' specific needs which cannot be met by the 'core' carers' services, and a carer who is caring for someone who does not receive a social care service for whatever reason could apply for a payment for a break</p> <p>The impact of any potential changes in daytime support services for adults and services for children with disabilities will be reflected in the impact assessments for those services. The council will consider the results of this consultation in conjunction with any potential changes in day time support services to ensure that any adverse impact on carers is mitigated</p>
---	--



**Sex**

<b>Risks</b>	<b>Mitigations</b>
<p>All three options proposed could impact disproportionately on women, as higher numbers of women are carers</p>	<p>If option 3 is taken forward - a mapping and profiling exercise will be undertaken on carers currently in receipt of the highest level of personal budget e.g. to establish whether the carer lives in an urban or rural area; the age and gender of the carer; needs of person cared for; health needs of carer etc. and use results of this exercise to inform the development of the criteria for the proposed contingency fund and existing carer support services</p>

**Rural communities:**

<b>Risks</b>	<b>Mitigations</b>
<p>These proposals could have a greater impact on people living in rural communities as there are high numbers of older people in these areas, and older people are more likely to be carers than younger people The proposals potentially impact more on carers in rural areas in terms of transport and access to services - carers' personal budgets may be used more for transport; public transport availability is usually scarcer in rural areas than in more urban areas and transport costs are higher</p>	<p>If option 3 is taken forward - a mapping and profiling exercise will be undertaken on carers currently in receipt of the highest level of personal budget e.g. to establish whether the carer lives in an urban or rural area; the age and gender of the carer; needs of person cared for; health needs of carer etc. and use results of this exercise to inform the development of the criteria for the proposed contingency fund and existing carer support services</p>

**Areas of deprivation:**

<b>Risks</b>	<b>Mitigations</b>
<p>The proposals, option 3 in particular, could have a greater impact on people on low incomes/living in areas of deprivation as they may be less likely to be able to meet their needs from within their own resources</p>	<p>If option 3 is taken forward - a mapping and profiling exercise will be undertaken on carers currently in receipt of the highest level of personal budget e.g. to establish whether the carer lives in an urban or rural area; the age and gender of the carer; needs of person cared for; health needs of carer etc. and use results of this exercise to inform the development of the criteria for the proposed contingency fund and existing</p>

	<p>carer support services</p> <p>Carers Oxfordshire, Oxfordshire Specialist Advice Service and social care staff will encourage the carers they work with to apply for benefits that the carer may be eligible for</p>
--	--

**Gender reassignment, pregnancy and maternity, disability, race, religion or belief, sexual orientation, marriage and civil partnership:**

No differential impacts have been identified for people who share these protected characteristics, but we anticipate that this may change as a result of the feedback received during this consultation.

**Impact on Staff:**

Risks	Mitigations
<p>The proposals could have a significant impact on the workloads of operational teams and the Customer Services Centre as there could be an increase in referrals of both new and known social care service users, in particular emergency/urgent referrals at a time of crisis as a result of carer breakdown. There will also be work arising from revising processes and procedures regardless of which of the proposed options for carers' personal budgets is taken forward</p>	<p>Any increases in workload will be monitored and corrective actions taken as required</p>

**Impact on other Council services:**

Risks	Mitigations
<p>There is a risk that these proposals could lead to increased costs for the council in providing care and support to people whose carers can no longer maintain their input</p> <p>There could be reputational and political risks to the council of reducing support to carers</p>	<p>Spend on services and budget management processes are closely monitored and any significant increases will be escalated in accordance with operational protocols</p>

**Impact on providers:**

<b>Risks</b>	<b>Mitigations</b>
There could be an increase in demand for other social care services such as the Emergency Carers Support Service and emergency respite placements which providers may not have the capacity to meet	The Emergency Carers Support Service is being incorporated into the new Urgent Response and Telecare Service, which is due to begin in October 2016. The new service has been designed to include improved resource capacity
There could be a risk that providers of carer support and other social care services may be unable to manage an increase in demand as a result of these proposals	Services will be regularly monitored through existing contract monitoring and other processes to pick up any capacity issues or other concerns which will be escalated in accordance with operational protocols

**Social Value**

*If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.*

How might the proposal improve the economic well-being of the relevant area?

N/A

How might the proposal improve the environmental well-being of the relevant area?

N/A

**Action plan:**

Summarise the actions that will be taken as a result of the assessment, including when they will be completed and who will be responsible. It is important that the officer leading on the assessment follows up to make sure the actions are completed, and updates the assessment as appropriate. Any significant risks identified should also be added to the appropriate service or directorate risk register, to ensure they are appropriately managed and reviewed.

<b>Action</b>	<b>By When</b>	<b>Person responsible</b>
If option 3 taken forward - undertake mapping exercise to identify characteristics of high need carers		
If option 1 or 2 taken forward - review and adjust the Resource Allocation System in the		

Oxfordshire Carers' Strategy and Carers' Personal Budgets Consultation

carers' assessment process		
Develop criteria and procedure for proposed contingency fund if option 3 is taken forward		
Raise awareness and encourage use of new technology and online support systems		

**Person responsible for assessment: Benedict Leigh**

Version	Date	Notes (e.g. Initial draft, amended following consultation)
1	22 <sup>nd</sup> August 2016	Initial draft

# Service and Community Impact Assessment (SCIA)

## Front Sheet:

### Directorate and Service Area:

Social and Community Services, Joint Commissioning

### What is being assessed:

Proposed options for daytime support

### Responsible owner / senior officer:

Benedict Leigh, Lead Commissioner, Adults

### Date of assessment:

October 2016

### Summary of judgement:

In developing our understanding of the needs for daytime support in Oxfordshire, we have listened to over 600 people who use daytime support, their carers, as well as providers of care and support, and community groups. People have told us their priorities, and we have taken these into account in developing a new, sustainable model for daytime support.

The new model includes potential positive impacts, through support for the development of new opportunities to fill existing gaps, and more flexible council-provided support meeting a wide range of needs. The overall offer in the new model increases choice and expands the range of provision.

There are potential negative impacts for some people with daytime support needs and their carers resulting from a reduction in funding for community and voluntary support and associated transport, and the replacement of council-provided Health and Wellbeing Centres and Learning Disability Daytime Support Services with a new countywide, flexible Community Support Service.

This is particularly likely to impact on people with the protected characteristics relating to age, disability, gender and ethnicity. However, the model includes a number of mitigations to this, including support and funding for community and voluntary services to continue and transition support for people affected.

This is also reflected in mitigating the potential impacts on providers; we will offer support to enable them to transition to more self-sustaining models as well as funding to those that in areas of greatest need. We anticipate potential negative impacts for some staff, particularly in the council's daytime support services. We will mitigate this through a staff consultation process, alongside staff support.

This assessment will be updated with further information provided during the consultation.

## Detail of Assessment:

### **Purpose of assessment:**

This assessment considers the impact of proposed options for daytime support in Oxfordshire. The assessment considers the possible impact on the local population, whether this could impact differently on specific groups, and how the impact could be mitigated.

These options are being consulted on in autumn 2016. Consultation documents are available here: [www.oxfordshire.gov.uk/daytimesupport](http://www.oxfordshire.gov.uk/daytimesupport)

This assessment will be updated with further information provided during the consultation.

A recommendation on the county council's future funding of daytime support and approach to delivering this will be made by Cabinet in January 2017, for a final decision by Council in February 2017.

This assessment also fulfils the council's requirements under Section 149 of the Equalities Act 2010, as set out below:

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

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

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

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

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



The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

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

## **Social Value**

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934<sup>1</sup> might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

## **Context / Background:**

We have carried out a review of daytime support for people aged over 18 in Oxfordshire. The review has focused on understanding the needs of vulnerable people for daytime support, specifically support to meet eligible care needs and support that prevents care needs escalating.

The review started in March 2016 and involved engagement work with more than 600 people currently using services, and their carers. It also involved detailed modelling work and appraisal of a range of options.

It covered voluntary and community provided daytime support, health and wellbeing centres, learning disability daytime support services, and the associated transport arrangements. This review is linked to: the review of respite services and the Oxfordshire carers' strategy and carers' personal budgets review.

The purpose of the review was to:

- Identify the needs of the population of Oxfordshire for daytime support
- Describe Oxfordshire County Council's aims in relation to daytime support
- Propose a model and options for future daytime support that meet the council's aims, statutory needs and are in the context of the current financial resources

<sup>1</sup> [EC Procurement Threshold for Services](#)

Further information is available in the consultation documents:

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

## Proposals:

**Personal budgets for everyone with eligible needs** enabling choice between a range of voluntary sector, private sector, and county council services.

**Open access tailored support for more vulnerable people** delivered through the Dementia Support Service, which will continue to provide support to people with dementia and their families through Dementia Advisors, and the Wellbeing and Employment Service, which will continue to provide support to people aged over 18 with learning disabilities, autism and physical disabilities.

Supporting people to **live well in the community** through: information and advice; council services such as our bookable transport service, The Comet; and voluntary and community sector support. This includes grant funding totalling £250,000 a year – an Innovation Fund for the development of self-sustaining projects, and a Sustainability Fund for the ongoing delivery of targeted daytime support opportunities in areas of high need in the county; and other support including advice and support to develop self-sustaining models, and support to develop Good Neighbourhood Schemes.

A **council-provided**, countywide, flexible **Community Support Service**, which people can choose to purchase using Personal Budgets or self-fund. This service would replace our Health and Wellbeing Centres and Learning Disability Daytime support Services. It would support people with a wide range of needs for daytime support, including older people, people with learning disabilities, people with physical disabilities and people with dementia. It would provide transport integral to the service, to people eligible for transport support.

We are proposing **two options** for delivering this service:

### **Option A: Centre-based option for the Community Support Service**

In this option, the service would be delivered from 8 dedicated buildings, in Oxford, Banbury, Didcot, Witney, Bicester, Wantage, Abingdon and Wallingford. They would provide multi-functional spaces, and deliver individual and group support, using facilities available at the base, as well as in local communities. A higher proportion of support would be delivered at the bases than in the alternative option (B).

### **Option B: Mixed option for the Community Support Service**

In this option, the service would be provided to four geographical areas in Oxfordshire (City, North, South and West). There would also be four small, building bases in Oxford, Banbury, Didcot and Witney, they would include spaces suitable for people who need specialist equipment to meet their complex health needs, rooms equipped for sensory integration work sessions, and spaces where people who need to have quiet time can do so in a safe, supportive environment. The majority of the service will be provided as a range of flexible options to people in their communities, including individual and group support. It would use various community facilities as bases where needed, such as libraries, leisure centres and allotments.

This broad offer would replace all our other support and means that we would cease current grant funding to tier two day services for older people (£992,000). We would replace our Health and Wellbeing Centres and Learning Disability Daytime Support Service with the Community Support Service, which would provide a range of support which people can choose to purchase using their personal budgets or own resources. We would provide transport as part of this service to people who are eligible for transport support.

Oxfordshire County Council currently spends £9.3m per year on daytime support services. The total costs of proposals being made would run at an annual budget of either £5.9m (Option A) or £6.9m (Option B). More than £1m of the cost reduction is from a more efficient transport offer in county council daytime support services.

## **Evidence / Intelligence**

### **Needs for daytime support**

The first chapter of the consultation paper sets out the need for daytime support in Oxfordshire. This includes what people have told us daytime support means to them, what we have heard from organisations providing support, and what we know about the numbers of people who need support now and who are likely to need it in the future. In summary:

People have told us that their priorities for daytime support include social contact, getting out of the house, maintaining independence and having a meal. Alongside seeing friends, people with learning disabilities emphasised going to work, getting a job and learning new skills. Carers needs are predominantly for respite, but the support and opportunities that daytime support provides to those they care for is very important to them too, as well as the reassurance that they are safe and are being cared for by skilled, caring and qualified staff.

It is clear from the demographic predictions for Oxfordshire, that the numbers of older people needing care and support will continue to increase significantly. The numbers of people with learning disabilities and physical disabilities are also expected to rise slightly. As the numbers of people needing care and support are increasing, the numbers of carers are also increasing.

The areas of the county most likely to have greater needs for daytime support are mostly deprived urban areas, particularly in Oxford City and Banbury, as well as rural areas with especially high populations of older people. People with needs for care and support living in rural areas are likely to have particular needs around transport and housing. Some people from ethnic minority groups may have some particular needs around daytime support, for example relating to culture and/or language.

People with all levels of need benefit significantly from support to prevent their isolation and loneliness and maintain their independence and wellbeing.

### **Current use of daytime support**

There is a wide range of daytime support available in Oxfordshire, including but extending far beyond support provided or funded by the council. This support meets a wide range of needs and ranges from activities open to everyone, to community

and interest groups, to preventative options for people with lower level needs, to more targeted provision for people with higher level needs.<sup>2</sup>

Oxfordshire County Council provides long-term support to approximately 6,000 people who have assessed eligible needs<sup>3</sup>, approximately 4,000 of whom are supported in their own homes. Many of these people will be accessing a range of daytime support.

### ***Community Information Network, Wellbeing and Employment Service, Dementia Support Services***

These countywide services provide a wide range of support, including information and advice and elements of daytime support or links to existing opportunities.

***The Community Information Network***, alongside providing information and advice, helps mostly older people to meet people and discover local activities or volunteering opportunities. Approximately 8000 people a quarter are supported directly by the service, of whom approximately half are supported by phone or email and a tenth are supported face-to-face. It also helps to develop and supports good neighbourhood schemes, which offer befriending visits, voluntary transport and practical support to vulnerable people.

***The Wellbeing and Employment Support Service, 'OxForward'*** provides wellbeing and employment support to people over the age of 18 with learning disabilities, autism and physical disabilities. The service is expected to support 700 people each year to increase their wellbeing through various opportunities, of which a 100 people to move into and maintain volunteering roles and a 100 people to move into and maintain employment.

***The Dementia Support Service*** provides support to people with dementia and their families across Oxfordshire, through Dementia Advisors. They provide information, advice, signposting and face to face and telephone support to enable people with dementia to live in their own homes for as long as possible. The service also includes enhanced family support to people with early onset of dementia, training for staff working in services supporting people with dementia, carers and communities and establishing and facilitating carer support groups. It provides face to face support to an average of 120 people per week. The service works with GPs, Memory Clinics, dementia-related voluntary organisations and other professional partners to raise awareness, identify people diagnosed with dementia and ensure they have access to support services.

### ***'Tier 2' services for older people***

There are numerous day opportunities for older people across the county, largely provided by the voluntary sector and community groups. The majority of those which Oxfordshire County Council provides grant funding to are local day centres or lunch clubs, open one or a few days per week. This includes some specialist and targeted provision, for example day centres for people with dementia and day centres for the Chinese community. Approximately 1000 people use these services in total, with an

<sup>2</sup>See [www.oxfordshire.gov.uk/livewell](http://www.oxfordshire.gov.uk/livewell) for more information

<sup>3</sup> See Eligibility information (Appendix 4)

average daily usage of 229 people. We estimate that 5%, approximately 50 people, using these services have assessed eligible needs.

### ***Health and Wellbeing Centres***

Oxfordshire County Council provides day services to older people at Health and Wellbeing Centres, which are spread across the county. 499 people use these services, 37% of whom receive long-term support for assessed eligible needs. Of this 37%, 51% live alone while 42% live at the same address as their main/informal carer. Of those who do not receive long-term support for assessed eligible needs, 45% live alone and 51% live at the same address as their main/informal carer.<sup>23</sup> The average daily usage of these services is 149 people. One of the Health and Wellbeing Centres, the Elms in Witney, is run by an external provider – Leonard Cheshire. The average daily usage of this service is 19 people.

### ***Learning disability Daytime Support Service***

Oxfordshire County Council provides day services to people with learning disabilities at Learning Disability Daytime Support Services, which are spread across the county. 341 people use these services, 100% of whom receive long-term support for assessed eligible needs.<sup>4</sup> 1% live alone while 99% do not live alone. 83% have a main/informal carer, while 17% do not. 49% live at the same address as their main/informal carer.<sup>5</sup> 47% live in some form of supported accommodation. The average daily usage of services is 205 people.

### ***Externally provided Learning Disability Daytime Support Services***

There are a number learning disability daytime support services provided by external providers, mostly the voluntary sector. People with learning disabilities can choose to access these using their Personal Budgets. Over 100 people use the various centre-based services. There are also a range of centreless alternatives which people with learning disabilities access through Personal Budgets, for example horticulture and farming based daytime support activities.

### ***Direct payments***

1445 people, of the 4000 who have assessed eligible needs the council provides long-term support to living in their own homes, use Direct Payments.<sup>6</sup> Some will be using these Direct Payments to pay for daytime support, for example to employ a Personal Assistant to support them in social, leisure and learning opportunities. However we do not know how many will be using their Direct Payments on daytime support, as people can choose how to use it to support their assessed eligible needs.

## **Alternatives considered / rejected:**

This review followed the joint budget that was set by the County Council in February 2016 and committed a review of Oxfordshire County Council Health and Wellbeing Centres and community and voluntary sector provided and Oxfordshire County Council part funded daytime support for older people (tier 2) to save £1 million. It

<sup>4</sup> See Eligibility information (Appendix 4)

<sup>5</sup> Data from April 2016

<sup>6</sup> See 'A Guide to Direct Payments' <https://www.oxfordshire.gov.uk/cms/content/direct-payments>

has taken place in the context of the council having £15.2 million of unidentified savings to make between 2017/18 and 2019/20.

The savings proposals previously considered and rejected were: ceasing to provide Health and Wellbeing Centres mostly for older people; ceasing £992,000 of grant funding to tier 2 community and voluntary daytime support services mostly for older people; and ceasing to provide associated transport.

The review looked at daytime support for all adults in Oxfordshire, as daytime support is an important part of the lives of many older people, people with dementia, people with learning disabilities and people with physical disabilities. It provides vital links to the community that help people to live independent and fulfilling lives. We want to ensure it meets a wide range of needs and is fit for the future and sustainable over the longer term, in a challenging financial context. Leaving current arrangements unchanged was not an option, as the current model does not meet the full range of needs for daytime support, people's changing aspirations, and the challenging financial context.

The proposed model offers support to enable people to live well in their communities, offers additional tailored support to vulnerable people to increase their wellbeing and live as independently as possible, and provides a core service to people who have assessed eligible needs for support.

The options proposed for meeting people's assessed eligible needs for support acknowledges that as more and more people in Oxfordshire with assessed eligible needs have been able to choose how to use their own personal care budgets, there is a great deal more choice of services on offer. We considered the option of moving all the provision of daytime support into the community and voluntary and private sectors. This would have been funded via personal budgets. However, this was not taken forward, on the basis that a council provided service could act as a provider of last resort, mitigate the risks of market failure and of specific provider failure, and increase the choice available to individuals.

In developing the options for the Community Support Service proposed, we took into account the priorities and ideas shared by the working group of people who use daytime support services and carers. Priorities included ensuring a flexible range of support and facilities to meet people's needs, and opportunities for people to take part in stimulating activities – further information is available in Appendix 3 – Working Group Report.

Modelling work was also carried out to explore different options. Further information on the options explored is provided in Appendix 6 - Methodology for determining council provided Community Support Service. Broadly, the modelling process involved: defining the total number of locations for bases; the ideal locations based on minimising the distance of current service users from their nearest base; and for the given number of existing locations, determining which locations centre-based services should run from.

## **Impact Assessment:**

## **Impact on Individuals and Communities:**

The reduction in funding for daytime support, if it results in a reduction in the availability of service, may have an adverse impact on people using these services and their carers if there is no suitable mitigation in place. Main risks and mitigations are detailed below.

### **People using currently funded tier 2 services – community and voluntary daytime support services**

We would replace our current annual funding for 47 community daytime support services of £992,000 a year, with grant pots totalling £250,000 a year, which services could bid for under the following two categories:

Sustainability fund - We propose to provide grants to enable the ongoing delivery of daytime support services in areas of high need.

Innovation fund - We propose to provide one-off grant funding to establish self-sustaining projects to fill gaps in services.

We will offer support to voluntary and community organisations to become self-sustaining, and communities to develop local solutions, through the community and voluntary sector support we fund.

These mitigations are designed to reduce the likelihood of a reduction in service availability, and thus any adverse effect.

Transport – We will work with affected services to find alternatives to current transport arrangements, including offering our bookable transport service (The Comet) and supporting the development of Good Neighbour Schemes, as the current model for transport for some daytime support services will not be provided.

### **People using currently provided tier 3 services – Health and Wellbeing Centres**

The Community Support Service would replace our Health and Wellbeing Centres and Learning Disability Daytime Support Services. People could choose to purchase support from this council-provided, countywide, flexible service, using Personal Budgets or self-funding.

### **Transition support**

The range of support outlined to support people to live well in their communities, will enable people using current services to explore alternatives. It will also support voluntary and community groups providing current services to move towards self-sustaining models of provision, as far as possible.

Our newly commissioned voluntary infrastructure service will support communities and specific groups within them most affected by reductions in our services, to develop creative, community-led solutions to meet their needs.<sup>7</sup> The service will promote and develop volunteering across the county, and will work with communities to support and empower them to identify issues, find their own solutions and become

---

<sup>7</sup> The service is provided by [Oxfordshire Community and Voluntary Action](#), in partnership with Community First Oxfordshire, Volunteer Link Up, Volunteer Connect and Oxfordshire Youth

more active. It will also support voluntary and community organisations to increase their effectiveness and build their capacity, and will facilitate organisations networking and partnership working to shape Oxfordshire’s communities. This will support the development of a wide range of opportunities to enable people to live well in their communities. Solutions will vary from place to place, depending on communities’ needs and resources. For example, it could involve developing new Good Neighbour Schemes, which offer befriending visits, voluntary transport and practical support to vulnerable people. It could also involve developing new forms of support, for example some schemes in the county provide practical and social group-based support to older people, such as food shopping outings.

In the first year, we propose that the Innovation Fund is used to support existing initiatives to transition to self-sustaining models and we will support them to do this through the infrastructure support service we fund. We will also prioritise support to the development of transport alternatives, including through good neighbourhood schemes and enabling the development of partnership arrangements with local organisations.

Everyone will be offered the opportunity of an assessment, to determine whether they have eligible needs for support.<sup>8</sup> Everyone who has assessed eligible needs for support will be supported to explore their options and decide how they want their needs to be met in the future, in line with their needs, aspirations and resources.

The Community Information Network will work as a strategic partner with Oxfordshire County Council to support people to live well in their communities, keeping people socially connected by linking them to existing activities in their area. Oxfordshire County Council will work with the Community Information Network service to develop and enhance the council's information and advice offer to Oxfordshire residents.

In the event that changes are agreed to daytime support, in order to support any transition for people, from April 2017 the Community Information Network will prioritise working with people who have been attending Health & Wellbeing Centres and other directly affected services and have been assessed as not having eligible social care needs, or have decided not to have a social care needs assessment. The Community Information Network will assist these people to find alternative day time support in their communities, providing a 'bespoke package' of information and advice relevant to each individual. This could include choosing to buy a council service, befriending, transport, practical support from a good neighbour scheme, attending a local lunch club, or joining a local social group. This will ensure a personalised transition from current daytime support services for those people who do not have eligible needs.

**Summary of risks and mitigations for people with daytime support needs**

Risk	Mitigation
------	------------

<sup>8</sup> See Eligibility information (Appendix 4)



<p>There is a risk that, if the proposed new model for daytime support is not effective in enabling services to continue and in helping alternatives to develop and supporting people to use them, people's existing needs may escalate as a result of not receiving daytime support.</p>	<p>The proposed options include support to enable community and voluntary support to continue and develop, as well as to support new self-sustaining initiatives to develop.</p> <p>The proposed options include support and funding to increase the range of support options available. This could have a positive impact, as support options are developed to reflect new or unmet demand.</p> <p>The council would also ensure people are aware of alternative ways to meet their care and support needs, through the information and advice proposals. The council will also ensure people who have eligible needs for care and support.</p> <p>The new council service will provide flexible, countywide support to meet a wide range of needs. This could increase the suitability of support, to meet a wider range of needs.</p>
<p>There is an increased risk of social isolation amongst people using daytime support services if the daytime support service remains open, but funding for transport to the centre is removed as this would limit access for those who rely on council-funded transport (e.g. adjusted minibuses for wheelchair users)</p> <p>There could be an increased risk of this in more isolated, rural communities without public transport links.</p>	<p>Transport support will be provided to everyone who is eligible for transport support, in accordance with their assessed needs. Information and advice will be provided to people using services about alternative sources of transport available across the county.</p> <p>Voluntary and community sector providers may be able to source transport to their services for people in need of this. The council will work with affected services to find alternatives.</p> <p>The council will offer The Comet, our bookable transport service. The council will also facilitate the development of good neighbourhood schemes, which offer transport alongside befriending and practical support.</p> <p>Support will be targeted at most affected communities, and solutions tailored to their needs and local available resources.</p>
<p>There is an increased risk that people with lower incomes will be adversely affected, if community and voluntary provided services become more dependent on raising income from increasing</p>	<p>The Sustainability Fund – yearly grants – will be targeted at enabling the ongoing delivery of daytime support opportunities which are in areas of high need in the county. We would determine this primarily according to the index of multiple deprivation, as well as the information we hold</p>

<p>charges. This could also apply to people using council services who are assessed as not having eligible needs, who could choose to self-fund this support or use alternatives.</p>	<p>on the sustainability of services, the needs and resources of the local community, and on how the service meets our aims for daytime support. This will mitigate the impact of the reduction in grant funding on services which would be most affected and least able to transition to more self-sustaining models of delivery, and therefore, people who use these services.</p>
<p>There is a risk that if daytime support services' support is reduced, carers may struggle to find suitable, sustainable alternatives which make it possible for them to continue in their caring role. This will especially impact on carers who provide high levels of support, working carers, and carers with other responsibilities, for example caring for children. There is a risk that this could lead to the breakdown of caring relationships, with negative consequences for carers and the person they care for.</p>	<p>Assessments will be offered to all carers supporting people who use these services, and their needs for support met if they are eligible.</p> <p>Work has taken place with carers to understand their needs within the context of daytime support and proposals have taken these needs into account. We will ensure that people with daytime support needs who need full days of support, and carers who need full days of respite, are able to access this.</p>
<p>There is a risk that people using council daytime support services are likely to have to travel further, as the number of locations is reduced.</p>	<p>The Community Support Service would provide countywide support, including on an outreach basis in local communities as well as in building bases. The building base locations chosen were partially modelled on reducing travel distances for people using daytime support services. Under the centre-based model of option A, the average journey would be 4.6km. Under the mixed-model of option B, the journey for people needing to use the 4 bases would be higher, and for everyone else it would be likely to be lower.</p> <p>Integrating the transport into the support service, will mean shorter journeys for many people, and journeys will be planned flexibly according to individuals' needs.</p>

**Impact on individuals and communities – protected characteristics**

The potential risks and mitigations set out above could particularly apply to older people and people with disabilities, who use daytime support. They could also particularly apply to women, as the majority of older people, and carers, are women. They could also particularly apply to people from ethnic minority groups, as more

people with ethnic minorities are likely to have a disability. The mitigations take this into account, with support and options available to those who could be most affected.

We anticipate that people with the protected characteristics of gender reassignment, pregnancy and maternity, religion or belief (including lack of belief), sexual orientation, and marriage and civil partnership, are not at risk of being adversely affected by the proposals. There could potentially be a positive impact, as the proposals include support to new initiatives to develop – through the Innovation Fund – which could support targeted initiatives developed to meet particular needs.

### Impact on Staff:

Risk	Mitigation
In the short-term, there is a risk that there will be an increased demand for services provided by the adult social care teams.	Effective transition planning will mitigate this risk. It will include the provision of additional staffing resource.
When we look at staffing needs and the structure for the proposed new Community Support Service, they are different from those in the current service. As a consequence of the proposals there are likely to be redundancies across day services and we are anticipating the need to develop new job descriptions.	Following decisions on the overall future shape of daytime support, and as part of the decision-making process in developing the Community Support Service, the full impact on staff will be assessed and an appropriate staff consultation would take place.  We want to keep as many people employed in permanent roles as possible and have suspended recruitment to permanent roles to support this process. Support is also available to staff throughout.

### Impact on other Council services:

In the short-term, there is a risk that there will be an increased demand for services provided by the adult social care teams.	Effective transition planning will mitigate this risk. It will include the provision of additional staffing resource.
---	---

### Impact on providers:

Risk	Mitigation
The proposals for community and voluntary daytime support services are likely to have adverse impacts on	Engagement with voluntary and community sector providers will begin early, so that providers can consider:

providers of these services who are currently funded by Oxfordshire County Council. This also applies to their staff and volunteers.

The extent of this impact will depend on the sustainability of each provider, and how dependent it is on county council funding. It will also depend on whether they opt to seek alternative operating models and/or sources of funding, and how successful they are in achieving this.

This is particularly likely to impact on providers in areas of deprivation, with fewer resources particularly financial means of local people to pay for services and potentially, volunteering capacity. This will reduce the likelihood of providers in these areas to develop more self-sustaining models, including generating other sources of income.

- reviewing their business models
- planning service changes with local communities
- sharing expertise and learning from each other
- opportunities for joint working
- alternative sources of funding and income generation

This will be supported by council-funded voluntary and community infrastructure support, which will work with affected providers to develop self-sustaining models.

This will also be supported by the availability of grant funding, which providers can apply for. This will support services which are unable to develop self-sustaining models in areas of high need, as well as enable new self-sustaining initiatives to develop.

The Sustainability Fund – yearly grants – will be targeted at enabling the ongoing delivery of daytime support opportunities which are in areas of high need in the county. We would determine this primarily according to the index of multiple deprivation, as well as the information we hold on the sustainability of services, the needs and resources of the local community, and on how the service meets our aims for daytime support. This will mitigate the impact of the reduction in grant funding on services which would be most affected and least able to transition to more self-sustaining models of delivery.

## **Social Value**

***If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.***

**How might the proposal improve the economic well-being of the relevant area?**  
N/A

**How might the proposal improve the environmental well-being of the relevant area?**  
N/A

**Action plan:**

<b>Action</b>	<b>By When</b>	<b>Person responsible</b>
Review Service and Community Impact Assessment - incorporating feedback via the public consultation – to feed into the decision-making process.	Post consultation and pre-decision making process – by January 2017	Benedict Leigh
The implementation and development of any new model would be monitored and reviewed, to ensure that impact can be assessed and further mitigations developed if required. The council will work closely with its partners in this.	The initial post implementation review is planned to start on 1 <sup>st</sup> April 2018.	Benedict Leigh

**Monitoring and review:****Person responsible for assessment: Lead Commissioner**

Version	Date	Notes (e.g. Initial draft, amended following consultation)
V1	October 2016	Pre-consultation draft

# Service and Community Impact Assessment (SCIA)

## Front Sheet:

**Directorate and Service Area:** Fire and Rescue Service

**What is being assessed (e.g. name of policy, procedure, project, service or proposed service change):** Vacancy Management – Fire and Rescue Service and Emergency Planning. The assessment of current and future vacancies to identify whether recruitment, reallocation of responsibilities, outsourcing, collaboration or working in new ways is the most appropriate decision moving forward.

**Responsible owner / senior officer:** Deputy Chief Fire Officer Simon Furlong

**Date of assessment:** 05/12/16

### **Summary of judgement:**

The planned changes are a firming up of the temporary position that we have been managing recently. The impact on individuals with protected characteristics is negligible as the roles involved are not directly customer related. The impacts are on existing staff members with morale and capacity being the critical aspects of managing this proposal.

## Detail of Assessment:

### **Purpose of assessment:**

This assessment is being completed to consider the impact of saving £250k through the management of vacant post across Fire and Rescue, Trading Standards and Emergency Planning.

The assessment is being carried out to consider the impact of these changes on different people, particularly those who share a protected characteristic under the Equality Act 2010.

### **You should also include the following statement to clearly set out the reasons and context for undertaking the assessment:**

Section 149 of the Equalities Act 2010 (“the 2010 Act”) imposes a duty on the Council to give due regard to three needs in exercising its functions. This proposal is such a function. The three needs are:

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

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

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

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs other people, and
- encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person’s disabilities.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

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

## **Social Value**

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934<sup>1</sup> might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

## **Context / Background:**

The Fire Service has been integrating over the last few years with both Emergency Planning and Trading Standards and this has led to a number of posts being delivered in different ways with shared responsibilities and managers working across services. In addition when internal roles have become vacant we have resisted like for like replacement and redesigned or redeployed the workloads and responsibilities.

## **Proposals:**

The proposal is to complete a review of our previous structures, to identify the vacant positions, assess the current working practices and to implement decisions.

## **Evidence / Intelligence:**

We will use historical employment data and staff interviews as well as role analysis and professional judgement to create recommendations for the future structural positions.

<sup>11</sup> [EC Procurement Threshold for Services](#)



### **Alternatives considered / rejected:**

An alternative approach would have been to replace like for like as people left or retired but in line with the recruitment freeze and business case approach to recruitment we decided not to instantly replace roles.

### **Impact Assessment:**

Identify any potential impacts of the policy or proposed service change on the population as a whole, or on particular groups. It might be helpful to think about the largest impacts or the key parts of the policy or proposed service change first, identifying any risks and actions, before thinking in more detail about particular groups, staff, other Council services, providers etc.

It is worth remembering that 'impact' can mean many things, and can be positive as well as negative. It could for example relate to access to services, the health and wellbeing of individuals or communities, the sustainability of supplier business models, or the training needs of staff.

We assess the impact of decisions on any relevant community, but with particular emphasis on:

- Groups that share the nine protected characteristics
  - age
  - disability
  - gender reassignment
  - pregnancy and maternity
  - race – this includes ethnic or national origins, colour or nationality
  - religion or belief – this includes lack of belief
  - sex
  - sexual orientation
  - marriage and civil partnership
- Rural communities
- Areas of deprivation

We also assess the impact on:

- Staff
- Other council services
- Other providers of council services
- Any other element which is relevant to the policy or proposed service change
- How it might improve the economic, social, and environmental of the area affected by the contract **if** the Public Services (Social Value) Act 2012 applies

For every community or group that you identify a potential impact you should discuss this in detail, using evidence (from data, consultation etc.) where possible to support

your judgements. You should then highlight specific risks and any mitigating actions you will take to either lessen the impact, or to address any gaps in understanding you have identified.

If you have not identified an impact on particular groups, staff, other Council services, providers etc. you should indicate this to demonstrate you have considered it.

**Impact on Individuals and Communities:**

**Community / Group being assessed (as per list above – e.g. age, rural communities – do an assessment for each one on the list)**

Summarise the specific requirements and/or potential impact on this community / group, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
<ul style="list-style-type: none"> <li>▪ age</li> <li>▪ disability</li> <li>▪ gender reassignment</li> <li>▪ pregnancy and maternity</li> <li>▪ race – this includes ethnic or national origins, colour or nationality</li> <li>▪ religion or belief – this includes lack of belief</li> <li>▪ sex</li> <li>▪ sexual orientation</li> <li>▪ marriage and civil partnership</li> <li>○ Rural communities</li> <li>○ Areas of deprivation</li> </ul>	<p>There is no direct link between these proposals and any protected group. The majority of the roles that this process will directly involve are support services that do not have direct contact or impact on our customers.</p> <p>None of the roles are specifically related to a protected characteristic.</p>

**Impact on Staff:**

Summarise the specific requirements and/or potential impact on staff, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
Increased stress levels because of change and uncertainty	Formal project management approach. Communication plan. Staff workshops.

	Change champions
Lack of knowledge and experience in specific areas	Acceptance of the pace of change and the creation of support processes such as mapping and staff skill sharing sessions.
The impact on morale and retention of terminating the temporary contracts of staff that have been “acting up” in the vacancies while we complete assessments and make final decisions.	1-2-1 meetings, specific feedback on performance, recording of achievements for CV purposes, career progression discussions.
Overloading existing staff in terms of work demands if aspects of roles that are not being replaced are reallocated.	Ensure that decisions and role design are done in partnership with members of staff. Use time study predications to assess levels of capacity. Complete lean reviews of processes which are being reallocated to ensure that workloads are minimised. Consider the reallocation of administrative functions and workloads from all roles into the planned customer contact team to increase overall capacity.
Retention could be affected if staff feel that positions are being cut and that the opportunity for progression is limited.	Map the grades and positions of Green Book staff and consider the skills needed to deliver in the higher roles. Complete a TNA and identify the formal and informal training that could support staff to progress as and when opportunities are presented. In addition review current Grey Book positions and consider the opportunity for conversion to Green Book. Identify County Council vacancies and ensure our staff are aware of opportunities across OCC.

### Impact on other Council services:

These changes are being completed in-line with the general Transformation direction of travel. The impact on other services might include some support, advice and guidance on the changes but also the sharing of lesson learnt to assist with other changes.

Risks	Mitigations
Lack of available support from other OCC services such as ICT and HR	This is mostly about process re-engineering and the majority of the capacity will come from in-house
	Early discussions in order to scope out the potential needs have been completed
The work completed could be out of line with the wider transformation programme	Fire are represented on both the board and the working group so are fully aware

	of the priorities and work that is being completed
--	--

**Impact on providers:**

None identified

Risks	Mitigations

**Social Value**  
*If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.*

How might the proposal improve the economic well-being of the relevant area?

How might the proposal improve the environmental well-being of the relevant area?

**Action plan:**

Summarise the actions that will be taken as a result of the assessment, including when they will be completed and who will be responsible. It is important that the officer leading on the assessment follows up to make sure the actions are completed, and updates the assessment as appropriate. Any significant risks identified should also be added to the appropriate service or directorate risk register, to ensure they are appropriately managed and reviewed.

Action	By When	Person responsible
Develop a process for assessing whether a role is “critical” and will or won’t be filled.	Feb 17	Gabby Heycock Paul Bremble
Ensure alignment with	On-going	Grahame Mitchell

OCC transformation plans		Simon Furlong
Complete some lean process training	Feb 17	Grahame Mitchell
Map out FRS Green Book grades and progression opportunities	Feb 17	Paul Bremble
Complete a TNA to identify the skills required of higher grades and match this to formal and informal training opportunities	April 17	Clare Sellman
Specifically consider the opportunities for the conversion of Grey Book roles to Green Book.	On retirement of individuals from roles	Paul Bremble
If roles are not being replaced ensure that any staff that have been in a temporary position are supported on an individual basis.	As required as decisions are made.	The allocated officer

**Monitoring and review:**

March 17 – After consultation

June – review after initial changes have been implemented

October – review of lean process outcomes

**Person responsible for assessment:**

Version	Date	Notes (e.g. Initial draft, amended following consultation)
1	06/12/16	

# Service and Community Impact Assessment (SCIA)

## Front Sheet:

**Directorate and Service Area:** Fire and Rescue Service

**What is being assessed (e.g. name of policy, procedure, project, service or proposed service change):**

The creation of an Operational Crewing Pool, similar to a bank system used in other services.

**Responsible owner / senior officer:** Deputy Chief Fire Officer Simon Furlong

**Date of assessment:** 05/12/16

**Summary of judgement:** This proposal is to manage our emergency staff needs in a different way which will have no impact on the public.

We have a version of this system operating currently although currently it is more common for the approach to be based on short term contracts. We have experience of operating a crewing pool and have used the ability to allocated staff on a shift by shift basis and we know that it can work. We will monitor the success of this approach and record the impact on crewing levels.

## Detail of Assessment:

### **Purpose of assessment:**

This assessment is being completed to consider the impact of saving £100k through the creation of an Operational Crewing Pool.

The assessment is being carried out to consider the impact of these changes on different people, particularly those who share a protected characteristic under the Equality Act 2010.

### **You should also include the following statement to clearly set out the reasons and context for undertaking the assessment:**

Section 149 of the Equalities Act 2010 (“the 2010 Act”) imposes a duty on the Council to give due regard to three needs in exercising its functions. This proposal is such a function. The three needs are:

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

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

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

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs other people, and
- encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person’s disabilities.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

- age

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

## **Social Value**

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934<sup>1</sup> might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

## **Context / Background:**

The Fire Service utilise a formula to determine the number of staff allocated to each Wholetime firefighter watch. This is based on local and national assessments of risk at incident types that determines the number of firefighters required in order to implement safe systems of work. The number of firefighter posts required per watch then impacts on our overall establishment figure of operational posts.

## **Proposals:**

The proposal is to utilise a pool of firefighters to be able to fill positions on a needs basis. This would enable the establishment figure to run below the number required without impacting on our safe systems of work or our service to the public. The ability to provide operational cover when it is needed will reduce the costs in comparison to a full time equivalent.

## **Evidence / Intelligence:**

We have a version of this system operating currently although currently it is more common for the approach to be based on short term contracts. We have experience of operating a crewing pool and have used the ability to allocated staff on a shift by shift basis and we know that it can work. We will monitor the success of this approach and record the impact on crewing levels.

<sup>11</sup> [EC Procurement Threshold for Services](#)



### **Alternatives considered / rejected:**

An alternative approach would be to make more use of short term contracts but that is not as cost effective and does not provide clarity for our staff and increases administrative workloads.

We reject the option of reducing our operational establishment figures as we would be unable to maintain minimum numbers of firefighters on appliances leaving us unable to implement safe systems of work and provide the same level of emergency response to the public.

### **Impact Assessment:**

Identify any potential impacts of the policy or proposed service change on the population as a whole, or on particular groups. It might be helpful to think about the largest impacts or the key parts of the policy or proposed service change first, identifying any risks and actions, before thinking in more detail about particular groups, staff, other Council services, providers etc.

It is worth remembering that 'impact' can mean many things, and can be positive as well as negative. It could for example relate to access to services, the health and wellbeing of individuals or communities, the sustainability of supplier business models, or the training needs of staff.

We assess the impact of decisions on any relevant community, but with particular emphasis on:

- Groups that share the nine protected characteristics
  - age
  - disability
  - gender reassignment
  - pregnancy and maternity
  - race – this includes ethnic or national origins, colour or nationality
  - religion or belief – this includes lack of belief
  - sex
  - sexual orientation
  - marriage and civil partnership
- Rural communities
- Areas of deprivation

We also assess the impact on:

- Staff
- Other council services
- Other providers of council services

- Any other element which is relevant to the policy or proposed service change
- How it might improve the economic, social, and environmental of the area affected by the contract **if** the Public Services (Social Value) Act 2012 applies

For every community or group that you identify a potential impact you should discuss this in detail, using evidence (from data, consultation etc.) where possible to support your judgements. You should then highlight specific risks and any mitigating actions you will take to either lessen the impact, or to address any gaps in understanding you have identified.

If you have not identified an impact on particular groups, staff, other Council services, providers etc. you should indicate this to demonstrate you have considered it.

<b>Impact on Individuals and Communities:</b>
---

**Community / Group being assessed (as per list above – e.g. age, rural communities – do an assessment for each one on the list)**

Summarise the specific requirements and/or potential impact on this community / group, and then highlight the most significant risks and mitigating action that has been or will be taken.

<b>Risks</b>	<b>Mitigations</b>
<ul style="list-style-type: none"> <li>▪ age</li> <li>▪ disability</li> <li>▪ gender reassignment</li> <li>▪ pregnancy and maternity</li> <li>▪ race – this includes ethnic or national origins, colour or nationality</li> <li>▪ religion or belief – this includes lack of belief</li> <li>▪ sex</li> <li>▪ sexual orientation</li> <li>▪ marriage and civil partnership</li> <li>○ Rural communities</li> <li>○ Areas of deprivation</li> </ul>	<p>The changes proposed result in no change to service provision other than the way in which resources are provided on occasions. There is no identifiable impact on any of the protected characteristics.</p>
<p>The inability to provide minimum levels of crewing resulting in a limitation of emergency response actions to the public</p>	<p>We have fall back positions available to us and can reallocate staff from other roles if needed although this is not preferable as a result of the impacts on strategic objectives.</p>

**Impact on Staff:**

Summarise the specific requirements and/or potential impact on staff, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
Staff volunteer to work for a period of time which is not safe or good for their well-being based on their overall work hours	Monitoring systems will be introduced to ensure that staff are working within safe limits and appropriate rest periods are maintained
The Fire Brigade's Union may adversely react to the proposal	Communications and conversation around the thoughts and considerations that have been completed

**Impact on other Council services:**

None identified

Risks	Mitigations

**Impact on providers:**

None identified

Risks	Mitigations

**Social Value**

*If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.*

**How might the proposal improve the economic well-being of the relevant area?**

How might the proposal improve the environmental well-being of the relevant area?

**Action plan:**

Summarise the actions that will be taken as a result of the assessment, including when they will be completed and who will be responsible. It is important that the officer leading on the assessment follows up to make sure the actions are completed, and updates the assessment as appropriate. Any significant risks identified should also be added to the appropriate service or directorate risk register, to ensure they are appropriately managed and reviewed.

Action	By When	Person responsible

**Monitoring and review:**

March 17 – After consultation  
 June – review after initial changes have been implemented  
 October – review of lean process outcomes

**Person responsible for assessment:**

Version	Date	Notes (e.g. Initial draft, amended following consultation)
1	06/12/16	