



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 23 January 2018 at 2.00 pm

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

Peter Clark
Chief Executive

January 2018

Committee Officer: **Sue Whitehead**

Tel: 07393 001213; E-Mail: sue.whitehead@oxfordshire.gov.uk

Membership

Councillors

Ian Hudspeth	Leader of the Council
Mrs Judith Heathcoat	Deputy Leader
Lawrie Stratford	Cabinet Member for Adult Social Care
Steve Harrod	Cabinet Member for Children & Family Services
Lorraine Lindsay-Gale	Cabinet Member for Property & Cultural Services
Yvonne Constance OBE	Cabinet Member for Environment
David Bartholomew	Cabinet Member for Finance
Hilary Hibbert-Biles	Cabinet Member for Public Health & Education
Mark Gray	Cabinet Member for Local Communities

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

Date of next meeting: 12 February 2018

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 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.

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 10)

To approve the minutes of the meeting held on 19 December 2017 (**CA3**) and to receive information arising from them.

4. Questions from County Councillors

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

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

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

5. Petitions and Public Address

6. Service & Resource Planning Report - 2018/19 - January 2018 (Pages 11 - 174)

Cabinet Member: Finance

Forward Plan Ref: 2017/100

Contact: Katy Jurczynszyn, Strategic Finance Manager (Finance, Startegy & Monitoring)

Tel: 07584 909518

Report by Director for Finance (**CA6**).

This report is the final report to Cabinet in the series on the service & resource planning process for 2018/19 to 2021/22, providing councillors with information on budget issues for 2018/19 and the medium term. The report sets out the draft council tax precept for 2018/19, the revenue budget for 2018/19, the Medium Term Financial Plan (MTFP) to 2021/22, the Capital Programme to 2027/28 as well as supporting strategies. Information outstanding at the time of the Cabinet meeting will be reported to Council when it considers the budget on 13 February 2018.

Cabinet's budget proposals take into consideration the latest information on the council's financial position outlined in this report; comments from the Performance Scrutiny Committee meeting on 14 December 2017 as well as 4 January 2018; and comments from the public consultation on the budget. As final notification of some funding streams is awaited, some further changes may be made to the budget proposals ahead of full Council on 13 February 2018.

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

Section 1 – Leader of the Council's overview

Section 2 – Corporate Plan

Section 3 – Chief Finance Officer's statement on the budget

Section 4 – Budget Strategy and Capital Programme

This report forms the basis of Section 4 to that report and the annexes are numbered on that basis. In addition, the report also sets out for approval the review of charges which were included in the report to Cabinet in December 2017.

Cabinet is RECOMMENDED to approve:

(a) The Review of Charges for 2018/19;

(b) The Financial Strategy;

(c) The Earmarked Reserves and General Balances Policy Statement 2018/19 including the creation of the Budget Prioritisation Reserve.

Cabinet is RECOMMENDED to RECOMMEND Council to approve:

(a) in respect of revenue:

(1) a budget for 2018/19 and a medium term plan to 2021/22, based on the proposals set out in Section 4.2;

(2) a council tax requirement (precept) for 2018/19;

(3) a council tax for band D equivalent properties;

(4) virement arrangements to operate within the approved budget;

(b) in respect of treasury management:

(1) the Treasury Management Strategy Statement and Annual Investment Strategy for 2018/19;

(2) to continue to delegate the authority to withdraw or advance additional funds to/from external fund managers to the Treasury Management Strategy Team;

(3) that any further changes required to the 2018/19 strategy be delegated to the Director of Finance 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 4.8;

(5) Minimum Revenue Provision Methodology Statement as set out in

- Appendix B of Section 4.8;**
- (6) The Specified Investment and Non Specified Investment instruments as set out in Appendix C and D of Section 4.8;**
 - (7) The Treasury Management Policy Statement as set out in Appendix E of Section 4.8;**
- (c) In respect of capital:**
- (1) The Capital Strategy for 2018/19 -2027/28**
 - (2) A Capital Programme for 2017/18 to 2027/28 as set out in Section 4.10.1 including:**
 - (i) the new capital proposals as set out in Section 4.10.2 (Appendix 3);**
 - (ii) the Highways Structural Maintenance Programme 2018/19 and 2019/20 as set out in Section 4.10.3;**
- (d) to delegate authority to the Leader of the Council, following consultation with the Director of Finance and the Cabinet Member for Finance, to make appropriate changes to the proposed budget.**

7. Corporate Plan (Pages 175 - 272)

Cabinet Member: Deputy Leader

Forward Plan Ref: 2017/146

Contact: Ben Threadgold, Policy & Performance Service Manager; Tel: 07867 467838

Report by Chief Executive (**CA7**).

The Plan sets out the County Council's overarching strategy for the period 2018-2021. It states our updated vision for thriving communities in Oxfordshire and describes the council's main priorities and the specific actions that will be taken in the period to March 2019.

A short, public-facing document (the 'prospectus') has been produced and published which summarises the council's vision and priorities; we anticipate this document to be widely distributed and read by residents. The attached document expands on the prospectus, drawing together as much as possible of what we do, how we do it and how we are changing. We anticipate will be of interest to Councillors, staff, partners, inspectors and residents with a specific interest.

Cabinet is RECOMMENDED to:

- (a) note the Draft Corporate Plan and make suggestions for improvements where necessary;**
- (b) RECOMMEND that the Draft Corporate Plan (subject to amendments) be agreed by Council;**
- (c) delegate authority for final additions and changes to be agreed by the Leader and the Chief Executive on behalf of Cabinet.**

8. **Transition Fund for Community Initiatives for Open Access Children's Services - Round 5** (Pages 273 - 292)

Cabinet Member: Local Communities

Forward Plan Ref: 2017/149

Contact: Sarah Jelley, Senior Policy & Performance Officer Tel: 07554 103437

Report by Assistant Chief Executive (**CA8**).

In February 2016, the Council agreed to set aside £1m for creating a 'one off' fund to provide pump priming to support the provision of open access children's services.

In September 2017 Cabinet agreed the proposed use of the underspend of £232,674 for further rounds of grant funding and a cross party group of councillors bringing proposals back to Cabinet for decision.

The working group have considered the applications under the fifth round of bids against the criteria outlined in the guidance notes with recommendations to Cabinet.

The Cabinet is RECOMMENDED to:

(a) approve for funding the following bids:

- a. Happy Hub Cholsey***
- b. Sutton Courtney Stay and Play Group***
- c. Thomas Gifford Trust***

(b) ask that further work is conducted to develop more robust business plans and reapply for funding under the next round of applications:

- d. Banbury & District Community Bus Project***

(c) decline for funding the following bid:

- e. Oxford Baby Café Group***

9. **Daytime Support Grants - January 2018** (Pages 293 - 326)

Cabinet Member: Adult Social Care

Forward Plan Ref: 2017/111

Contact: Rebecca Lanchbury, Commissioning Officer (Older People) Tel: 07584 481255

Report by Deputy Director for Joint Commissioning (**CA9**).

There are grant funds available to support the continuation and development of community and voluntary sector daytime support opportunities in Oxfordshire. Further information about these funds is available on the council website: <https://www.oxfordshire.gov.uk/cms/public-site/daytime-support>.

This paper relates to the Sustainability and Transition Grant Fund for 2018/19, to support community and voluntary sector daytime support services to continue and flourish. There is £500,000 available in this fund.

As per the agreed cross-party panel decision making process, the cross-party panel reviewed the applications and assessed them against the grant criteria as set out in the guidance. This process was supported by officer recommendations.

This paper sets out the cross-party panel's final recommendations for allocation of the Sustainability and Transition Fund in 2018-19, for decision by Cabinet.

Cabinet is RECOMMENDED to:

- (a) Congratulate the voluntary sector for its dedication and commitment to continuing to provide much valued services, and managing this transition process;***
- (b) approve for funding the bids listed under 27 (a) above;***
- (c) approve for funding the bids listed under 27 (b) above, subject to conditions as set out in the cross-party panel recommendations (Annex 2);***
- (d) approve for funding the bids listed under 27 (c) above, recognising the split between the sustainability and transition elements, with the transition elements awarded for specified to increase sustainability and innovation;***
- (e) approve the recommended funding amount for the bids listed under 27 (d) above;***
- (f) approve the recommended funding amount for the bids listed under 27 (e) above, recognising the split between the sustainability and transition elements, with the transition elements awarded for specified initiatives to increase sustainability and innovation;***
- (g) approve transferring the remaining amount, as set out under 26 (f) above, to the Innovation Fund 2018-19.***

10. Business Management & Monitoring Report for Quarter 2 - 2017/18 - January 2018 (Pages 327 - 344)

Cabinet Member: Deputy Leader

Forward Plan Ref: 2017/101

Contact: Ian Dyson, Assistant Chief Finance Officer (Assurance) Tel: 07393 001250

Report by Assistant Chief Finance Officer (Assurance) (**CA10**).

This paper provides details of performance for quarter two 2017-18 for the Cabinet to consider. The report is required so that the Cabinet can monitor the performance of the Council in key service areas and be assured that progress is being made to improve areas where performance is below the expected level.

The Cabinet is RECOMMENDED to:

- (a) note the performance set out in this report;***
- (b) note the ongoing work to improve business management and performance reporting.***

11. Delegated Powers - January 2018

Cabinet Member: Leader

Forward Plan Ref: 2017/102

Contact: Sue Whitehead, Principal Committee Officer Tel: 07393 001213

Report by Director of Law & Governance (**CA11**).

Schedule below reporting on a quarterly basis executive decisions taken under the specific powers and functions delegated under the terms of Part 7.2 of the Council's Constitution.

Not for call in.

<i>Date</i>	<i>Subject</i>	<i>Decision</i>	<i>Reasons for Urgency</i>
5 Septem ber 2017	Request for Exemption from tendering requirements under the Contract Procedure Rules - Provision of consultancy services from the Social Care Institute for Excellence (SCIE).	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules for the provision of consultancy services from the Social Care Institute for Excellence (SCIE) at a cost of £98,880 plus expenses, contingency and VAT.	To ensure the work is completed to the necessary timescales.
7 Novem ber 2017	Request for Exemption from tendering requirements under the Contract Procedure Rules - Provision of Learning Disability Respite Services	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules for the extension of contracts for the provision of learning disability respite services from Brandon Trust, Camden and Dimensions at an additional cost of £11,437.	In order to keep the contracts co-terminus whilst addressing the points below, to retain the opportunity to tender for a single provider to start in September 2018.
21 Decem ber 2017	Request for exemption from tendering under Contract	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules for award of a housing nominations agreement with	The completed legal agreements give the Property developers Fairhome comfort to proceed with the

	Procedure Rule (CPR) 20 in respect of the award of a housing nominations agreement for service users with learning disabilities with complex needs	Fairhome Group for service users with learning disabilities with complex needs at a cost of £384,384 (over a 4 year period).	property purchasers.
21 December 2017	Request for Exemption from tendering requirements under the Contract Procedure Rules - Provision of Consultancy Services by iMPower	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules for the provision of consultancy services by iMPower in respect of a system to identify the needs of our looked after children, prior to and at the point that they came into care at a cost of £230,000.	In order to put a system in place as soon as possible.

12. Forward Plan and Future Business (Pages 345 - 348)

Cabinet Member: All

Contact Officer: Sue Whitehead, Committee Services Manager Tel: 07393 001213

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include "updating of the Forward Plan and proposals for business to be conducted at the following meeting". Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA12**. This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

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

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

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CABINET

MINUTES of the meeting held on Tuesday, 19 December 2017 commencing at 2.00 pm and finishing at 2.46 pm

Present:

Voting Members: Councillor Ian Hudspeth – in the Chair
Councillor Mrs Judith Heathcoat
Councillor Lawrie Stratford
Councillor Yvonne Constance OBE
Councillor David Bartholomew
Councillor Hilary Hibbert-Biles
Councillor Mark Gray

Other Members in Attendance: Councillor Liz Brighthouse (Agenda Item 7)
Councillor Helen Evans (Agenda Items 6 & 7)
Councillor John Sanders (Agenda Items 8 & 9)

Officers:

Whole of meeting	Nick Graham (Director of Law & Governance); Sue Whitehead (Resources Directorate)
Part of meeting	
Item	Name
6 & 7	Lorna Baxter, Director of Finance
8 & 9	Peter Day, Minerals & Waste Policy Team Leader

The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting, and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and schedule, copies of which are attached to the signed Minutes.

93/17 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

Apologies were received from Councillor Steve Harrod and Councillor Lorraine Lindsay-Gale.

94/17 MINUTES

(Agenda Item. 3)

The Minutes of the meeting held on 28 November 2017 were approved and signed subject to the following amendment:

Minute 88/17 – Penultimate paragraph of the preamble amended to read:

‘Councillor David Bartholomew, Cabinet Member for Finance, replied to the comments made and expressed his satisfaction that performance against budget was good. He hoped that would continue and although it was right to ask questions we were over performing and this cautious approach would continue. The risk around Brexit was being considered and would be reported to the Audit & Governance Committee. On ethical investment there was no specific policy. The primary objective was the security of investments that led to investment being with banks, building societies and some external funds.’

95/17 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Councillor Phillips had given notice of the following question to Councillor Constance:

‘The Oxford Transport Strategy LTP4 proposes on Page 23 ‘a crossing of the A40 east of Headington roundabout (linking Barton and Risinghurst)’. This commitment recognises the danger for pedestrians having to dodge traffic to cross 2 dual carriageways of the A40 at the bottom of Collinwood Road. There is a primary school in Barton, a post office and a pub in Risinghurst and thriving faith groups in both communities. Good reasons for why people cross this road. Can you let me know when the commitment to install this crossing will be fulfilled?’

Councillor Constance replied:

This scheme remains an aspiration but is currently unfunded. We will seek to secure funding from future planning applications in the area, or other sources if appropriate. Whilst it is recognised that this scheme would fulfil an important local function, it would not deliver wider strategic benefits or help to deliver significant economic or housing growth, which unfortunately limits our ability to secure funding for the scheme, since most of our funding for transport schemes currently comes from competitive growth-related government funds.

Supplementary: In response to a further question Councillor Constance expressed surprise that there had been no Section 106 money associated with the existing development and on hearing that it was judged to be too far away gave a commitment to pursue Section 106 funding for future development. In the meantime Councillor Constance undertook to discuss the matter with officers to see what if anything could be done to make it safer.

Councillor Howson had given notice of the following question to Councillor Hibbert-Biles:

‘The viability and longevity of the Oxfordshire Strategic Schools Partnership Board (OSSPB) will depend on the financial model that can be ensured for

the future. The Board initially secured funding through the generous support of the OCC and Schools Forum.’ How much funding was provided by Oxfordshire County Council for 2017-18 and will that funding continue into 2018-19?

Councillor Hibbert-Biles replied:

“The SSPB received £250,610 on the 16th of March 2016 under the proviso of a one off sum. As the board is not a legal entity the money was actually transferred to the Vale Academy Trust under a funding agreement. Our understanding is that the SSPB has sufficient funding remaining to extend the agreement for up to 2 more years.

OCC will continue to provide a clerk for both the SSPB board and its operational boards through core funding.

There is no plan to provide the SSPB with any further funding from the council’s core budget. Additional monies for strategic school improvement must be applied for by bidding for the strategic school improvement fund held by central government.

SSPB will need to identify suitable legal entity organisations to bid for money for strategic school improvement on their behalf”

96/17 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

The Leader of the Council had agreed the following requests to address the meeting:-

Item	Speaker
6. Financial Monitoring	Councillor Helen Evans, Shadow Cabinet Member for Finance
7. Service & Resource Planning	Councillor Helen Evans, Shadow Cabinet Member for Finance Councillor Liz Brighthouse, Chairman of Performance Scrutiny Committee
8. Minerals & Waste Development Scheme 2018	Councillor John Sanders, Shadow Cabinet Member for Environment
9. Local Aggregate Assessment	Councillor John Sanders, Shadow Cabinet Member for Environment

97/17 2017/18 FINANCIAL MONITORING & BUSINESS STRATEGY DELIVERY REPORT - OCTOBER 2017

(Agenda Item. 6)

Cabinet considered the third financial monitoring report for 2017/18 that focused on the delivery of the 2017/18 budget based on projections at the end of October 2017. Parts 1 and 2 include projections for revenue, reserves and balances. Capital Programme monitoring and update was included at Part 3.

Councillor Helen Evans, Shadow Cabinet Member for Finance, expressed concern at the increase in the projected overspend and in particular at the increased overspend in CEF. She sought assurances that there would not be further increases. There was a need to look after the most vulnerable but there was also a need to be able to have confidence in the forecast and also confidence that the increase was due to increased demand and not to problems with the system/processes. She queried how the out of county SEND placements could be reduced and commented on the underspend in public health. Councillor Evans welcomed the look ahead at capital spend but noted that it was difficult to see the reasons for variations. She asked that consideration be given to including further commentary on variations in future reports.

Councillor Bartholomew responded to the points made and agreed that the CEF overspend was a matter of concern but it was necessary to meet statutory requirement and to do everything possible to protect vulnerable children. He added that he was able to say with confidence that there was rising demand. He clarified that the underspend in public health was not related to the ring fenced element.

Councillor Bartholomew moved the recommendations.

RESOLVED: to:

- (a) note the report;
- (b) approve the virement requests set out in Annex 2a;
- (c) note the Virements set out in Annex 2b;
- (d) approve the bad debt write offs set out in paragraphs 37 to 40;
- (e) note the Treasury Management lending list at Annex 3;
- (f) approve the updated Capital Programme at Annex 7 and the associated changes to the programme in Annex 6c;
- (g) approve the contractual commitment for construction of the new Secondary School in South West Bicester, with a total budget of £16.0m;

- (h) delegate to the Director of Finance and Strategic Director for Communities in consultation with the Leader of the Council to approve the stage 2 Full Business Case and the award of the construction contract for the new Secondary School in South West Bicester;
- (i) approve the total project budget of £15.8m, including the release of £4.2m towards the delivery of the slip road at A34/A4183 junction at Lodge Hill; and
- (j) approve an increase in the capital programme to reflect the budget for the master site plans for Drayton and Deddington Depots to £4.5m and delegate authority to the Director of Finance on the funding option to support the capital investment.

98/17 SERVICE & RESOURCE PLANNING REPORT - 2018/19 - DECEMBER 2017

(Agenda Item. 7)

Cabinet considered the second in the series on the Service & Resource Planning process for 2018/19 which will culminate in Council setting a budget for 2018/19 and a medium term financial plan to 2021/22 in February 2018.

The report set out the:

- new financial strategy principles;
- new improvements and investments plus pressures and savings for 2018/19 and the medium term;
- key announcements of the Autumn Budget announced on 22 November 2017;
- review of charges for 2018/19; and
- capital programme portfolios for 2018/19 to 2027/28.

In addition Cabinet had before them an addenda setting out a change to Section 14 of Annex 2b – Resources – Registration Service – Review of Charges 2018/19.

Councillor Evans, Shadow Cabinet Member for Finance, referred to the continuing difficult financial situation the Council was in and noted that balancing the budget was contingent on reducing the numbers needing the County Council's help. She queried how realistic this was when the new financial year was only 3 months away. There were plans in place to reduce demand but these will take time to take effect. She was concerned that the Council could find itself in the same position next year but with less reserves having had to use them in 2018/19. Councillor Evans also referred to the changes in adult social care and the impact on users. In another year of financial savings the risks were higher and reserves lower.

Councillor Brighouse, Chairman of Performance Scrutiny Committee thanked Cabinet Members and officers for their attendance at the meeting on 14 December which had been a very useful session. The Committee had considered the budget in detail and she highlighted a number of issues raised by it:

- The Committee had queried whether a greater sum could come from the Transformation Programme. The Committee would be discussing this with PwC.
- There was concern at the use of reserves.
- Inflation increases were also a cause for concern.
- Income generation was seen as a key issue by one member.
- Issues around the forward plan in relation to forward funding
- The potential impact of the move to a unitary authority has not been factored in.

In terms of specific services concerns had been raised in respect of children, education and families and adult social care. Of particular concern was the position with regard to home to school transport and special educational need and disability (SEND) issues. On SEND the Committee had recently received a report highlighting some of the issues and she queried whether it was an issue that the County Council needed to be looking to central government for funding.

Councillor Brighouse expressed concern at the reliance on the market in the provision of services to the most vulnerable in society and commented that the Council needed a stake in the provision of these services. With regard to keeping children out of care there was concern expressed about the risks of children being taken into care and that there was a need for tangible support for schools who were at the front line. Finally consideration should be given to the way the Council reacts in terms of its own assets including the workforce, buildings and land.

In response to questions Councillor Brighouse explained that the help needed by schools was to answer their concerns that schools lacked the expertise to judge what help a child needed and whether children's services intervention was necessary. Councillor Brighouse commented the big issues for the Committee were around changes to adult social care. The impact of changes to the ASC Contributions Policy was of concern, particularly the postcode lottery of the full cost recovery proposals and the scale of impact of DRE changes on most vulnerable). The Committee intended to review this regularly

Councillor Bartholomew responded to the comments made, thanking Councillor Brighouse and Performance Scrutiny Committee for carrying out a thorough review. With regard to the funding of children's services he agreed that the confidence level that the funding was right was not as high as he would like it to be. Discussions were on going and he expected that the funding for children's services would increase. The Transformation Programme was in progress and although it could result in more than £15m

he preferred to leave it at its current level for the moment. On adult social care there was no postcode lottery with the charges being just a reflection of the costs in the area in which a person lived.

Councillor Bartholomew introduced the report and addenda and in moving the recommendations highlighted the bullet points on page 61 of the agenda pack.

RESOLVED: to take the issues set out in the report and addenda into consideration in forming their proposed budget for 2018/19, Medium Term Financial Plan to 2021/22 and Capital Programme to 2027/28.

99/17 OXFORDSHIRE MINERALS AND WASTE DEVELOPMENT SCHEME 2017

(Agenda Item. 8)

The County Council must prepare and maintain a Minerals and Waste Development Scheme, setting out the programme for production of the Minerals and Waste Local Plan. The original Oxfordshire Minerals and Waste Development Scheme came into effect in May 2005 and a number of revisions have been made since then, most recently in February 2016. Part 1 of the Plan, the Core Strategy was adopted in September 2017 but the prolonged examination of that plan has delayed commencement of work on Part 2 of the Plan - the Site Allocations. The timetable for preparation of the Site Allocations plan in the most recent revision of the Development Scheme is therefore now out of date. Cabinet considered a report seeking approval of the revised Development Scheme.

Councillor John Sanders, Shadow Cabinet Member for Environment referred to the delays in the development of the Plan and that it was good that Part 1 was now adopted. The delay in producing Part 2 was understandable given the earlier delays with Part 1. He noted the proposed timetable included an additional 4 months to the current timings and hoped that this was now a sound estimate. The report at pages 193-194 detailed milestones and he would wish to see reports to the Minerals & Waste Cabinet Advisory Group (CAG) in order to track progress.

Councillor Constance in moving the recommendations thanked Peter Day for his efforts and welcomed the suggestion from Councillor Sanders for regular reports to the Minerals & Waste CAG. Peter Day added that he was happy to bring reports to the CAG at each key stage of the process. In respect of the timetable they would hope to prune it back but it was the best estimate of a realistic timescale based on experience.

RESOLVED: (by 6 votes for to 1 against) to:

- (a) approve the Oxfordshire Minerals and Waste Development Scheme (Eighth Revision) 2017 at Annex 1, subject to final detailed amendment and editing, to have effect from 8 January 2018;

- (b) authorise the Director for Planning & Place to:
 - (i) carry out any final detailed amendment and editing of the Oxfordshire Minerals and Waste Development Scheme that may be necessary, in consultation with the Cabinet Member for Environment;
 - (ii) take the necessary steps to bring the revised Scheme into effect from 8 January 2018 and publish the revised Scheme, in accordance with Sections 15 and 16 of the Planning and Compulsory Purchase Act 2004 (as amended).

100/17 OXFORDSHIRE LOCAL AGGREGATE ASSESSMENT 2017

(Agenda Item. 9)

Government planning policy in the National Planning Policy Framework (NPPF) requires the County Council to prepare an annual Local Aggregate Assessment (LAA). The LAA establishes the amount of provision for mineral working that should be made in the Minerals and Waste Local Plan and it can also be a material consideration in the determination of planning applications for mineral working. The current LAA 2014 was approved by the Cabinet in November 2014. Updated information on sales and reserves of aggregates in Oxfordshire, for 2014, 2015 and 2016, is now available. Following the adoption of the Core Strategy, Cabinet considered a report seeking approval of a revised LAA, taking into account this more up to date information.

Councillor John Sanders agreed with the conclusions set out at paragraph 6.6 of the draft LAA document and looked forward to the next review as this was an issue that needed to be monitored.

RESOLVED: to

- (a) approve the Oxfordshire Local Aggregate Assessment 2017 at Annex 1 for use as the basis for provision for mineral working in the Oxfordshire Minerals and Waste Local Plan and for calculating the Oxfordshire landbank;
- (b) authorise the Director for Planning and Place in consultation with the Cabinet Member for Environment to make any necessary minor corrections and amendments and publish the Oxfordshire Local Aggregate Assessment 2017 on the Council website.

101/17 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 10)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet together with changes and additions set out in the schedule of addenda.

RESOLVED: to note the items currently identified for forthcoming meetings.

..... in the Chair

Date of signing 2018

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Division(s): N/A

CABINET – 23 JANUARY 2018

SERVICE & RESOURCE PLANNING 2018/19 – 2021/22

Report by the Director of Finance

Introduction

1. This report is the final report to Cabinet in the series on the service & resource planning process for 2018/19 to 2021/22, providing councillors with information on budget issues for 2018/19 and the medium term. The report sets out the draft council tax precept for 2018/19, the revenue budget for 2018/19, the Medium Term Financial Plan (MTFP) to 2021/22, the Capital Programme to 2027/28 as well as supporting strategies. Information outstanding at the time of the Cabinet meeting will be reported to Council when it considers the budget on 13 February 2018.
2. Cabinet's budget proposals take into consideration the latest information on the council's financial position outlined in this report; comments from the Performance Scrutiny Committee meeting on 14 December 2017 as well as 4 January 2018; and comments from the public consultation on the budget. As final notification of some funding streams is awaited, some further changes may be made to the budget proposals ahead of full Council on 13 February 2018.
3. The service & resource planning report to Council in February will be set out in four sections:

 Section 1 – Leader of the Council's overview
 Section 2 – Corporate Plan
 Section 3 – Chief Finance Officer's statement on the budget
 Section 4 – Budget Strategy and Capital Programme
4. This report forms the basis of Section 4 to that report and the annexes are numbered on that basis. In addition, the report also sets out for approval the review of charges which were included in the report to Cabinet in December 2017.

Section 4	Budget Strategy and Capital Programme
4.1	Draft medium term financial plan (MTFP) 2018/19 – 2021/22
4.2	Improvement & Investment proposals and Pressures & Savings proposals
4.2.1	Changes since December 2017 Cabinet Report
4.3	Draft Council Tax 2018/19
4.4	Draft detailed revenue budget 2018/19
4.5	Virement Rules for 2018/19
4.6	Financial Strategy
4.7	Earmarked Reserves and General Balances Policy Statement 2018/19

4.7.1	Earmarked Reserves 2017/18 – 2021/22
4.8	Treasury management strategy statement and annual investment strategy for 2018/19 (including prudential indicators and minimum revenue provision policy statement)
4.9	Dedicated Schools Grant provisional allocation 2018/19
4.10	Capital Strategy
4.10.1	Draft Capital Programme 2018/19 – 2027/28
4.10.2	Capital Portfolio Allocations 2018/19 – 2027/28
4.10.3	Highways Structural Maintenance Programme 2018/19 – 2019/20
4.11	Comments from Performance Scrutiny Committee
4.12	Budget consultation report

Corporate Plan

5. A new Corporate Plan will be presented to Council for approval in February 2018 as Section 2, alongside the budget and Medium Term Financial Plan. The plan will reflect the Council's strategy and priorities as articulated in the new vision and recently published prospectus, and set out how these will be achieved over the coming years.
6. The Corporate Plan will be based on the Council's vision: **Thriving communities for everyone in Oxfordshire.**
7. This reflects the outcomes from resident focus groups over the summer, and a strong desire to recognise the importance of communities that people identify with as fundamental to people's lives. The theme of Thriving Communities will be the basis for further engagement activity over the coming year in helping to refine and define what this means to people, and how the council can enable and support them.

Overview and advice from the Chief Finance Officer

8. Under Section 25 of the Local Government Act 2003, the Chief Finance Officer (Director of Finance) is required to report on the robustness of the estimates made in determining the council tax requirement and on the adequacy of the proposed financial reserves. This assessment will be included in Section 3 of the report to Council in February 2018.

Draft Budget 2018/19 and Medium Term Financial Plan to 2021/22

9. In September 2017, Cabinet agreed that the Medium Term Financial Plan (MTFP) to be agreed by Council on 13 February 2018 would cover the four years 2018/19 to 2021/22. A draft MTFP for 2018/19 to 2021/22 is set out in Section 4.1, this is based on the latest information on financing available to the Council following the Provisional Local Government Finance Settlement plus the new improvement and investment proposals and pressures and savings proposals as set out in Section 4.2 to this report.

10. Section 4.3 provides a draft of the council tax calculation including the council tax requirement for 2018/19 and the Band D council tax equivalent. The draft detailed budget for 2018/19 is set out at Section 4.4.

Provisional Local Government Finance Settlement

11. On 19 December 2017, the Provisional Local Government Finance Settlement was announced by the Secretary of State for Communities and Local Government, Sajid Javid MP. The announcement set out provisional allocations for 2018/19 as well as 2019/20. The publication of the Draft 2018/19 Local Government Finance Report was the start of a consultation period that ended on 16 January 2018. The final settlement is therefore not expected until the first week of February 2018.
12. This year's settlement is the third year of the current four-year Spending Review period and the four-year funding offer for local authorities (2016/17 to 2019/20). Following submission of an Efficiency Plan to the Department for Communities and Local Government (DCLG)¹, the Council had notification that it is formally on a four-year settlement on 17 November 2016.
13. The key aspects of the Provisional Local Government Finance Settlement are:

Referendum limit and Adult Social Care Precept

14. Councils will be able to raise general council tax by a further 1% in 2018/19 and 2019/20 in line with current levels of inflation without the need for a referendum. The referendum limit is therefore increased from 2% to 3%.
15. The continuation of the Adult Social Care precept has been confirmed including the additional flexibility to raise the precept to 3% in 2018/19 but by no more than 6% over the three years 2017/18 to 2019/20.

New Funding Formula

16. Alongside the settlement, a consultation has been published on the future distribution of funding in local government and introduction of a new methodology in April 2020. This consultation on relative need will be the first in a series ahead of its implementation. Further consultations are expected on relative resources and transition arrangements.
17. At the same time as the implementation of a new funding methodology, local government will also retain 75% of business rates. This will be achieved solely by using the business rates to fund existing grants received by councils, such as public health and revenue support grant. It will not include the devolution of additional responsibilities as originally planned.
18. As part of the four-year funding settlement to 2019/20 and the change in methodology of distributing Revenue Support Grant and Business Rates to 'core

¹ Renamed Ministry for Housing, Communities & Local Government on 9 January 2018. New name will be reflected in all reports going forward.

funding² some authorities, including Oxfordshire, have a 'negative Revenue Support Grant'. For Oxfordshire, this is £6.2m in 2019/20. Following significant lobbying, the Secretary of State for Communities and Local Government announced that there will be a consultation in the Spring 2018 on "fair and affordable options" to address this.

100% Business Rates Retention Pilots 2018/19

19. Ten areas have been accepted as 100% business rates retention pilots in 2018/19. These are Berkshire, Derbyshire, Devon, Gloucestershire, Kent and Medway, Leeds, Lincolnshire, Solent, Suffolk and Surrey. Oxfordshire's proposal was not successful.

New Homes Bonus

20. There are no new changes to the new homes bonus arrangements to ensure continuity. The baseline of housing growth councils must achieve in order to receive payment has been maintained at 0.4%. This follows consultation on withholding or reducing the payments from councils that were 'not planning effectively for new homes' or that lost planning appeals.
21. Savings from the New Homes Bonus in 2017/18 were allocated to local authorities as the £241m Adult Social Care Support Grant. Nothing has been announced for the 2018/19 savings.
22. The Council's New Homes Bonus provisional allocation for 2018/19 is £3.4m, £0.3m higher than the amount assumed in the current MTFP.

Other announcements as part of the settlement

23. The Council's Improved Better Care Fund allocation has been confirmed as £7.5m for 2018/19. This comprises £6.4m improved Better Care Fund grant as announced in the Budget Statement in March 2017, plus £1.1m funding announced in 2016/17 and already built into the Medium Term Financial Plan. The use of this funding will need to be agreed with Health Partners.
24. The Rural Services Delivery Grant for 2018/19 has been increased to £65m in line with 2017/18. Oxfordshire does not receive any Rural Services Grant.
25. As part of the spending Review in 2015, the government announced a temporary three-year capital receipts flexibility giving local authorities the ability to use capital receipts on the revenue costs of transformation projects, subject to a Flexible Use of Capital Receipts Strategy being agreed by Council prior to the year of use. The ability to Continuation of capital receipts flexibilities for a further 3 years to 1 April 2021.

² Core funding includes an authority's ability to raise council tax. This resulted in a much lower funding allocation for many shire areas.

Outstanding Information

26. There are several areas where information is still provisional and on which assumptions are included in the budget and capital programme for 2018/19:
- Final local government finance settlement, including the revenue support grant and the business rates top-up
 - Local business rates forecasts
 - Surpluses/shortfalls on council tax and business rates collection funds
 - Several grant notifications including Extended Rights to Free Travel, Fire Revenue Grant, Local Reform and Community Voices grant and the School Condition Capital Grant.
27. Any changes once this information is finalised could have an impact on the budget or capital programme. Any changes to the provisional assumptions will be reported to Council in February 2018 by the Director of Finance. All Councillors will be notified of any updated information once it is received.
28. In light of the information outstanding, it is proposed that authority is delegated to the Leader of the Council, following consultation with the Director of Finance and the Cabinet Member for Finance, to make appropriate changes to the Cabinet's proposed budget ahead of the Council meeting on 13 February 2018.

Draft Budget 2018/19

29. The table below sets out the funding available for 2018/19 and the net operating budget for 2018/19. The net operating budget represents the gross expenditure on council services less specific government grants (such as the Dedicated Schools Grant). Changes from the MTFP for both 2018/19 and over the medium term are explained in the ensuing paragraphs.

	£m
Revenue Support Grant	5.868
Business Rates Top Up	39.034
Non-Domestic Rating Income	32.064
Council Tax Precept	352.026
Council Tax Collection Fund Adjustments	4.688
Business Rates Collection Fund Adjustments	0.000
NET OPERATING BUDGET	433.680

Revenue Support Grant, Business Rates Top-up and Local Business Rates

30. The Revenue Support Grant is one of the funding elements that is guaranteed through the Government's four year offer and therefore the council's allocation is unchanged in 2018/19 and 2019/20.
31. The district councils are required to provide final estimates of the council's share of the locally retained element of business rates for 2018/19 by 31 January 2018, together with the council's share of any surplus/deficit estimated from 2017/18.

There is no movement from the existing MTFP to report at this stage as the information remains outstanding.

32. In the Budget announced in November 2017, the chancellor of the Exchequer announced that from 2018/19 Business Rates Multiplier would be increased by CPI instead of RPI. As part of the Provisional Local Government Finance Settlement, the Council will receive a Grant for compensation of this change. Until the district councils confirm the final estimates of business rates, the actual benefit of this is grant is not known. It is currently estimated at £0.4m and the final position will be reflected in the budget report to Council.
33. The business rate pool established between Cherwell District Council, West Oxfordshire District Council and the County Council in 2014/15 will continue into 2018/19. The pooling arrangement is expected to bring benefits to the area as a whole through reduced levies on business rates growth. This means that Oxfordshire gets to keep more business rate income than it otherwise would have done. For 2018/19 the County Council will receive a 10% share of any growth, in return for taking on a 2.5% share of any losses. The financial benefit for the County Council is expected to be small (approximately £0.2m).

Council Tax requirement

34. A total council tax increase of 5.99% is proposed in 2018/19. This is made up of a 2.99% general increase, just below the council tax referendum threshold of 3%, plus a 3.00% adult social precept as set out in the existing MTFP.
35. A council tax increase of 2.99% is proposed for 2019/20, just below the current referendum level of 3%. However, the referendum limit is subject to levels of inflation rates next autumn so this could change. Beyond 2019/20 a 1.99% increase is proposed.
36. This proposal raises additional council tax income of £3.3m in 2018/19, £3.7m in 2019/20 and a further £0.1m thereafter.
37. The existing MTFP includes a taxbase³ of 248,683 for 2018/19, based on assumed growth of 2.00% in line with increases in the previous two years and the rate of housing growth in Oxfordshire. The report to Cabinet in December 2017 set out that the provisional the taxbase increase was only 1.13%. The final taxbase for 2018/19 has now been confirmed by all district councils at 246,830 an increase of 1.24% from 2017/18. Compared with the December 2017 report this increases the amount of funding available by £0.4m in 2018/19 but is £2.6m less than assumed in the MTFP.
38. As the taxbase increase for 2018/19 was only 1.24% compared to the 2.00% planned, the allocation for the Adult Social Care precept has been revised down by £0.5m from £10.7m to £10.2m.

³ The taxbase is the number of banded properties that the council uses to set the council tax. It is the total number of properties in the county weighted by reference to council tax bands A to H and takes into account discounts and exemptions.

39. The existing MTFP included growth in the taxbase beyond 2018/19 of 1.63% per year. Despite the taxbase only increasing by 1.24% in 2018/19, housing growth is expected to accelerate, therefore an increase of 2.0% per year is proposed for the MTFP period.
40. The draft council tax calculation including the council tax requirement for 2018/19 and the Band D council tax equivalent is set out in Section 4.3.

Council Tax Surpluses/Deficits

41. The latest estimate for the council's share of income from collection fund surpluses and shortfalls for 2018/19 is £4.7m, an increase of £0.7m compared to the MTFP assumption. Each district council must formally notify the County Council of its share of any surpluses or shortfalls on the council tax collection funds within seven working days of 15 January 2018. The final and confirmed position will be notified in due course.

Inflation

42. The report to Cabinet in December 2017 set out anticipated savings in inflation over the medium term based on expected pay award increases and current levels of CPI inflation. However, at the time of publishing the report to Cabinet in December, the National Employers made a final offer on local government pay covering the period 1 April 2018 to 31 March 2020. The award provides a 2% increase in both years, with a higher increase for those on lower pay points to reflect the increase in the National Living Wage. The 2015 Spending Review set out that the average public sector pay increases from 2016/17 up to 2019/20 would continue to be capped at 1.0%. The existing MTFP and the report to Cabinet in December had assumed that this would be applied. The 2017/18 and 2018/19 pay award for Firefighters continues to be negotiated. It is proposed to hold £0.6m from the inflation allowance in Corporate Contingency until the outcome of the negotiation is known. There continues to be no provision for non-pay inflation. Inflation of up to 3% has been applied to contracts based on the relevant price indices for each contract. The total amount of inflation applied to budgets is £5.3m for 2018/19, £0.3m less than the budget of £5.6m.

Function and Funding Changes

43. Function and funding changes relate to changes to local government functions and changes to specific grant allocations. Some allocations for 2018/19 are yet to be confirmed (see paragraph 26) and are based on provisional estimates. The existing MTFP includes funding changes of £9.4m in 2018/19 relating most significantly to reductions in;
 - Transition Grant £4.5m,
 - Social Care Grant £2.3m,
 - New Homes Bonus £1.1m,
 - Education Services Grant £1.0m,
 - Special Educational Needs & Disabilities Grant £0.4m

44. The report to Cabinet in December 2017 included a further reduction of £0.2m in 2018/19 for the Education Services Grant.
45. Following the provisional settlement function and funding changes total £8.9m, £0.7m less than the December 2017 report. The changes arise from:
 - The New Homes Bonus allocation is £0.3m higher than the assumed amount in the existing MTFP;
 - The estimated £0.4m additional Section 31 grant for Business Rates Compensation as mentioned in paragraph 32.
46. Public Health grant allocations for 2018/19 were announced on 21 December 2017. Oxfordshire will receive £30.5m, which is £0.8m less than 2017/18 but in line with expectations. The Department of Health also confirmed that the Public Health Grant ring-fence and grant conditions will remain in place until 31 March 2020. From April 2020, it is expected that the Public Health Grant will be replaced by retained business rates but only on the understanding that appropriate assurance arrangements are in place relating to the use of the funding.

Improvement & Investment proposals and Pressures & Savings proposals

47. The report to Cabinet in December set out the details of improvement and investment proposals as well as identified pressures and proposed savings. After taking into account the re-phasing of the savings relating to the Fit for the Future Programme transformation programme, there was a remaining net pressure of £5.8m in 2018/19, £0.9m in 2019/20 and a net saving of -£5.7m in 2020/21 and 2021/22. The following table sets out the changes to the new pressures and savings proposals since the December report. Those that are not explained elsewhere in the report are set out in the following paragraphs.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
Overall Position per December report (shortfall +/-surplus -)	5.8	0.9	-1.9	-3.8	1.0
Additional pressures/expenditure:					
19PC2 - Further funding for Looked After Children based on most recent trajectory	1.0				1.0
19PC5 - Reprofile Entry to Care savings based on latest trajectory	0.9		-0.9		0.0
19RES9 - Finance Service Redesign amended saving	0.1				0.1
19CM2 - further Education Services Grant reduction	0.2				0.2
NEW - Cabinet Priorities Funded From Reserves	1.0		-1.0		0.0
NEW - Additional 1% Pay Award - reduction in inflation saving	1.2	1.5			2.7
NEW - Increase contingency to reflect risk in budget proposals	1.0	-1.0			0.0
Revised Position prior to further measures to balance budget	11.2	1.4	-3.8	-3.8	5.0
Additional savings/income:					
19CM3 - Final Taxbase increase 1.24% (compared to 1.13% in December report)	-0.4	0.0	0.0	0.0	-0.4
19CM11 - Additional Strategic Measures income relating to Treasury Management	-0.9	-0.6	-0.1	-0.1	-1.8
NEW - Reduce annual contribution to general balances	-1.0				-1.0
NEW - Adult Social Care Precept - reduce spend to reflect lower taxbase increase in 2018/19 (linked to 19PA8)	-0.5				-0.5
NEW - Additional New Homes Bonus Grant	-0.3				-0.3
NEW - Estimated Additional Section 31 Grant for Business Rates Compensation	-0.4				-0.4
NEW - Remove budget for Pensions Past Service Deficit	-0.8				-0.8
NEW - Reduce newspapers in Members Resource Centre (£546 saving)	0.0				0.0
NEW - Additional 1% Council Tax in 2018/19 and 2019/20	-3.3	-3.7	-0.3	-0.3	-7.6
NEW - Use of Budget Equalisation Reserve		0.3	-0.3	-1.0	-1.0
NEW - Use of Budget Prioritisation Reserve to balance budget,	-3.5	2.5	4.6	-2.6	1.0
Revised Overall Position as per January Report (shortfall +/-surplus -)	0.0	0.0	0.0	-7.9	-7.9

48. Following latest projections, an updated assessment of risk and in response to comments from Performance Scrutiny Committee, further funding is proposed for Children's Social Care. An additional £1.0m is proposed to be added to Placements and Corporate parenting (reference 19PC2), taking the total additional funding to £7.4m. There is also £1.1m of demography funding allocated for 2018/19. It is also proposed to defer £0.9m of the savings relating to entry to care (reference 19PC5) to allow more time for the process to take effect. Furthermore, an additional £1.0m is proposed to be added to the Corporate Contingency budget which is held to manage the risks particularly around demand led budgets.
49. £2.0m is being made available from the Budget Prioritisation reserve to fund Cabinet priorities over the two-years 2018/19 and 2019/20.
50. It is proposed to remove the £0.8m budget for the LGPS past service deficit funding as a different approach will be explored to reduce the deficit on the pension fund and reduce the annual employer contribution rates at future revaluations.
51. There are several other minor changes to pressures and savings which combined total £0.2m. These are a change to the saving achievable in Finance (reference 19RES9), a further pressure relating to Education Services Grant which removes the funding entirely (reference 19CM2) and a new saving relating to reducing the number of newspapers in the Members Resource Centre.

Draft Detailed Revenue Budget 2018/19

52. Section 4.4 sets out the draft detailed revenue budget for 2018/19. The annex shows the movement in gross expenditure and income from 2017/18, comprising inflation, function and funding changes, previously agreed funding and proposed virements. For illustrative purposes, the annex includes the effects of the new improvement and investment proposals and pressures and savings proposals as set out in Section 4.2.

Virement Rules

53. When approving the budget each year the council is required to agree the virement rules. The existing arrangements have been reviewed and are set out for approval in Section 4.5. No changes are proposed from 2017/18.

Financial Strategy

54. A new financial strategy, set out in Section 4.6, has been developed that sets out a vision for how the Council will become self-sustaining and financially resilient in delivering its vision for thriving communities for everyone in Oxfordshire. As set out in the report to Cabinet in December, to succeed in reaching this state requires successful delivery of three critical elements which reflect the financial planning principles on which the proposed budget and MTFP are based. These are:
- Managing the impact of rising need, caused by increased population and increased complexity, for adult and children's social care through effective demand management approaches and cost control
 - Taking a holistic approach to use of reserves and other corporate measures as well as income generation, to ensure the council has the financial breathing space during 2018/19 and 2019/20 to drive forward actions which will reduce demand
 - Delivering the savings currently in the medium term financial plan (MTFP), and identifying upwards of £15m of savings included in the MTFP from transforming how we work.

Earmarked Reserves and General Balances

55. The earmarked reserves and general balances policy statement is set out in Section 4.7.
56. The risk assessment for the level of general balances to be held for 2018/19 has determined that it is appropriate to hold £16.3m. The projected level of balances at 31 March 2018 is £18.8m, above the risk assessed level.
57. It is proposed that annual contribution to general balances is reduced from £2.0m to £1.0m and that this is transferred to Corporate Contingency, increasing it to £6.0m (including the £0.6m held for Firefighters pay inflation as mentioned in paragraph 42).
58. Details of earmarked reserves and their planned usage over the medium term are set out in Section 4.7.1. In line with the financial planning principles on which the

budget and MTFP are based, reserves will be used over the medium term to allow time for the delivery of actions aimed at reducing demand. Excluding schools, reserves reduce from an expected £74.7m at 31 March 2018 to £48.8m by the end of 2021/22.

Treasury Management Strategy & Strategic Measures

Treasury Management Strategy

59. Treasury management is the management of the council's cash flows, its banking, money market and capital transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.
60. The treasury management strategy statement and the annual investment strategy for 2018/19 are set out in Section 4.8. This document complies with the requirements of legislation, codes and government guidance, including the technical requirement of the CIPFA treasury management code of practice. It sets out, amongst other things the investment strategy for the Council's temporary cash flow surpluses.
61. The prime objective of the council's investment strategy is to maintain capital security whilst ensuring that there is the necessary liquidity to carry out its business and only once these have been satisfied should the return on the investment be considered. The annual investment strategy for 2018/19 continues with this premise. The strategy for financing prudential borrowing during 2018/19 maintains the option of using temporary internal balances.
62. During 2018/19 the Treasury Management Team will consider ESG⁴ investments and analyse what impact adopting ESG criterion into the Council's overall Treasury Management Strategy would have in terms of risk and return. The results of this analysis will be reported back to Council as part of the Treasury Management Mid Term Review.
63. It is proposed that any changes required to the 2018/19 treasury management and investment strategies are delegated to the Director of Finance in consultation with the Leader of the Council and the Cabinet Member for Finance. This is included in the recommendations at the end of the report.
64. As part of the service & resource planning process for 2018/19 the council is required to approve a set of prudential indicators which show that the council's prudential borrowing is prudent, affordable and in line with the council's treasury management strategy. Appendix A of Section 4.8 sets out the draft prudential indicators.
65. Section 4.8 also incorporates the minimum revenue provision (MRP) policy statement for 2018/19 at Appendix B. Legislation requires Council to approve a statement of its policy annually before the commencement of the financial year.

⁴ environmental, social and governance

Strategic Measures

66. The report to Cabinet in December 2017 included savings of £1.0m in 2018/19 from strategic measures mainly as a result of the increased cash balances held and a small rise in the Bank Rate. Following a more detailed review, and a desire to achieve greater value from the cash balances held, this has now been increased to £1.9m.
67. The average cash balance for 2018/19 is forecast to be £333.0m. This is higher than the average cash balance forecast in the current MTFP, contributes to the additional expected interest in 2018/19 and the medium term, and allows for a more diverse approach to the Treasury Management Strategy.
68. The current MTFP assumes an average bank rate of 0.25% for 2018/19 to 2020/21. Following the increase in the Bank Rate to 0.50% in November 2017 and that current inflation forecasts continue to overshoot the Bank of England target; the council has revised its view on interest rates. The forecast now includes a further 0.25% increase in 2018/19 giving an average bank rate of 0.63%. A further 0.25% increase is also forecast in both 2019/20 and 2020/21 resulting in an average bank rate of 0.88% and 1.0% respectively. An average bank rate of 1.0% is also forecast for 2021/22.
69. Taking into account the Treasury Management Strategy principles that prioritise security and liquidity of principal over investment return, target returns to be achieved on both internal and external deposits have been reviewed. For 2018/19, the target return on in-house deposits is 0.75% and for externally managed deposits the target rate of return (excluding capital appreciation) is 4.0%. Further details are set out in the treasury management strategy statement at Section 4.8.
70. As the Accountable Body for Oxfordshire Local Enterprise Partnership (OxLEP), the council will be required to prudentially borrow £40m on behalf of OxLEP to fund the City Deal infrastructure schemes. The existing MTFP assumed that the majority of this borrowing would fall in 2017/18. Based on current project spend forecasts, there will not be a borrowing requirement now until 2018/19 and 2019/20.

Schools Funding

71. Dedicated Schools Grant (DSG) allocations for 2018/19 were announced on 19 December 2017. Oxfordshire's provisional allocation for 2018/19 is £460.7m and is set out in Section 4.9.
72. During the summer 2017, the government published details of new formulae for the Schools, High Needs and Central Services Block and how these would be implemented in 2018/19. In October, further details were published about the National Funding Formula including individual school data.
73. The Government has stated that its long-term intention is that schools' budgets should be set on the basis of a single, National Funding Formula (NFF). This "hard" formula would allocate funding to all schools based on the NFF factors.

When fully implemented, the NFF is expected to target around £14m extra to Oxfordshire schools. In 2018/19 as implementation of the NFF is phased, initial estimates identify approximately £7m extra.

74. Compared to the current Oxfordshire formula, the NFF has both new factors and applies different values to the factors in the funding formula. The key difference is that the basic per pupil funding in the NFF is significantly lower than the basic per pupil funding in the Oxfordshire formula. There is a movement from basic per pupil funding to the additional needs factors of Deprivation, Low Prior Attainment (LPA) and English as an Additional Language (EAL).
75. To avoid instability in funding, the NFF builds in protection in 2018/19 of:
 - A minimum gain of 0.5% per pupil
 - A minimum per pupil level of funding of £4,600 per secondary pupil and £3,300 per primary pupil
 - A cap (ceiling) on any gains of 3% per pupil at individual school level
76. These protections and the increase in funding to Oxfordshire of £7m result in all Oxfordshire Schools gaining under the proposed NFF in a range of between 0.2% to 2.9%.
77. During November, schools were consulted on whether to move to the National Funding Formula in 2018/19 or whether to move towards the new formula in steps. The majority of responses were in favour of the move to the NFF from 2018/19. Schools Forum subsequently agreed and recommended moving directly to the NFF rather than making a step change.

Capital Strategy and Capital Programme

Capital Strategy

78. In September 2017, CIPFA issued a consultation on proposed changes to the Prudential Code. This included the proposal to introduce the requirement for Council to approve a Capital Strategy annually as part of the budget setting process. The purpose being to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability, and affordability. Whilst the outcome of the consultation and a revised code has not been published, a Capital Strategy has been produced and is included in the suite of papers at Section 4.10 as part of this report for onward approval by Council.

Capital Programme 2018/19 – 2027/28

79. Traditionally, one additional year is added to the capital programme in the Service & Resource Planning process. However, in line with the ambition to focus on a longer-term approach to financial planning to ensure the most fundamental issues facing the organisation can be responded to, it is proposed to move from a four-year to a ten-year capital programme. This longer-term approach will offer strategic choice and options around developing our community assets, responding to issues such as rising demand in adults and children's services and allows for a planned approach to the replacement of assets.

80. In recent years, the only capital funding available has been to support schools basic need, school's structural maintenance, highways maintenance and major transport schemes via the Local Growth Fund. There has been little resource available to meet the needs or priorities of the Council.
81. The updated capital programme in Section 4.10.1 includes funding assumptions for the grants listed in the paragraph above estimated to the year 2027/28. This includes a forecast of £14.0m of basic need funding, £13.8m of school's maintenance funding and £125.4m of highways maintenance funding. These forecasts will be revised each year as further funding announcements are made.
82. The change of approach in the use of surplus assets, to consider them on a case by case basis and maximise the value the Council achieves from them, is expected to provide in the region of £45m additional funding over the ten-year period. Managing capital resources over a longer term will allow some schemes to proceed earlier in the programme with the expectation of a capital receipt at a future date. It will be important to ensure that there is a suitable balance of planned expenditure in advance of any capital receipt to allow for delays or revaluations.
83. The following table summarises the estimated funding available and the proposed allocations against the portfolio areas set out in the December 2017 Cabinet report.

	£m
<u>Estimated Funding Available:</u>	
Additional estimated funding up to and for 2027/28	153.2
Capital Receipts & other resources	40.5
Earmarked Reserves released for reallocation	12.1
Total Estimated Funding Available	205.8
<u>Proposed Allocations:</u>	
Grant Funded Streams	
Schools Basic Need	-22.8
Schools Maintenance (Annual Programme)	-13.0
Highways Maintenance (Annual Programme)	-102.4
Portfolio Areas	
Schools Estate	-5.0
Non-Schools Estate	-6.9
Operational Assets	-15.2
Highways and associated Infrastructure	-20.0
Operational Redesign	-15.0
Capital Programme Contingency	-5.5
Total Funding Requirement	-205.8
Total Surplus(+)/Shortfall(-)	0.0

84. The proposed portfolio area allocations are based on a combination of identified schemes with known budget requirements, identified schemes with estimated budget requirements and general allocations where services can bring forward business cases to bid for the funding. For the portfolio areas, detailed business cases will go to the Community Infrastructure Portfolio Board who will approve

them or make recommendations to Cabinet for inclusion in the capital programme above the threshold set out in the Financial Procedure Rules.

85. The Schools Basic Need allocation includes funding for known schemes to 2021/22 and an allocation to match additional funding for the period to 2027/28.
86. The Schools Maintenance and Highways Maintenance allocations are based on the annual allocations in the current capital programme continuing each year to 2027/28.
87. The Schools Estate allocation of £5.0m is available for further schemes in addition to the annual maintenance programme and can be allocated based on condition data.
88. The Non-Schools Estate allocation includes an annual allocation for minor works and health and safety works totalling £1.9m to 2027/28, £0.2m for replacement fire doors at some fire stations and an estimated budget of £3.0m for the re-provision of Maltfield Children's Home that is nearing the end of its useful life. A further £1.8m is available for the period to 2027/28.
89. The Operational Assets allocation includes estimated funding for replacement fire vehicles, ICT equipment including the data centre and a new ICT system in Children's Services.
90. An allocation of £20.0m is being proposed for Highways and associated infrastructure. At this stage, it is expected the majority of this funding will be allocated to street lighting to realise revenue savings.
91. Within the Organisational Redesign portfolio there is a proposed allocation of £15.0m. It is expected that this will be used to address demand management and organisation redesign.
92. The table below shows the change in the overall capital programme from the last programme approved by Cabinet in December 2017.

	Dec 2017 Programme £m	Jan 2018 Programme £m	Change £m
People: Children's Services	133.8	179.4	+45.6
People: Adults & Public Health	26.1	26.1	0.0
Communities: Highways & Transport	137.6	282.8	+145.2
Communities: Other	30.8	38.9	+8.1
Resources	16.7	46.3	+29.6
Total	345.0	573.5	+228.5
Schools Local Capital	3.8	7.4	+3.6
Earmarked Reserves	81.8	103.4	+21.6
Total Capital Programme	430.6	684.3	+253.7

93. In addition to the funding set out at paragraph 83, the Children's Services programme includes additional S106 resources forecast over the programme period and the capital programme now also includes the Local Growth Fund

Round 3 grant allocations. This is held in earmarked reserves until funding agreements are in place for each scheme.

Highway Structural Maintenance Programme

94. The Highways Asset Management Plan sets out the prioritisation for investment in highway infrastructure. The two-year rolling programme for all highways structural maintenance activities is set out in Section 4.10.3 and has been developed to reflect current needs and to ensure that prioritisation of schemes enables the Council to derive the greatest value from its investment.

Comments from Performance Scrutiny Committee

95. The Performance Scrutiny Committee considered the revenue improvements and investments plus pressures and savings proposals at its meeting on 14 December 2017. Capital its meeting on 5 January 2017. A summary of the comments from the meetings is attached in Section 4.11.

Consultation

96. Between 6 December 2017 and 8 January 2018 members of the public and stakeholders were invited to comment through the council's website on the budget proposals and Council Tax increases. 21 responses were received and a summary of these responses is included in Section 4.12.

Review of Charges

97. At its meeting in December 2017, Cabinet considered the review of charges. The details of changes in income arising from this review and the proposed charges are not circulated with the agenda papers having been circulated for the meeting in December 2017. An electronic copy is available on the website with the documents for this item (link at bottom of page)⁵. A paper copy has been made available to cabinet members, is available in the Members Resource Room and in the Central library and Reception at County Hall.
98. Cabinet is now recommended to agree these charges in the context of the proposed budget.

Equality and Inclusion Implications

99. 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

⁵http://mycouncil.oxfordshire.gov.uk/documents/s40488/CA_DEC1917R13%20Annex%20a%20Review%20of%20Charges.pdf
http://mycouncil.oxfordshire.gov.uk/documents/s40489/CA_DEC1917R14%20Annex%20b%20Review%20of%20Charges%202018-19.pdf

need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.'

100. The December 2017 Cabinet report included the potential impacts of the budget proposals as set out in the Service & Community Impact Statements.

Financial and Legal Implications

101. This report is mostly concerned with finance and the implications are set out in the main body of the report. The Council is required under the Localism Act 2011 to set a council tax requirement for the authority. This report provides information which will lead to the council tax requirement being agreed in February 2018.

RECOMMENDATION

102. **Cabinet is RECOMMENDED to approve:**

- **The Review of Charges for 2018/19**
- **The Financial Strategy**
- **The Earmarked Reserves and General Balances Policy Statement 2018/19 including the creation of the Budget Prioritisation Reserve.**

103. **Cabinet is RECOMMENDED to RECOMMEND Council to approve:**

- **in respect of revenue:**
 - **a budget for 2018/19 and a medium term plan to 2021/22, based on the proposals set out in Section 4.2;**
 - **a council tax requirement (precept) for 2018/19;**
 - **a council tax for band D equivalent properties;**
 - **virement arrangements to operate within the approved budget;**
- **in respect of treasury management:**
 - **the Treasury Management Strategy Statement and Annual Investment Strategy for 2018/19;**
 - **to continue to delegate the authority to withdraw or advance additional funds to/from external fund managers to the Treasury Management Strategy Team;**
 - **that any further changes required to the 2018/19 strategy be delegated to the Director of Finance in consultation with the Leader of the Council and the Cabinet Member for Finance;**
 - **the Prudential Indicators as set out in Appendix A of Section 4.8;**
 - **Minimum Revenue Provision Methodology Statement as set out in Appendix B of Section 4.8;**
 - **The Specified Investment and Non Specified Investment instruments as set out in Appendix C and D of Section 4.8;**
 - **The Treasury Management Policy Statement as set out in Appendix E of Section 4.8;**

- **In respect of capital:**
 - **The Capital Strategy for 2018/19 -2027/28**
 - **A Capital Programme for 2017/18 to 2027/28 as set out in Section 4.10.1 including:**
 - (i) **the new capital proposals as set out in Section 4.10.2 (Appendix 3);**
 - (ii) **the Highways Structural Maintenance Programme 2018/19 and 2019/20 as set out in Section 4.10.3;**
- **to delegate authority to the Leader of the Council, following consultation with the Director of Finance and the Cabinet Member for Finance, to make appropriate changes to the proposed budget.**

LORNA BAXTER

Director of Finance

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

Section 2.1: Maggie Scott – Assistant Chief Executive
Tel: 07557 082579

Section 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.10: Katy Jurczynszyn – Strategic Finance Manager (Financial Strategy & Monitoring)
Tel: 07584 909518

Section 4.8: Tim Chapple – Financial Manager (Treasury Management)
Tel: 07586 478653

Section 4.9: Sarah Fogden – Finance Business Partner (CEF)
Tel: 07557 082613

Section 4.10.3: Tim Shickle – Team Leader, Asset Renewals
Tel: 07920 591545

Section 4.12: Carole Stow – Marketing and Consultation Manager
Tel: 07867 467803

January 2018

Medium Term Financial Plan 2018/19 - 2021/22

Summary

	2018/19			2019/20			2020/21			2021/22		
	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
Directorate Budgets												
People - Children's Services	108,545	7,180	115,725	115,725	-3,176	112,549	112,549	-1,168	111,381	111,381	1,527	112,908
People - Adult Services	192,202	3,668	195,870	195,870	479	196,349	196,349	7,793	204,142	204,142	5,251	209,393
People Public Health Communities	91,801	8,704	100,505	100,505	-701	99,804	99,804	-69	99,735	99,735	-750	98,985
Resources	19,815	-1,942	17,873	17,873	-1,716	16,157	16,157	-787	15,370	15,370	-200	15,170
Inflation and Other Adjustments ⁽¹⁾					-2,800	-2,800	-2,800	2,500	-300	-300	3,500	3,200
Directorate Budgets	412,362	17,610	429,973	429,973	-7,914	422,059	422,059	8,269	430,328	430,328	9,328	439,656
Strategic Measures												
Capital Financing												
Principal	8,435	33	8,468	8,468	1,105	9,573	9,573	1,021	10,594	10,594	378	10,972
Interest	17,126	-1,529	15,597	15,597	-380	15,217	15,217	-65	15,152	15,152	146	15,299
Interest on Balances	-4,773	-1,242	-6,015	-6,015	-1,208	-7,223	-7,223	-1,194	-8,417	-8,417	-672	-9,089
Un-Ringfenced Specific Grants	-19,247	8,932	-10,315	-10,315	232	-10,083	-10,083	724	-9,359	-9,359	500	-8,859
Contingency	4,376	1,674	6,049	6,049	-1,108	4,941	4,941		4,941	4,941	2,314	7,255
Pensions - Past Service Deficit Funding	830	-830										
Public Health Saving	-500		-500	-500	250	-250	-250		-250	-250	250	
Cabinet Priorities		1,000	1,000	1,000		1,000	1,000	-1,000				
Total Strategic Measures	6,247	8,037	14,283	14,283	-1,109	13,174	13,174	-513	12,661	12,661	2,917	15,578
Contributions to/from reserves												
General Balances	4,700	-4,700			1,000	1,000	1,000		1,000	1,000		1,000
Prudential Borrowing Costs					950	950	950		950	950		950
Budget Equalisation Reserve	88	-1,393	-1,305	-1,305	6,931	5,626	5,626	-220	5,406	5,406	-962	4,444
Budget Prioritisation Reserve		-8,766	-8,766	-8,766	6,916	-1,850	-1,850	5,430	3,580	3,580	-2,618	962
Business Rates Reserve	33	461	494	494		494	494		494	494		494
Insurance Reserve	-900	-100	-1,000	-1,000	1,100	100	100	100	200	200	100	300
Total Contributions to/from reserves	3,922	-14,498	-10,576	-10,576	16,897	6,321	6,321	5,310	11,631	11,631	-3,480	8,151
Sum Available to Allocate											7,876	7,876
Net Operating Budget	422,531	11,149	433,680	433,680	7,874	441,554	441,554	13,066	454,620	454,620	16,641	471,260

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

Medium Term Financial Plan 2018/19 - 2021/22
Financing

	INDICATIVE POSITION											
	2018/19			2019/20			2020/21			2021/22		
	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	422,531	11,149	433,680	433,680	7,874	441,554	441,554	13,066	454,620	454,620	16,641	471,260
Funded by:												
Government Grant												
Revenue Support Grant	-18,665	12,797	-5,868	-5,868	5,868	0			0			0
Business Rates Top-up	-37,821	-1,213	-39,034	-39,034	4,846	-34,188	-34,188	-598	-34,786	-34,786	-609	-35,395
Total Government Grant	-56,486	11,584	-44,902	-44,902	10,714	-34,188	-34,188	-598	-34,786	-34,786	-609	-35,395
Business Rates												
Business Rates local share	-31,165	-899	-32,064	-32,064	-1,004	-33,068	-33,068	2,434	-30,634	-30,634	-536	-31,170
Collection Fund Surplus/Deficit	461	-461	0	0	0	0	0	0	0	0	0	0
Total Business Rates	-30,704	-1,360	-32,064	-32,064	-1,004	-33,068	-33,068	2,434	-30,634	-30,634	-536	-31,170
Council Tax Surpluses	-7,277	2,589	-4,688	-4,688	188	-4,500	-4,500	0	-4,500	-4,500	0	-4,500
COUNCIL TAX REQUIREMENT	328,063	23,963	352,026	352,026	17,772	369,798	369,798	14,901	384,700	384,700	15,496	400,196
Council Tax Calculation												
Council Tax Base			246,830			251,766			256,802			261,938
Council Tax (Band D equivalent)			£1,426.19			£1,468.82			£1,498.04			£1,527.83
Increase in Council Tax (precept)			7.3%			5.0%			4.0%			4.0%
Increase in Band D Council Tax			5.99%			2.99%			1.99%			1.99%

Improvements and Investments plus Pressures and Savings Summary

Improvements and Investments	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
Communities	4.414	0.393	0.000	-0.500	4.307
Communities - Fire & Rescue Service	0.350	0.000	0.000	0.000	0.350
Total Improvements and Investments	4.764	0.393	0.000	-0.500	4.657

Pressures	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
People - Children's Services	8.464	0.359	1.502	1.527	11.852
People - Adult Services	5.650	8.252	7.900	5.576	27.378
People - Public Health	1.000	0.000	0.000	0.000	1.000
Communities	0.000	0.000	0.000	0.000	0.000
Communities - Fire & Rescue Service	0.450	-0.150	0.000	0.000	0.300
Resources	0.615	0.400	0.000	0.000	1.015
Corporate Measures	5.111	-0.897	2.110	0.170	6.494
Total Pressures	21.290	7.964	11.512	7.273	48.039
Less proposed demography allocation			-6.000	-7.103	-13.103
Total Pressures	21.290	7.964	5.512	0.170	34.936

Savings	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
People - Children's Services	-4.281	-5.055	-2.670	0.000	-12.006
People - Adult Services	-5.230	-4.432	-0.107	-0.325	-10.094
People - Public Health	-0.500	0.250	0.000	0.250	0.000
Communities	-1.910	-0.900	-0.670	-0.250	-3.730
Communities - Fire & Rescue Service	-0.800	0.000	0.800	0.000	0.000
Resources	-1.092	-1.466	-0.787	-0.200	-3.545
Corporate Measures	-27.241	11.746	1.422	-4.021	-18.094
Total Savings	-41.054	0.143	-2.012	-4.546	-47.469

Net Position	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
People - Children's Services	4.183	-4.696	-1.168	1.527	-0.154
People - Adult Services	0.420	3.820	7.793	5.251	17.284
People - Public Health	0.500	0.250	0.000	0.250	1.000
Communities	2.504	-0.507	-0.670	-0.750	0.577
Communities - Fire & Rescue Service	0.000	-0.150	0.800	0.000	0.650
Resources	-0.477	-1.066	-0.787	-0.200	-2.530
Corporate Measures	-22.130	10.849	3.532	-3.851	-11.600
Total Budget Changes	-15.000	8.500	9.500	2.227	5.227
Less Proposed Demography Allocation in MTFP			-6.000	-7.103	-13.103
Total Budget Changes (after demography)	-15.000	8.500	3.500	-4.876	-7.876

Transformation Savings Re-profiled	15.000	-8.500	-3.500	-3.000	0.000
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Total Position (shortfall +/-surplus -)	0.000	0.000	0.000	-7.876	-7.876
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People - Children's Services

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	Pressures					
19PC1	Demography Pressure (Placements, Corporate Parent, Children with Disabilities and Home to School Transport)	0.100	0.359	1.502	1.527	3.488
19PC2	Placements & Corporate Parent - estimated funding for Looked After Children already in care at 31 March 2018 and growth in numbers in 2018/19.	7.364				7.364
19PC3	Children with Disabilities - funding for increased complexity and number of children in the service in 2017/18 and 2018/19.	1.000				1.000
	Total Pressures	8.464	0.359	1.502	1.527	11.852
	New Savings					
19PC4	Home to School Transport - project to review eligibility and promote independence	-1.224	-0.707	-0.270		-2.201
19PC5	Entry to Care - We are working on a new strategy to safely reduce the number of children coming into care, through earlier and more effective intervention, and a joint-approach with our partners on tackling the root causes of family breakdown.	-1.592	-2.692	-1.900		-6.184
19PC6	Reconnecting Families - To reduce the length of time children stay in care and support families to reunite at the earliest possible stage.	-1.246	-1.346	-0.500		-3.092
19PC7	Placement costs - driving down costs of existing contracts and expansion of lower cost placements	-0.219	-0.310			-0.529
	Total New Savings	-4.281	-5.055	-2.670	0.000	-12.006
	Total Children's Services Budget Changes	4.183	-4.696	-1.168	1.527	-0.154

People - Adult Services

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	Pressures					
19PA1	<u>Demography</u>					
	Demography Pressure (Older people, learning disabilities, physical disabilities)	0.000	0.000	5.000	5.576	10.576
17SCS16	Planned savings of £1.5m in total (17SCS16) for review of packages are expected to be extremely challenging to achieve in addition to the existing savings of £1.6m made in 2016/17 and 2017/18.	0.750	0.750			1.500
17SCS31, 17SCS38, 17SCS41	Remove 50% of Learning Disability Panel savings (17SCS31, 17SCS38 and 17SCS41 reduced by 50% of total in each year based on forecast savings expected to be achieved by the Panel in 2017/18).	1.000	1.250			2.250
17SCS2	Remove savings related to the utilisation of council owned land (17SCS2) to increase availability of Extra Care housing. Replacement plans will be considered as part of a longer run strategy for the provision of care in Oxfordshire.	0.400	0.935			1.335
17SCS42	Additional income from the Better Care Fund (as reconfirmed in the 2017/18 Local Government Settlement) has been built into the MTFP since 2016/17 (17SCS42). Further guidance/information is awaited but it is unlikely that we will be able to use this to fund the existing MTFP in the way originally planned.	1.060	3.817			4.877
19PA2	Estimated inflationary pressure required to support the impact of the National Living Wage (NLW) on the rates the council pays external providers for adult social care.	2.350	1.500			3.850
19PA3	On-going base budget pressure relating to increases to rates paid to providers and new hospital social work team costs planned to be funded by the improved Better Care Fund from 2017/18 - 2019/20. The last notified year of the grant is 2019/20.			2.900		2.900
19PA4	Fallout of Health funding for 0.5fte of Director Post	0.090				0.090
	Total Pressures	5.650	8.252	7.900	5.576	27.378

People - Adult Services

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<u>Savings</u>					
19PA5	Transforming Care for Learning Disabilities - saving relates to plans to move service users from long term placements outside Oxfordshire to supported living placements in Oxfordshire. Up to £0.5m up - front implementation cost will be met from reserves in 2018/19. Estimated on-going saving of £1.054m expected from 2021/22.		-0.272	-0.457	-0.325	-1.054
19PA6	Changes to adult social care contributions policy will be proposed. These are likely to increase levels of contributions towards the cost of care by people with income above the national minimum income guarantee. This would increase income by £1.5m. This additional income would be reinvested in adult social care services.	-0.750	-0.750			-1.500
19PA7	Reduce estimated impairment of Adult Social Care income due by £0.350m in each of 2018/19 and 2019/20. This is a technical financial accounting adjustment but effectively creates a one - off credit back to the revenue account.	-0.350		0.350		0.000
19PA8	Utilise 2.0% ASC Precept (available to allocate after funding demography)	-3.630	-3.410			-7.040
19PA10	Adult Social Care Precept - reduce spend to reflect lower taxbase increase in 2018/19 (linked to 19PA8)	-0.500				-0.500
	Total Savings	-5.230	-4.432	-0.107	-0.325	-10.094
	Total Adult Social Care Budget Changes	0.420	3.820	7.793	5.251	17.284

People - Public Health

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<u>Pressures</u>					
18PH3	Previously agreed saving not achievable. Ringfence of grant continuing in 2018/19	1.000				1.000
	Total Pressures	1.000	0.000	0.000	0.000	1.000
	<u>Savings</u>					
19PPH1	Contribution from reserves towards Public Health activity funded by the Council for three years (2018/19 to 2020/21)	-0.500	0.250		0.250	0.000
	Total Savings	-0.500	0.250	0.000	0.250	0.000
	Total Public Health Budget Changes	0.500	0.250	0.000	0.250	1.000

Communities

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	Improvements and Investments					
	Planning and Place					
19COM1	Update of the Oxfordshire Strategic Transport Model: Provides the modelling information for our Strategic Site responses. This model update and investment will improve the robustness of the data within the model and increase the robustness of our responses. Looking at a 'user friendly' front end would also improve our capacity to respond to an increased demand, as well as reducing our reliance on consultants.		0.500		-0.500	0.000
19COM2	Investment to improve processes: To improve the speed and quality of responses to planning applications, which will include looking at the Single Response Development end to end process.	0.100	-0.100			0.000
	Property, Assets & Investments					
19COM3	The staffing pressures reflect the cost of a new Community Asset and Investment team, the TUPE cost of transferring the team delivering the minor works and capital programme, and the transitional cost to Facilities Management, whilst coming out of the current contract arrangements:					
	- Staffing Pressure - Community Assets & Investment	0.850				0.850
	- Staffing Pressure - Delivery	1.060				1.060
	- Staffing Pressure - FM	0.500				0.500
	Infrastructure Delivery					
19COM4	The pressure relates to the unrealisable Service Review and Area Stewards savings and unachievable highways maintenance cuts in grass cutting and drainage	0.964	0.933			1.897
19COM5	Investment in road safety works and parking infrastructure funded through drawdown from directorate reserves.	0.940	-0.940			0.000
	Total Improvements and Investments	4.414	0.393	0.000	-0.500	4.307
	Pressures					
	Total Pressures	0.000	0.000	0.000	0.000	0.000

Communities

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<u>Savings</u>					
	<u>Planning & Place</u>					
19COM6	Increased Income Target Based on the projections for the planned growth over the next 5 years this additional income will primarily be realised through the pre-planning process.	-0.250	-0.250	-0.250	-0.250	-1.000
	<u>Property, Assets & Investments</u>					
19COM9	Delivery Funding - Revenue	-0.350				-0.350
19COM10	Delivery Funding - Capitalisation	-0.350				-0.350
19COM11	Savings from Facilities Management Service Re-design and cost of maintaining assets		-0.500			-0.500
	<u>Infrastructure Delivery</u>					
19COM12	Savings from the renegotiated HWRC contract, maximisation of income and maintenance/energy costs relating to Street Lighting services, assuming investment goes ahead.	-0.960	-0.150	-0.420		-1.530
	Total Savings	-1.910	-0.900	-0.670	-0.250	-3.730
	Total Communities Budget Changes	2.504	-0.507	-0.670	-0.750	0.577

Communities - Fire & Rescue Service and Community Safety

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<u>Improvements and Investments</u>					
19FRS1	Impact of Grenfell on regulatory and enforcement services	0.350				0.350
	Total Improvements and Investments	0.350	0.000	0.000	0.000	0.350
	<u>Pressures</u>					
19FRS2	Support the “duty to collaborate”	0.150				0.150
19FRS3	Maintain operational cover – WT recruits	0.100				0.100
19FRS4	Officer cover 365/24/7 – specialist skills	0.200	-0.150			0.050
	Total Pressures	0.450	-0.150	0.000	0.000	0.300
	<u>Savings</u>					
19FRS5	Replace contribution to vehicle replacement reserve with capital funding	-0.800		0.800		0.000
	Total Savings	-0.800	0.000	0.800	0.000	0.000
	Total Fire & Rescue Service Budget Changes	-0.350	-0.150	0.800	0.000	0.300

Resources

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<u>Pressures</u>					
	HR					
19RES1	Senior Leadership Development	0.150	-0.150			0.000
19RES2	Ongoing staffing pressure to support IBC	0.100				0.100
19RES3	Investors In People	0.027				0.027
	Finance					
19RES4	Pre-paid cards contract	0.115				0.115
19RES5	Procurement system costs & loss of concession income	0.123				0.123
	Customer Experience					
19RES6	Fallout of temporary funding for Council infrastructure not achievable (18CS2) - achieved through partnering.		0.650			0.650
19RES7	Museum Service - transitional costs to redesigned service (including loss of income)	0.100	-0.100			0.000
	Total Pressures	0.615	0.400	0.000	0.000	1.015
	<u>Savings</u>					
	HR					
19RES8	Reduction in Staff Mileage	-0.150				-0.150
	Finance					
19RES9	Finance service redesign	-0.065				-0.065
19RES10	Income from Health for finance functions	-0.138				-0.138
19RES11	Reduction in audit fees (new contract)	-0.010				-0.010
19RES12	IBC on-boarding charge ends		-0.262	-0.087		-0.349
19RES13	Savings to OCC from the further spreading of fixed costs within the IBC Partnership.		-0.204			-0.204
	Customer Experience					
19RES14	ICT - potential partnering arrangements	-0.500	-1.000	-0.700	-0.200	-2.400
19RES15	ICT - charge non OCC users for ICT and telephony	-0.200				-0.200
	Policy					
19RES16	Delete Communications Team Assistant Post	-0.028				-0.028
	Law & Governance					
19RES17	NEW - Reduce newspapers in Members Resource Centre (£546 saving)	-0.001				-0.001
	Total Savings	-1.092	-1.466	-0.787	-0.200	-3.545
	Total Resources Budget Changes	-0.477	-1.066	-0.787	-0.200	-2.530

Corporate Measures

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<u>Pressures</u>					
19CM1	Business Rates Re-set loss of growth above the baseline			3.000	0.053	3.053
19CM2	Education Services Grant Reduction	0.498				0.498
19CM3	Loss on Taxbase - increase in 2018/19 1.24% (2% assumed in MTFP)	2.613	0.103	0.110	0.117	2.943
19CM18	Increase Corporate Contingency	1.000	-1.000			0.000
19CM19	Cabinet Priorities	1.000		-1.000		0.000
	Total Pressures	5.111	-0.897	2.110	0.170	6.494
	<u>Savings</u>					
19CM4	Reduction in inflation allocation	-0.301	0.000	-1.500		-1.801
19CM5	Taxbase Increase - increase from 1.63% to 2% in 2019/20 & 2020/21		-1.326	-1.434		-2.760
19CM6	Collection Fund Surplus 2018/19	-0.687	0.687			0.000
19CM7	Collection Fund £4.5m ongoing from 2019/20		-0.500			-0.500
19CM8	Balances in excess of risk assessed level at end of 2017/18 and reduce on-going contribution to £1m per year	-2.000	1.000			-1.000
19CM9	Contribution from Insurance Reserve	-1.000	1.000			0.000
19CM10	Contribution from Prudential Borrowing Reserve	-0.950	0.950			0.000
19CM11	Strategic Measures	-1.905	-0.378	-0.446	-0.147	-2.876
19CM12	Use of Budget Reserve	-6.774	7.120	-0.346	-0.962	-0.962
19CM13	Additional New Homes Bonus Grant	-0.307				-0.307
19CM14	Additional Section 31 Grant for Business Rates Compensation	-0.400				-0.400
19CM15	Remove budget for Pensions Past Service Deficit	-0.830				-0.830
19CM16	Additional 1% Council Tax in 2018/19 and 2019/20	-3.320	-3.724	-0.282	-0.294	-7.620
19CM17	Use of Budget Priorities Reserve to balance budget	-8.767	6.917	5.430	-2.618	0.962
	Total Savings	-27.241	11.746	1.422	-4.021	-18.094
	Total Corporate Measures	-22.130	10.849	3.532	-3.851	-11.600

Budget Changes Since the December 2017 Cabinet Report

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
Overall Position per December report (shortfall +/-surplus -)	5.778	0.930	-1.890	-3.839	0.979
Additional pressures/expenditure:					
19PC2 - Further funding for Looked After Children based on most recent trajectory	1.000				1.000
19PC5 - Reprofile Entry to Care savings based on latest trajectory	0.900		-0.900		0.000
19RES9 - Finance Service Redesign amended saving	0.052				0.052
19CM2 - further Education Services Grant reduction	0.241				0.241
NEW - Cabinet Priorities Funded From Reserves	1.000		-1.000		0.000
NEW - Additional 1% Pay Award - reduction in inflation saving	1.199	1.500			2.699
NEW - Increase contingency to reflect risk in budget proposals	1.000	-1.000			0.000
Revised Position prior to further measures to balance budget	11.170	1.430	-3.790	-3.839	4.971
Additional savings/income:					
19CM3 - Final Taxbase increase 1.24% (compared to 1.13% in December report)	-0.365	-0.016	-0.016	-0.016	-0.413
19CM11 - Additional Strategic Measures income relating to Treasury Management	-0.905	-0.578	-0.146	-0.147	-1.776
NEW - Reduce annual contribution to general balances	-1.000				-1.000
NEW - Adult Social Care Precept - reduce spend to reflect lower taxbase increase in 2018/19 (linked to 19PA8)	-0.500				-0.500
NEW - Additional New Homes Bonus Grant	-0.307				-0.307
NEW - Estimated Additional Section 31 Grant for Business Rates Compensation	-0.400				-0.400
NEW - Remove budget for Pensions Past Service Deficit	-0.830				-0.830
NEW - Reduce newspapers in Members Resource Centre (£546 saving)	-0.001				-0.001
NEW - Additional 1% Council Tax in 2018/19 and 2019/20	-3.320	-3.724	-0.282	-0.294	-7.620
NEW - Use of Budget Equalisation Reserve		0.346	-0.346	-0.962	-0.962
NEW - Use of Budget Prioritisation Reserve to balance budget, fund Cabinet Priorities and repay in future years	-3.542	2.542	4.580	-2.618	0.962
Revised Overall Position as per January Report (shortfall +/-surplus -)	0.000	0.000	0.000	-7.876	-7.876

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Draft Council Tax and Precepts 2018/19

Council Tax Data

1. In order to set its budget for 2018/19, 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 **£352,026,064** as shown in the proposed Medium Term Financial Plan (Section 4.1) the calculation of the Band D Council Tax for 2018/19 is as follows:

Council Tax Calculation 2018/19

	£m
County Council net expenditure after specific grants	433.680
Less: Revenue Support Grant	-5.868
Business Rates Top Up	-39.034
Non-Domestic Rating Income	-32.064
Council Tax Collection Fund Adjustments	-4.688
Business Rates Collection Fund Adjustments	0.000
Council Tax Requirement (R)	352.026

Council Tax Base (assuming losses on collection) (T)	246,830
Band D Council Tax (R/T)	£1,426.19

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 £1,426.19, the council tax for other bands is as follows:

Property Band	Property Values	Band D Proportion	2018/19 £ p
A	Up to £40,000	6/9	950.79
B	Over £40,000 and up to £52,000	7/9	1,109.26
C	Over £52,000 and up to £68,000	8/9	1,267.72
D	Over £68,000 and up to £88,000	9/9	1,426.19
E	Over £88,000 and up to £120,000	11/9	1,743.12
F	Over £120,000 and up to £160,000	13/9	2,060.05
G	Over £160,000 and up to £320,000	15/9	2,376.98
H	Over £320,000	18/9	2,852.38

Table 2**Allocation of Precept to Districts**

The County Council precept (£352,026,064) is the sum of the council tax income required to fund the Council's budget.

District Council	Tax Base Number	Assumed Precept Due
		£
Cherwell	52,670.50	75,118,140.40
Oxford City	44,623.40	63,641,446.85
South Oxfordshire	56,163.30	80,099,536.83
Vale of White Horse	50,451.80	71,953,852.64
West Oxfordshire	42,920.71	61,213,087.39
TOTAL	246,829.71	352,026,064.11

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 2018.

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Draft Detailed Revenue Budget 2018/19

23 January 2018 Cabinet



Draft Revenue Budget 2018/19
Summary

		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
		£000	£000	£000	£000	£000	£000	£000	£000
People	Expenditure	641,941	-27,905	1,462	341	1,340	7,099	9,668	633,946
	Recharge Income	-13,270	-4,683	0	0	0	0	1,735	-16,218
	DSG income (*)	-243,279	9,359	0	0	0	241	0	-233,679
	Grant income	-58,338	15,187	0	-422	2,570	-2,570	-11,572	-55,145
	Other Income	-26,308	8,278	-29	81	407	0	262	-17,309
		300,746	236	1,433	0	4,317	4,770	93	311,595
Communities	Expenditure	160,697	625	3,211	0	754	1,830	45	167,163
	Recharge Income	-49,885	128	-326	0	-800	914	95	-49,874
	Grant income	-2,731	0	0	0	0	0	874	-1,857
	Other Income	-16,280	488	-185	0	1,900	-200	-650	-14,926
		91,801	1,241	2,701	0	1,854	2,544	364	100,505
Resources	Expenditure	66,959	-2,567	651	0	-492	-235	176	64,492
	Recharge Income	-39,643	926	0	0	300	-104	-203	-38,723
	Grant income	-642	0	0	0	0	0	-185	-827
	Other Income	-6,859	-26	-35	0	0	-103	-46	-7,069
		19,815	-1,667	616	0	-192	-442	-257	17,873
Strategic Measures and Contributions to/from Reserves	Expenditure	35,061	190	600	0	5,274	-19,692	0	21,433
	Recharge Income	-3,785	0	0	0	-2,012	1,647	0	-4,150
	Grant income	-19,247	0	0	8,932	0	0	0	-10,315
	Other Income	-1,860	0	0	0	479	-1,880	0	-3,261
		10,169	190	600	8,932	3,741	-19,925	0	3,707
Net Operating Budget		422,531	0	5,350	8,932	9,720	-13,053	199	433,680

**Draft Revenue Budget 2018/19
Summary**

		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
		£000	£000	£000	£000	£000	£000	£000	£000
General Government Grant	Grant income	-56,486	0	0	0	0	0	11,584	-44,902
Business Rates from District Councils	Other Income	-30,704	0	0	0	0	0	-1,360	-32,064
Collection Fund Surpluses/Deficits	Other Income	-7,277	0	0	0	0	0	2,589	-4,688
COUNCIL TAX REQUIREMENT		328,064	0	5,350	8,932	9,720	-13,053	13,012	352,026

	Expenditure	904,658	-29,657	5,924	341	6,876	-10,998	9,889	887,034
	Recharge Income	-106,583	-3,629	-326	0	-2,512	2,457	1,627	-108,965
	DSG income (*)	-243,279	9,359	0	0	0	241	0	-233,679
	Grant income	-137,444	15,187	0	8,510	2,570	-2,570	701	-113,046
	Other Income	-89,288	8,740	-249	81	2,786	-2,183	795	-79,318
COUNCIL TAX REQUIREMENT		328,064	0	5,350	8,932	9,720	-13,053	13,012	352,026

(*) 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 2017/18" publication have been added throughout this document to show the movement from 2017/18 to 2018/19.](#)

Draft Revenue Budget 2018/19
People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
CEF1	CEF1	<u>EDUCATION & LEARNING</u>									
CEF1-1	CEF1-1	Management & Central Costs (including admin and support service recharges)	expenditure recharge Income DSG income grant income income	2,136 0 -533 0 0	-144 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 34 0 0	0 0 0 0 0	1,992 0 -499 0 0
				1,603	-144	0	0	0	34	0	1,493
CEF1-2	CEF1-2	Additional & Special Educational Needs	expenditure recharge Income DSG income grant income income	39,014 -573 -36,141 0 -676	1,868 -18 -27 -998 -619	44 0 0 0 -1	0 0 0 0 0	-471 0 0 0 0	0 0 0 0 0	0 0 0 0 0	40,455 -591 -36,168 -998 -1,296
				1,624	206	43	0	-471	0	0	1,402
CEF1-3	CEF1-4	Education	expenditure recharge Income DSG income grant income income	6,117 -473 -4,407 -891 -169	-2,613 -1,135 2,961 881 -143	22 0 0 0 0	0 0 0 0 0	88 0 0 0 0	0 0 15 0 0	0 0 0 10 -10	3,614 -1,608 -1,431 0 -322
				177	-49	22	0	88	15	0	253
CEF1-4	CEF1-5	School Organisation & Planning (Including Home to School Transport recharge)	expenditure recharge Income DSG income grant income income	22,186 -401 -4,042 0 0	2,604 29 -2,620 0 0	331 0 0 0 0	0 0 0 0 0	800 0 0 0 0	-1,224 0 4 0 0	0 0 0 0 0	24,697 -372 -6,658 0 0
				17,743	13	331	0	800	-1,220	0	17,667
		SUBTOTAL EDUCATION & LEARNING		21,147	26	396	0	417	-1,171	0	20,815

Draft Revenue Budget 2018/19
People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
CEF2	CEF2	<u>CHILDREN'S SOCIAL CARE</u>									
CEF2-1	CEF2-1	Management & Central Costs (including admin and support service recharges)	expenditure recharge Income DSG income grant income income	6,332 -37 0 0 0	-450 0 0 0 0	76 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	157 0 0 0 0	6,115 -37 0 0 0
CEF2-2	CEF2-3	Social Care	expenditure recharge Income DSG income grant income income	6,295 24,864 -2,801 0 -1,186 -301	-450 1,570 1,862 0 -1,267 -689	76 371 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	157 -1,558 0 1,310 0	6,078 25,247 -939 0 -1,143 -990
	CEF2-4	Locality & Community Support Service (Moved to CEF2-3)	expenditure recharge Income DSG income grant income income	20,576 1,297 0 0 0 0	1,476 -1,297 0 0 0 0	371 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	-248 0 0 0 0 0	22,175 0 0 0 0 0
	CEF2-5	Family Support Service (Moved to CEF2-3)	expenditure recharge Income DSG income grant income income	1,297 11,822 -458 0 0 0	-1,297 -11,822 458 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 0 0 0 0 0
				11,364	-11,364	0	0	0	0	0	0
	CEF2-6	Education, Employment & Training (Moved to CEF2-3)	expenditure recharge Income DSG income grant income income	1,725 0 0 0 -950	-1,725 0 0 0 950	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
				775	-775	0	0	0	0	0	0
		SUBTOTAL CHILDREN'S SOCIAL CARE		40,307	-12,410	447	0	0	0	-91	28,253

Draft Revenue Budget 2018/19
People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
CEF3	CEF3	<u>CHILDREN'S SOCIAL CARE COUNTYWIDE SERVICES</u>									
CEF3-1	CEF3-2	Corporate Parenting	expenditure	21,735	14,397	187	0	1,000	4,307	229	41,855
			recharge Income	-60	-2,432	0	0	0	0	0	-2,492
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	-43	0	0	0	0	0	-43
			income	-48	-267	0	0	0	0	0	-315
				21,627	11,655	187	0	1,000	4,307	229	39,005
CEF3-2	CEF3-3	Safeguarding	expenditure	1,902	0	29	0	150	0	0	2,081
			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
				1,691	0	29	0	150	0	0	1,870
CEF3-3	CEF3-4	Services for Disabled Children	expenditure	7,068	0	47	0	0	1,100	0	8,215
			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
				7,058	0	47	0	0	1,100	0	8,205
CEF3-4	CEF3-5	Youth Offending Service	expenditure	1,209	-16	7	0	0	0	0	1,200
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	-550	-3	0	0	0	0	0	-553
			income	-250	18	0	0	0	0	0	-232
				409	-1	7	0	0	0	0	415
		SUBTOTAL CHILDREN'S SOCIAL CARE COUNTYWIDE SERVICES		30,785	11,654	270	0	1,150	5,407	229	49,495

Draft Revenue Budget 2018/19
People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
CEF4	CEF4	<u>SCHOOLS</u>									
CEF4-1	CEF4-1	Delegated Budgets	expenditure	199,098	-30,398	0	0	0	0	12,892	181,592
			recharge Income	0	-1,902	0	0	0	0	0	-1,902
			DSG income	-158,602	5,899	0	0	0	0	0	-152,703
			grant income	-18,101	16,617	0	0	0	0	-12,892	-14,376
			income	-22,395	9,784	0	0	0	0	0	-12,611
				0	0	0	0	0	0	0	0
CEF4-2	CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	expenditure	33,561	-3,146	0	0	0	0	0	30,415
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-33,561	3,146	0	0	0	0	0	-30,415
			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	1,010	-129	0	0	0	0	0	881
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-660	0	0	0	0	71	0	-589
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				350	-129	0	0	0	71	0	292
CEF4-4	CEF4-4	Schools Support Service Recharges	expenditure	3,037	9	0	0	0	-74	0	2,972
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-3,050	0	0	0	0	74	0	-2,976
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				-13	9	0	0	0	0	0	-4
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
		SUBTOTAL SCHOOLS		337	-120	0	0	0	71	0	288

Draft Revenue Budget 2018/19
People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
CEF5	CEF5	<u>CHILDREN, EDUCATION & FAMILIES</u>									
		<u>(CEF) CENTRAL COSTS</u>									
CEF5-1	CEF5-1	Management, Admin & Central Support Service Recharges	expenditure recharge Income DSG income grant income income	537 0 -476 0 0	341 0 0 0 0	3 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	246 0 0 0 0	1,127 0 -476 0 0
CEF5-2	CEF5-2	Premature Retirement Compensation (PRC)	expenditure recharge Income DSG income grant income income	61 3,860 0 0 0	341 -358 0 0 0	3 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	246 0 0 0 0	651 3,502 0 0 0
CEF5-3	CEF5-3	Joint Commissioning Recharge	expenditure recharge Income DSG income grant income income	3,860 1,005 0 -176 0	-358 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 43 0 0	0 0 0 0 0	3,502 1,005 0 -133 0
				829	0	0	0	0	43	0	872
		SUBTOTAL CEF CENTRAL COSTS		4,750	-17	3	0	0	43	246	5,025
			expenditure recharge Income DSG income grant income income	391,082 -4,866 -243,279 -20,728 -24,883	-31,309 -3,138 9,359 15,187 9,034	1,117 0 0 0 -1	0 0 0 0 0	1,567 0 0 0 0	4,109 0 241 0 0	11,966 0 0 -11,572 -10	378,532 -8,004 -233,679 -17,113 -15,860
		BUDGET CONTROLLABLE BY CHILDREN'S SERVICES		97,326	-867	1,116	0	1,567	4,350	384	103,876

Draft Revenue Budget 2018/19
People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
		Non Negotiable Support Service Recharge	support service recharge expenditure	11,219	900					-270	11,849
			support service recharge income	0							0
			DSG income	0							0
			grant income	0							0
			income	0							0
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGE		11,219	900	0	0	0	0	-270	11,849
			expenditure	402,301	-30,409	1,117	0	1,567	4,109	11,696	390,381
			recharge income	-4,866	-3,138	0	0	0	0	0	-8,004
			DSG income	-243,279	9,359	0	0	0	241	0	-233,679
			grant income	-20,728	15,187	0	0	0	0	-11,572	-17,113
			income	-24,883	9,034	-1	0	0	0	-10	-15,860
		CHILDREN'S SERVICES TOTAL		108,545	33	1,116	0	1,567	4,350	114	115,725

Draft Revenue Budget 2018/19
People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
SCS1	SCS1	ADULT SOCIAL CARE									
SCS1-1	SCS1-1	<u>Pooled Budget Contributions</u>									
SCS1-1A		Better Care Fund Pool Contribution	Expenditure	0	78,848	-81	0	-433	50	-1,421	76,963
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	78,848	-81	0	-433	50	-1,421	76,963
SCS1-1B		Adults with Care and Support Needs Pool Contribution	Expenditure	0	80,671	-107	0	900	1,000	-622	81,842
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	-51	-1	0	0	0	0	-52
				0	80,620	-108	0	900	1,000	-622	81,790
SCS1-1C		Contribution to Mental Health Provider Pool	Expenditure	0	594	0	0	0	0	0	594
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	594	0	0	0	0	0	594
SCS1-1A		Lines to be removed Older People	Expenditure	73,662	-73,662	0	0	0	0	0	0
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				73,662	-73,662	0	0	0	0	0	0
SCS1-1B		Physical Disabilities	Expenditure	11,794	-11,794	0	0	0	0	0	0
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				11,794	-11,794	0	0	0	0	0	0
SCS1-1C		Learning Disabilities	Expenditure	68,868	-68,868	0	0	0	0	0	0
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				68,868	-68,868	0	0	0	0	0	0
SCS1-1D		Mental Health	Expenditure	9,375	-9,375	0	0	0	0	0	0
SCS1-1E			Recharge Income	0	0	0	0	0	0	0	0
			income	-51	51	0	0	0	0	0	0
				9,324	-9,324	0	0	0	0	0	0
		Subtotal Pooled Budget Contributions		163,648	-3,586	-189	0	467	1,050	-2,043	159,347

Draft Revenue Budget 2018/19
People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
SCS1-2	SCS1-2	Adult Protection & Mental Capacity	Expenditure	2,919	-8	51	0	193	0	0	3,155
			Recharge Income	-264	0	0	0	0	0	0	-264
			income	-30	0	0	0	0	0	0	-30
		Subtotal Adult Protection & Mental Capacity		2,625	-8	51	0	193	0	0	2,861
SCS1-3	SCS1-3	Provider & Support Services	Expenditure	9,303	2,947	159	0	-1,957	0	-84	10,368
			Recharge Income	-6,778	-1,985	0	0	0	0	1,735	-7,028
			income	-865	-660	-27	0	407	0	272	-873
		Subtotal Provider & Support Services		1,660	302	132	0	-1,550	0	1,923	2,467
SCS1-4	SCS1-4	Domestic Violence & Abuse Support Service	Expenditure	638	0	0	0	0	0	0	638
			Recharge Income	0	0	0	0	0	0	0	0
			Grant income	0	0	0	0	0	0	0	0
			income	-64	0	0	0	0	0	0	-64
		Subtotal Domestic Violence & Abuse Support Service		574	0	0	0	0	0	0	574
SCS1-5	SCS1-5	Housing Related Support	Expenditure	1,783	0	0	0	-500	0	0	1,283
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		Subtotal Housing Related Support		1,783	0	0	0	-500	0	0	1,283
SCS1-6	SCS1-6	Other Funding including: ASC Precept	Expenditure	13,374	-10,852	0	1,228	0	1,850	1,690	7,290
			Recharge Income	0	0	0	0	0	0	0	0
			Grant income	-6,276	0	0	-1,228	2,570	-2,570	0	-7,504
			income	0	0	0	0	0	0	0	0
		Subtotal Other Funding		7,098	-10,852	0	0	2,570	-720	1,690	-214
SCS1-7	SCS1-7	Adult Social Care Recharges	Expenditure	200	-195	0	0	0	0	0	5
SCS1-8	SCS1-8		Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		Subtotal Adult Social Care Recharges		200	-195	0	0	0	0	0	5

Draft Revenue Budget 2018/19
People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
SCS1-9		Adult Social Care Staffing & Infrastructure	Expenditure	0	12,184	220	0	0	0	0	12,404
			Recharge Income	0	-197	0	0	0	0	0	-197
			income	0	-96	0	0	0	0	0	-96
		Subtotal Adult Social Care Staffing & Infrastructure		0	11,891	220	0	0	0	0	12,111
		TOTAL ADULT SOCIAL CARE		177,588	-2,448	214	0	1,180	330	1,570	178,434
SCS2	SCS2	Joint Commissioning	Expenditure	4,324	1,814	103	0	1,570	90	-1,610	6,291
			Recharge Income	-1,185	637	0	0	0	0	0	-548
			income	-238	0	0	0	0	0	0	-238
				2,901	2,451	103	0	1,570	90	-1,610	5,505
		TOTAL JOINT COMMISSIONING		2,901.000	2,451.000	103.000	0.000	1,570.000	90.000	-1,610.000	5,505.000
			Expenditure	196,240	2,304	345	1,228	-227	2,990	-2,047	200,833
			Recharge Income	-8,227	-1,545	0	0	0	0	1,735	-8,037
			Grant income	-6,276	0	0	-1,228	2,570	-2,570	0	-7,504
			Income	-1,248	-756	-28	0	407	0	272	-1,353
		BUDGET CONTROLLABLE BY ADULT SERVICES		180,489	3	317	0	2,750	420	-40	183,939
		Non Negotiable Support Service Recharges	support service recharge expenditure	11,712	200					19	11,931
			support service recharge income	0							0
			Grant income	0							0
			Income	0							0
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES		11,712	200	0	0	0	0	19	11,931
			Expenditure	207,952	2,504	345	1,228	-227	2,990	-2,028	212,764
			Recharge Income	-8,227	-1,545	0	0	0	0	1,735	-8,037
			Grant income	-6,276	0	0	-1,228	2,570	-2,570	0	-7,504
			Income	-1,248	-756	-28	0	407	0	272	-1,353
		ADULT SERVICES TOTAL		192,201	203	317	0	2,750	420	-21	195,870

Draft Revenue Budget 2018/19
People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
				£000	£000	£000	£000	£000	£000	£000	£000
PH1 & 2	PH1 & 2	Public Health Functions									
PH1-1	PH1-1	Sexual Health	Expenditure	8,193	0	0	-19	0	0	0	8,174
			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
				8,193	0	0	-19	0	0	0	8,174
PH1-2	PH1-2	NHS Health Check Programme	Expenditure	665	0	0	-17	0	0	0	648
			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
				665	0	0	-17	0	0	0	648
PH1-3	PH1-3	Health Protection	Expenditure	10	0	0	-3	0	0	0	8
			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
				10	0	0	-3	0	0	0	8
PH1-4	PH1-4	National Child Measurement Programme	Expenditure	150	0	0	0	0	0	0	150
			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
				150	0	0	0	0	0	0	150
PH1-5	PH1-5	Public Health Advice	Expenditure	55	0	0	95	0	0	0	150
			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
				55	0	0	95	0	0	0	150

Draft Revenue Budget 2018/19
People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
				£000	£000	£000	£000	£000	£000	£000	£000
PH1-6	PH1-6	0-5 Year Olds	Expenditure	8,550	0	0	-50	0	0	0	8,500
			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
				8,550	0	0	-50	0	0	0	8,500
PH2-1	PH2-1	Obesity	Expenditure	680	0	0	-261	0	0	0	419
			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
				680	0	0	-261	0	0	0	419
PH2-2	PH2-2	Physical Activity	Expenditure	75	0	0	-18	0	0	0	57
			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
				75	0	0	-18	0	0	0	57
PH2-3	PH2-3	Public Health General	Expenditure	1,387	0	0	-65	0	0	0	1,322
			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
				1,387	0	0	-65	0	0	0	1,322
PH2-4	PH2-4	Smoking and Tobacco Control	Expenditure	777	0	0	-182	0	0	0	595
			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
				777	0	0	-182	0	0	0	595
PH2-5	PH2-5	Children's 5-19 Public Health Programme	Expenditure	2,040	0	0	0	0	0	0	2,040
			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
				2,040	0	0	0	0	0	0	2,040
PH2-6	PH2-6	Other Public Health Programmes	Expenditure	405	0	0	-37	0	0	0	369
			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
				405	0	0	-37	0	0	0	369

Draft Revenue Budget 2018/19
People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
				£000	£000	£000	£000	£000	£000	£000	£000
PH2-7	PH2-7	Drugs and Alcohol	Expenditure	8,030	0	0	-307	0	0	0	0
			recharge income	-177	0	0	0	0	0	0	7,723
			grant income	0	0	0	0	0	0	0	-177
			income	-177	0	0	81	0	0	0	0
				7,676	0	0	-226	0	0	0	-96
		SUBTOTAL PUBLIC HEALTH FUNCTIONS		30,663	0	0	-781	0	0	0	29,882
PH3	PH3	Public Health Recharges	expenditure	671	0	0	-25	0	0	0	646
			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
		SUBTOTAL PUBLIC HEALTH RECHARGES		671	0	0	-25	0	0	0	646
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	-31,334	0	0	806	0	0	0	-30,528
			income	0	0	0	0	0	0	0	0
		SUBTOTAL GRANT INCOME		-31,334	0	0	806	0	0	0	-30,528
			expenditure	31,688	0	0	-887	0	0	0	30,801
			recharge income	-177	0	0	0	0	0	0	-177
			grant income	-31,334	0	0	806	0	0	0	-30,528
			income	-177	0	0	81	0	0	0	-96
		BUDGET CONTROLLABLE BY PUBLIC		0	0	0	0	0	0	0	0
			support service								
			recharge								
			expenditure	0							0
			PH grant income	0	0	0	0	0	0	0	0
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES		0	0	0	0	0	0	0	0
			Expenditure	31,688	0	0	-887	0	0	0	30,801
			Recharge Income	-177	0	0	0	0	0	0	-177
			Grant Income	-31,334	0	0	806	0	0	0	-30,528
			Income	-177	0	0	81	0	0	0	-96
		PUBLIC HEALTH TOTAL		0	0	0	0	0	0	0	0

Draft Revenue Budget 2018/19
Communities

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
EE1	EE1	<u>PLANNING & PLACE</u>									
EE1-1 to EE1-5	EE1-1 to EE1-5	Planning & Place	expenditure	7,932	-71	112	0	150	-150	0	7,973
			recharge income	-384	10	0	0	0	0	0	-374
			grant income	0	0	0	0	0	0	0	0
			income	-4,259	40	-10	0	1,800	0	0	-2,429
				3,289	-21	102	0	1,950	-150	0	5,170
EE1-6	EE1-6	Local Enterprise Partnership	expenditure	2,068	-1	0	0	-50	0	-565	1,452
			recharge income	-314	1	0	0	0	0	0	-313
			grant income	-1,385	0	0	0	0	0	565	-820
			income	-83	0	0	0	0	0	0	-83
				286	0	0	0	-50	0	0	236
EE1		TOTAL PLANNING & PLACE		3,575	-21	102	0	1,900	-150	0	5,406
EE2	EE2	<u>INFRASTRUCTURE DELIVERY</u>									
EE2-1	EE2-1	Infrastructure Delivery Management (previously Commercial Services Management)	expenditure	-3,663	-491	7	0	-300	738	1760	-1,949
			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
EE2-1		Subtotal Infrastructure Delivery Management		-3,663	-491	7	0	-300	738	1,760	-1,949
EE2-2		Asset & Contract Management									
EE2-21	n/a	Asset Renewals	expenditure	0	0	0	0	0	0	7,462	7,462
			recharge income	0	0	0	0	0	0	-383	-383
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-45	-45
				0	0	0	0	0	0	7,034	7,034
EE2-22A	n/a	Contract Management Staffing	expenditure	0	0	0	0	0	0	730	730
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	730	730

Draft Revenue Budget 2018/19
Communities

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
EE2-22B	n/a	Highways Contract Management	expenditure	0	0	0	0	0	0	2,223	2,223
			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	-70	-70
				0	0	0	0	0	0	2,153	2,153
EE2-22C	EE2-51A	Waste Management	expenditure	27,053	-4	862	0	1,000	-410	-418	28,083
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-282	0	-2	0	0	0	0	-284
				26,771	-4	860	0	1,000	-410	-418	27,799
EE2-2		Subtotal Asset & Contract Management		26,771	-4	860	0	1,000	-410	9,499	37,716
EE2-3		Operations & Major Project Delivery									
EE2-31	n/a	Area Operations	expenditure	0	0	0	0	0	0	10,717	10,717
			recharge income	0	0	0	0	0	0	-141	-141
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-105	-105
				0	0	0	0	0	0	10,471	10,471
EE2-32	n/a	Area Operations Hub	expenditure	0	0	0	0	0	0	1,809	1,809
			recharge income	0	0	0	0	0	0	-109	-109
			grant income	0	0	0	0	0	0	-242	-242
			income	0	0	0	0	0	0	-204	-204
				0	0	0	0	0	0	1,254	1,254
EE2-33	EE2-6	Major Infrastructure Delivery	expenditure	1,172	-3	22	0	0	0	-558	633
			recharge income	-909	0	0	0	0	0	328	-581
			grant income	0	0	0	0	0	0	0	0
			income	-241	0	0	0	0	0	150	-91
				22	-3	22	0	0	0	-80	-39
EE2-3		Subtotal Operations & Major Project Delivery		22	-3	22	0	0	0	11,645	11,686

Draft Revenue Budget 2018/19
Communities

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
EE2-4		Civil Enforcement, Traffic & Business Operations									
EE2-41	EE2-36	Civil Enforcement (Previously On/Off Street Parking and Park & Rides)	expenditure	6,101	-1	108	0	0	250	-35	6,423
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-6,085	0	-121	0	150	-200	0	-6,256
				16	-1	-13	0	150	50	-35	167
EE2-42	n/a	Traffic Control Centre	expenditure	0	0	0	0	0	0	1,054	1,054
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-1,852	-1,852
				0	0	0	0	0	0	-798	-798
EE2-43	n/a	Asset Data & Systems	expenditure	0	0	0	0	0	0	1,461	1,461
			recharge income	0	0	0	0	0	0	-184	-184
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-238	-238
				0	0	0	0	0	0	1,039	1,039
EE2-44	n/a	Operational Development & Business Management	expenditure	0	0	0	0	0	0	801	801
			recharge income	0	0	0	0	0	0	-183	-183
			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	618	618
EE2-4		Subtotal Civil Enforcement, Traffic & Business Operations		0	0	0	0	0	0	-2,090	-2,090

Draft Revenue Budget 2018/19
Communities

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
Page 65	EE2-31 to EE2-34	Lines to be removed Network & Asset Management	expenditure	12,353	1,774	768	0	-560	366	-14,701	0
			recharge income	-680	-1	0	0	0	0	681	0
			grant income	0	0	0	0	0	0	0	0
			income	-1,307	-101	-27	0	0	0	1,435	0
				10,366	1,672	741	0	-560	366	-12,585	0
	EE2-35	Countryside & Records	expenditure	2,275	0	26	0	-90	150	-2,361	0
			recharge income	-9	-12	-2	0	0	0	23	0
			grant income	-242	0	0	0	0	0	242	0
			income	-197	9	0	0	0	0	188	0
				1,827	-3	24	0	-90	150	-1,908	0
	EE2-4	Delivery	expenditure	7,737	-2,886	1			400	-5,252	0
			recharge income	0							0
			grant income	0							0
			income	-70						70	0
				7,667	-2,886	1	0	0	400	-5,182	0
	EE2-52	H&T Contract & Performance Mgt	expenditure	1,830	979	9	0	0	-350	-2,468	0
			recharge income	-48	0	0	0	0	0	48	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				1,782	979	9	0	0	-350	-2,420	0
	EE2-53	Area Stewards	expenditure	2,017	-250	33				-1,800	0
			recharge income	-15	0					15	0
			grant income	0	0						0
			income	-21	0					21	0
				1,981	-250	33	0	0	0	-1,764	0
		TOTAL INFRASTRUCTURE DELIVERY		46,769	-987	1,684	0	200	944	-131	48,479

Draft Revenue Budget 2018/19
Communities

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
EE3	EE3	<u>PROPERTY AND INVESTMENT</u>									
EE3-1	EE2-51B	Supported Transport	expenditure	31,372	-69	637	0	800	-1,224	-309	31,207
			recharge income	-19,284	0	-324	0	-800	1,224	0	-19,183
			grant income	-1,104	0	0	0	0	0	309	-795
			income	-689	0	-13	0	0	0	0	-702
				10,295	-69	301	0	0	0	0	10,527
EE3-2	EE2-2	Property & Procurement	expenditure	24,562	1,228	396	0	-166	2,060	131	28,211
			recharge income	-9,300	946	0	0	0	-310	0	-8,664
			grant income	0	0	0	0	0	0	0	0
			income	-763	-9	-1	0	-50	0	0	-823
				14,499	2,165	395	0	-216	1,750	131	18,724
EE3		TOTAL PROPERTY AND INVESTMENT		24,794	2,096	696	0	-216	1,750	131	29,251
EE4	SCS3-1	<u>FIRE & RESCUE SERVICE and COMMUNITY SAFETY</u>									
EE4-1	SCS3-1	Fire and Rescue Service	Expenditure	22,587	-262	195	0	-30	0	-65	22,425
			Recharge Income	-4	0	0	0	0	0	0	-4
			income	-834	0	-7	0	0	0	0	-842
				21,749	-262	187	0	-30	0	-65	21,579
EE4-2	SCS3-2	Emergency Planning	Expenditure	211	-3	4	0	0	0	0	212
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				211	-3	4	0	0	0	0	212
EE4-3	SCS3-3	Gypsy & Traveller Services	Expenditure	1,073	-560	6	0	0	0	0	519
			Recharge Income	0	0	0	0	0	0	0	0
			income	-1,158	552	-2	0	0	0	0	-608
				-85	-8	4	0	0	0	0	-89
EE4-4	SCS3-4	Trading Standards	Expenditure	1,708	-81	26	0	0	0	0	1,654
			Recharge Income	0	0	0	0	0	0	0	0
			income	-291	-3	-1	0	0	0	0	-295
				1,417	-84	25	0	0	0	0	1,358
EE4		TOTAL FIRE & RESCUE SERVICE and COMMUNITY SAFETY		23,292	-356	220	0	-30	0	-65	23,060

Draft Revenue Budget 2018/19
Communities

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
EE9	n/a	Recharge income from Grants and External organisations	Expenditure	0	0	0	0	0	0	0	0
			Recharge Income	0	-817	0	0	0	0	0	-817
			income	0	0	0	0	0	0	0	0
		TOTAL RECHARGE INCOME FROM GRANTS & EXTERNAL ORGANISATIONS		0	-817	0	0	0	0	0	-817
			expenditure	148,388	-701	3,211	0	754	1,830	-384	153,099
			recharge income	-30,947	128	-326	0	-800	914	95	-30,936
			grant income	-2,731	0	0	0	0	0	874	-1,857
			income	-16,280	488	-185	0	1,900	-200	-650	-14,926
		BUDGET CONTROLLABLE BY COMMUNITIES		98,430	-85	2,701	0	1,854	2,544	-65	105,379
		Non Negotiable Support Service Recharges	support service recharge								
			expenditure	12,309	1,326					429	14,064
			support service recharge income	-18,938							-18,938
			grant income	0							0
			income	0							0
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES		-6,629	1,326	0	0	0	0	429	-4,874
			Expenditure	160,697	625	3,211	0	754	1,830	45	167,163
			Recharge Income	-49,885	128	-326	0	-800	914	95	-49,874
			Grant income	-2,731	0	0	0	0	0	874	-1,857
			Income	-16,280	488	-185	0	1,900	-200	-650	-14,926
		COMMUNITIES TOTAL		91,801	1,241	2,701	0	1,854	2,544	364	100,505

**Draft Revenue Budget 2018/19
Resources**

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
CEO1	CEO1	Corporate Services	expenditure	1,028	-7	6	0	-100	0	0	927
			recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				1,028	-7	6	0	-100	0	0	927
CEO2	CEO2	Human Resources	expenditure	4,325	-5	52	0	0	277	0	4,649
			recharge income	-1,025	430	0	0	0	0	0	-595
			income	-142	0	-2	0	0	0	0	-144
				3,158	425	50	0	0	277	0	3,910
CEO3	CEO3	Corporate Finance & Internal Audit	expenditure	6,446	-9	82	0	-50	66	0	6,535
			recharge income	-963	474	0	0	0	-128	0	-617
			income	-1,250	0	-2	0	0	97	0	-1,155
				4,233	465	80	0	-50	35	0	4,763
CEO4	CEO4	Law & Governance	expenditure	9,601	1,003	117	0	0	0	185	10,906
			recharge income	-2,657	-848	0	0	0	0	0	-3,505
			grant income	-642	0	0	0	0	0	-185	-827
			income	-3,917	-80	-13	0	0	0	0	-4,010
				2,385	75	104	0	0	0	0	2,564
CEO5	CEO5	Policy	expenditure	4,579	-1,033	61	0	0	-28	-5	3,574
			recharge income	-1,840	1,049	0	0	0	0	0	-791
			income	-103	-22	-1	0	0	0	0	-126
				2,636	-6	60	0	0	-28	-5	2,657
CEO7	CEO7	Transformation	expenditure	27,867	-2,686	333	0	-342	-550	-25	24,597
			recharge income	-3,742	1,484	0	0	300	0	71	-1,887
			income	-1,447	76	-17	0	0	-200	-46	-1,634
				22,678	-1,126	316	0	-42	-750	0	21,076
CEO9		Recharge income from Grants and External organisations	expenditure	0	256	0	0	0	0	21	277
			recharge income	0	-1,663	0	0	0	24	-274	-1,912
			income	0							0
				0	-1,406	0	0	0	24	-252	-1,635
			expenditure	53,846	-2,481	651	0	-492	-235	176	51,465
			recharge income	-10,227	926	0	0	300	-104	-203	-9,307
			grant income	-642	0	0	0	0	0	-185	-827
			income	-6,859	-26	-35	0	0	-103	-46	-7,069
		BUDGET CONTROLLABLE BY RESOURCES		36,118	-1,581	616	0	-192	-442	-257	34,262

Draft Revenue Budget 2018/19
Resources

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
				£000	£000	£000	£000	£000	£000	£000	£000
		Non Negotiable Support Service	support service								
			recharge expenditure	13,113	-86						13,027
			support service								
			recharge income	-29,416							-29,416
			grant income	0							0
			income	0							0
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES		-16,303	-86	0	0	0	0	0	-16,389
			expenditure	66,959	-2,567	651	0	-492	-235	176	64,492
			recharge income	-39,643	926	0	0	300	-104	-203	-38,723
			grant income	-642	0	0	0	0	0	-185	-827
			income	-6,859	-26	-35	0	0	-103	-46	-7,069
		RESOURCES TOTAL		19,815	-1,667	616	0	-192	-442	-257	17,873

Draft Revenue Budget 2018/19
Strategic Measures

		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
<u>CAPITAL FINANCING</u>									
Principal	Expenditure	8,435				1,191	-1,158		8,468
Interest	Expenditure	17,126				-945	-584		15,597
Net Interest on Balances (split income and expenditure)	Expenditure	372				-47	570		895
	Recharge Income	-3,285				-1,512	1,147		-3,650
	Other income	-1,860				479	-1,880		-3,261
		-4,773	0	0	0	-1,080	-163	0	-6,016
SUBTOTAL CAPITAL FINANCING		20,788	0	0	0	-834	-1,905	0	18,049
Contingency	Expenditure	4,376	190	600		-117	1,000		6,049
Pensions Past Service Deficit Funding	Expenditure	830					-830		0
Recharge to Public Health	Recharge Income	-500				-500	500		-500
Cabinet Priorities to be allocated to Directorates	Expenditure	0					1,000		1,000
<u>CONTRIBUTIONS TO/FROM BALANCES</u>									
General Balances	Expenditure	4,700				-2,700	-2,000		0
SUBTOTAL CONTRIBUTIONS TO/FROM BALANCES		4,700	0	0	0	-2,700	-2,000	0	0
<u>CONTRIBUTIONS TO/FROM RESERVES</u>									
Reserves	Expenditure	-778				7,892	-17,690		-10,576
	Other income	0							0
		-778	0	0	0	7,892	-17,690	0	-10,576
Prudential Borrowing costs	Expenditure	0							0
SUBTOTAL CONTRIBUTIONS TO/FROM RESERVES		-778	0	0	0	7,892	-17,690	0	-10,576

Draft Revenue Budget 2018/19
Strategic Measures

		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
<u>UNRINGFENCED SPECIFIC GRANT INCOME</u>	Grant income	-19,247			8,932				-10,315
TOTAL UNRINGFENCED SPECIFIC GRANT INCOME		-19,247	0	0	8,932	0	0	0	-10,315
Strategic Measures	Expenditure	35,061	190	600	0	5,274	-19,692	0	21,433
	Recharge Income	-3,785	0	0	0	-2,012	1,647	0	-4,150
	Grant Income	-19,247	0	0	8,932	0	0	0	-10,315
	Other income	-1,860	0	0	0	479	-1,880	0	-3,261
STRATEGIC MEASURES TOTAL		10,169	190	600	8,932	3,741	-19,925	0	3,707
<u>COUNCIL TAX COLLECTION FUND SURPLUSES/DEFICITS</u>	Other income	-7,277						2,589	-4,688
TOTAL COLLECTION FUND SURPLUSES/DEFICITS		-7,277	0	0	0	0	0	2,589	-4,688
<u>BUSINESS RATES FROM DISTRICT COUNCILS</u>	Other income	-31,165						-899	-32,064
<u>BUSINESS RATES COLLECTION FUND SURPLUSES/DEFICITS</u>	Other income	461						-461	0
TOTAL BUSINESS RATES FROM DISTRICT COUNCILS		-30,704	0	0	0	0	0	-1,360	-32,064
<u>GENERAL GOVERNMENT GRANT INCOME</u>									
Revenue Support Grant	Grant income	-18,665						12,797	-5,868
Business Rates Top-Up	Grant income	-37,821						-1,213	-39,034
TOTAL GENERAL GOVERNMENT GRANT INCOME		-56,486	0	0	0	0	0	11,584	-44,902

Government Grants - Details 2017/18 and 2018/19

Ringfenced	Directorate	Issued by	Estimate	Estimate
			2017/18 £000	2018/19 £000
Page 72	People - Children's Services			
	R Dedicated Schools Grant (DSG) - Schools Block	DfE		144,637
	R Dedicated Schools Grant (DSG) - Central Block	DfE		4,041
	R Dedicated Schools Grant (DSG) - High Needs Block	DfE	243,280	49,390
	R Dedicated Schools Grant (DSG) - Early Years Block	DfE		35,611
	R Pupil Premium	DfE	8,706	6,914
	R Education Funding Agency - Sixth Form Funding and Threshold	DfE	2,855	619
	R Youth Justice Board	YJB	550	553
	R Asylum (USAC and Post 18)	HO	1,143	1,143
	R PE and Sport Grant	DfE	1,484	2,774
	R Universal Infant Free School Meals	DfE	5,946	5,067
	R Remand Framework	YJB	43	43
	R Staying Put Grant	DfE	0	0
	R Inter Agency Fee grant	DfE	0	0
	R Teacher School Funding Grant	DfE	0	0
	TOTAL PEOPLE - CHILDREN'S SERVICES		264,007	250,792
	People - Adult Services			
	R Improved Better Care Fund	DH	6,276	7,504
	TOTAL PEOPLE - ADULT SERVICES		6,276	7,504
	Public Health			
	R Public Health Grant	DH	31,334	30,528
	TOTAL PUBLIC HEALTH		31,334	30,528

Government Grants - Details 2017/18 and 2018/19

Ringfenced	Directorate	Issued by	Estimate 2017/18 £000	Estimate 2018/19 £000
	Communities			
R	Bus Service Operators Grant	DfT	1,104	795
R	Natural England	DEFRA	242	242
	Subtotal Communities Grants		1,346	1,037
	Grants held on behalf of Local Enterprise Partnership			
R	Oxford Innovation Business Support	BEIS	250	205
R	Careers & Employment Centre		20	75
R	European Regional Development Fund		40	40
R	DCLG (Local Enterprise Partnership Funding)	DCLG	500	500
R	City Deal Skills Grant	ESFA	575	0
	Subtotal Grants held on behalf of Local Enterprise Partnership		1,385	820
	TOTAL COMMUNITIES		2,731	1,857
	Resources			
R	Music	DfE	642	827
	TOTAL RESOURCES		642	827
	Strategic Measures			
U	Lead Local Flood Authority	DEFRA	42	42
U	Extended Rights to Free Travel	DfE	298	298
U	Fire Revenue Grant	DCLG	213	213
U	Troubled Families - Service Transformation Grant	DCLG	200	200
U	New Homes Bonus	DCLG	3,998	3,366
U	New Homes Bonus Adjustment Grant	DCLG	159	0
U	Local Reform & Community Voices Grant	DH	515	515
U	Adult Social Care Grant	DH	2,302	0
U	Independent Living Fund	DH	3,678	3,562
U	Education Services Grant	DfE	1,189	0

Government Grants - Details 2017/18 and 2018/19

Ringfenced	Directorate	Issued by	Estimate 2017/18 £000	Estimate 2018/19 £000
U	Special Educational Needs Reform Grant	DfE	471	0
U	Transition Funding	DCLG	4,463	0
U	Section 31 Grant for Cap on Business Rates Top-up	DCLG	541	941
U	Section 31 Grant for Cap on Business Rates and Other Reliefs	DCLG	1,178	1,178
U	Revenue Support Grant	DCLG	18,665	5,868
U	Business Rates Top-Up	DCLG	37,821	39,034
	TOTAL STRATEGIC MEASURES		75,733	55,217
	Total All Grants		380,723	346,725

Ringfenced

R Ringfenced
U Un-ringfenced

Issued by

DfE Department for Education
YJB Youth Justice Board
HO Home Office
DH Department of Health
DCLG Department for Communities & Local Government

ESFA
BEIS
DEFRA
CO
AC

Virement Rules 2018/19

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 2018;
 - changes to gross income and gross expenditure¹;
 - 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

¹ The net effect of these changes is nil but the effect on expenditure and income is subject to approval as set out in these rules.

in the Ringfenced Government Grants annex of the following Financial Monitoring Report to Cabinet.

8. This exception does not include 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 policy²; 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

² Each plan and/or strategy is agreed by Council and comprised in the policy framework. As set out in the Constitution Article 4, paragraph 2 and Part 3.2 of the Constitution.

- 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.

Financial Strategy 2018/19 – 2027/28

Introduction

The existing Financial Strategy sets out how the Council intends to finance its services and priorities and the principles upon which the medium term financial plan and capital programme are based.

This new financial strategy will set out a vision for how we will become self-sustaining and financially resilient in delivering the Council's vision for **thriving communities for everyone in Oxfordshire**. The strategy therefore reflects a sound understanding of the balance between what is possible and what is prudent and explicitly provides capacity to deal with the unexpected. Fundamentally, the financial strategy will align capital and revenue resources with objectives. The new financial strategy comprises short, medium and long term planning horizons but focuses on the medium and longer term because, the challenges we face are with us for the long term and this this time horizon which should be the focus if the Council is to thrive in an uncertain future.

Context for the Financial Strategy

Since 2010, the Council along with the rest of local government has seen significant reductions in government grant at the same time as rising demand particularly in adult and children's social care. By 2019/20, the Council will no longer receive any revenue support grant and will also see a reduction of £6.2m in what was a fixed 'top-up' share of business rates the authority receives. As a result of this, the focus of financial planning over the last six years has been on the short and medium term to ensure the Council remained financially viable.

In 2016/17, the government changed the methodology for distributing funding and introduced the term core spending power which took into account the wider resources available to councils including council tax, locally retained business rates as well as revenue support grant. The new distribution methodology was designed to ensure that 'local councils delivering similar services received similar percentage reductions in the 'settlement core funding for those services'. Authorities with a greater proportion of their core funding coming from council tax receiving less revenue support grant (and ultimately less business rates that they are able to retain). Including a measure of council tax into the calculation results in Oxfordshire being adversely affected.

Since then, there has been recognition that funding for adult social care is inadequate and as a temporary measure the government introduced firstly the adult social care precept and then the additional grant funding in 2017/18 as well as the improved Better Care Fund announced in the 2017 Budget.

Since the introduction of the 50% Business Rates retention scheme in 2013/14, growth across Oxfordshire has been consistent and by the time we get to the next reset of the baseline in 2020/21, Oxfordshire County Council will be receiving approximately £3m annually. Whilst this will reduce to zero at the reset in 2020/21, it is expected to grow at a similar rate again.

Work on the Fair Funding review, a review of the existing needs and distribution formula has been progressing slowly. Consultation on the call for evidence stage closed in September 2016 and the next consultation is expected imminently. The needs formula has not been reviewed since the implementation of the 50% business Rates retention scheme in 2013/14 and there is recognition that it is out of date and does not reflect need. The review will be split into three areas; relative needs, relative resources and transition arrangements. The new formula will determine how much funding each council receives and is expected to be implemented in 2020/21.

In respect of the Capital Programme, changes in capital financing from supported borrowing to government grant in 2011/12 alongside the creation of LEPs and major transport funding being routed via them as well as the introduction of academies and free school programmes have had a major impact on the council. Annual funding by grant is now limited to school's basic need and structural maintenance plus highways maintenance. This means the ability for the council to fund local property or infrastructure schemes is limited to use of capital receipts, Section 106 income, prudential borrowing (giving rise to revenue costs); or specific grants which often require a bidding process. This has resulted in an increase in backlog maintenance of existing assets reduced ability to deliver local schemes.

Financial Planning Horizons

The different planning horizons have different characteristics in terms of responding to risk and uncertainty, use of financial techniques and their contribution to planning approaches. The financial strategy therefore covers:

The Budget – for the forthcoming year (2018/19) with an emphasis on control, probity, meeting regulatory requirements and accountability

The Medium Term Financial Plan – for the three years following the budget year (2019/20 – 2021/22) with an emphasis on a commitment to improving performance, responsiveness to customers needs plus improving efficiency and effectiveness

The Strategic Financial Plan – for the six years beyond the medium-term plan (2022/23 – 2027/28) with a focus on long term planning that enables futures needs and outcomes to be met, is strategic and customer led, proactive in managing change and risk and receptive to new ideas

The Budget & Medium Term Financial Plan

Setting the (revenue) budget for the forthcoming year is the only legal requirement and is the cornerstone of securing stewardship. The annual budget process requires detailed plans of both expenditure and income, linked to expected service requirements and changes and uses contingencies and reserves to mitigate the impact of risk and uncertainty. As well as being the financial representation of the council's activities and plans, the budget is the primary instrument of financial control as spending plans and operational objectives are specified in sufficient detail to be allocated to managers. Setting activity targets or having a target unit cost for operational objectives will then provide a link to what the budget is expected to deliver. Through routine and regular monitoring of forecast spend, unit costs and activity, managers can report on their success in delivering planned objectives. At least in the first instance, for the 'high risk' budget areas, unit costs and planned

activity should become part of the both the budget setting process but also routine monitoring.

The budget is the bedrock on which both medium term planning and longer term financial strategies are based and the budget, Medium Term Financial Plan and Capital Programme are intrinsically linked. Issues which need to be taken into consideration in setting the budget are also relevant for Medium Term Financial Plan and the Capital Programme.

The Medium Term Financial Plan ensures that future needs and outcomes can be met and is based on forecasting projections of both income and expenditure using available information and using sensitivity analysis to understand the implications of both upside and downside risks. Furthermore, the identification of risks requires mitigation plans or strategies to be developed which aim to reduce the likelihood of the risk materialising.

By April 2020, we will have delivered the savings required to reduce spending in line with the government's grant reductions. Beyond this we will aim to achieve long term sustainability and financial resilience and provide the resources to deliver the Council's vision and priorities.

Beyond 2019/20 the current working assumption is that the level of government support will remain stable. The Fair Funding Review is expected to be implemented in 2020/21 and will deliver a formula which reflects both need and resources. Given the recognition that authorities that deliver adult social care and more recently children's social care are not sufficiently funded it is currently assumed the council's assessed need will increase. However, the council also has relatively high resources – i.e. the tax base which reduces the reliance on government grant. The assumption is that these two factors cancel each other out and the level of funding received under the new formula will be the same as the funding in 2019/20.

Tax base growth is expected to be 2% from 2019/20 and beyond. After taking into account an allowance for inflation and demographic costs, the tax base increase required to give a breakeven position is 1.41%. The existing MTFP includes growth of 1.63% (around 4,000 homes at Band D), but given the known housebuilding need across Oxfordshire and the recent government announcement of a Housing and Growth deal for Oxfordshire, this increase is expected to be surpassed.

To succeed in reaching long term sustainability and financial resilience requires successful delivery of three critical elements which reflect the financial planning principles for the budget and medium term plan:

- Managing the impact of rising need, caused by population growth and increased complexity, for adult and children's social care through effective demand management approaches and cost control
- Taking a holistic approach to use of reserves and other corporate measures as well as income generation, to ensure the council has the financial breathing space during 2018/19 and 2019/20 to drive forward actions which will reduce demand
- Delivering the savings currently in the medium term financial plan (MTFP), and identifying upwards of £15m of savings included in the MTFP from transforming how we work

A comprehensive and robust budget and Medium Term Financial Plan should understand, consider and take a view on a broad range of issues. The following have been considered in the proposed budget and Medium Term Financial Plan:

- That funding is linked to the priorities in the Corporate Plan
- Understands how performance/outcomes drives both expenditure and income
- Understands and reflects the current and forecast economic position (local, UK, abroad)
- Considers demographics and population change
- Understands and reflects forthcoming new or changes to government policy
- Takes into consideration how services will be delivered over the medium term
- Reflects an understanding of the market (where services delivered externally) and how our actions and decisions influence that now and in the future
- Considers and understands priorities of partners and neighbours (where this might impact on the Council) and risks associated with this in terms of interdependencies and the availability of future funding
- Has well planned and robust savings proposals that do not have an optimism bias
- Ensures there are adequate balances to meet risk over the medium term
- Ensures there are sufficient earmarked reserves to meet the priorities over the medium term
- Has an understood and agreed risk appetite in relation to:
 - Treasury Management Strategy
 - Investment Strategy
 - Bad Debt collection
 - Rate of collection of Council Tax and Business Rates
 - Use of earmarked reserves
- Includes a sensitivity analysis (upside and downside risk) for expenditure and income
- Understands and maximises the income streams available
- Considers the replacement of assets
- Takes account of the revenue consequences of capital decisions

Measuring the Council's financial health through a set of targeted measures is a key way of measuring our financial health and resilience in supporting the Council's plans and priorities. The key indicators upon which we will measure ourselves are set out in Appendix 1. Financial indicators alone will not give a complete picture of financial health and sustainability; strengths of financial management and governance, which should be reviewed on a regular basis, are also important factors to be taken into consideration as well as external auditor's opinion on arrangements to secure value for money and financial resilience. These are reported to the Audit & Governance Committee as part of the Annual Governance Statement and Annual Audit letter respectively.

The Strategic Financial Plan

In developing the strategic financial plan, it is important to understand both the context of Oxfordshire as well as the main drivers of change. The plan should also reflect the view of the council in terms of its longer term strategic positioning. In this

context, we then need to ensure that the most fundamental issues facing the organisation which have been identified are responded to. It also needs to be recognised that longer term planning will need to account for alternative possible future economic and political environments. There will be uncertainty, unquantifiable factors and little or no reliable data.

The first steps in moving towards a longer-term approach to financial planning is the decision to extend the capital programme period from four years, in line with the Medium Term Financial Plan, to a ten-year programme. This will enable our approach to setting the Strategic Financial Plan moves This longer-term approach will offer strategic choice and options around developing our community assets and respond to the fundamental issues of rising demand in adults and children's services and allow for a for planned approach to replacement of assets including street lighting.

The new requirement for a Capital Strategy which sets out the long-term context in which capital expenditure and investment decisions is a welcome move to help focus on strategic financial planning term. This longer-term approach will offer strategic choice and options around developing our community assets and respond to issues such as rising demand in adults and children's services and allow for a for planned approach to replacement of assets including street lighting. The strategy needs to demonstrate how investment decisions are taken in line with service objectives and this is key to the longer-term planning approach.

Measuring performance

The budget is monitored and reported to Cabinet on a regular basis. The savings required to be delivered as part of the Medium Term Financial Plan are also monitored and reported on regularly. However, in addition to this a key theme of the Medium Term Financial Plan should be a set of key performance indicators that measure the Council's financial health.

Measurement of funding available:

Change in core spending power

Trend of changes in council tax base

Progress in savings required over the medium term:

Savings achieved over last 4 years and those still to be achieved

In year achievement of savings and delivering to budget:

Under/overspend at year end

In year achievement of planned savings in % terms

Level of and use of earmarked reserves:

Un-ringfenced reserves as % of net revenue expenditure

Change in un-ringfenced reserves over last 4 years as % of net revenue expenditure

Number of maintained schools with deficit balances

Ability to manage unplanned/unforeseen events:

Balances as % of net revenue expenditure

Trend in use of/additions to balances over last 4 years

Capital assets:

Highways backlog maintenance as % of asset value

Property backlog maintenance as % of asset value

Street furniture backlog maintenance as % of asset value

% of developer contributions meeting cost of new build schools

Settlement funding assessment exposure:

Settlement funding assessment as % of revenue spending power

Pension Fund liability:

Pension fund liability as % of net revenue budget

Debt:

Total debt as % of net revenue budget

Debt more than one-year-old as % of total debt

Change in impairment provision over last 4 years

Debt write off as % of total debt

Nb. Key Treasury Management indicators are reported as part of the Treasury Management Strategy reports to Audit & Governance Committee and Cabinet three times a year.

Earmarked Reserves and General Balances Policy Statement 2018/19

Introduction

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

Statutory Position

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

Purpose of balances and reserves

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

Level of balances and reserves

8. In recent years, it has been considered prudent to maintain a level of balances commensurate with risk, with a risk assessment undertaken annually by the Section 151 officer (Director of Finance), as part of the budget setting process.
9. The risk assessment for 2018/19 has determined that balances should be held at £16.3m, compared to £17.6m for 2017/18. This is equivalent to 3.9% of the operating budget. Based on the latest 2017/18 Financial Monitoring and Medium Term Financial Plan Delivery Report to Cabinet in December 2017, the expected level of balances at 31 March 2018 is currently £18.8m.
10. The reduction in the risk assessment is, in the main, as a result of removing the risk relating to business rates income. The risk relates to the success of appeals, reduction in collection rates that could have materialised in year and any deficit from previous years. However, this risk does not arise during the year, only at the point the budget is set so any changes to the expected income levels are adjusted then. Details of the risk assessment are set out in Appendix 1 to this paper.
11. The existing MTFP includes an annual £2.0m contribution to balances to replenish any use from the previous year and ensure that the risk assessed level is maintained. From a review of 2016/17 and the previous four years, the average draw down from balances has been £0.9m. It is therefore proposed that the annual contribution is reduced to £1.0m and that this is transferred to the corporate contingency budget, increasing it to £6.0m.
12. The Financial Strategy for 2018/19 sets out that for 2018/19 and 2019/20 a holistic view on the use of earmarked reserves will be made, to allow time to drive forward actions which will reduce demand. This means using reserves to balance the budget particularly in 2018/19.
13. Whilst there have been some years with higher levels of reserves, the level of earmarked reserves held at 31 March 2017 of £86.0m¹ was only 2% less than at 31 March 2012.
14. In recent years, a large number of low value reserves have been created under the banner of Directorate reserves. Holding a large number of small reserves is restrictive in using them holistically in accordance with the financial strategy. Therefore, except for those with restrictions on usage (e.g. on street parking reserve, reserves held on behalf of OxLEP). In line with the Financial Regulations, Cabinet will be asked to approve their amalgamation into a single Budget Priorities reserve to be established before 1 April 2018.
15. Drawdown planned in 2018/19 and beyond proposed as part of this year's budget process will be honoured. All future requests for usage will be agreed by the all of the Strategic Directors in consultation with the Director of Finance, and where they are above £1m that Cabinet approval will be required.

¹ After schools reserves

2018/19 risk assessment for determining appropriate level of balances

	2018/19		2017/18
Area of risk	£m	Explanation of risk/justification of balances	£m
Emergencies	0.8	Expenditure below Bellwin Scheme threshold (0.2% of annual budget)	0.9
Directorate overspends and non-achievement of planned savings	8.4	Risk that directorates will overspend due to unforeseen pressures, demography, demand or non-achievement of planned savings (based on a 3% adverse variance less sum held in contingency)	8.3
Business rates	0.0	5% adverse variation to District Councils' estimates, due to inaccuracy or under estimation of successful appeals	1.5
Contingent liabilities & insurance risk	4.0	Possible liabilities for which no provision has been made or funding set aside in an earmarked reserve (0.5% of gross expenditure or minimum to meet quantified contingent liabilities)	2.1
Major contracts & 3rd party spend	3.1	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
Total	16.3		17.6

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Forecast Earmarked Reserves 2017/18 to 2021/22

The table below shows the forecast level of earmarked reserves held by Council over the medium term . The actual level of earmarked reserves held by Council at 31 March 2018 will be published in the 2017/18 Statement of Accounts. The actual balance at 31 March 2017 is shown for information.

	Balance at 31 March 2017	Forecast Balance at 31 March 2018	Forecast Balance at 31 March 2019	Forecast Balance at 31 March 2020	Forecast Balance at 31 March 2021	Forecast Balance at 31 March 2022
	£m	£m	£m	£m	£m	£m
Schools' Reserves	18.373	10.534	8.544	6.239	3.928	2.178
Vehicle and Equipment Reserve	3.334	2.006	1.180	0.978	1.333	1.333
Grants and Contributions Reserve	14.787	12.905	5.298	5.198	5.198	5.198
Government Initiatives	0.418	0.250	0.000	0.000	0.000	0.000
Trading Accounts	0.072	0.072	0.072	0.072	0.072	0.072
Council Elections	0.718	0.000	0.218	0.436	0.654	0.000
OxLEP	0.199	0.199	0.199	0.199	0.199	0.199
On Street Car Parking	2.790	2.790	2.790	2.790	2.790	2.790
Transformation Reserve	2.122	0.500	0.000	0.000	0.000	0.000
Budget Prioritisation Reserve ¹	17.691	13.505	3.158	0.787	4.844	5.806
Insurance Reserve	8.080	7.180	6.080	6.180	6.280	6.380
Business Rates Reserve	0.117	0.117	0.611	1.105	1.599	2.093
Capital Reserves	34.476	33.939	33.374	33.389	27.515	9.481
Budget Equalisation Reserve ²	1.205	1.205	0.000	5.626	11.032	15.476
Total Reserves	104.382	85.202	61.524	62.999	65.444	51.006
Total Reserves excluding Schools	86.009	74.668	52.980	56.760	61.516	48.828

¹ previously called Budget Reserve

² previously general Directorate reserves and consolidated in accordance with Earmarked Reserves & General Balances policy statement 2018/19

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Treasury Management Strategy Statement & Annual Investment Strategy for 2018/19

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 2018/19 in respect of the following aspects of the treasury management function is based upon the views of the Council's Treasury Management Strategy Team (TMST)¹, informed by market forecasts provided by the Council's treasury advisor, Arlingclose Limited. The strategy covers:
 - Treasury limits in force which limit the treasury risk and activities of the Council;
 - Treasury Management Prudential Indicators for 2018/19, 2019/20 and 2020/21;
 - 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 projects) are limited to a level which is affordable within the projected income of the Council for the foreseeable future.

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

Treasury Limits for 2018/19 to 2020/21

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 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 2018/19 to 2020/21

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. Authorised Limit and Operational Boundary for External Debt
 - vi. Actual External Debt
 - vii. Adoption of the CIPFA Treasury Management in the Public Services Code of Practice
 - viii. Gross and net debt
 - ix. Upper and lower limits to maturity structure of fixed rate borrowing
 - x. Upper limits on fixed and variable rate interest exposures
 - xi. 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 2017/18 and the Treasury Management Mid-Term Review 2018/19, which will be considered in July and November 2018 respectively.

Forecast Treasury Portfolio Position

12. The Council's treasury forecast portfolio position for the 2018/19 financial year comprises:

	Principal £m	Average Rate %
Opening External Debt Balance		
PWLB	317.383	4.358
LOBO	45.000	3.943
Money Market Loans	5.000	0.950
TOTAL EXTERNAL DEBT	433.000	
<u>2018/19 Average Cash Balance</u>		
Average In-House Cash	264.349	
Average Externally Managed	68.651	
TOTAL INVESTMENTS	333.000	

13. The average forecast cash balance for 2018/19 is comprised of the following:

	Average Balance £m
Earmarked Reserves	62.000
Capital and Developer Contributions	189.397
General Balances	17.600
Cashflow and Working Capital Adjustments	47.353
Provisions and Deferred Income	13.650
TOTAL	333.000

Interest Rates

Economic Background – Provided by Arlingclose

14. The major external influence on the Authority's treasury management strategy for 2018/19 will be the UK's progress in negotiating its exit from the European Union and agreeing future trading arrangements. The domestic economy has remained relatively robust since the surprise outcome of the 2016 referendum, but there are indications that uncertainty over the future is now weighing on growth. Transitional arrangements may prevent a cliff-edge, but will also extend the period of uncertainty for several years. Economic growth is therefore forecast to remain sluggish throughout 2018/19.

15. In contrast, the US economy is performing well and the Federal Reserve is raising interest rates in regular steps to remove some of the emergency monetary stimulus it has provided for the past decade. The European Central Bank is yet to raise rates, but has started to taper its quantitative easing programme, signalling some confidence in the Eurozone economy.

Credit outlook – Provided by Arlingclose:

16. High profile bank failures in Italy and Portugal have reinforced concerns over the health of the European banking sector. Sluggish economies and fines for pre-crisis behaviour continue to weigh on bank profits, and any future economic slowdown will exacerbate concerns in this regard.
17. 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. In addition, the largest UK banks will ringfence their retail banking functions into separate legal entities during 2018. There remains some uncertainty over how these changes will impact upon the credit strength of the residual legal entities.
18. 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 remain very low.

Interest rate forecast – Provided by Arlingclose:

19. The Authority's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.50% during 2018/19, following the rise from the historic low of 0.25%. The Monetary Policy Committee re-emphasised that any prospective increases in Bank Rate would be expected to be at a gradual pace and to a limited extent.
20. Future expectations for higher short term interest rates are subdued and on-going decisions remain data dependant and negotiations on exiting the EU cast a shadow over monetary policy decisions. The risks to Arlingclose's forecast are broadly balanced on both sides. The Arlingclose central case is for gilt yields to remain broadly stable across the medium term. Upward movement will be limited, although the UK government's seemingly deteriorating fiscal stance is an upside risk.

Interest rate forecast - Treasury Management Strategy Team's View

21. 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 for in-house managed deposits in the Strategic Measures budget for 2018/19 and over the medium term. TMST forecast a 25 bps rise in the UK Bank Rate during 2018/19 on the basis that UK inflation will continue to overshoot the Bank of England's target, a position supported by the Bank of England's

November 2017 Inflation Report. The Bank Rate forecasts set out below represent the average rate for the financial year:

- 2018/19 0.63% (increase from 0.50% to 0.75% in October 2018)
- 2019/20 0.88% (increase from 0.75% to 1.00% in October 2019)
- 2020/21 1.00%
- 2021/22 1.00%

22. 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 0.75% in 2018/19, increasing by 18 basis points to 0.88% for 2019/20, and increasing to 1.00% for 2020/21 and 2021/22. These rates have been incorporated into the strategic measures budget estimates:

- 2018/19 0.75%
- 2019/20 0.88%
- 2020/21 1.00%
- 2021/22 1.00%

23. The target rate of return for external deposits as of 31 December 2017 was 4.88%. The Council achieved an annualised return of 3.40% against this target. This is due to more than 55% of the external funds being held in accumulating value funds, which do not pay an income, and therefore are not yet included in the Council's external fund return.

Borrowing Strategy

Arlingclose's View

24. 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 1.70%, increasing gradually to 1.950% by December 2020.
- The 20 year gilt yield is expected to start the financial year at 1.85%, rising to 1.93% by the end of the forecast in December 2020.
- The 10 year gilt yield is expected to start the financial year at 1.25%, rising to 1.36% by December 2020.
- The 5 year gilt yield is expected to start the financial year at 0.75% and to reach 0.89% by December 2020.

25. Arlingclose's forecasts have an upside variation range of between 25 and 40 basis points, and a downside variation range of between 25 and 50 basis points depending on the economic and political climate.

Treasury Management Strategy Team's View

26. It is expected that the Bank Rate will increase by 25 basis points to 0.75% during 2018/19 and that there will continue to be a high “cost of carry²” 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.
27. 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.
28. 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.
29. Internal borrowing is a short-term financing solution as cash surpluses are temporary balances made up of creditors over debtors, earmarked reserves and capital reserves. As reserves are drawn down for their earmarked purpose internal borrowing will need to be replaced with external borrowing.
30. 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 £50m 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.
31. If market conditions change during the 2018/19 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.
32. As the Accountable Body for OxLEP Ltd, the Oxfordshire Local Enterprise Partnership, the Council will be required to prudentially borrow £42m on behalf of OxLEP for project funding from 2018/19 onwards. The loans will be repaid

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

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 2017/18 if it is determined to be cost-effective. This is consistent with the expectation that interest rates and Gilt yields will continue to rise over the period.

33. The Council will be able to apply for the new Local Infrastructure Rate, at a discounted interest rate of gilts + 60 basis points. The borrowing on behalf of OxLEP may be eligible as the schemes are all major infrastructure schemes. In 2017/18, OxLEP were able to borrow through the Public Work Loan Board (PWLB) project rate at a discounted rate 40 basis point below the standard rate across all loan types and maturities. As at 30 November 2017 this had not been required.
34. 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.
35. 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

36. 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.
37. 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.
38. 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.

39. 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 32.
40. The Council's external debt is also forecast to increase over the medium term financial plan as new external borrowing required for OxLEP projects is forecast to exceed the rate at which existing long term debt is repaid upon maturity.
41. The Council's external debt is forecast to exceed the CFR in 2017/18. In 2018/19, 2019/20 and 2020/21, external debt will fall below the expected CFR, resulting in an internal borrowing requirement.

Borrowing Instruments

42. The TMST's forecast for the period 2018/19 – 2021/22 for 20 and 50 year PWLB rates over the medium term are an average rate of 2.26% and 2.19% per year respectively.
43. In November 2012, the PWLB introduced the Certainty Rate which allows eligible Councils to borrow at a discounted rate of 0.20% below the advertised borrowing rate. Eligibility is established by the submission of an annual application form to the Department of Communities and Local Government. The Council has successfully applied and qualified for the rate for the period from 1 November 2017 to 31 October 2018.
44. An annual application will be made to renew eligibility for the Certainty Rate, in order to maintain the option should it be required.
45. The Council has historically set a maximum limit of 20% of the debt portfolio to be borrowed in the form of Lender's Option Borrower's Option (LOBOs). It is recommended that this remain as the limit for 2018/19. As at 30 November 2017, LOBOs represent 12.05% of the total external debt.
46. The Council has four £5m LOBO's with call options in 2018/19, three of which have two call options in year, whilst one has a single call option in year. At each call date, the lender may choose to exercise their option to change the interest rate payable on the loan. If the lender chooses to do so, the Council will evaluate alternative financing options before deciding whether or not to exercise the borrower's option to repay the loan or to accept the new rate offered. It is likely that if the rate is changed the debt will be repaid.

Annual Investment Strategy

47. 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

48. The Council also aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The borrowing of monies purely to invest or on-lend and make a return is unlawful and the Council will not engage in such activity.
49. The Treasury Management Code of Practice requires the Council to approve a Treasury Management Policy Statement. Good practice requires that this statement is regularly reviewed and revised as appropriate. The Treasury Management Policy Statement is included at Appendix D. Cabinet is recommended to recommend Council to approve the Treasury Management Policy Statement.

Investment Instruments

50. Investment instruments identified for use in the 2018/19 financial year are set out at Appendices B and C under the 'Specified' and 'Non-Specified' Investment categories.
51. Guidance states that specified investments are those requiring "minimal procedural formalities". The placing of cash on deposit with banks and building societies 'awarded high credit ratings by a credit rating agency', the use of 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.
52. Money market funds (MMFs) will be utilised, but good treasury management practice prevails and whilst MMFs provide good diversification the council will also seek to diversify any exposure by using more than one MMF where practical. It should be noted that while exposure will be limited, the use of MMFs does give the council exposure to institutions that may not be included on the approved lending list for direct deposits. This is deemed to be an acceptable risk due to the benefits of diversification. The Treasury team use an online portal to provide details of underlying holdings in MMFs. This enables more effective and regular monitoring of full counterparty risk.
53. All specified investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the 'high' credit rating criteria where applicable.
54. Non-specified investment products are those which take on greater risk. They are subject to greater scrutiny and should therefore be subject to more rigorous justification and agreement of their use in the Annual Investment Strategy; this

applies regardless of whether they are under one year investments and have high credit ratings.

- 55. A maximum of 50% of the portfolio will be held in non-specified investments.
- 56. During 2018/19 the Treasury Management Team will consider ESG investments and analyse what impact adopting ESG criterion into the Council's overall Treasury Management Strategy would have in terms of risk and return. The results of this analysis will be reported back to Council as part of the Treasury Management Mid Term Review.

Changes to Instruments

- 57. There are no proposed changes to instruments for 2018/19

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 70 and 71 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 70 and 71), 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 70 and 71 will still apply.

68. Counterparty limits as set out in paragraphs 70 and 71, 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 2018/19. The TMST may further restrict lending limits dependent upon prevailing market conditions. BBB+ to BBB- ratings is included for overnight balances with the Council's bank, currently Lloyds Bank Plc. This is for practical purposes should the bank be downgraded.

LENDING LIMITS - Fitch Rating		Short Term Rating	
Long Term Rating		F1+	F1
AAA		£30m	£20m

AA+	£30m	£20m
AA	£25m	£15m
AA-	£25m	£15m
A+	£20m	£15m
A	£20m	£15m
A-	£15m	£10m
BBB+, BBB, BBB- (bank with which the Council has its bank account)	£20m	£20m

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.

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

Other institutions included on the councils lending list

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 2017, 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 2017, the Council had £57.3m invested in external funds (excluding MMFs), representing 14% 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. The TMST will monitor the level of long term balances and the maturity profile of long term deposits, and if appropriate will seek to achieve a higher rate of return by investing a higher proportion of balances in external funds.
77. In order to ensure appropriate diversification within externally managed and pooled funds these should be diversified between a minimum of two asset classes.
78. The performance of the pooled funds is monitored by the TMST throughout the year against the funds' benchmarks and the in-house investment returns.
79. The TMST will keep the external fund investments under review and consider alternative instruments and fund structures, to manage overall portfolio risk. It is recommended that authority to withdraw, or advance additional funds to/from external fund managers, continue to be delegated to the TMST.

Investment Approach

80. 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 2018/19.
81. The Treasury Management Strategy Team is aware of several risk areas relating to Brexit. Work is being undertaken to try to identify and quantify those risks, which will be reported accordingly.
82. The weighted average maturity (WAM) of in-house deposits as at 30 November 2017 was 232 days. This was made up of £47.1m of instant access balances with a maturity of 1 day, and £339.8m of deposits with a WAM of 264 days.
83. The in-house WAM has increased from 210 days, reported on 30 November 2016. The small increase in WAM is mainly due to a higher investment balance

on the 30 November 2017 than on the same day in 2016 meaning a larger proportion of the portfolio could be committed long term while still ensuring sufficient liquidity.

84. With continued uncertainty over the timing of further rises in the 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, while also enabling the Treasury Management team to respond to any increases in interest rates in the short-term.
85. 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.
86. It is proposed that any further changes required to the Annual Treasury Management Strategy & Annual Investment Strategy, continue to be delegated to the Chief Finance Officer in consultation with the Leader of the Council and Cabinet Member for Finance.

Policy on Use of Financial Derivatives

87. 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.
88. 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.
89. 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.

90. It is the view of the TMST that the use of standalone financial derivatives will not be required for Treasury Management purposes during 2018/19. The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

Performance Monitoring

91. The Council will monitor its Treasury Management performance against other authorities through its membership of the CIPFA Treasury Management benchmarking club.
92. 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.
93. 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.
94. Latest performance figures will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2017/18, and the Treasury Management Mid-Term Review 2018/19, which will be considered in July and November 2018 respectively.

Investment Training

95. 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.
96. The Council has opted up to 'professional client' categorisation with under the second Markets in Financial Instruments Directive (MiFID II). In order to achieve this, evidence was required that the person(s) authorised to make investment decisions on behalf of the authority have at least one year's relevant professional experience and the expertise and knowledge to make investment decisions and understand the risks involved. Members of the TMST currently meet these criteria and training needs will be regularly monitored and reviewed to ensure continued compliance.

Treasury Management Advisors

97. 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 2017.

Appendix A

Prudential Indicators 2018/19, 2019/20 and 2020/21

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 2016/17. This is because the repayment of external debt has not been in-line with decrease in the CFR. From 2017/18 the CFR will be higher than gross debt, indicating a level of internal borrowing in line with this strategy. This view takes into account current commitments, existing plans and the proposals in the approved budget.

Debt	31.03.17 Actual £m	31.03.18 Revised £m	31.03.19 Estimate £m	31.03.20 Estimate £m	31.03.21 Estimate £m
External Borrowing	385.383	367.383	343.383	341.383	345.383
Long Term Liabilities	23.989	23.003	21.971	20.860	19.664
Total Debt	409.372	390.386	365.354	362.243	365.047

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 2018/19 and the following two financial years. The Council must also approve the actual expenditure for 2016/17 and revised expenditure for 2017/18.

	2016/17 Actual £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m
Capital Expenditure	111.250	113.347	101.751	136.274	105.307

	Actual 2016/17 £m	Estimates			
		2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Prudential Borrowing	8.729	24.679	15.688	21.838	23.160
Grants and Contributions	101.681	88.318	85.913	94.263	68.466
Capital Receipts	0.000	0.000	0.000	20.108	7.413
Revenue	0.840	0.350	0.150	0.065	0.102
Reserves	0.000	0.000	0.000	0.000	6.166
	111.250	113.347	101.751	136.274	105.307

ii.ii. The indicators have been based on the January 2018 capital programme which will be proposed by Cabinet on 23 January 2018 with the Service & Resource Planning Report.

ii.iii. The capital expenditure figures for beyond 2018/19 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 %
2016/17	Actual	30.591	440.170	6.95%
2017/18	Estimate	23.565	441.716	5.33%
2018/19	Estimate	22.817	443.999	5.14%
2019/20	Estimate	23.717	451.637	5.25%
2020/21	Estimate	23.049	463.979	4.85%

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 2017 that are recommended for approval are:

Year	Actual/Estimate	£m
2016/17	Actual	382.690
2017/18	Estimate	397.518
2018/19	Estimate	402.921
2019/20	Estimate	413.264
2020/21	Estimate	423.794

- 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. 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.

	2017/18 probable outturn	2018/19 estimate	2019/20 estimate	2020/21 Estimate
	£m	£m	£m	£m
Operational Boundary for external debt -				
Borrowing	400.000	410.000	425.000	440.000
other long term liabilities	25.000	25.000	25.000	25.000
TOTAL	425.000	435.000	450.000	465.000
Authorised Limit for external debt -				
Borrowing	410.000	420.000	435.000	450.000
other long term liabilities	35.000	35.000	35.000	35.000
TOTAL	445.000	455.000	470.000	485.000

vii. Actual External Debt

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

Total External Debt as at 31.03.17	£m
External Borrowing	385.383
Financing Liability	23.989
Total	409.372

viii. Adoption of the CIPFA Treasury Management in the Public Services Code of Practice

- viii.i This indicator demonstrates that the Council has adopted the principles of best practice.
- viii.ii The Council has incorporated the changes from the revised CIPFA Code of Practice into its treasury policies, procedures and practices.

Adoption of the CIPFA Code of Practice in Treasury Management
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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:

	2017/18	2018/19	2019/20	2020/21
Net Debt / Gross Debt	70%	70%	70%	70%

x. Upper and lower limits to maturity structure of fixed rate borrowing

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

Maturity structure of fixed rate borrowing during 2018/19	Lower Limit %	Upper Limit %
Under 12 months	0	20
12 months and within 24 months	0	25
24 months and within 5 years	0	35
5 years and within 10 years	5	40
10 years and above	50	95

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:

	2017/18	2018/19	2019/20	2020/21
Net principal re fixed rate borrowing / investments	£350m	£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:

	2017/18	2018/19	2019/20	2020/21
Net principal re variable rate borrowing / investments	£0	£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 to increase the upper limit to £150m in 2018/19 before reducing the limit to £130m in 2019/20 and £120m 2020/21. The increase in this limit is to reflect higher forecast cash balance than previously forecast.

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Upper limit on principal sums invested longer than 364 days	85	150	130	120

Appendix B**Minimum Revenue Provision Policy Statement for 2018/19****Introduction**

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

MRP Methodology Statement 2018/19

5. The Council is recommended therefore to approve the following statement:
6. For capital expenditure incurred before 1 April 2008, the MRP policy for 2017/18 onwards will be a straight-line charge of the outstanding pre-2008 expenditure as at 1 April 2017 calculated over a 50-year period.
7. For all unsupported (prudential) borrowing, the MRP policy will be based on the estimated life of the assets for which the borrowing is undertaken (Option 3 – Asset Life Method or Annuity Method).
8. In the case of finance leases and on-balance sheet Private Finance Initiative (PFI) type contracts, the MRP requirement will be regarded as being met by a charge equal to the element of the rent/charge that goes to write-down the balance sheet liability, including the retrospective element in the first year (Option 3 in modified form).

Appendix C

Specified Investments

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

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

Appendix D

Non-Specified Investments

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

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
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
Collective Investment Schemes ⁴ 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	AAA	In-house and Fund Managers	50% in-house; 100% External Funds	20 years
Registered Providers	As agreed by TMST in consultation with the Leader and the Cabinet Member for Finance	In-house	50% In-house	5 years

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

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

Appendix E

**TREASURY MANAGEMENT POLICY STATEMENT**

1. Oxfordshire County Council defines its treasury management activities as:
“The management of the organisation’s cash flows; its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
2. Oxfordshire County Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
3. Oxfordshire County Council acknowledges that effective treasury management will provide support towards achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management and to employing suitable performance measurement techniques, within the context of effective risk management.
4. The Council’s borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.
5. The Council’s primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority’s investments followed by the yield earned on investments remain important but are secondary considerations.
6. The manner in which Oxfordshire County Council will seek to achieve these objectives and the arrangements for managing and controlling treasury management activities is prescribed in the treasury management practices which support this policy statement.
7. Responsibility for the implementation and monitoring of the Council’s treasury management policies and practices are vested in the Council. The officer responsible for the execution and administration of treasury management decisions is the 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.

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Provisional 2018/19 Dedicated Schools Grant Allocation

	Early Years Block	Schools Block	Central Schools Services Block	High Needs Block	Total DSG
	£000	£000	£000	£000	£000
2018/19 Initial Baseline	38,760	356,730		49,390	444,880
Add back high Needs Recoupment (special planned places/provision)				9,600	9,600
Realignment of Responsibilities		-3,937	3,937		0
Transfer of SEB Units from High Needs to Schools Block		579		-579	0
Change in funding methodology to National Funding Formula (NFF)		6,046	72		6,118
Implicit Growth Assumption added to NFF for new schools/academies		1,140			1,140
2018/19 Revised Baseline	38,760	360,558	4,009	58,411	461,738
Increased take-up 3/4 year entitlement to 15 hours, DfE estimate (see note 1)	895				895
Provisional 2018-19 import /export adjustment replacing SEN recoupment				990	990
Change in funding methodology to for High Needs Block (part of National Funding Formula review)				1,243	1,243
School Pupil Population increase (pupil number increased from October 2016)		5,239	32		5,271
Total Provisional DSG 2018/19 per Department for Education (DfE)	39,655	365,797	4,041	60,644	470,136
Deductions for high needs places funded directly by EFA (agreed planned special places, funding transfer to EFA for distribution)				-9,478	-9,478
Provisional Funding Block Totals and DSG Receipts 2018/19	39,655	365,797	4,041	51,166	460,658

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 2018 following the January 2018 census, and will be based on participation.

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The Capital Strategy - 2018/19 to 2027/28

Background

1. In September 2017, CIPFA issued a consultation on proposed changes to the Prudential Code. This included the proposal to introduce the requirement for Council to approve a Capital Strategy annually as part of the budget setting process. The purpose being to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability, and affordability. The updated code was issued in December 2017 and is effective from 2018/19. However, it was recognised that the requirement to produce a Capital Strategy may require a longer lead in time and there is recognition that this requirement may not be fully implemented until 2019/20. It is expected that this strategy will be required to be updated in 2019/20 to reflect all requirements of the code but this initial version has been produced and is included in the suite of papers for approval by Council.

Introduction

2. The Capital Strategy is a policy document that outlines Oxfordshire County Council's approach to capital investment over the next ten years. It is closely linked to other key strategic and policy documents, such as:
 - The Corporate Plan
 - The Oxfordshire Infrastructure Strategy (OxIS)
 - The Local Transport Plan
 - The Strategic Property Asset Management Plan
 - The Highways Asset Management Plan
 - The Finance Strategy including the Medium Term Financial Plan
 - The Treasury Management Strategy
3. The Council is currently in a process of transformation, designing a new operating model to ensure it is "Fit for the Future", The Capital Strategy will need to remain under review during 2018/19 so that it is consistent with the future direction of a new operating model, and enables the delivery of change on a timely basis.
4. The Capital Strategy complements the key documents above by defining the approach, structure and governance for the effective financing and management of our capital investment needs and ambitions. It outlines how the Council's existing capital resources will be effectively managed to meet the planned needs and opportunities for meeting the ambitions for future longer term capital investments

5. It is inevitable that the level the capital resources required to meet capital investment needs and aspirations will exceed the actual resources available. Therefore, one of the key purposes of the Capital Strategy is to ensure that no capital programme or project proposal is approved without determining whether there are better ways of achieving the stated objectives or better ways of using the available resources.
6. The Council seeks to employ a variety of different resources to close the funding gap. In this context, the second key purpose of the capital strategy is to ensure that capital investment plans are affordable, prudent, sustainable and demonstrate value for money.
7. The Capital Strategy sets out the County Council's capital investment plans and explains how capital investment contributes to the Council's Vision and Priorities. It shows how the Council prioritises, targets and measures the performance of its capital resources. It also shows how the Council intends to maximise the value of its investment to support the achievement of its vision and priorities. It provides the framework for determining capital spending plans and the effective use of the Council's capital resources.
8. The areas considered by the Capital Strategy are:
 - The financial context including the opportunity for income generation and growth.
 - The delivery of corporate priorities and infrastructure needs through capital investment
 - Capital governance and decision-making
 - A robust, appropriate and sustainable financial strategy

The Council's Vision and Priorities

9. The Vision for Oxfordshire, set out in the Corporate Plan is **"Thriving communities for everyone in Oxfordshire"**
10. To achieve our vision, we will listen to residents so we can continuously improve our services and provide value for money. Our priorities are:

Thriving communities

- We help people live safe, healthy lives and play an active part in their community
- We provide services that enhance the quality of life in our communities, and protect the local environment

Thriving people

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

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

Thriving economy

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

11. The Capital Strategy emphasises the significant contribution that the capital programme can make in delivering the corporate priorities and in bringing benefits for wider communities. It also seeks to ensure that resources are used in the most efficient way and support the Council's objectives most effectively.

Local Context

12. Oxfordshire's population is around 683,100¹ and the county's area is 260,500 hectares. It is the most rural county in the South-East region; over 50% of Oxfordshire's population live in settlements of fewer than 10,000 people. Almost a quarter of Oxfordshire's population live in the city of Oxford with a similar proportion in its market towns and the remaining half living in rural areas. The population is ageing with substantial recent growth in the number of people aged 85 and over.
13. The County is facing significant demographic pressures. Economic prosperity and the quality of the environment make Oxfordshire an attractive place in which to live and work. Between 2015 and 2030 Oxfordshire's total population is forecast to grow by over 27%, whilst over the same period, the number of people aged 85 and over is projected to grow by 92%. This will increase the number of people requiring intensive support from the social and health care system. In addition, the increase in fertility rates in the existing population residing in existing housing will lead to an increase in the number of children requiring school places.
14. Oxfordshire will experience significant housing and employment growth to 2031, with an ambition for an additional 100,000 homes in Oxfordshire. This would see housing delivery of 5,100 dwellings per year, the current average has been 2,400 dwellings per annum. There will therefore be a need for considerable investment in new infrastructure to meet the pressures on essential services such as schools, roads, waste and extra-care housing provision. A key challenge will be to make sure that there are sufficient resources to fund, forward plan and implement this level of growth effectively.
15. Oxfordshire's local authorities worked collectively through the Growth Board on an Oxfordshire Infrastructure Strategy (OxIS) designed to identify, map

¹ Office of National Statistics (ONS) Mid-2016 Population estimate

and prioritise Oxfordshire's infrastructure requirements to 2040 and beyond. Significant elements of this were completed and published in the course of 2017.

16. Following this, negotiations with national government partners have led to an outline agreement securing £215m of government investment in measures to support the delivery of housing, promote affordable housing, and secure required infrastructure. Final agreement of a detailed delivery plan is expected to take place through councils, cabinets, and with national government, in February 2018.

Partnership Working

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

Financial Context

20. Since 2010, local government has seen significant reductions in the revenue funding received from government to address the national deficit, however, national capital funding allocations, despite large initial reductions, have returned to or increased from the pre-2010 levels. The establishment of Local Enterprise Partnerships (LEPs) in 2011 has resulted in significant funding for large infrastructure schemes through the Local Growth Fund. The government have committed to borrow for investment in infrastructure and innovation which will boost productivity through the National Productivity Investment Fund established in 2016, gives additional funding for housing, infrastructure and research & development.
21. For the Council, government capital grants have continued for basic need, school's structural maintenance and highways maintenance.

22. A key source of capital funding for the council is developer contributions. There have been significant contributions to the schools and transport programmes in recent years. With the upturn of the housing market and identification of strategic sites it is expected that developer contributions will continue to be an important funding source for the council to deliver the infrastructure needed in these growth areas.
23. Due to the sharp reduction in the value of capital receipts experienced in 2010, that were slow to recover, the income derived from the sale of council assets has not been as significant in the last few years compared to the past. In addition, the squeeze on the revenue budget has made it very difficult for the Council to increase its prudential borrowing provision significantly. This has meant that there has been little resource available to meet the needs or priorities of the council beyond the statutory requirements of providing school places and school and highway maintenance.

County Council's Infrastructure and Asset Base

24. The County Council has a wide range of infrastructure and property assets including schools, offices, highways depots, roads, bridges, park and ride sites, waste recycling centres and county farms.
25. The Council's capital assets were valued at £1,134.8m in the 2016/17 Statement of Accounts. The summary of the consolidated balance sheet is set out in the table below.

Category	Value
	£m
Intangible Assets	1.9
Investment Property	7.2
Land & Buildings	578.1
Vehicles, Plant, Furniture & Equipment	93.3
Infrastructure	409.7
Surplus Assets and Assets Held for Sale	3.6
Assets Under Construction	41.0
TOTAL	1,134.8

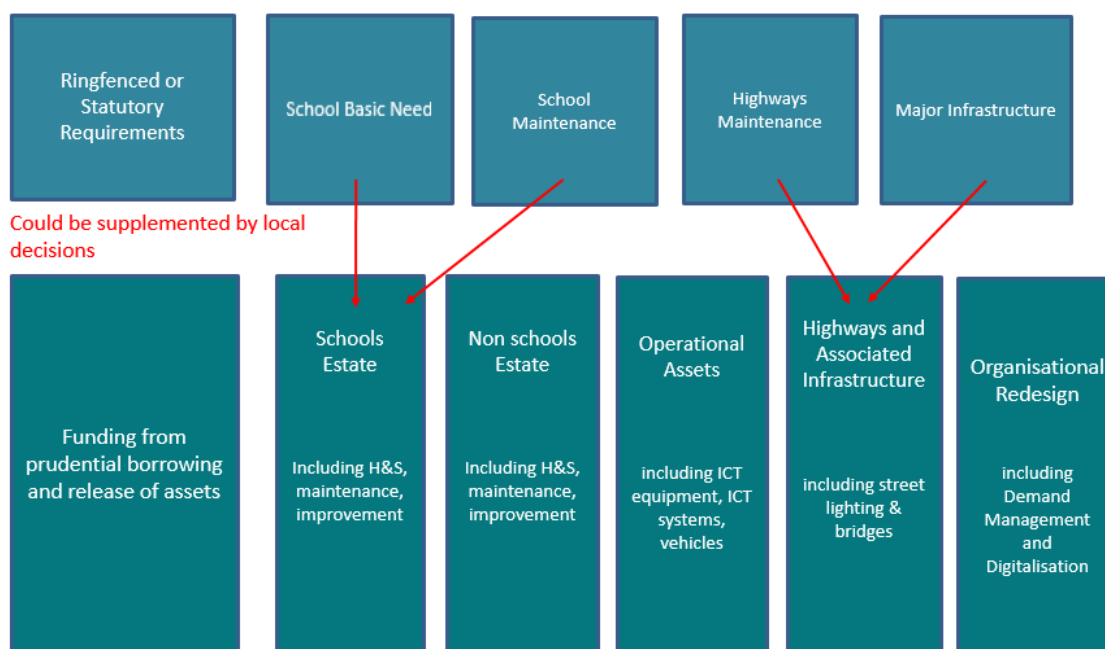
26. The Council's Estate includes 520 assets in the school's estate and 615 assets in the corporate estate. The Council is also responsible for maintaining over 2,750 miles of public highway, 1,970 miles of footway, 2,900 bridges and 80,000 street lights.
27. Over the period September 2011 to September 2016, the Council created an additional 4,559 school places in existing Primary and Secondary schools. The forecast is that an additional 3,468 places will be provided over the next

4 years. In addition, 2,445 school places have been created in new schools on major housing developments and a further 2,580 places will be created by September 2020.

Capital Programme Proposals

28. The current capital programme for 2017/18 to 2020/21 totals £430.6m². The figures for the years 2019/20 onwards are draft based on an indicative programme put forward to Cabinet. The programme includes some indicative projects where no firm costings or business cases have been produced. Projects are only progressed after a formal approval process, as outlined in this capital strategy.
29. The programme predominately includes School Basic Need projects, the annual highways maintenance programme and large transport schemes that have received specific government grant funding, such as City Deal or Local Growth Fund.
30. The new capital programme proposed alongside this capital strategy, extends the programme period to 2027/28 to enable strategic choice and options around developing our community assets, responding to issues such as rising demand in adults and children's services and allows for a planned approach to the replacement of assets.
31. With this in mind, the overall vision for the capital programme is to have a diverse portfolio of activity, ensuring the continued creation of new infrastructure; maintenance of existing infrastructure; plus, replacement of old infrastructure, for the benefit of Oxfordshire residents and businesses. This will deliver value for money within an affordable financial envelope by generating income and growth, enabling the delivery of savings and focussing on creating better places to live and work. This is all underpinned by the needs of the people and businesses of Oxfordshire to meet the Council's overall vision.
32. To support this vision a portfolio area approach has been adopted for the development of the capital programme. The portfolio areas are in addition to the ringfenced and statutory requirements of school basic need, school maintenance, highways maintenance and major infrastructure schemes. In setting these portfolios, it is recognised that the Council may wish to invest more than the specific grant funding provided for the schools and non-schools estate. The portfolio approach allows for a policy led approach or the ambition to achieve a desired outcome. The portfolio areas are shown in the following diagram:

² Based on the Capital Programme presented to Cabinet in December 2017



Financing the Capital Programme

33. The funding assumptions for government grants has been estimated to the year 2027/28. This includes a forecast of £14.0m of basic need funding, £13.8m of school's maintenance funding and £125.4m of highways maintenance funding. These forecasts will be revised each year as further funding announcements are made.
34. The change of approach in the use of surplus assets, to consider them on a case by case basis and maximise the value the Council achieves from them, is expected to provide in the region of £45m additional funding over the ten-year period. Managing capital resources over a longer term will allow some schemes to proceed earlier in the programme with the expectation of a capital receipt at a future date. It will be important to ensure that there is a suitable balance of planned expenditure in advance of any capital receipt to allow for delays or revaluations.
35. The following table summarises the estimated funding available and the proposed allocations against the portfolio areas included in the proposed capital programme.

	£m
Estimated Funding Available:	
Additional estimated funding up to and for 2027/28	153.2
Capital Receipts & other resources	40.5
Earmarked Reserves released for reallocation	12.1
Total Estimated Funding Available	205.8

<u>Proposed Allocations:</u>	
Grant Funded Streams	
Schools Basic Need	-22.8
Schools Maintenance (Annual Programme)	-13.0
Highways Maintenance (Annual Programme)	-102.4
Portfolio Areas	
Schools Estate	-5.0
Non-Schools Estate	-6.9
Operational Assets	-15.2
Highways and associated Infrastructure	-20.0
Operational Redesign	-15.0
Capital Programme Contingency	-5.5
Total Funding Requirement	-205.8
Total Surplus(+)/Shortfall(-)	0.0

36. The portfolio area allocations are based on a combination of identified schemes with known budget requirements, identified schemes with estimated budget requirements and general allocations where services can bring forward business cases to bid for the funding. For the portfolio areas, detailed business cases will be brought forward to the Capital Investment Programme Board who will approve them or make recommendations to Cabinet for inclusion in the capital programme, depending on the approval thresholds in the Financial Procedure Rules (FPRs).
37. The £205.8m increase in the capital programme is funded from additional grant and capital receipts, therefore there is no additional pressure placed on the revenue budget that can occur from prudential borrowing. However, the Council may wish to undertake prudential borrowing in response to the changed approach to the capital programme to enable strategic choice and to respond to issues such as rising demand in adults and children's services.

Capital Programme Financing Strategy Principles

38. The Council's capital programme financing strategy principles are:
- The government grants received for basic need, school maintenance and highways maintenance are treated as a single flexible pot that fund the statutory requirements of the provision of school places and school and highways maintenance as the first priority.
 - Capital receipts are also treated as a corporate resource and used across the capital programme flexibly.
 - The Council will continue to be proactive in ensuring, as far as possible, that all additional capital investment needs arising from new developments are funded from developer contributions.

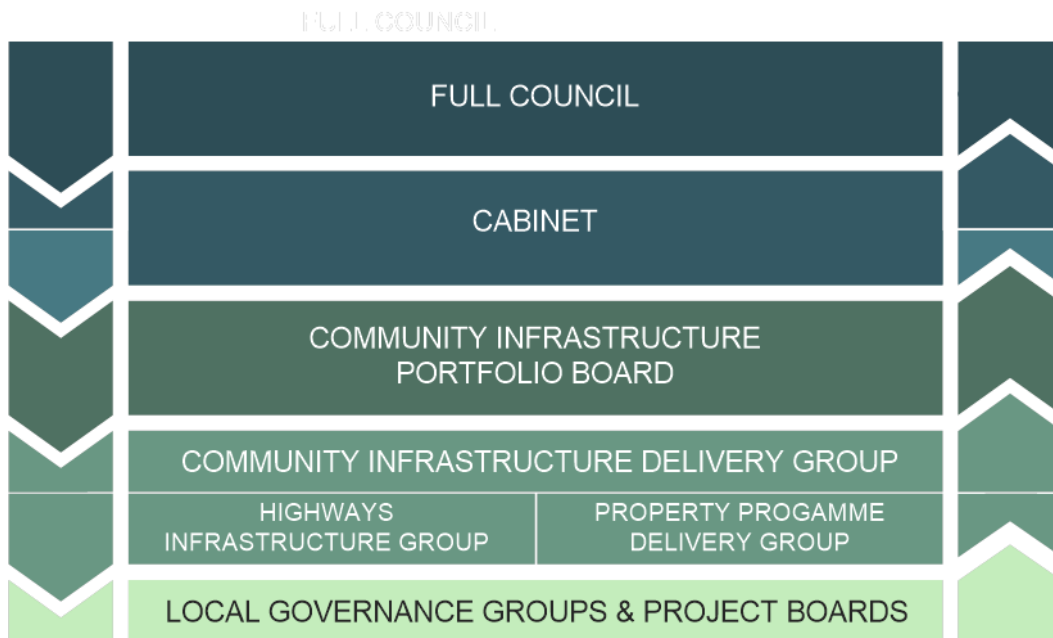
- Ringfenced resources are used for the purposes for which they are issued.
- Prudential borrowing will still be considered where:
 - capital investment will result in future revenue savings and the cost of borrowing can be met from the savings; or
 - the council has a significant unmet capital need. The borrowing is repaid from revenue over the life of the asset and this implication is taking into account when assessing the affordability of the proposal.
- The Council will try wherever possible to influence investment through the targeted use of its limited capital resources to lever in other investment to meet its objectives. However, the Council is clear that projects that may bring in further investment will only be supported if they meet the Council's priorities and objectives. The Council also evaluates long-term implications of accepting any external funding provision, in particular on its revenue budget.
- The Capital Programme will maintain a 3% contingency level.
- The Council will continue to employ an effective year-end financing strategy that is aimed at minimising the liability on the revenue budget. The first calls on capital resources are therefore external funding (including S106), grants, capital receipts and reserves. The final calls, where necessary, are on prudential borrowing.

Investment Approach

39. Linked to the new approach to capital programme planning, the Council will be developing an Investment Strategy. The primary objective of the Investment Strategy will be to achieve policy benefits or service outcomes (whether this is supporting economic growth, delivery of services, creating affordable housing etc.) rather than investing purely for financial return. This approach is very much in the spirit of the revised Prudential Code, which whilst does not preclude investment for return only, does require authorities to disclose what contribution investment activities make to core functions and what dependence the authority has on commercial activity.

Governance and reporting

40. The Council has the vision of “developing a truly corporate approach to strategic capital investment, infrastructure and asset planning”. It recognises that implementing a high-profile total capital governance structure is essential to fulfil this vision and ensure success in the capital arena.
41. As a result, capital governance arrangements were reviewed during 2017 and a new structure was put in place to establish a strong link between the mainstream capital programme and capital investment needs arising from the growth agenda and from organisational strategic issues such as rising demand in adults and children's services. The new structure is shown below:



Council and Cabinet

42. Council and the Cabinet are the key democratic decision-making bodies as per the Council's constitution. The Council approves the key policy documents and the capital programme as part of the Council's Policy and Budgetary Framework. The Cabinet recommends priorities, policy direction and the capital programme to the Council for approval. The Cabinet also approves new inclusions to the capital programme in line with the scheme of delegation and the financial procedure rules.

The Community Infrastructure Portfolio Board (CIPB)

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

The Community Infrastructure Delivery Group

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

Programme/Project Delivery Boards

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

Capital Programme Implementation

48. The Council operates a two-stage approval process for capital resource allocation. If a project is approved at stage 1, it is accepted in principle to the capital programme and is allocated a project development budget. This stage is also called "commit to investigate". At stage 2, the project receives full approval for work to commence and expenditure to be incurred, subject to the budget constraints of the project delivery budget allocation.
49. A business case supports each approval stage that has:
 - Analysed a range of possible solutions at the feasibility phase of each major capital investment;
 - Based the options appraisal on the life cycle costs of possible solutions, including the discounted cost of future expenditures to determine their affordability;
 - Explored different project delivery models that, where possible, include partnerships, sharing costs with other organisations, obtaining grant contributions or generates revenue income;
 - Recommended the option that ensures the capital investment secures the maximum benefit.

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Draft Capital Programme 2018/19 - 2027/28

23 January 2018 Cabinet



CAPITAL PROGRAMME: 2018/19 TO 2027/28

Programme		Capital Investment Programme (latest forecast)					CAPITAL INVESTMENT TOTAL	
		Current Year	Firm Programme		Provisional Programme			
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s	£'000s
People: Children		33,820	30,800	40,555	23,928	15,886	34,373	179,362
People: Schools Local Capital		1,400	850	800	750	700	2,850	7,350
People: Adults		6,226	1,457	1,875	12,324	1,750	2,522	26,154
Communities: Transport		47,329	38,624	36,745	32,831	19,286	108,004	282,819
Communities: Other Property Development Programmes		5,344	10,328	12,336	6,296	1,558	3,000	38,862
Resources		14,028	5,756	4,291	3,500	6,500	12,250	46,325
TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE		108,147	87,815	96,602	79,629	45,680	162,999	580,872
Earmarked Reserves		5,200	13,936	39,672	25,678	7,388	11,548	103,422
TOTAL ESTIMATED CAPITAL PROGRAMME		113,347	101,751	136,274	105,307	53,068	174,547	684,294
TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES		127,957	85,808	107,467	94,608	43,498	169,595	628,933
In-Year Shortfall (-) /Surplus (+)		14,610	-15,943	-28,807	-10,699	-9,570	-4,952	-55,361
Cumulative Shortfall (-) / Surplus (+)	55,361	69,971	54,028	25,221	14,522	4,952	0	0

CAPITAL PROGRAMME: 2018/19 TO 2027/28

SOURCES OF FUNDING	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22	up to 2027 / 28	CAPITAL RESOURCES TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
SCE(C) Formulaic Capital Allocations - Un-ringfenced Grant	37,993	53,963	56,820	38,002	23,211	132,750	342,739
Devolved Formula Capital- Grant	1,400	850	800	750	700	2,850	7,350
Prudential Borrowing	24,679	15,688	21,838	23,160	503	715	86,583
Grants	19,419	6,448	3,360	9,906	3,354	0	42,487
Developer Contributions	28,137	24,082	33,283	19,808	8,050	4,000	117,360
District Council Contributions	659	542	0	0	0	0	1,201
Other External Funding Contributions	710	0	0	0	0	0	710
Revenue Contributions	350	150	65	102	0	0	667
Schools Contributions	0	28	0	0	0	0	28
Use of Capital Receipts	0	0	20,108	7,413	7,680	29,280	64,481
Use of Capital Reserves	0	0	0	6,166	9,570	4,952	20,688
TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED	113,347	101,751	136,274	105,307	53,068	174,547	684,294
TOTAL ESTIMATED IN YEAR RESOURCES AVAILABLE	127,957	85,808	107,467	94,608	43,498	169,595	628,933
Capital Grants Reserve C/Fwd	11,774	27,563	10,994	0	0	0	0
Usable Capital Receipts C/Fwd	19,899	21,720	22,346	4,533	0	0	0
Capital Reserve C/Fwd	23,688	20,688	20,688	20,688	14,522	4,952	0

PEOPLE: CHILDREN CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s	£'000s	£'000s	£'000s
Provision of School Places (Basic Need)										
Existing Demographic Pupil Provision (Basic Needs Programme)	1,648	6,575	10,091	19,153	14,800	12,729	19,623	84,619	82,971	76,396
11/12 - 16/17 Basic Need Programme Completions	4,532	350	725	476	0	0	0	6,083	1,551	1,201
Adderbury, Christopher Rawlins - Expansion to 1.5FE (ED875)	515	1,800	100	27	0	0	0	2,442	1,927	127
Drayton - Expansion to 1FE (ED886)	56	475	17	0	0	0	0	548	492	17
Sutton Courtenay - Expansion to 1FE (ED883)	71	1,100	50	36	0	0	0	1,257	1,186	86
Chilton - Expansion to 1.5FE (ED893)	124	1,500	100	20	0	0	0	1,744	1,620	120
Willowcroft - SEN Resource Base (ED905)	0	275	13	0	0	0	0	288	288	13
Kingfisher - Expansion (ED899)	1	450	29	0	0	0	0	480	479	29
Matthew Arnold - 1FE Expansion (ED877)	169	1,850	850	144	0	0	0	3,013	2,844	994
Faringdon Community College - 2FE Expansion (ED876)	345	2,900	2,200	845	0	0	0	6,290	5,945	3,045
East Hanney, St James - Expansion to 1FE (ED859)	184	1,025	825	99	0	0	0	2,133	1,949	924
Provision of School Places Total	7,645	18,300	15,000	20,800	14,800	12,729	19,623	108,897	101,252	82,952

PEOPLE: CHILDREN CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s	£'000s	£'000s	£'000s
Growth Portfolio - New Schools	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 - Secondary (Phase 1) (ED836) Aureus	18,561	2,100	0	1,010	0	0	0	21,671	3,110	1,010
Didcot, Great Western Park - Primary 2 (14 classroom) (ED835) Aureus	648	4,750	1,400	352	0	0	0	7,150	6,502	1,752
Bicester, South West - Secondary (Alchester)	71	1,500	8,500	5,250	679	0	0	16,000	15,929	14,429
Oxford - Barton (West) - 1.5FE Primary School	256	500	500	3,450	2,250	244	0	7,200	6,944	6,444
Banbury, Southam Road - 1FE Primary School	17	200	500	3,000	2,250	183	0	6,150	6,133	5,933
The Swan Free School (Financial Contribution)	0	50	700	800	500	50	0	2,100	2,100	2,050
Project Development Budget · North East Wantage (Crab Hill) · Bicester, Graven Hill	0	100	100	100	100	0	0	400	400	300
New School Programme Completions	0	950	0	936	0	0	0	1,886	1,886	936
Growth Portfolio Total	19,553	10,150	11,700	14,898	5,779	477	0	62,557	43,004	32,854

PEOPLE: CHILDREN CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<u>Children's Home</u>										
New Children's Home Programme Completions	0	150	0	1,012	0	0	0	1,162	1,162	1,012
Children's Home Total	0	150	0	1,012	0	0	0	1,162	1,162	1,012
<u>Annual Programmes</u>										
Schools Access Initiative	0	400	400	400	300	300	1,200	3,000	3,000	2,600
Temporary Classrooms - Replacement & Removal	0	325	350	350	350	350	1,200	2,925	2,925	2,600
Schools Accommodation Intervention & Support Programme	0	100	100	100	100	100	600	1,100	1,100	1,000
School Structural Maintenance (inc Health & Safety)	0	2,350	2,300	2,200	2,000	1,800	6,750	17,400	17,400	15,050
School Estate	0	0	0	0	0	0	5,000	5,000	5,000	5,000
Annual Programme Total	0	3,175	3,150	3,050	2,750	2,550	14,750	29,425	29,425	26,250

PEOPLE: CHILDREN CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<u>Other Schemes & Programmes</u>										
CEF Transformation Programme - Children & Family Centres (ED895)	917	350	200	33	0	0	0	1,500	583	233
Capacity Building - Early Yrs Entitlement	1,187	1,300	500	500	499	0	0	3,986	2,799	1,499
Free School Meals (ED862)	0	100	0	10	0	0	0	110	110	10
Loans to Foster/Adoptive Parents (Prudentially Funded)	247	120	75	75	100	130	0	747	500	380
Small Projects	114	0	25	15	0	0	0	154	40	40
Other Schemes & Programmes Total	2,465	1,870	800	633	599	130	0	6,497	4,032	2,162
<u>Retentions</u>										
Retentions	18	175	150	162	0	0	0	505	487	312
<u>Schools Capital</u>										
Devolved Formula Capital	0	1,400	850	800	750	700	2,850	7,350	7,350	5,950
School Local Capital Programme Total	0	1,400	850	800	750	700	2,850	7,350	7,350	5,950
PEOPLE: CHILDREN CAPITAL PROGRAMME EXPENDITURE TOTAL	29,681	35,220	31,650	41,355	24,678	16,586	37,223	216,393	186,712	151,492
PEOPLE: CHILDREN ADJUSTED CAPITAL PROGRAMME EXPENDITURE TOTAL	29,681	33,820	30,800	40,555	23,928	15,886	34,373	209,043	179,362	145,542

PEOPLE: ADULTS CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s	£'000s	£'000s	£'000s
<u>Public Health Directorate</u>										
PUBLIC HEALTH PROGRAMME TOTAL	0	0	0	0	0	0	0	0	0	0
<u>SOCIAL CARE FOR ADULTS PROGRAMME</u>										
<u>Adult Social Care</u>										
Adult Social Care Programme	355	345	300	750	750	750	1,000	4,250	3,895	3,550
<u>Residential</u>										
HOPs Phase 1- New Builds	0	0	0	0	10,503	0	0	10,503	10,503	10,503
Oxfordshire Care Partnership	8,729	271	0	0	0	0	0	9,000	271	0
<u>Specialist Housing Programme (inc ECH - New Schemes & Adaptations to Existing Properties)</u>										
ECH - New Schemes & Adaptations to Existing Properties	1,111	500	1,000	1,000	1,000	1,000	1,522	7,133	6,022	5,522
Deferred Interest Loans (CSDP)	432	125	125	125	71	0	0	878	446	321
SOCIAL CARE FOR ADULTS PROGRAMME TOTAL	10,627	1,241	1,425	1,875	12,324	1,750	2,522	31,764	21,137	19,896
<u>Disabled Facilities Grant</u>										
Disabled Facilities Grant	0	4,985	0	0	0	0	0	4,985	4,985	0
DISABLED FACILITIES GRANT PROGRAMME TOTAL	0	4,985	0	0	0	0	0	4,985	4,985	0

PEOPLE: ADULTS CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<u>STRATEGY AND TRANSFORMATION PROGRAMME</u>										
STRATEGY& TRANSFORMATION PROGRAMME TOTAL	0	0	0	0	0	0	0	0	0	0
Retentions & Minor Works	0	0	32	0	0	0	0	32	32	32
PEOPLE: ADULTS CAPITAL PROGRAMME EXPENDITURE TOTAL	10,627	6,226	1,457	1,875	12,324	1,750	2,522	36,781	26,154	19,928

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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
		2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22	up to 2027 / 28			
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s		
<u>CITY DEAL PROGRAMME</u>										
<u>Science Transit</u>										
Kennington & Hinksey Roundabouts	7,355	118	0	0	0	0	0	7,473	118	0
Hinksey Hill Northbound Slip Road	373	368	372	5,677	400	1,510	0	8,700	8,327	7,959
<u>Access to Enterprise Zone</u>										
Harwell Link Rd Section 1 B4493 to A417	3,822	6,661	59	1,107	0	0	0	11,649	7,827	1,166
Harwell Link Rd Section 2 Hagbourne Hill	5,354	129	532	0	0	0	0	6,015	661	532
Featherbed Lane and Steventon Lights	2,307	200	1,000	1,769	2,448	0	0	7,724	5,417	5,217
Harwell, Oxford Entrance	257	250	800	693	0	0	0	2,000	1,743	1,493
<u>Northern Gateway</u>										
Cutteslowe Roundabout	4,903	243	0	31	0	0	0	5,177	274	31
Wolvercote Roundabout	5,257	100	0	5	0	0	0	5,362	105	5
Loop Farm Link Road	264	500	2,500	4,036	0	0	0	7,300	7,036	6,536
Other City Deal Programme spend	182	-88	0	0	0	0	0	94	-88	0
CITY DEAL PROGRAMME TOTAL	30,074	8,481	5,263	13,318	2,848	1,510	0	61,494	31,420	22,939

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<u>LOCAL PINCH POINT PROGRAMME</u>										
Milton Interchange	11,966	250	0	175	153	0	0	12,544	578	328
A34 Chilton Junction Improvements	9,693	340	100	400	350	0	0	10,883	1,190	850
LOCAL PINCH POINT PROGRAMME TOTAL	21,659	590	100	575	503	0	0	23,427	1,768	1,178
<u>LOCAL GROWTH DEAL PROGRAMME</u>										
Eastern Arc Phase 1 Access to Headington	2,167	2,400	4,784	82	1,732	0	0	11,165	8,998	6,598
Science Vale Cycle Network Improvements	88	830	1,141	743	559	1,139	0	4,500	4,412	3,582
Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development)	388	2,240	872	0	0	0	0	3,500	3,112	872
Didcot Northern Perimeter Road 3 (project development)	485	99	166	0	0	0	0	750	265	166
A34 Lodge Hill Slips (project development)	7	1,305	3,017	1,805	9,675	0	0	15,809	15,802	14,497
Oxford Queen's Street Pedestrianisation (project development)	104	806	560	0	0	0	0	1,470	1,366	560
LOCAL GROWTH DEAL PROGRAMME TOTAL	3,239	7,680	10,540	2,630	11,966	1,139	0	37,194	33,955	26,275

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<u>SCIENCE VALE UK</u>										
Milton Park Employment Access Link: Backhill Tunnel	280	527	0	0	0	0	0	807	527	0
Wantage, Crab Hill (contribution)	0	0	0	2,000	2,500	0	0	4,500	4,500	4,500
SCIENCE VALE UK LOCALITY PROGRAMME TOTAL	280	527	0	2,000	2,500	0	0	5,307	5,027	4,500
<u>OXFORD</u>										
Oxford, Botley Rd (NPIF-funded)	0	120	0	0	0	0	0	120	120	0
Iffley Fields Controlled Parking Zone	0	225	25	0	0	0	0	250	250	25
Woodstock Rd, ROQ	98	240	312	0	0	0	0	650	552	312
Riverside routes to Oxford city centre	566	696	2,004	401	0	0	0	3,667	3,101	2,405
OXFORD LOCALITY PROGRAMME TOTAL	664	1,281	2,341	401	0	0	0	4,687	4,023	2,742
<u>BICESTER</u>										
Bicester Perimeter Road (Project Development)	0	0	250	750	0	0	0	1,000	1,000	1,000
BICESTER LOCALITY PROGRAMME TOTAL	0	0	250	750	0	0	0	1,000	1,000	1,000

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s	£'000s	£'000s	£'000s
<u>BANBURY</u>										
A361 Road Safety Improvements	0	212	2,177	946	801	0	0	4,136	4,136	3,924
BANBURY LOCALITY PROGRAMME TOTAL	0	212	2,177	946	801	0	0	4,136	4,136	3,924
<u>WITNEY AND CARTERTON</u>										
Witney, A40 Downs Road junction (contribution)	0	0	500	750	0	0	0	1,250	1,250	1,250
WITNEY AND CARTERTON LOCALITY PROGRAMME TOTAL	0	0	500	750	0	0	0	1,250	1,250	1,250
<u>COUNTYWIDE AND OTHER</u>										
East-West Rail (contribution)	29	737	737	737	737	737	6,604	10,318	10,289	9,552
Small schemes (developer and other funded)	36	965	0	0	0	0	0	1,001	965	0
Completed schemes	0	240	0	0	0	0	0	240	240	0
COUNTYWIDE AND OTHER INTEGRATED TRANSPORT TOTAL	65	1,942	737	737	737	737	6,604	11,559	11,494	9,552
INTEGRATED TRANSPORT STRATEGY TOTAL	55,981	20,713	21,908	22,107	19,355	3,386	6,604	150,054	94,073	73,360

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
STRUCTURAL MAINTENANCE PROGRAMME										
Carriageways	0	1,286	1,424	1,455	1,079	2,000	12,000	19,244	19,244	17,958
Surface Treatments	0	7,822	6,075	6,110	5,983	6,500	39,000	71,490	71,490	63,668
Footways	0	1,075	752	752	750	800	4,800	8,929	8,929	7,854
Drainage	0	841	900	900	900	900	5,400	9,841	9,841	9,000
Bridges	0	2,081	2,005	2,000	1,893	2,000	12,000	21,979	21,979	19,898
Public Rights of Way Foot Bridges	0	107	100	100	100	100	600	1,107	1,107	1,000
Street Lighting	0	1,617	890	775	775	775	4,650	9,482	9,482	7,865
Traffic Signals	0	225	250	172	247	250	1,500	2,644	2,644	2,419
Section 42 contributions	0	604	555	558	561	575	3,450	6,303	6,303	5,699
Highways & Associated Infrastructure	0	0	0	0	0	2,000	18,000	20,000	20,000	20,000
STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL	0	15,658	12,951	12,822	12,288	15,900	101,400	171,019	171,019	155,361
CHALLENGE FUND PROGRAMME										
Street Lighting	1,161	2,929	0	0	0	0	0	4,090	2,929	0
Drainage	2,251	1,499	0	0	0	0	0	3,750	1,499	0
Edge Strengthening	3,057	1,953	0	0	0	0	0	5,010	1,953	0
Resurfacing	476	694	0	0	0	0	0	1,170	694	0
CHALLENGE FUND PROGRAMME TOTAL	6,945	7,075	0	0	0	0	0	14,020	7,075	0

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s	£'000s	£'000s	£'000s
<u>Major schemes and other programme</u>										
Embankment Stabilisation Programme	800	7	0	0	0	0	0	807	7	0
Henley Rd (Flowing Springs)	0	1,040	0	0	0	0	0	1,040		
A420/A34 Botley Junction & Cumnor Bypass	480	11	0	0	0	0	0	491	11	0
Kennington Railway Bridge	818	200	750	1,316	0	0	0	3,084	2,266	2,066
Oxford, Cowley Road	0	70	2,000	0	0	0	0	2,070	2,070	2,000
A478 Playhatch Road (project development)	116	5	0	0	0	0	0	121	5	0
Network Rail Electrification Bridge Betterment Programme	228	100	250	500	1,188	0	0	2,266	2,038	1,938
NPIF programme 2017-18	0	2,450	765	0	0	0	0	3,215	3,215	765
STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL	2,442	3,883	3,765	1,816	1,188	0	0	13,094	10,652	6,769
STRUCTURAL MAINTENANCE PROGRAMME TOTAL	9,387	26,616	16,716	14,638	13,476	15,900	101,400	198,133	188,746	162,130
COMMUNITIES: TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL	65,368	47,329	38,624	36,745	32,831	19,286	108,004	348,187	282,819	235,490

COMMUNITIES: OTHER PROPERTY DEVELOPMENT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<u>Fire & Rescue Service</u>										
Fire Equipment (SC112)	547	0	103	0	0	0	0	650	103	103
Relocation of Rewley Training Facility	0	25	50	450	75	0	0	600	600	575
F&RS - Replacement Fire Doors	0	100	100	0	0	0	0	200	200	100
Carterton Fire Station	34	0	0	0	0	0	0	34	0	0
Fire Review Development Budget	0	200	250	2,700	275	0	0	3,425	3,425	3,225
COMMUNITY SAFETY PROGRAMME TOTAL	581	325	503	3,150	350	0	0	4,909	4,328	4,003
<u>ASSET UTILISATION PROGRAMMES</u>										
Asset Utilisation Programme	0	1,000	500	1,000	1,236	0	0	3,736	3,736	2,736
Asset Utilisation Completions	0	0	0	416	0	0	0	416	416	416
ASSET UTILISATION PROGRAMME TOTAL	0	1,000	500	1,416	1,236	0	0	4,152	4,152	3,152
<u>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME</u>										
SALIX Energy Programme	198	150	150	130	102	0	0	730	532	382
ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL	198	150	150	130	102	0	0	730	532	382

COMMUNITIES: OTHER PROPERTY DEVELOPMENT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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
		2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22	up to 2027 / 28			
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s			
<u>PROPERTY (Non-School) PROGRAMMES</u>										
Minor Works Programme	99	250	525	200	203	300	900	2,477	2,378	2,128
Health & Safety (Non-Schools)	0	24	50	74	74	100	600	922	922	898
Non-Schools Estate	0	0	0	500	2,150	650	1,500	4,800	4,800	4,800
ANNUAL PROPERY PROGRAMMES TOTAL	99	274	575	774	2,427	1,050	3,000	8,199	8,100	7,826
<u>WASTE MANAGEMENT PROGRAMME</u>										
Waste Recycling Centre Infrastructure Development	0	150	100	1,000	1,250	289	0	2,789	2,789	2,639
Alkerton WRC	0	150	50	400	931	219	0	1,750	1,750	1,600
WASTE MANAGEMENT PROGRAMME TOTAL	0	300	150	1,400	2,181	508	0	4,539	4,539	4,239

COMMUNITIES: OTHER PROPERTY DEVELOPMENT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<u>CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES</u>										
Broadband (OxOnline) Project	12,648	2,349	2,590	2,165	0	0	0	19,752	7,104	4,755
Spendlove Centre, Charlbury (R11)	156	246	0	0	0	0	0	402	246	0
Oxford Flood Relief Scheme	0	0	2,500	2,500	0	0	0	5,000	5,000	5,000
Cogges Manor Farm	0	100	250	25	0	0	0	375	375	275
Chipping Norton Access Road - Rockhill Farm (R26)	0	100	10	0	0	0	0	110	110	10
New Salt Stores & Accommodation	104	500	3,100	776	0	0	0	4,480	4,376	3,876
CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES TOTAL	12,908	3,295	8,450	5,466	0	0	0	30,119	17,211	13,916
Retentions (completed schemes)	0	0	0	0	0	0	0	0	0	0
COMMUNITIES: OTHER PROPERTY DEVELOPMENT CAPITAL PROGRAMME EXPENDITURE TOTAL	13,786	5,344	10,328	12,336	6,296	1,558	3,000	52,648	38,862	33,518

RESOURCES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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
		2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22	up to 2027 / 28			
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s		
COMMUNITY SERVICES PROGRAMME										
Bicester Library (CS13)	710	300	300	190	0	0	0	1,500	790	490
Westgate Library - Redevelopment	199	2,400	300	701	0	0	0	3,600	3,401	1,001
Cowley Library (Development budget)	0	70	10	0	0	0	0	80	80	10
COMMUNITY SERVICES PROGRAMME TOTAL										
	909	2,770	610	891	0	0	0	5,180	4,271	1,501
Operational Assets										
	0	900	2,900	2,400	0	5,000	4,000	15,200	15,200	14,300
Organisational Redsign										
	0	0	250	1,000	3,500	1,500	8,250	14,500	14,500	14,500
COMMUNITY SERVICES PROGRAMME TOTAL										
	0	900	3,150	3,400	3,500	6,500	12,250	29,700	29,700	28,800
OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP										
Local Growth Fund										
Didcot Station Car Park Expansion (contribution)	1,131	6,523	1,846	0	0	0	0	9,500	8,369	1,846
Centre for Applied Superconductivity	4,115	375	0	0	0	0	0	4,490	375	0
Advanced Engineering & Technical Skills Centre	676	3,174	150	0	0	0	0	4,000	3,324	150
Northway and Marston Flood Alleviation	321	279	0	0	0	0	0	600	279	0
OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP TOTAL										
	6,243	10,351	1,996	0	0	0	0	18,590	12,347	1,996
Completed Projects										
	10	7	0	0	0	0	0	17	7	0
RESOURCES CAPITAL PROGRAMME EXPENDITURE TOTAL										
	7,162	14,028	5,756	4,291	3,500	6,500	12,250	53,487	46,325	32,297

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CAPITAL INVESTMENT PLANNING 2018/19 - 2027/28

SUMMARY

Description	Cost £'000	Funding £'000	Net £'000	Balance £'000	Notes
<u>Estimated Flexible Capital Resources Available</u>					
Additional Estimated Funding to 2027/28		153,187			Annex 1
Capital Receipts New / Revaluations		45,000			Annex 2
Earmarked Reserves released for reallocation		7,635			Annex 2
Total Estimated New Flexible Capital Resources Available to 2027/28		205,822		205,822	
<u>Proposed Allocations to Portfolio Areas</u>					
Schools Basic Need	30,300	7,550	22,750	183,072	
Schools Maintenance (Annual Programme)	13,000	0	13,000	170,072	
Highways Maintenance	102,459	0	102,459	67,613	
Schools Estate	5,000	0	5,000	62,613	Annex 3
Non-Schools Estate	6,900	0	6,900	55,713	Annex 3
Operational Assets	15,200	0	15,200	40,513	Annex 3
Highways and Associated Infrastructure	20,000	0	20,000	20,513	Annex 3
Organisational Redesign	17,454	2,454	15,000	5,513	Annex 3
Contingency	5,500	0	5,500	13	Approx. 3% of the additional £200m increase in programme size
Total Proposed Allocations to Portfolio Areas	215,813	10,004	205,809		
Total Surplus (+)/Shortfall (-)				13	

CAPITAL INVESTMENT PLANNING 2018/19 - 2027/28

ANNEX 1

ADDITIONAL FUNDING AND ANNUAL PROGRAMMES

CURRENT PROGRAMME	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Education												
Basic Need	14,484	0	3,750	3,750								21,984
Capital Maintenance	4,150	2,750	2,250	2,000								11,150
Transport												
Integrated Transport Block	3,688	3,688	3,688	3,688								14,752
Structural Maintenance	14,842	13,434	13,434	13,434								55,144
Incentive Funding	1,251	1,959	1,399	1,400								6,009
Pothole Funding	1,315											1,315
TOTAL	39,730	21,831	24,521	24,272	0	0	0	0	0	0	0	110,354

PROPOSED PROGRAMME	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000	Change £'000
Education													
Basic Need	14,484	0	0	3,250	3,250	2,500	2,500	2,500	2,500	2,500	2,500	35,984	14,000
Capital Maintenance	4,150	3,500	3,000	2,500	2,000	2,000	1,750	1,500	1,500	1,500	1,500	24,900	13,750
Transport													
Integrated Transport Block	3,688	3,688	3,688	3,688	3,688	3,700	3,700	3,700	3,700	3,700	3,700	40,640	25,888
Structural Maintenance	14,842	13,434	13,434	13,434	13,434	13,500	13,500	13,500	13,500	13,500	13,500	149,578	94,434
Incentive Funding	1,288	1,959	1,399	839	839	800	800	800	800	800	800	11,124	5,115
Pothole Funding	1,315				0							1,315	0
TOTAL	39,767	22,581	21,521	23,711	23,211	22,500	22,250	22,000	22,000	22,000	22,000	263,541	153,187
Difference	37	750	-3,000	-561	23,211	22,500	22,250	22,000	22,000	22,000	22,000	153,187	153,187

Figures shown in Bold Italics are estimated or indicative allocations.

Figures shown in yellow are changes to current capital programme.

CAPITAL INVESTMENT PLANNING 2018/19 - 2027/28

ANNEX 1

ADDITIONAL FUNDING AND ANNUAL PROGRAMMES

CURRENT ANNUAL PROGRAMMES	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Highways maintenance annual programmes	15,688	13,381	13,247	12,713								55,029
East-West Rail (contribution)	737	737	737	737								2,948
Schools Access Initiative	400	400	400	300								1,500
Temporary Classrooms - Replacement & Removal	325	350	350	350								1,375
Schools Accommodation Intervention & Support Programme	100	100	100	100								400
School Structural Maintenance	2,350	2,050	2,050	1,700								8,150
Minor Works Programme	500	200	200	278								1,178
Health & Safety (Non-Schools)	24	50	74	74								222
TOTAL	20,124	17,268	17,158	16,252	0	0	0	0	0	0	0	70,802

Proposed Annual Programmes	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000	Change £'000
Highways Maintenance													
Highways maintenance annual programmes	15,688	13,381	13,247	12,713	13,900	13,900	13,900	13,900	13,900	13,900	13,900	152,329	97,300
East-West Rail (contribution)	737	737	737	737	737	737	737	737	737	737	737	8,107	5,159
School Maintenance													
Schools Access Initiative	400	400	400	300	300	200	200	200	200	200	200	3,000	1,500
Temporary Classrooms - Replacement & Removal	325	350	350	350	350	200	200	200	200	200	200	2,925	1,550
Schools Accommodation Intervention & Support Programme	100	100	100	100	100	100	100	100	100	100	100	1,100	700
School Structural Maintenance	2,350	2,300	2,200	2,000	1,800	1,500	1,250	1,000	1,000	1,000	1,000	17,400	9,250
Non-Schools Estate													
Minor Works Programme	500	200	200	278	300	150	150	150	150	150	150	2,378	1,200
Health & Safety (Non-Schools)	24	50	74	74	100	100	100	100	100	100	100	922	700
TOTAL	20,124	17,518	17,308	16,552	17,587	16,887	16,637	16,387	16,387	16,387	16,387	188,161	117,359
Difference	0	250	150	300	17,587	16,887	16,637	16,387	16,387	16,387	16,387	117,359	117,359

CAPITAL INVESTMENT PLANNING 2018/19 - 2027/28

ANNEX 2

FUNDING

Ref.	Directorate	Project	Funding Available £000	Description/Notes
1)	Earmarked Reserves	Released from Earmarked Reserves (Corporate)	7,635	Earmarked Reserves held within the capital programme that are no longer required.
2)	Capital Receipts & other contributions	Various	45,000	Estimate of receipts to 2028
		TOTAL FUNDING	52,635	

CAPITAL INVESTMENT PLANNING 2018/19 - 2027/28

ANNEX 3

PROPOSED ALLOCATIONS TO PORTFOLIO AREAS

Ref.	Project	Total Project Cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Description/Notes
	<u>Schools Basic Need</u>				
1)	Basic Needs Additional Pressure 2018/19 to 2021/22	7,300	4,550	2,750	New projects identified within 4 year plan.
2)	Basic Needs Additional Pressure 2022/23 to 2027/28	23,000	3,000	20,000	Estimate for 2022/23 - 2027/28
	Total Basic Need	30,300	7,550	22,750	
	<u>Schools Maintenance</u>				
3)	Annual Programme Allocation	13,000	0	13,000	Annex 1
	Total Schools Maintenance	13,000	0	13,000	
	<u>Highways Maintenance</u>				
4)	Annual Programme Allocation	102,459	0	102,459	Annex 1
	Total Highways Maintenance	102,459	0	102,459	
	<u>Schools Estate</u>				
5)	Indicative 10-year Allocation	5,000	0	5,000	
	Total Schools Estate	5,000	0	5,000	
	<u>Non-Schools Estate</u>				
6)	Annual Programme Allocation	1,900	0	1,900	Annex 1
7)	F&RS - Replacement Fire Doors	200	0	200	Delivery 2017/18
8)	Reprovision of Maltfield Children's Home (incl land)	3,000	0	3,000	Delivery 20/21 - Capital Receipt included in Funding
9)	Indicative 10-year Allocation	1,800	0	1,800	
	Total Non-Schools Estate	6,900	0	6,900	

CAPITAL INVESTMENT PLANNING 2018/19 - 2027/28

ANNEX 3

PROPOSED ALLOCATIONS TO PORTFOLIO AREAS

Ref.	Project	Total Project Cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Description/Notes
	<u>Operational Assets</u>				
10)	Indicative 10-year allocation	15,200	0	15,200	Will potentially include; Children's Services (Liquid Logic) ICT Solution; F&RS replacement vehicles; ICT replacement equipment and ICT - Data Centre
	Total Operational Assets	15,200	0	15,200	
	<u>Highways and Associated Infrastructure</u>				
15)	Indicative 10-year allocation	20,000	0	20,000	
	Total Highways & Associated Infrastructure	20,000	0	20,000	
	<u>Organisational Redesign</u>				
16)	SEN - New places & infrastructure improvements	2,454	2,454	0	Funding 2018-21
17)	Indicative 10-year allocation	15,000	0	15,000	
	Total Organisational Redesign	17,454	2,454	15,000	
	TOTAL PROPOSED PORTFOLIO ALLOCATIONS	210,313	10,004	200,309	

CABINET 23 JANUARY 2018
CAPITAL PROGRAMME 2017/18 TO 2027/28
Highways Maintenance Programme 2018/19 to 2020/21

						Firm Programme	Provisional Programme	
Name	Parish	Locality	Road Name	Location within Road	Description of Works	2018/19 (£)	2019/20 (£)	2020/21 (£)
CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME								
Resurfacing Schemes								
	Abingdon	Abingdon	Wootton Road/Faringdon Road	Bath St to Boxhill Walk	Resurfacing	255,000		
	Wallingford	Didcot and Henley	High Street	Goldsmiths Lane to Castle Street	Resurfacing	155,000		
	Horton-cum-Studley	Thame, Wheatley and Watlington	Horton Hill	Church Lane to Brill Road	Resurfacing	249,000		
	Thame	Thame, Wheatley and Watlington	Park Street	School to mini roundabout	Resurfacing	66,000		
	Wantage	Faringdon and Wantage	Denchworth Road	Elizabeth Drive to Mill Street	Resurfacing	271,000		
	Faringdon	Faringdon and Wantage	Marlborough Street	Station Road to Gloucester Street	Resurfacing	153,000		
	Woodstock	Woodstock, Chipping Norton, Eynsham and Charlbury	Shipton Road	School to Flemings Road	Resurfacing		315,000	
	Wantage	Faringdon and Wantage	Port Way/Ickleton Rd	Newbury St to Ham Road	Resurfacing		412,000	
Advance Design & Surveying						190,000	150,000	115,000
Advance Site Investigation						85,000	60,000	61,000
Recycling Schemes								
To be confirmed							250,000	
Schemes to be finalised / adjustments								903,000
Contingency							268,000	
TOTAL CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME						1,424,000	1,455,000	1,079,000
SURFACE TREATMENTS PROGRAMME								
Combined Safety Schemes								
18/19 Programme total								
	Wheatley	Didcot and Henley	London Road	approaches either side of Asda access	Safety Scheme	129,012		
	Banbury	Banbury	A422 Hennef Way	A422/ A4260 approaches to Concorde Ave roundabout	Safety Scheme	187,159		
	Piddington	Bicester and Kidlington	B4011	B4011 approaches to Brill/ Piddington crossroads	Safety Scheme	64,851		
	Salford	Woodstock, Chipping Norton, Eynsham and Charlbury	A44 Lower End	bend from Harkaway House to Chapel Lane	Safety Scheme	146,017		
	Merton	Bicester and Kidlington	Merton/ Islip	bend west of Merton borrow pit between culverts	Safety Scheme	75,905		
	Didcot	Didcot and Henley	Abingdon Road , Didcot	approaches to pedestrian controlled crossing	Safety Scheme	83,758		
	Didcot	Didcot and Henley	Tamar Way, Didcot	approaches to pedesrian crossing near school	Safety Scheme	73,064		
	Banbury	Banbury	A422 Stratford Road	school to Warwick Road	Safety Scheme	90,062		
	Yarnton	Bicester and Kidlington	A44 Woodstock Rd/A4260 rbt	southbound approach to Loop Farm roundabout	Safety Scheme	76,293		
	Oxford	Oxford City	A4165 Banbury Rd/ jct Parks Rd	Banbury Road and Parks Road approaces to junction	Safety Scheme	221,879		
Safety Traffic Aids / Measures	Various Locations	Various Locations				100,000		
19/20 Programme							900,000	
20/21 Programme								900,000
Design / Support/ Programming						100,000	100,000	100,000
TOTAL Combined Safety Schemes						1,348,000	1,000,000	1,000,000

CABINET 23 JANUARY 2018
CAPITAL PROGRAMME 2017/18 TO 2027/28
Highways Maintenance Programme 2018/19 to 2020/21

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2018/19 (£)	2019/20 (£)	2020/21 (£)
Surface Dressing								
18/19 Fixed	Tetsworth	Thame, Wheatley and Watlington	A40 Tetsworth -Postcombe	Tetsworth - Postcombe	Surface Dressing	75,000		
	Beckley & Stowood	Thame, Wheatley and Watlington	Bayswater Road.	Full Length	Surface Dressing	65,000		
	Chinnor	Thame, Wheatley and Watlington	Chinnor Hill.	Roundabout to Gooseneck Junct	Surface Dressing	30,000		
	Harpsden	Thame, Wheatley and Watlington	Woodlands Rd Harpsden.	Full Length	Surface Dressing	68,000		
	Towersly	Thame, Wheatley and Watlington	Emmington Xrd	Emmington x Rd to Towersly Turn	Surface Dressing	40,000		
	Kidmore End	Didcot and Henley	Rokeyby Drive	Full Length	Surface Dressing	15,000		
	Shiplake	Didcot and Henley	Mill Rd Shiplake	Full Length	Surface Dressing	30,000		
	Burford	Witney, Carterton and Burford	B4425 Bibury Road	County Boudary - A40	Surface Dressing	85,000		
	Burford	Witney, Carterton and Burford	A361 - Burford Rbt	Signet Village	Surface Dressing	80,000		
	Charlbury	Woodstock, Chipping Norton, Eynsham and Charlbury	Enstone Road	The Slade - Market St	Surface Dressing	15,000		
	Witney	Witney, Carterton and Burford	A40- Witney- Bypass (East)	Ducklington - Shores Green	Surface Dressing	170,000		
	Finmere	Bicester and Kidlington	A421 Finmere	Mixbury - Oaks Farm to County Bdy	Surface Dressing	89,000		
	Wardington	Banbury	A361 - Wardington north to Cty bdy	Wardington northwards to County Bdy	Surface Dressing	40,000		
	Hook NortonBanbury	Banbury	Station Road	Hook Norton - Station Road	Surface Dressing	11,000		
	Shennington	Banbury	A422 - Stratford Rd	New Inn to county bdy	Surface Dressing	43,000		
	North Aston	Banbury	A4260 - Oxford Rd Danes Hill.Duals	Danes Hill - Duns Tew duals to Electricity sub station	Surface Dressing	11,000		
	Deddington	Banbury	A4260 - Oxford Road	Electricity sub station to Deddington	Surface Dressing	44,000		
	Chesterton	Bicester and Kidlington	Wendlebury Road	Wendlebury to Chesterton turn	Surface Dressing	41,000		
	Fernham	Faringdon and Wantage	Faringdon to Fernham	Whole length	Surface Dressing	64,000		
	Longworth	Faringdon and Wantage	Spring Hill/Faringdon Road	Whole length	Surface Dressing	69,000		
	Watchfield	Faringdon and Wantage	Majors Road	Whole Length	Surface Dressing	55,000		
	Faringdon	Faringdon and Wantage	A420	Faringdon to Great Coxwell	Surface Dressing	76,000		
	Wantage	Faringdon and Wantage	Stockham Park /Winchester Way	Challow Rd to St. Marys Way	Surface Dressing	20,000		
	Oxford	Oxford City	Rose Hill	whole length	Surface Dressing	60,000		
	Oxford	Oxford City	Henley Avenue	whole length	Surface Dressing	52,000		
Schemes still to be finalised/adjustments						17,000		
19/20 Programme (Locality Led)							1,365,000	
20/21 Programme (Locality Led)								1,365,000
Support / Programming						10,000	10,000	10,000
TOTALSURFACE DRESSING						1,375,000	1,375,000	1,375,000
Other Surface Treatments								
Surface Dressing Pre-Patching Schemes						800,000	800,000	800,000
Structural Patching (Locality led)						2,100,000	2,100,000	2,100,000
Special Treatments Programme								
Preventative repair programme (dragon patching treatment)								
Iron work strengthening programme								
Micro asphalt programme								
18/19 Programme								
	Didcot	Didcot and Henley	Barnes Road	Barnes Road	Micro Asphalt	14,000		
	Didcot	Didcot and Henley	Churchill Road	Churchill Road	Micro Asphalt	18,000		
	Didcot	Didcot and Henley	Slade Road	Slade Road	Micro Asphalt	26,000		
	Didcot	Didcot and Henley	Balmoral Road	Balmoral Road	Micro Asphalt	11,000		
	Lew	Witney, Carterton and Burford	A4095 Lew	University Farm	Micro Asphalt	30,000		
	Witney	Witney, Carterton and Burford	Woodgreen	Woodgreen	Micro Asphalt	15,000		
	Milton under Wychwood	Woodstock, Chipping Norton, Eynsham and Charlbury	High Street	Church Rd - Wychwood Dr	Micro Asphalt	19,000		
	Banbury	Banbury	Timms Road	Grange Rd to Beaconsfield Rd	Micro Asphalt	16,000		
	Banbury	Banbury	Elmscote Road	Timms Rd to Beaconsfield Rd	Micro Asphalt	11,000		
	Banbury	Banbury	Trinity Close	Entire road plus cul de sacs	Micro Asphalt	28,000		

CABINET 23 JANUARY 2018
CAPITAL PROGRAMME 2017/18 TO 2027/28
Highways Maintenance Programme 2018/19 to 2020/21

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2018/19 (£)	2019/20 (£)	2020/21 (£)
	Banbury	Banbury	Caernarvon Way.	Edinburgh Way to end	Micro Asphalt	5,000		
	Banbury	Banbury	Caernarvon Way	Edinburgh Way to Stirling Court	Micro Asphalt	5,000		
	Shrivenham	Faringdon and Wantage	Damson Trees	Whole Road	Micro Asphalt	17,000		
	Abingdon	Abingdon	Darrell Way	Whole Road	Micro Asphalt	17,000		
	Abingdon	Abingdon	Heron's Walk	Whole Road	Micro Asphalt	7,000		
	Abingdon	Abingdon	St. Nicholas's Green	Whole Road	Micro Asphalt	8,000		
	Abingdon	Abingdon	St. Mary's Green	Whole Road	Micro Asphalt	8,000		
	Oxford	Oxford City	Marston Ferry Road	Parks Rd to St Giles	Micro Asphalt	31,000		
	Oxford	Oxford City	Bayswater Road	mini RAB/junc with Stowford	Micro Asphalt	2,000		
	Oxford	Oxford City	Black Bird Leys Rd	Junction with Sandy lane west	Micro Asphalt	3,000		
19/20 Programme (Locality programme)							290,000	
20/21 Programme (Locality Programme)								290,000
Design /Support / Programming						9,000	10,000	10,000
Retexturing programme								
18/19 Programme								
	Lewknor	Thame, Wheatley and Watlington	Chalford Road	Postcombe	Retexturing	7,000		
	Didcot	Didcot and Henley	A4130 Hadden Hill	Hadden Hill	Retexturing	18,000		
	Highmoor	Didcot and Henley	B480	Highmoor Cross	Retexturing	9,000		
	Wootton	Abingdon	B4017 Cumnor Robinson Road Wootton	Cumnor to Robinson Road Wootton	Retexturing	22,000		
	Stanford in the Vale	Faringdon and Wantage	A417	Faringdon Rd to Park Lane	Retexturing	9,000		
	Deddington	Banbury	B4031 / Iron Down Hill	Barton Rd - Netherworton Rd	Retexturing	5,000		
	Swalcliffe	Banbury	Shutford Road	Swalcliffe Lea - Five Ways	Retexturing	18,000		
	Hook Norton	Banbury	Chipping Norton Road	Fanville Head Farmhouse - Swerford to Gt Rollright Rd	Retexturing	6,000		
	Gt Rollright	Woodstock, Chipping Norton, Eynsham and Charlbury	The Walk	Coldharbour - Rollright Heath	Retexturing	10,000		
	Gt Rollright	Woodstock, Chipping Norton, Eynsham and Charlbury	The Walk	A361 - Walk Farm	Retexturing	14,000		
	Woodstock	Woodstock, Chipping Norton, Eynsham and Charlbury	Banbury Road	Weaveley Xrds - Budd Cl	Retexturing	13,000		
	Tackley	Woodstock, Chipping Norton, Eynsham and Charlbury	Through village	Nethercott Rd - Ball Lane	Retexturing	6,000		
	Oxford	Oxford City	Old Road	Windmill Rd to Gipsy Lane	Retexturing	5,000		
19/20 Programme (Locality programme)							140,000	
20/21 Programme (Locality Programme)								140,000
Support / Programming						10,000	10,000	10,000
TOTAL OTHER SURFACE TREATMENTS						3,352,000	3,350,000	3,350,000
Contingency							385,000	258,000
TOTAL SURFACE TREATMENTS PROGRAMME						6,075,000	6,110,000	5,983,000
FOOTWAYS PROGRAMME								
Footway Reconstruction								
18/19 programme								
	Banbury	Banbury	Market Place/Bridge Street	various locations	Footway reconstruction	86,000		
	Witney	Witney, Carterton and Burford	High Street	Market Square to Welch Way west side	Footway reconstruction	97,000		
	Thame	Thame, Wheatley and Watlington	Park Street	School to just past the mini	Footway reconstruction	58,000		
Design						60,000		
Contingency						49,000	50,000	50,000
Footway Programme (Locality Led)							300,000	300,000
TOTAL Footway Reconstruction						350,000	350,000	350,000

CABINET 23 JANUARY 2018
CAPITAL PROGRAMME 2017/18 TO 2027/28
Highways Maintenance Programme 2018/19 to 2020/21

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2018/19 (£)	2019/20 (£)	2020/21 (£)
Footway Surface Dressing								
18/19 programme						325,000		
	Kidlington	Bicester and Kidlington	Cherwell Avenue estate	Estate located within evans Lane and Bicester Road	Footway Slurry			
	Chipping Norton	Woodstock, Chipping Norton, Eynsham and Charlbury	Estate off Over Norton Rd	TBC	Footway Slurry			
		Woodstock, Chipping Norton, Eynsham and Charlbury	Estate off Walterbush Road	TBC	Footway Slurry			
	Charlbury	Woodstock, Chipping Norton, Eynsham and Charlbury	Woodfield Drive estate	Off Dancers Hill and Hixet Wood	Footway Slurry			
		Woodstock, Chipping Norton, Eynsham and Charlbury	Lee Heights	Off Sturt Road	Footway Slurry			
	Shipton and Milton Under W	Woodstock, Chipping Norton, Eynsham and Charlbury	Church Meadow	Off Church Road	Footway Slurry			
		Woodstock, Chipping Norton, Eynsham and Charlbury	Coombes Close	Off Milton Road	Footway Slurry			
		Woodstock, Chipping Norton, Eynsham and Charlbury	Sinnels Field	Whole road	Footway Slurry			
	Ascott Under Wychwood	Woodstock, Chipping Norton, Eynsham and Charlbury	Maple Way and Dawls close	Off Shipton Road	Footway Slurry			
	Finstock	Woodstock, Chipping Norton, Eynsham and Charlbury	Church Rise/Hill Cres	Off School Road	Footway Slurry			
	Witney/Ducklington	Woodstock, Chipping Norton, Eynsham and Charlbury	Wadards Meadow	Estate off Cogges Hill Road	Footway Slurry			
		Woodstock, Chipping Norton, Eynsham and Charlbury	Area in Ducklington to be measured	TBC	Footway Slurry			
	Abingdon	Abingdon	Longmead Road inc	LONGMEAD ABINGDON	Footway Slurry			
		Abingdon		BERRYCROFT ABINGDON	Footway Slurry			
		Abingdon		THORNHILL WALK ABINGDON	Footway Slurry			
		Abingdon		HAZEL CLOSE ABINGDON	Footway Slurry			
		Abingdon		WELFORD GARDENS ABINGDON	Footway Slurry			
		Abingdon		WILDMOOR ABINGDON	Footway Slurry			
		Abingdon	NORTHCOURT ROAD inc	DARREL WAY ABINGDON	Footway Slurry			
		Abingdon		NORTHCOURT ROAD ABINGDON	Footway Slurry			
		Abingdon	WILSHAM ROAD ABINGDON (1 SIDE)	WILSHAM ROAD ABINGDON (1 SIDE)	Footway Slurry			
		Abingdon	FENNEL WAY ABINGDON	FENNEL WAY ABINGDON	Footway Slurry			
	Wallingford	Didcot and Henley	Blackstone Road estate inc	ST GEORGES ROAD WALLINGFORD	Footway Slurry			
		Didcot and Henley		WILDING ROAD WALLINGFORD	Footway Slurry			
		Didcot and Henley		SINODUN ROAD WALLINGFORD	Footway Slurry			
		Didcot and Henley		DOYLEY ROAD, WALLINGFORD	Footway Slurry			
		Didcot and Henley		CLAPCOT WAY WALLINGFORD	Footway Slurry			
		Didcot and Henley		GREENFIELD CRESCENT (EVENS)	Footway Slurry			
		Didcot and Henley		FIR TREE AVE. WALLINGFORD (PA	Footway Slurry			
		Didcot and Henley		NORRIES DRIVE WALLINGFORD	Footway Slurry			
		Didcot and Henley		FITZCOURT WAY WALLINGFORD	Footway Slurry			
		Didcot and Henley		SEVERALLS CLOSE WALLINGFORD	Footway Slurry			
		Didcot and Henley		GLYN ROAD WALLINGFORD	Footway Slurry			
		Didcot and Henley		WITTENHAM CLOSE WALLINGFORD	Footway Slurry			
		Didcot and Henley		BLACKSTONE	Footway Slurry			
	Benson	Didcot and Henley	BLACKLANDS ROAD BENSON	Off Brook Street	Footway Slurry			
		Didcot and Henley	THE CEDARS BENSON	Off Brook Street	Footway Slurry			
	Cholsey	Didcot and Henley	Panthers Road	Off Ilges lane	Footway Slurry			
		Didcot and Henley	Rothwells	Off Wallingford Road	Footway Slurry			
		Didcot and Henley	Cross Road	Off Wallingford Road	Footway Slurry			
Annual Programme 19/20 (Locality Led)							325,000	
Annual Programme 20/21 (Locality Led)								325,000
TOTAL Footway Surface Dressing						325,000	325,000	325,000

CABINET 23 JANUARY 2018
CAPITAL PROGRAMME 2017/18 TO 2027/28
Highways Maintenance Programme 2018/19 to 2020/21

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2018/19 (£)	2019/20 (£)	2020/21 (£)
Advance Design						25,000	25,000	25,000
Contingency						52,000	52,000	50,000
TOTAL FOOTWAYS PROGRAMME						752,000	752,000	750,000
DRAINAGE PROGRAMME								
Improvement Schemes								
(Officer led)								
Main drain repairs		Faringdon and Wantage	Acorn Bridge A420	Verge in the vicinity of Acorn Bridge	Main drain repairs	20,000		
A420 Cumnor Bypass	Cumnor	Faringdon and Wantage	A420 Cumnor Bypass	subject to progress	A420 Cumnor Bypass	100,000		
Drainage Improvements	Bicester	Bicester and Kidlington	Wretchwick Lane	Various locations	Drainage Improvements	10,000		
Flood Alleviation	Black Bourton	Witney, Carterton and Burford	Black Bourton	Black Bourton	Flood Alleviation	20,000		
Drainage Improvements	Chadlington	Woodstock, Chipping Norton, Eynsham and Charlbury	B4026 Spelsbury Road	Various locations	Drainage Improvements	20,000		
Drainage Improvements	Horley	Banbury	Church Lane	Various locations	Drainage Improvements	20,000		
Drainage Improvements	Leafield	Woodstock, Chipping Norton, Eynsham and Charlbury	Finstock Road	Various locations	Drainage Improvements	20,000		
Drainage Improvements	Mollington	Banbury	Various	Various locations	Drainage Improvements	15,000		
Culvert Refurbishment	Shellingford	Faringdon and Wantage	B4508 Fernham Road	To be determined	Culvert Refurbishment	15,000		
Culvert Replacement	Somerton	Banbury	Water Lane	Various locations	Culvert Replacement	20,000		
Drainage Improvements	Steventon	Faringdon and Wantage	Steventon Hill	Various locations	Drainage Improvements	15,000		
System extension	Stoke Lyne	Bicester and Kidlington		Various locations	System extension	40,000		
Culvert Replacement	Watlington	Thame, Wheatley and Watlington	Brook Street	Brook Street	Culvert Replacement	15,000		
Drainage improvements	Witney	Witney, Carterton and Burford	Hailey Road/Cannons Pool	Subject to progress	Drainage improvements	35,000		
Drainage Improvements	Witney	Witney, Carterton and Burford	A40	Various locations	Drainage Improvements	100,000		
Carrier drain renewal	Woodstock	Woodstock, Chipping Norton, Eynsham and Charlbury	Chaucers Lane	Various locations	Carrier drain renewal		25,000	
Drainage Improvements	Kidlington	Bicester and Kidlington	A4260 north of Kidlington	Various locations	Drainage Improvements		30,000	
Drainage Improvements	Kiddington	Woodstock, Chipping Norton, Eynsham and Charlbury	A44 Enstone to Kiddington	Various locations	Drainage Improvements		20,000	
Drainage Improvements	Burford	Witney, Carterton and Burford	A361 adj Burford Golf Course	Various locations	Drainage Improvements		25,000	
Drainage Improvements	Witney	Witney, Carterton and Burford	A40 Witney Bypass	Section from Ducklington Interchange	Drainage Improvements		50,000	
Drainage Improvements	Astall Leigh	Witney, Carterton and Burford	near Village Pond	Various In vicinity of pond	Drainage Improvements		10,000	
Drainage Improvements	Ardington	Faringdon and Wantage	A417 Reading Road Adjacent Ardington	System wide between Wantage and A	Drainage Improvements		10,000	
Drainage Improvements	Oxford	Oxford City	A40 Northern Bypass	Northwst of Barton	Drainage Improvements		25,000	
Kerb Drainage improvements	Oxford	Oxford City	Abingdon Road	Whitehouse Road southbound	Kerb Drainage improvements		15,000	
Assessed Lining works	Various	Various Locations	Assessed Village prioritied lining works	To be determined by Invetsigation	Drainage Improvements		100,000	
Assessed Main Line repairs	Various	Various Locations	Assessed highway systems high rated defects clusters in Villages	To be determined by Invetsigation	Drainage Improvements		80,000	
Assessed highway systems high rated defects	Various	Various Locations	Assessed highway systems high rated defects clusters in Villages	To be determined by Invetsigation	Drainage Improvements		75,000	
Schemes still to be finalised/adjustments								465,000
TOTAL Improvement Schemes						465,000	465,000	465,000
Partner Schemes (Contributions)								
						50,000	50,000	50,000
TOTAL Partner Schemes (Contributions)						50,000	50,000	50,000
Regular Maintenance								
Investigations						50,000	50,000	50,000
Lining						30,000	30,000	30,000
Design						80,000	80,000	80,000
Reactive Maintenance								
Reactive Fund						225,000	225,000	225,000
TOTAL DRAINAGE PROGRAMME						900,000	900,000	900,000

CABINET 23 JANUARY 2018
CAPITAL PROGRAMME 2017/18 TO 2027/28
Highways Maintenance Programme 2018/19 to 2020/21

						<i>Firm Programme</i>	<i>Provisional Programme</i>	
Name	Parish	Locality	Road Name	Location within Road	Description of Works	2018/19 (£)	2019/20 (£)	2020/21 (£)
BRIDGES PROGRAMME								
Programmed Maintenance - Construction								
Shipton	Shipton-under-Wychwood	Witney, Carterton and Burford	A361 Station Road			300,000		
Garsington Flyover	Oxford City	Oxford City	A4142 Eastern Bypass Road			300,000		
Goose Green Railway Bridge Traffic Signals	Oxford City	Oxford City	Godstow Road (C classification)			100,000		
Marcham Mill	Marcham	Abingdon	Mill Road (C classification)			100,000		
Culvert Structural Lining Programme (Cobstones, Sminnels, Drubble, Chalford, Sydenham, Twyford Small)	Various		Various			250,000		
Various small retaining walls			Fritwell Pond			100,000		
Asthall	Asthall	Witney, Carterton and Burford	Ninety Cut Hill (U classification)				250,000	
Hopkins	Didcot	Didcot and Henley	A4130 Northern Perimeter Road				100,000	
Claydon Hay	Claydon with Clattercot	Banbury	Boddington Road (C classification)				250,000	
Noah's Ark 1 Bridge	Garford	Faringdon and Wantage	A338 Wantage Road				180,000	
Contingency							200,000	650,000
Programmed Maintenance - Inspection & Investigation								
Various Inspection and Investigation							63,000	120,000
Programmed Maintenance - Feasibility & Advanced Design								
Advance design and investigation						200,000	250,000	250,000
Regular Maintenance								
Principal Inspection and Assessment						300,000	300,000	350,000
Upgrade of low bridge signage						50,000	50,000	50,000
Packaged Structural Maintenance						250,000	250,000	350,000
Brickfield Subway Reconstruction Fund						7,000	7,000	7,000
Reactive Maintenance								
Reactive works fund						48,000	100,000	100,000
Schemes still to be finalised/adjustments								16,000
TOTAL BRIDGES PROGRAMME						2,005,000	2,000,000	1,893,000
PUBLIC RIGHTS OF WAY FOOTBRIDGES PROGRAMME								
Small Kit Bridges	Various					50,000	50,000	50,000
Larger bridges	Various		Langford 2 Footbridge			50,000		
Larger bridges	Various		Abel Footbridge				50,000	
Larger bridges	Various		Kingham 2 Footbridge Kingham 5 Bridleway Bridge					50,000
TOTAL PUBLIC RIGHTS OF WAY FOOTBRIDGES PROGRAMME						100,000	100,000	100,000
STREET LIGHTING PROGRAMME								
Column & LED Replacement								
2018/19	Henley	Didcot and Henley	Various Roads	N/A	column replacement	118,000		
	Witney	Witney, Carterton and Burford	Various Roads	N/A	column replacement	102,000		
	Stanford /Vale	Faringdon and Wantage	Various Roads	N/A	column replacement	19,000		
	Oxford	Oxford City	Various Roads	N/A	column replacement	8,000		
	North Leigh	Witney, Carterton and Burford	Various Roads	N/A	column replacement	37,000		
	North Hinksey	Abingdon	Various Roads	N/A	column replacement	10,000		
	Marston	Oxford City	Various Roads	N/A	column replacement	50,000		
	Launton	Bicester and Kidlington	Various Roads	N/A	column replacement	24,000		
	Chesterton	Bicester and Kidlington	Various Roads	N/A	column replacement	25,000		
	Eynsham	Witney, Carterton and Burford	Various Roads	N/A	column replacement	22,000		
	Faringdon	Faringdon and Wantage	Various Roads	N/A	column replacement	75,000		

CABINET 23 JANUARY 2018
CAPITAL PROGRAMME 2017/18 TO 2027/28
Highways Maintenance Programme 2018/19 to 2020/21

						<i>Firm Programme</i>	<i>Provisional Programme</i>	
Name	Parish	Locality	Road Name	Location within Road	Description of Works	2018/19 (£)	2019/20 (£)	2020/21 (£)
19/20 Programme	Chinnor	Thame, Wheatley and Watlington	Various Roads	N/A	column replacement		19,000	
	Cumnor	Faringdon and Wantage	Various Roads	N/A	column replacement		37,000	
	Didcot	Didcot and Henley	Various Roads	N/A	column replacement		20,000	
	Drayton	Didcot and Henley	Various Roads	N/A	column replacement		19,000	
	Garsington	Thame, Wheatley and Watlington	Various Roads	N/A	column replacement		18,000	
	Harwell	Faringdon and Wantage	Various Roads	N/A	column replacement		14,000	
	Henley	Didcot and Henley	Various Roads	N/A	column replacement		105,000	
	Littlemore	Oxford City	Various Roads	N/A	column replacement		66,000	
	Milton	Banbury	Various Roads	N/A	column replacement		26,000	
	Radley	Abingdon	Various Roads	N/A	column replacement		30,000	
	Risinghurst	Oxford City	Various Roads	N/A	column replacement		39,000	
	St Helen Without	Abingdon	Various Roads	N/A	column replacement		17,000	
	Steeple Aston	Banbury	Various Roads	N/A	column replacement		14,000	
	Woodcote	Didcot and Henley	Various Roads	N/A	column replacement		49,000	
	Wooton (Vale)	Abingdon	Various Roads	N/A	column replacement		17,000	
Total Column Replacement						490,000	490,000	
Street Lighting Maintenance								
						400,000	285,000	775,000
Schemes to be finalised/adjustments								
TOTAL Street Lighting Maintenance						400,000	285,000	775,000
TOTAL STREET LIGHTING PROGRAMME						890,000	775,000	775,000
TRAFFIC SIGNALS PROGRAMME								
	OXFORD	Oxford City	BOTLEY ROAD - ALEXANDER RD					
	KIDLINGTON	Bicester and Kidlington	A44 LANGFORD LANE					
	OXFORD	Oxford City	DONNINGTON BRIDGE ROAD/MEADOW LANE					
	ABINGDON	Abingdon	OCK ST/MEADOWSIDE					
	CULHAM	Thame, Wheatley and Watlington	TOLLGATE RD					
	OXFORD	Oxford City	WOODSTOCK RD/FIRST TURN					
2018/19 programme to be identified		Programmes to be identified				250,000	172,000	247,000
TOTAL TRAFFIC SIGNALS PROGRAMME						250,000	172,000	247,000
SECTION 42 (OXFORD CITY COUNCIL)								
Carriageway Structural Maintenance						120,000		
Surface Treatments						390,000		
Footways						45,120		
Programmes to be identified							558,000	561,000
TOTAL SECTION 42 (OXFORD CITY COUNCIL)						555,120	558,000	561,000
TOTAL HIGHWAY MAINTENANCE ANNUAL PROGRAMMES						12,951,120	12,822,000	12,288,000

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Service and Resource Planning 2018/19 – 2021/22

Comments from the Performance Scrutiny Committee

At the December and January meetings of the Performance Scrutiny Committee members scrutinised the financial investments, pressures and savings for 2018/19 and the medium term, and the proposed approach to capital expenditure for the next 10 years.

This report details the key comments raised by the committee in relation to 2018/19 – 2021/22 Service and Resource Planning for consideration by Cabinet in agreeing its proposed budget.

In relation to pressures and savings members made the following overarching points:

- The committee is keen to scrutinise further the impact of work to meet and exceed the council's transformation savings target.
- The proposed budget does not take account of the potential impact of a move to a unitary authority.
- The committee is concerned about the effect of a limited increase in the tax base on the budget and the accuracy of forward projections.
- That income generation figures should be clearly identifiable within the budget.

The committee also made a number of specific comments in relation to directorate proposals, as follows:

Children's services

- The outcomes from the Local Area inspection of Special Educational Needs and Disabilities should inform future High Needs funding decisions.
- The committee considers there to be a high risk that the scale of proposed savings from reducing the number of children entering care will not be delivered, particularly in light of rising need and demand and the current overspend in children's services.
- The committee is supportive of the directorate's work with partners to drive down the cost of placements and further develop Oxfordshire's own provision.

Adult Social Care

- The impact of changes to the Adult Social Care Contributions Policy on vulnerable individuals is of concern and is an area the committee will want to review.
- The committee is keen to keep a watching brief on progress with plans to use council owned land to develop Extra Care Housing and the levels of cooperation with Local Housing Authorities that will enable this.

Resources

- The committee is pleased that the council is investing in staff and 'growing its own'.
- The use of new technologies to support a reduction in staff mileage should be actively encouraged.

- Members are keen to encourage directorates to become more 'business-like' in their negotiation of contracts.

Communities

- The committee supports the council taking a more proactive role in delivering growth to increase income for the Authority.
- The committee is keen to monitor progress with agreeing a new street lighting contract that enables integration with new technologies.
- Members are keen to see improvements in the Fire and Rescue Service High Risk Inspection Programme and are interested to see the cost savings expected from the new duty for the Fire Service to collaborate with other emergency services.
- Councillor input could be particularly useful in regard to asset management planning.

In relation to proposals for the capital programme members raised the following points:

- The committee supports a longer-term plan for capital investment that enables a more strategic approach to the use of community assets.
- The committee is keen to keep a watching brief on the impact of the Growth Deal on the capital programme, particularly its effect on infrastructure development plans and delivery of highway maintenance.
- Members are keen to see the development of Maltfield Children's Home expedited.
- The committee supports a move towards building more in-house facilities.
- Members are keen to understand how capital will be spent to meet council priorities and review proposals

Councillor Liz Brighthouse
Chairman of the Performance Scrutiny Committee

January 2018

Budget Consultation

1. This annex sets out the key themes from Oxfordshire County Council's public consultation exercise and stakeholder engagement carried out to support its Service and Resource Planning process for 2018/19 to 2021/22.

Approach

2. Between 6 December 2017 and 8 January 2018 the council invited comments on its budget proposals in the context of its newly agreed vision 'Thriving communities for everyone in Oxfordshire'. These were set out in a summary document and detailed in the papers published for consideration by the Performance Scrutiny Committee on 14 December 2017.
3. The consultation was primarily carried out online, with paper copies of the consultation document and feedback form also made available in libraries. Residents and stakeholders were invited to share feedback using the online form, paper form, by email or letter.
4. The exercise was promoted via a news release, using the homepage feature switcher on the county council website, via the council's corporate facebook account (9,692 followers) and twitter account (32,600 followers), and in two editions of YourOxfordshire (the council's fortnightly eNewsletter for residents, circulation of 8,676).
5. To ensure key stakeholders were aware of the council's budget proposals, details of the consultation were published details in the Oxfordshire MPs Briefing and Oxfordshire Matters, the council's monthly eNewsletter to stakeholders (circulation of 600+, including all parishes and town councils).

Analysis

6. In total, nineteen residents submitted their views via the online feedback form, one resident sent an email and MyLife My Choice' wrote to the Leader of the Council. The consultation document was downloaded 126 times, whilst engagement via social media was significantly higher, with one post reaching over 8,000 people.
7. All the responses to the budget consultation exercise have been read and the main themes are summarised in this report. Many people chose to submit comments on multiple themes. The full responses to the consultation (redacted where appropriate) have been placed on deposit for all county councillors to review to inform the budget setting process.

Outcomes

8. The first question in the survey asked people for their views on the council's budget proposals in the context of the county council's newly agreed vision 'Thriving Communities for everyone in Oxfordshire'.

9. Overall, 18 residents provided detailed comments and 'concerns about impact of budget 'cuts' on social care/most vulnerable' was the most frequently mentioned subject (four mentions). The largest share of comments related to our priorities for thriving people (ten mentions) and how the council listens to people and provides value for money (nine mentions). This was followed by comments relating to our priorities for thriving communities (six mentions). The table below summaries the comments and how they relate to the county council vision.

Q1. Do you have any comment about the council's budget proposals in the context of our vision for 'Thriving communities for everyone in Oxfordshire'?

Thriving Communities We help people live safe, healthy lives and play and active part in communities. We provide services that enhance the quality of life in our communities, and protect the local environment.	
Theme	
- Invest in cycle infrastructure	2 mentions
- Prioritise air quality/concern about air pollution	1 mention
- Address transport issues	1 mention
- Invest in libraries	1 mention
- What about affordable housing? - why it is missing?	1 mention

Thriving people We strive to give every child a good start in life and protect everyone from abuse and neglect We enable older and disabled people to live independently. We care for those in greatest need.	
Total	9 mentions
- Support funding social care for the elderly	2 mentions
- Budget ref:19PC5 – Concern about achievability of strategy to reduce the number of children coming into care	1 mention
- Concern about impact of budget 'cuts' on social care/most vulnerable	
- General	1 mention
- Specifically, adult social care/responsibilities of Acts	2 mentions
- Specifically, children's services including help for children with disabilities	2 mentions
- Points about education services including transport and school improvements and school places	1 mention
- Query re. approach to areas of deprivation, what is the council doing to reduce inequity	1 mention

Thriving economy We support a thriving local economy by improving transport links to create jobs and homes for the future To achieve our vision, we will listen to residents so we can continuously improve our services and provide value for money	
Theme	Mentions
- Concern about the scale of development in Shrivenham	1 mention

We listen to residents so we can continuously improve our services and provide value for money	
Theme	Mentions
Approach <ul style="list-style-type: none"> - Concerns about budget/service cuts in general/impact on community/charity groups providing local services - Prefer funding as a preventative measure to avoid future problems - Criticism of strategy, general, including rethink approach - Money could be saved across the whole budget 	3 mentions 1 mention 1 mention 1 mention
- Budget reference 19RES4– Sceptical about long-term cost savings and applying lessons learnt from other arrangements e.g. 19COM3	1 mention
- Negative comment about the county council's treatment of its staff – will plug gap in funding	1 mention
- Consider proposed Council Tax rise is excessive	1 mention

10. The second question in the survey focussed on attitudes towards the proposed council tax level, including the adult social care precept. 18 responses were given to this question, with the balance of opinion being negative (12 comments). My Life, My Choice (MLMC) – the only stakeholder group to register a response to the consultation were very supportive of the proposed council tax level and indeed would welcome an even higher increase to support social care.

Q2. Do you have any comments on the proposed council tax include of 4.99% (including +3% adult social care precept) that you would like councillors to consider?

Theme	Mentions
Positive comments <ul style="list-style-type: none"> - Fine/agree with proposed increase - Fine with proposed increase if not linked to councillor allowances increase/ pay increase for senior staff - Happy to pay tax that will go towards paying for adult social services - Would like to see higher proportion going to adult social care - Delighted with the proposal, would support higher increase - Should maybe be considered? 	2 mentions 1 mention 1 mention 1 mention 1 mention (MLMC) 1 mention

Theme	Mentions
Negative comments	
- General disgruntlement	4 mentions
- Criticism of approach to Council Tax rises	2 mentions
- Too high / will put pressure on families / most vulnerable	3 mentions
- Consider proposals to change charging for adult social unfair	1 mention
- Consider adult social care precept unfair	1 mention
- Too high, suggest people take out insurance to cover costs of future adult social care needs	1 mention

11. The third question in the survey gave individuals and organisations the opportunity to put forward suggestions for how the council might save money and provide better value for money. 18 people responded to this question, with a majority of the suggestion relating to the council's leadership and management style (7 mentions) and practical examples of how to reduce council's overheads (6 mentions).

Q3. Do you have any suggestions for how we can save money and provide better value for money?

Theme	Mentions
Leadership and management style	Total mentions = 7
- Invest in evidence based strategy	1 mention
- Take invest to save approach	1 mention
- Learn lessons from restructures and service redesign	1 mention
- Keep on pushing for unitary status	1 mention
- Learn about legal services	1 mention
- Listen to people's needs to shape services and wellbeing	1 mention
- Have a general review of approach (leadership, management, duplication, efficiency, cost effectiveness etc.)	1 mention
Budget management	Total mentions = 3
- Allow people to 'opt out' of council services to reduce demand and reduce council tax bills	1 mention
- Plan a reduction of council tax each year	1 mention
- Run the council more as a business (some examples, freeze budgets, fund rises from cost reductions, refuse price increases from suppliers)	2 mentions
Services	Total mentions = 4
- Review approach to highways schemes	1 mention
- Means test free bus passes	1 mention
- Review how adult social care teams (older people) are structured – considered to be ineffective and wasteful	1 mention
- Health and social care – avoid duplication, when will be they integrate	1 mention
Cost of business/overheads	Total mentions = 6
- Reduce councillor allowances	1 mention
- Reduce managers wages	1 mention
- End final salary pensions	1 mention

- Reduce heating bills in council buildings	1 mention
- Review outsourcing (perceived) expensive contract bills	1 mention
- Cost of motivational speakers	1 mention

12. The final question was designed to elicit practical suggestions on how the council might improve its services. In total 17 people answered this question, generating 23 suggestions. The largest share of the comments related to how the council might improve its leadership, management style and culture (nine mentions) followed by how the council might make improvements to health and social care services (four mentions) and bus services (three mentions).

Q4. Do you have any suggestions for how we can improve our services?

Theme	Mentions
Leadership, management style and culture <ul style="list-style-type: none"> - Become more business-like (commercial) - Adopt evidence-led/data-led style - General comments - Focus on basics - Reduce duplication / unnecessary headcount - Better support for staff, so that they can work to potential - Stop cuts, focus on prevention rather than reacting - Criticism of management culture (people and data management) 	Total mentions = 9 1 mention 1 mention 2 mentions 1 mention 1 mentions 1 mention 1 mention 1 mention
<ul style="list-style-type: none"> - Better funding for Health and social care - Better funding for adult social care, particularly staff training - Better resources for adult social care, wide ranging criticism of the way older people's services is currently organised/managed - Better funding for adult social care to improve systems - Clarity regarding who pays for Education Health Care Plans 	Total mentions = 4 1 mention 1 mention 1 mention 1 mention
Focus on individuals and communities <ul style="list-style-type: none"> - Listening to people and communities/effective systems 2 - Consider risk of rising social exclusion and its impact 1 	Total mentions = 3 1 mention 1 mention
Improve libraries <ul style="list-style-type: none"> - Put staff back in, increase opening hours, stock 1 	1 mention
Bus services <ul style="list-style-type: none"> - Question about overall investment in subsidised bus services 1 - Collaboration between the council and bus operators to examine viability of network as a whole rather than individual routes, explore ways to increase revenue or communities funding service - Reduce eligibility for state bus passes (those on state pensions and benefits only) 	Total mentions = 3 1 mention 1 mention 1 mention
Enabling community services <ul style="list-style-type: none"> - Cannot see provisions in budget for enabling community self- 	Total mentions = 2 1 mention

help e.g. grants - Encourage personal resilience	1 mention
Council's role in promoting a sustainable economy - Cannot see mention of budget provisions for promoting and incentivising a sustainable economy – where all activity is measured by the impact of that activity on the natural environment.	1 mention

Communications Team

11.01.17

Division(s): All

CABINET - 23 JANUARY 2018

CORPORATE PLAN

Report by the Chief Executive

Introduction

1. This plan sets out the County Council's overarching strategy for the period 2018-2021. It states our updated vision for 'thriving communities' in Oxfordshire and describes the council's main priorities and the specific actions that will be taken in the period to March 2019.
2. A short, public-facing document (the 'prospectus') has been produced and published which summarises the council's vision and priorities; we anticipate this document to be widely distributed and read by residents. The attached document expands on the prospectus, drawing together as much as possible of what we do, how we do it and how we are changing. It is therefore a long and quite detailed document that we anticipate will be of interest to Councillors, staff, partners, inspectors and residents with a specific interest. The final publication will be made available online but will be print-enabled for those who cannot access it digitally or prefer not to.
3. The Plan has been shaped and guided by a cross-party Councillor working group and from input across the council. The Plan has deliberately been structured around the vision and priorities within the Plan and not by service area. The purpose of this is to demonstrate that irrespective of portfolio, directorate, service or team of the Council, we are all collectively striving to deliver the vision of "thriving communities for everyone in Oxfordshire".
4. A Draft Corporate Plan was considered by Performance Scrutiny Committee on the 4th of January, who suggested that hyperlinks could helpfully be added to the document to allow people to access further information should they require it. They also wished to make it clear in the Plan that some activities are dependent upon partners. For the final draft, we will ensure hyperlinks are clear and helpful for the reader and we will strengthen the message about partnership working.
5. We are still working with colleagues to finalise some of the content; details of which will emerge in the next few weeks. In particular, the details of how we will measure progress are in the process of being shaped and will be brought forward in future drafts before its final publication.
6. Annex B of the draft Corporate Plan notes that a full suite of priority outcomes and measures will be developed to enable assessment of our performance. These will form the basis of routine periodic reports to corporate management

teams, Councillors, partners and the public. The work of collating the draft suite of outcome and measures will be brought to Performance Scrutiny Committee's 15 March meeting for consideration and challenge. The finalised suite of outcomes and measures will then be formally signed off by Cabinet for use from April 2018 onwards.

7. This draft of the corporate plan is attached for comment and agreement by Cabinet ahead of Council in February where the where the document will sit alongside the budget-setting process. Cabinet are asked to delegate authority for any subsequent changes to the Plan to the Leader and Chief Executive to agree on their behalf.
8. The prospectus has already been widely communicated and once finalised, we intend to publish the full Corporate Plan on the intranet and website and notify key stakeholders through bulletins and monthly newsletters (including Councillors, partners and MP's). We will print hard copies for distribution to every library across the county.

Financial and Staff Implications

9. There are no direct financial or staffing impacts that have been identified as part of this Plan, the actions to deliver the Plan have been identified to be in line with the staffing and budget available. This is specifically being identified through service and resource planning.

Equalities Implications

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

RECOMMENDATIONS

11. **Cabinet is RECOMMENDED to:**
 - (a) **note the Draft Corporate Plan and make suggestions for improvements where necessary;**
 - (b) **RECOMMEND that the Draft Corporate Plan (subject to amendments) be agreed by Council;**
 - (c) **delegate authority for final additions and changes to be agreed by the Leader and the Chief Executive on behalf of Cabinet.**

PETER CLARK
Chief Executive

Contact Officer: Ben Threadgold, Policy & Performance Service Manager

January 2018

Thriving communities for everyone in Oxfordshire



DRAFT CORPORATE PLAN 2018-21

POINTS OF NOTE. The following will be completed before final publication:

- Resolution to outstanding **highlighted** drafting notes and placeholder text.
- A thorough proof-read and edit.
- Addition of introductory/scene setting text to the whole document.
- Addition of hyperlinks for additional and relevant information.
- Inclusion of updated budget information and complete performance measurement information (following Performance Scrutiny and Council in march)
- Inclusion of key information on the next stage of the Fit for the Future programme.
- Design work to enhance its branding, presentation, navigation and layout (considering both printed and online design).

TABLE OF CONTENTS

FOREWORD / INTRODUCTION (TBC)	4
Our Vision	5
Our Strategic Direction	6
OUR VALUES	7
ABOUT OXFORDSHIRE	8
Opportunities and challenges in Oxfordshire	9
Local government in Oxfordshire	11
About the County Council	14
Our finances #to be updated when 2018/19 figures confirmed#	15
Public money in Oxfordshire	16
This plan in the wider context	17
DELIVERING OUR VISION	19
We will listen to our residents so we can continuously improve our services and provide value for money	19
Why is this important?	20
Where will we be by the end of this Plan?	20
Where are we now?	20
How will we achieve our vision?	23
How will we will know we're getting it right? [to be developed Jan/Feb]	24
THRIVING COMMUNITIES	25
Why is this important?	25
We help people lead safe healthy lives and play an active part in their community	25
Why is this important?	25
Where will we be by the end of this Plan?	26
Where are we now?	26
How will we achieve our vision?	29
How will we will know we're getting it right? [to be developed Jan/Feb]	30
We provide services that enhance the quality of life in our communities and protect the local environment	30
Why is this important?	30
Where will we be by the end of this Plan?	31
Where are we now?	31
How will we achieve our vision?	34
How will we will know we're getting it right? [to be developed Jan/Feb]	35
THEME: THRIVING PEOPLE	36
Why is this important?	36

We strive to give every child a good start in life and protect everyone from abuse and neglect	36
Why is this important?	36
Where will we be by the end of this Plan?.....	36
Where are we now?	37
How will we achieve our vision?	40
How will we will know we're getting it right? [to be developed Jan/Feb]	41
We enable older and disabled people to live independently and care for those in the greatest need.....	43
Why is this important?	43
Where will we be by the end of this Plan?.....	43
Where are we now?	43
How will we achieve our vision?	47
How will we know we're getting it right? [to be developed Jan/Feb]	47
THEME: THRIVING ECONOMY.....	48
Why is this important?	48
We support a thriving local economy by improving transport links to create jobs and homes for the future.....	48
Why is this important?	48
Where will we be by the end of this Plan.....	49
Where are we now?	49
How will we achieve our vision?	53
How will we will know we're getting it right? [to be developed Jan/Feb]	54
HOW WE WORK TO DELIVER THRIVING COMMUNITIES	56
Decision making	56
Managing our resources	57
Working in partnership.....	58
Building a skilled workforce	62
Fit for the Future Programme	63
Equality, diversity, fairness and inclusion	63
Staying informed of changes affecting Oxfordshire	65
Governance and Assurance	65
ANNEX A: OUR DELIVERY PLAN.....	67
ANNEX B– MEASURING OUR PERFORMANCE	95

FOREWORD / INTRODUCTION (TBC)

#TO BE ADDED IN FINAL DRAFTING STAGE TO REFLECT DOCUMENT
CONTENT#

Our Vision

Thriving communities for everyone in Oxfordshire

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



Our Strategic Direction

In working to achieve our vision for Oxfordshire, we have set a number of overarching themes that guide our approach and run throughout this document.

Some of these themes are specific to service areas and align closely to particular elements of our vision, whereas others are cross-cutting strategic themes that help to shape significant areas of our work – including in partnership with others.

- Delivering **excellent services for our residents**
- **Transforming the council** in the best interests of our residents, including through better use of digital and technology
- Supporting a **skilled and effective workforce**, for both the council and across the county
- Taking a '**Leadership of place**' role, championing Oxfordshire and local communities
- Building **capacity, cohesion and resilience in local communities**
- Tackling inequalities and **improving life chances**, including supporting and safeguarding the most vulnerable people in the county
- Enabling sustainable **economic growth and improved infrastructure**, including housing
- Investing in growth and service outcomes through our **investment strategy**
- Working effectively **with the NHS** to improve the **health and wellbeing** of Oxfordshire's residents
- Embedding approaches to **demand management** as we redesign our services, particularly in adults and children's social care
- Ensuring **environmental resilience** and sustainability
- Being able to **respond effectively to emerging and/or unexpected issues**, as an organisation and with partners.

OUR VALUES

As a county council we have core values which guide the way we work to deliver our vision.

Our core value: We do the best we can for residents

This means we:

- work together in a supportive and honest way
- strive to find the best solutions
- are open to change and doing things differently.

What these look like in practice is demonstrated through the behaviours of our staff who do our best for residents, in the following ways:

We do the best we can for residents means:

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

Work together in a supportive and honest way means:

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

Strive to find the best solutions means:

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

Are open to change and doing things differently means:

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

We ensure all of our activities support equality, diversity, fairness and inclusion, both in terms of our own workforce and with respect to the services we commission and deliver for local residents.

ABOUT OXFORDSHIRE

We are proud of our county.

Oxfordshire is diverse and dynamic with 678,000¹ residents and over 30,000 businesses. Beyond the historic city of Oxford the county has a thriving network of villages and market towns, with fast-growing towns from Banbury and Bicester in the north of the county to Didcot, Abingdon, and Henley in the south, Thame and Wheatley in the East, to Witney and Carterton in the West.

Nonetheless, Oxfordshire is a very rural county - the most rural in the South-East of England. A third of the total population of Oxfordshire (223,100, 33%) live in rural areas and we have three Areas of Outstanding Natural Beauty; the Cotswolds, the Chilterns and the North Wessex Downs, as well as two national trails, and over 100 Sites of Special Scientific Interest.

Oxfordshire benefits from thriving local communities and a high level of engagement in politics and service delivery. Our society is active, with an estimated 4,500 voluntary and community organisations in Oxfordshire. A vibrant parish and town sector gives voice to local communities as well as, in many cases, providing important local services. There are 316 town and parish councils and meetings and outside of Oxford City every resident has a parish or town council. Our network of town and parish councils and voluntary and community groups are already mobilising to reshape the way that public services are delivered now and in the future.

We are a growing county; our own forecasts¹ predict an increase in the number of Oxfordshire residents of 27% between 2015 and 2030, taking the total population of the county from 677,900 to 864,200. We are also becoming a more diverse county with 16.4% of our residents coming from non-white British backgrounds. The county's black or minority ethnic (BME) community almost doubled between 2001 to 2011 from 4.9% to 9.2% of the population, with considerable variation in ethnic composition across the county.

We are a centre of academic research, science, and innovation. Home to the oldest university in the English-speaking world, currently ranked the world's best. The county is a hub of a network of internationally important medical and scientific institutions and enterprises, not least in the Science Vale area, home to the Culham Centre for Fusion Energy, the Rutherford Appleton Laboratory, Diamond Light Source, and the UK Space Gateway.

¹ From the Joint Strategic Needs Assessment:

http://insight.oxfordshire.gov.uk/cms/system/files/documents/1%20Executive%20Summary%20JSNA%202017_0.pdf

Oxfordshire has close to full employment, with most people employed locally - 82% of our working residents have jobs within the county border. Earnings remain relatively high and Oxfordshire's economic output per head is 22% above the national average; put simply, our economy is doing well.

Oxfordshire is a single economic area, making it easier to align plans around housing, employment, transport, and skills. We have one 'Local Economic Partnership' (LEP) covering Oxfordshire, and which reports that Oxfordshire has grown more quickly since the last recession than any other LEP area in England. As a result we have taken a lead role with local partners in recently securing £215m in government investment over the next five years to meet the infrastructure and housing needs of growth.

The county's location is also strategically important, with easy access to London and Heathrow, as well as to major regional cities such as Birmingham and Bristol. We stand at the Western end of the increasingly significant Oxford-Milton Keynes-Cambridge Arc, to which the Government made a high-profile commitment of millions of pounds of funding and support in the November 2017 budget. The county also benefits from major transport corridors including roads such as the A34, A40, M40, important current and future rail corridors, and popular waterways and cycle routes.

Opportunities and challenges in Oxfordshire

We celebrate Oxfordshire's many positive attributes, but we also recognise the many issues and challenges we face. Over recent years we have risen to the national economic challenges by creating and making the most of the opportunities available. As a result, between 2009 and 2015 our economy grew by over 30% in cash terms.

This growth brings benefits, and opportunities, but also challenges; congestion, rising house prices, shortages of appropriate sites for growing businesses, rising demand for public services such as education and health, and a strong desire to protect our natural environment. The challenges we now need to respond to are:

- ***Rapidly growing and aging population.*** As of mid-2015, the Office National Statistics (ONS) estimated the total population of Oxfordshire was 677,900 residents (including students and armed forces). Oxfordshire County Council population forecasts, based on expected housing growth, predict an increase in the number of Oxfordshire residents of +183,900 people (+27%) between 2015 and 2030, taking the total population of the county from 677,900 to 864,200. This is more than double the growth of the previous 15 year period (2000 to 2015). Our population is not only growing but aging too; each district in Oxfordshire has seen a historical growth in the number of residents in those 85 years and over, increasing 47% from mid-2000 to mid-2015. And a predicted rise in this age group over the next 15 years by 92%.

- ***Growing demand and cost of housing.*** The Oxfordshire Strategic Housing

Market Assessment sets out a need for the delivery of 100,000 new homes between 2011 and 2031 (of which 11,000 have been built to date), which our forecasting suggests would result in a 27% increase in the population by 2031. This demand for housing in the county is driving up the cost of houses at a higher rate than earnings and the Centre for Cities ranks Oxford as the least affordable UK city for housing. In Oxford city, social rents in 2015 were 18% above the national average. Buying a family home now requires 2-3 times a median income (i.e. 2-3 earners per household) in each district in Oxfordshire.

- **Reducing public funds alongside a growing demand for services.** As a consequence of reduced Government grant funding, Oxfordshire County Council has made savings over the last seven years of over £350m. The need for our most expensive services is continuing to rise steeply. As people live longer, with more long term health conditions, we are expecting more people and their families and carers to need local authority help. We are also seeing increasing numbers of adults with a learning disability presenting to the county council. Demand for children's services is also rising. Since 2010 the number of children in Oxfordshire who were the subject of a child protection plan has more than doubled, while those who are formally "looked after" has increased by a third. Last year saw a 20% increase in referrals to children's social care and an 18% increase in child protection investigations. These increases have also been seen nationally, but not to the same extent as in Oxfordshire.
- **Pressure on our transport and infrastructure.** The growth in housing and population presents a challenge to provide excellent transport infrastructure to support connectivity between housing and jobs and community infrastructure such as GP surgeries and schools. We estimate that around £8bn of investment will be required in order to ensure Oxfordshire's physical, social, and environmental infrastructure are fit to deal with the scale of development currently planned.
- **Workforce challenges.** The thriving local private sector economy has led to challenges recruiting staff at all levels in the public sector, due to the high cost of housing relative to earnings and very low levels of unemployment in the county. This has affected public services across the recruitment range from frontline care workers to GPs and headteachers.
- **Deprivation and inequality.** While an overall prosperous county, there are some significant pockets of deprivation. 15 local areas within Oxfordshire fall within the 20% most deprived neighbourhoods in England (for context 193 fall within the 20% least deprived). Of these the majority are within Oxford City, with others in Banbury and Abingdon. We also have around 5,500 people in Oxfordshire who may struggle to access services they need because they can not speak English well.
- **Local response to Brexit.** The opportunities and challenges for Oxfordshire and its public services arising from Brexit are currently unclear. Withdrawal from the EU is likely to have significant implications for public services such as those provided by the council, and for the county more widely. The county seems well placed to adapt to any changes, whether positive opportunities or less desirable outcomes. Pressures on public services are likely to be felt in procurement,

workforce, environmental, waste, and employment regulations. Additionally Brexit could have implications for the patterns of enterprise and trade in the private sector, and for Oxford's universities.

- ***Collaboration and integration between health and social.*** The local health and social care system continues to work together to ensure that people are discharged from hospital as soon as they are able, and that the care and support they need is available. Improvements have been made, but there is still much more to do in this area and all partners remain focused on this.
- ***Educating the next generation.*** Educational attainment continues to improve but remains below the levels we would expect and aspire to achieve. The proportion of pupils taught in schools rated as good or excellent by Ofsted continues to rise and we are working with our partners to improve attendance as this is shown to have a positive impact on attainment.
- ***Prevention and early intervention.*** Significant changes have been made to the way that early help is provided for people, with a far greater emphasis on taking a partnership approach rather than being the sole responsibility of the council. We are working jointly with partner organisations, community groups, and people, families and carers themselves in identifying how best to access the support people need as early as possible to prevent needs escalating.
- ***Rurality.*** The rural nature of the county can be a barrier for people accessing services. Embracing digital solutions to customer contact and service delivery can help tackle this, but requires a shift in culture and expectations for the council and residents alike and cannot completely replace traditional approaches including phone and face to face without impacting access to services in different ways.

Local government in Oxfordshire

Local government operates in a 'two-tier' system in Oxfordshire. This means that there is a county council providing services across the whole county responsible for 80% of total local government spending, and five districts: Oxford City, Cherwell District, West Oxfordshire District, South Oxfordshire District, and Vale of White Horse District providing services to residents in their patches. The following map illustrates the district council boundaries within the county.



In addition to the county and district councils all areas of the county, other than the parts of the city of Oxford, are currently 'parished' and there are 15 town councils, 233 parish councils and 68 parish meetings. Parishes and town councils are important partners in the local community that we work with and who are vital link on local issues.

The following shows the population each council in Oxfordshire serves, the number of Councillors serving them and examples of the services they usually provide:

	ONS official mid-2015 population estimate	Number of Councillors	Examples of Services Provided	
Oxfordshire County	678,000	63	<ul style="list-style-type: none"> • Child protection • Fostering and 	<ul style="list-style-type: none"> • Public health • Libraries






	ONS official mid-2015 population estimate	Number of Councillors	Examples of Services Provided	
Council			adoption <ul style="list-style-type: none">• Adult social services• Education support• Roads and transport• Fire and rescue service• Waste disposal	<ul style="list-style-type: none">• Trading standards• Country-side access• Parking• Registrar and coroner services.
Cherwell District Council	146,000	48	<ul style="list-style-type: none">• Housing and benefits• Parks and leisure• Local planning• Street cleaning• Waste collection• Environmental health• Council tax collection• Electoral registration• Parking.	
Oxford City Council	160,000	48		
South Oxfordshire District Council	137,000	36		
Vale of White Horse District Council	127,000	38		
West Oxfordshire District Council	109,000	49		
TOTAL	678,000	219		
Town and Parish Services				
15 Town Councils 233 Parish councils 68 Parish meetings			<ul style="list-style-type: none">• Allotments• Burial Grounds, Cemeteries, Churchyards and Crematoria• Bus Shelters• Community Centres• Footpaths	<ul style="list-style-type: none">• Parking places• Tree planting• Traffic calming• Litter bins and anti-litter campaigns• Public toilets• War Memorials.

We work closely with our local government partners, as well as with many public, private and voluntary sector partners to provide joined-up services. Information on

how we do this is discussed throughout the following themed sections and is drawn together in the 'way we work' section.

About the County Council

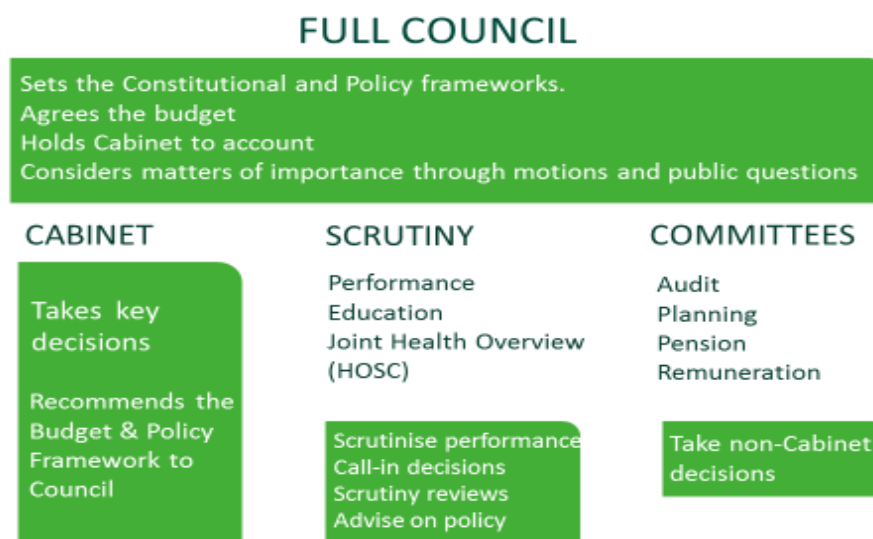
Elections in May 2017 returned 63 councillors to the County Council.

Party name	Seats won
 Conservative Party	31
 Liberal Democrats	13
 Labour Party*	14
 Independent	4
 Henley Residents Group	1

*including co-operative affiliates.

The composition of the new council has changed considerably from the previous council with larger numbers of younger and female councillors. The average age has fallen from 63.5 prior to the most recent election to 58.8 in June 2017, and the proportion of women councillors on the council has risen from 37% under the previous administration to 44% now; we are proud that this figure is 11% more than the national average of 33%².

These 63 councillors make up the full council and are responsible for setting the democratic structure of the council as well as the constitutional and policy framework for the organisation. The democratic structure is organised as follows:



Full Council delegates its authority to the through a delegated decision making structure. This is made up of Executive functions, with decisions by the Cabinet, individual cabinet members, and officers under delegated authority; and non-

² <https://www.ippr.org/news-and-media/press-releases/more-than-3000-female-councillors-needed-to-reach-50-50-gender-balance-in-local-government>

executive functions undertaken through Scrutiny and other non-executive committees

A Conservative Independent Alliance (Conservative councillors plus two Independent councillors) forms the current administration. The Cabinet, responsible for key decisions currently consists of nine councillors, with the following portfolios:

- Leader (holding the responsibility for functions such as strategy, corporate and community leadership, major external partnerships and economic growth and development)
- Deputy Leader (holding responsibility for functions such as governance and internal management, HR and industrial relations, customer services, fire and rescue, trading standards and emergency planning)
- Cabinet Member for Adult Social Care
- Cabinet Member for Children and Family Services
- Cabinet Member for Environment
- Cabinet Member for Finance
- Cabinet Member for Local Communities
- Cabinet Member for Property, Cultural Services
- Cabinet Member for Public Health and Education

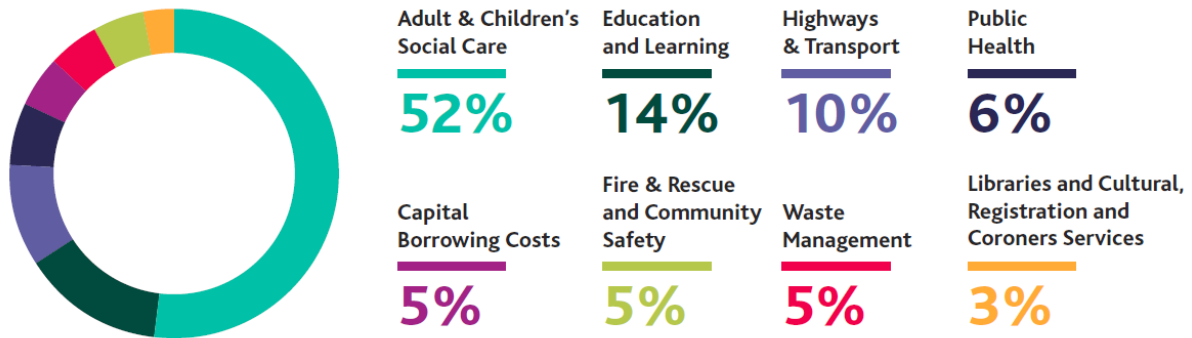
The council's scrutiny function involves non-Cabinet Members in Oxfordshire (taken to include all the councillors and the co-opted members of scrutiny committees), examining the county council's functions and performance, challenging the plans and decisions of the Cabinet. There are currently three scrutiny committees: an overarching Performance Scrutiny committee, an Education Scrutiny committee and the Joint Health Overview Scrutiny committee (a joint committee with Oxfordshire district councils and some co-opted members).

Locally, our Councillors work on Oxfordshire's behalf in many forums, including council committees and working groups but extending to parish activities, voluntary and community groups. More information on who your Councillors are can be found on our website: <https://www.oxfordshire.gov.uk/cms/public-site/about-your-council> Councillors also work on engaging national decision-makers and opinion-formers, such as our local MPs in Westminster and Ministers in Whitehall. The council monitors Parliamentary questions and debates, Select Committees and information from government and other bodies, to ensure we respond and get Oxfordshire's issues raised in national debates.

Our finances #to be updated when 2018/19 figures confirmed#

The main sources of the council's funding are locally raised council tax (61%), specific government grants to be used for specific services (22%) and locally raised business rates (12%).

For 2017/18 the council has set an overall budget of £790.8 million. The figures below show broadly how the planned spend of £552.9 million on services (excluding expenditure of £237.9 million on schools) in 2017/18 is divided up:



In recent years government grant into the council (and other local authorities across the country) has reduced significantly. In Oxfordshire this resulted in a reduction of 49% (£169m per annum) in government grant between 2010/11 and 2019/20. As demand for statutory social care services has continued to rise this has resulted in the need to deliver significant savings - by the start of the year 2017/18 savings had been made of £350m per year compared to our spending in 2010 (of which 40% was due to the reduced government grant and 60% due to the rise in demand for statutory services).

Public money in Oxfordshire

Local government in Oxfordshire is only part of the picture of locally provided public services. The pie chart below provides some context for the scale of spending within the county by different organisations. The largest costs fall to locally provided National Health Services, followed by spend on benefits (Department of Work and Pensions), then local government (21% of all spending, of which over 80% is by the county council), followed by costs of schools and then the police (shown as Thames Valley Police or TVP below).

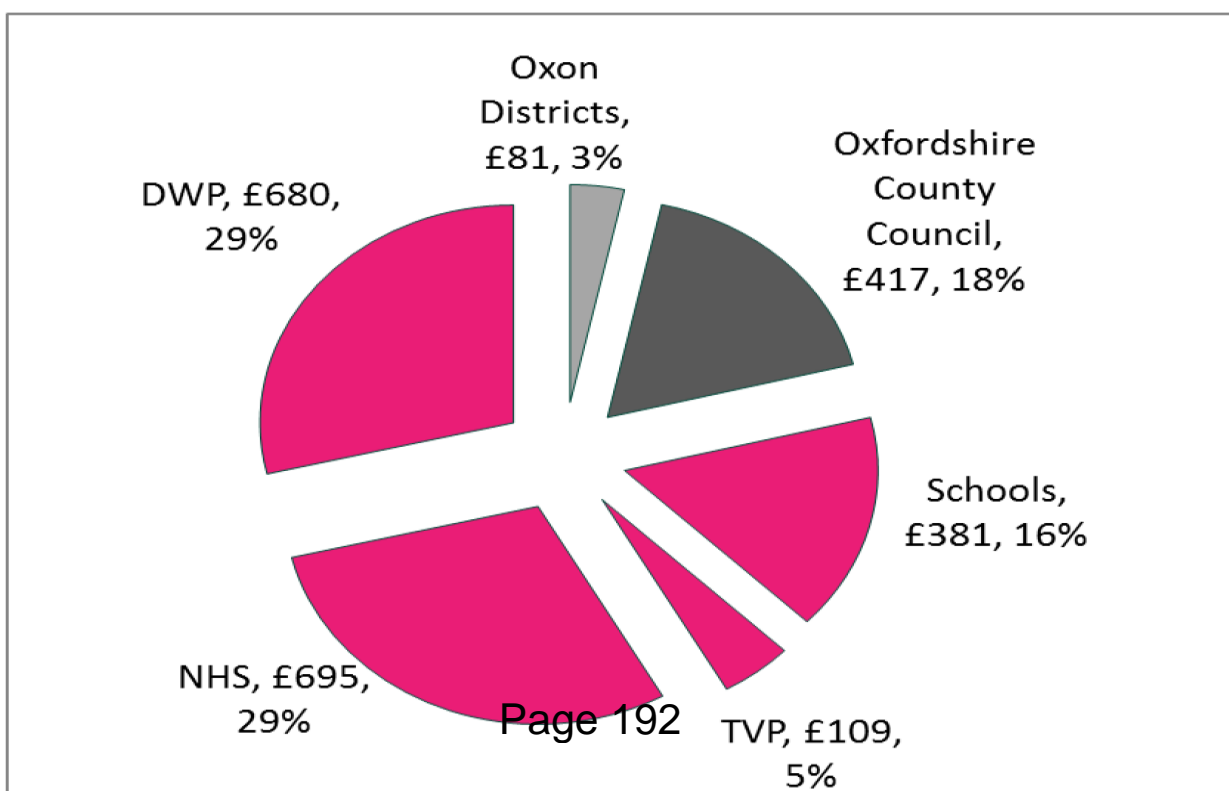


Chart: Annual Public Spending in Oxfordshire (£m). Sources: various.

This plan in the wider context

This document sits in a wider context of working to improve quality of life in Oxfordshire, where we work with partners in the public, private and voluntary sector to achieve the best outcomes for our residents. We have huge success by working in partnership, shown by the Oxfordshire Growth Deal which has secured £125 million of investment for housing and infrastructure in the county.

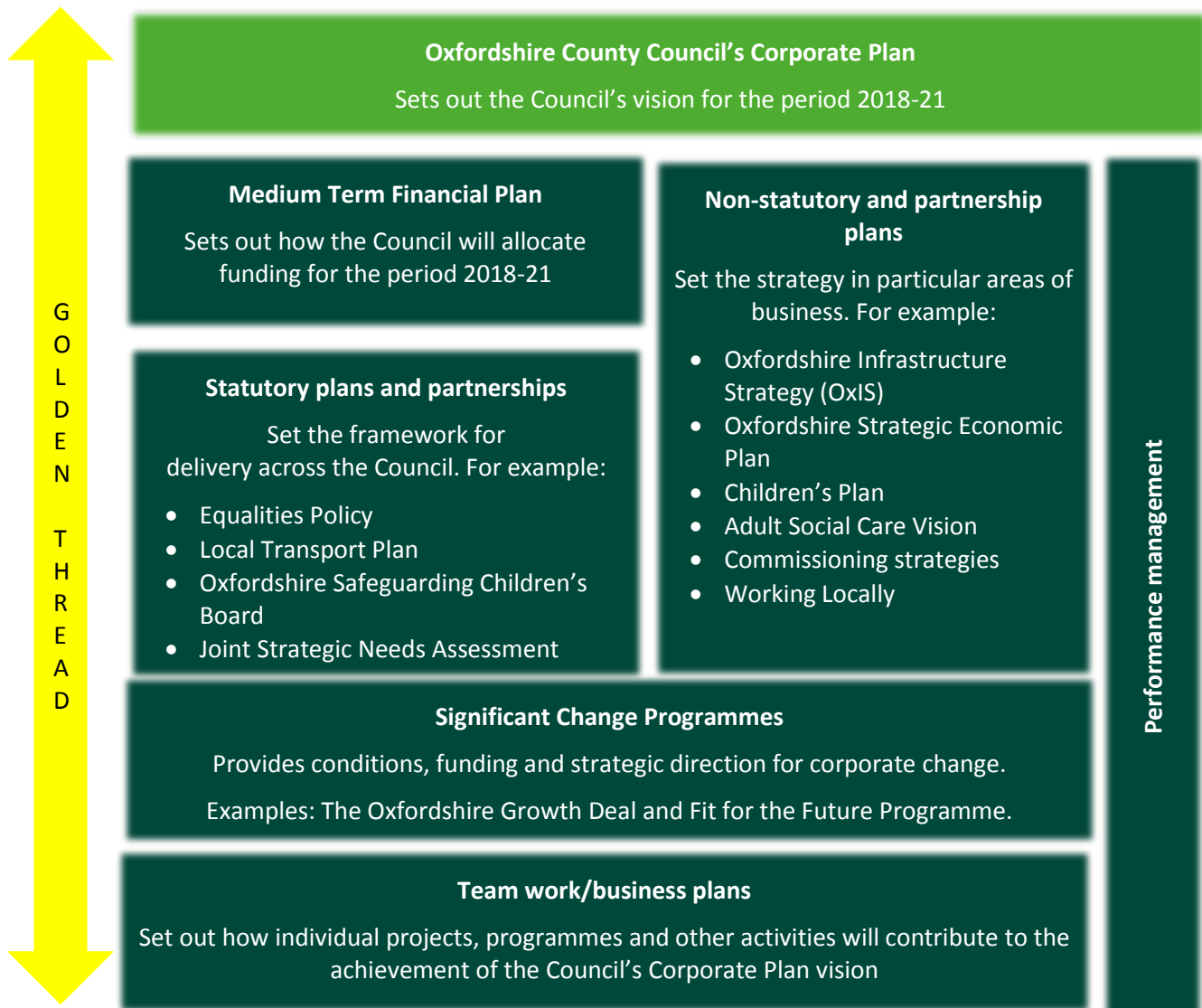
Since 2008 we have been working with our partners towards a vision for 2030, which we are going to refresh over the next year to develop a joint vision for 2050. The partnership landscape in which we operate to deliver long term visions is complex and becoming increasingly important with the growing move towards more collaborative, cross-organisational approaches to meeting the needs of Oxfordshire residents.

More detail on our partnership working can be found in the section named 'how we work' but the Oxfordshire partnership landscape brings together key organisations to collaborate on health and wellbeing, safeguarding, safer communities and economic growth. The [Annual Partnerships Report](#) contains detail on how we have progressed partnership working recently. Some of the key partnerships are:

- Oxfordshire Health and Wellbeing Board (statutory)
- Oxfordshire Safeguarding Children Board (statutory)
- Oxfordshire Safeguarding Adults Board (statutory)
- Safer Oxfordshire Partnership
- Thames Valley Emergency Services Collaboration (statutory)
- Oxfordshire Stronger Communities Alliance
- Oxfordshire Strategic Schools Partnership Board
- Oxfordshire Early Years Board
- Oxfordshire Growth Board
- Oxfordshire Local Enterprise Partnership
- Oxfordshire Environment Partnership

Underpinning these formal partnerships is a network of informal and formal working relationships, sub-groups / working groups and contractual agreements that help to deliver services in line with partnership strategies and priorities. There are also a number of key strategies developed by the various partnerships listed above, which focus on their specific areas of responsibility.

We have aligned this document, our internal planning and our partnership work to help achieve good outcomes for Oxfordshire. The following diagram shows our Corporate Plan in context, illustrating the 'golden thread' of strategic planning meaning every action and interaction we have is done with the vision as its intended outcome:



DELIVERING OUR VISION

Thriving communities for everyone in Oxfordshire

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



This section describes in detail how we intend to deliver thriving communities for everyone in Oxfordshire; taking each priority in turn to demonstrate where we want to be, where we are starting from and how we will make the changes necessary to achieve our vision.

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

Why is this important?

Oxfordshire County Council puts residents at the heart of everything we do. We are an organisation that exists to serve our residents and communities; not only do they pay (directly or indirectly) for the services we deliver, they also receive and use our services. Our communities are ones of place; ranging from inner city areas through to historic market towns, villages and to rural hamlets. Our communities are also groups of interest such as those based on age, life stage, race, religion or many other factors. Our approach to supporting thriving communities therefore recognises that we need an approach that is as diverse as our communities. We must listen to councillors, residents and our different communities to develop our approach and ensure that we are responsive to local issues and local need. It is also important that people see the council as providing value for money, constantly challenging itself to improve and embracing new opportunities and ways of working to help deliver effective and efficient services that make best use of public resources.

The work we undertake that contributes to this priority includes:

- Engaging with residents to get feedback on, and shape, services. This includes both children and young people and co-production with adults.
- Working through our Councillors to engage with local issues (including Locality working).
- Using digital technology to delivery services where appropriate.
- Driving efficiency in all our services to achieve value for money.

Where will we be by the end of this Plan?

Our residents will feel like our partners in the design, purchase and delivery all of our front-line services. Our residents and communities will be shaping our services from the earliest stages. We will have diverse channels of engaging with residents and will be listening intensely to understand what matters most to people and improve their experience of the services we provide. Our communities will see us as open and transparent; they will have complete confidence that we will respond well to their needs and desires. In experiencing our services, residents will feel and know that they are getting maximum value for the pounds we spend.

Where are we now?

Engagement with residents

The majority of our staff, and partners we work with, are in day to day contact with residents, businesses and communities through the services we deliver. These are the places where we informally have a dialogue with our residents and gather feedback. More formally, we carry out public consultations on particular issues affecting people, including areas for change and improvement. We also seek feedback on specific services, through regular surveys such as in highways or adult social care, and more generally through our Residents Survey.

Our elected councillors are visible and active in their local communities, whether with individuals, community groups or more formally at council meetings. We offer clear routes to make complaints if people are not satisfied with what we've done, and are committed to learning from these and making necessary changes to improve things.

We engage residents, communities and partners online; through our website or social media channels such as Facebook and Twitter. We recognise there is much more we can do using digital routes to reach our communities in a way that is more accessible and locally relevant. However, we also recognise that some people need or prefer to access our services through traditional methods.

We pride ourselves on our engagement with children and young people. Over the years we have developed various forums and methods to enable this to happen effectively. One young person said why this work is so important: *"We need to hear children and young people's views, it's their life and usually a young person's views are pushed to one side or people turn a blind eye, where we make sure they get heard"*.

A new forum has been established to reach out to all children and young people in Oxfordshire called VOXY (Voice of Oxfordshire Youth) and members sit on our children's partnership the 'Children's Trust', to feed directly into decision making processes. VOXY also enables effective partnership working and less duplication of engagement and consultation with young people.

Children in Care, and those leaving care, are reached via the Children in Care Council and the new forum OCLA (Oxfordshire Care Leavers Association). They have members sitting on the Corporate Parenting Panel and feed directly into discussions and decision making processes about improving care system. The following quotes shows what a difference this work makes: *"Since joining the Children in Care Council (CiCC) I have gained so much confidence because I get input on things that I otherwise wouldn't. I feel that my opinions are valued and I have learned about what goes on in the background thus making me feel safer"*.

We also have been a developing approach to 'co-production'; involving people at all stages of the design, purchasing, implementation and monitoring of services. This has already been well utilised in adult social care and is now being rolled out further across the council.

Improving our services and providing value for money

We have a good track record of delivering services that people value and that provide value for money. By delivering £350 million of savings in the last seven years through taking new approaches to the delivery of services we have maintained almost all of our services; showing we can deliver value for money. We think our efforts have contributed to the 89% of people in our resident's survey who say they are satisfied with Oxfordshire as a place to live, work and raise a family.

We also know that when people use our services, they are generally happy with them. Our Adult Social Care user survey of 2017 showed that 90% of people are satisfied or very satisfied with what we do. We also know that we provide 'good'

children's social care services, in an Ofsted inspection in May 2017, the council was rated as good across all three key categories of their inspection:

- Children who need help and protection,
- Children looked after (including adoption performance and experiences and progress of care leavers)
- Leadership, management and governance.

We are also very aware of the need to continuously strive to improve what we do and how we do it. For example by implementing recommendations from a recent inspection of services for children with Special Educational Needs and Disabilities (SEND). We must also ensure that we provide the best value for money we spend on services, which means working in the most efficient ways possible.

Hearing feedback is most valuable when we can use it to transform and improve our services. Our adult social care services currently work in collaboration with individuals and their families in agreeing how best to meet their care and support needs, and wherever possible we establish the outcomes the person wants as a result of a safeguarding intervention. Our personalised approach means that we work in 'co-production' with people at risk of harm, including where the person lacks mental capacity to make a specific decision themselves, to help individuals and their advocates/families to make their own decisions about their own care needs.

Similarly, we have restructured our teams responsible for infrastructure services – who maintain and develop the county's highways network – to make them area-based. This is enabling us to work locally, putting us more closely in touch with local areas, and enabling us to be increasingly responsive to the needs of individual communities and residents. Internally, our services often seek customer feedback; for example; Legal Services always survey customers when they have provided a service. The feedback is used to improve services.

We have taken strides forwards in using technology to transform some of our key services. Whether streamlining online access to our services, or designing new digital services, the benefits of this will include greater efficiency and reduced costs, freeing our resources to attend to other priorities. What we are learning through this work is giving us knowledge to re-apply to other service improvements, making us both more "digitally capable" as a council and better at designing services which meet residents' needs.

We are also driving down costs across our services wherever we can. For example, as one of the highest performing local authority areas in England for recycling and waste management, we are saving taxpayers money, as it is cheaper to dispose of recycled household waste than the waste in residual bins. We also provide a number of waste reduction services to reduce the amount of waste we have to recycle to begin with. And we have a rigorous Internal Energy Strategy which aims to keep our costs at or below 2014/15 levels through active energy management and effective procurement of energy supplies.

Over the last seven years we have delivered significant savings through changes that have enabled us to do more with our money, and to more effectively and efficiently do the things you expect us to do.

How will we achieve our vision?

To meet our commitment to listen to residents, the county council must continue to change and improve how it works; we are doing this through several ways. Our programmes of change are both council-wide and service-specific; all aligned to ensure we listen and respond to provide value for money

Our 'Fit for the Future' transformation programme will ensure that all of our services are working together effectively, as well as with partners and communities to deliver better outcomes for the county. The programme will deliver:

- Improved customer experience through anytime, anywhere, simple and easy access for residents and businesses.
- A 'One Council' approach to service delivery.
- Going digital to ensure an integrated system approach which focuses on our customers.

We are also changing the way in which we are delivering individual services to put service users, residents and communities at the heart of what we do. We are seeking to design, purchase and deliver services such as Adult Social Care in partnership with those it serves. This 'co-production' approach will build on what we do now, learning the lessons, improving and expanding the approach across the council as we progress.

Oxfordshire has been awarded £210,000 to support delivery of our One Public Estate activity. Our new One Public Estate Partnership brings together local authorities and other public sector partners to improve service delivery to residents, visitors, workers and businesses in the county and deliver better value for the public purse through co-locating our services. We have been awarded funding to develop feasibility studies for three projects to co-locate and dispose of land in Witney (Welch Way), Bicester (Queens Avenue) and provide a shared depot facility. It is anticipated that this work will start in 2018/19 and continue beyond if we move towards delivery of the projects. The Partnership will also be looking at other opportunities to make best use of our shared estate and to co-locate services across the county.

A full list of the actions we are planning to improve how we listen to residents and deliver improved, value for money services can be found in Annex A but this includes the following key activities:

- Work in partnership with adult social care service users to design, purchase, deliver and monitor services.
- Promote and support the involvement of vulnerable children and young pupils and those with Special Educational Needs and Disabilities in the decisions that affect their lives and the services they receive.
- Review our responsiveness to community priorities and our capacity to join-up across services at the local level, including with partners. This will include reviewing how services are configured, plan and engage locally and any

relevant governance considerations, including the role and function of councillor-led Locality Meetings and how they can more directly engage district, town and parish councils.

- We will lead the 'One Public Estate' programme with other public organisations (NHS, District Councils, Police and OxLEP) to spend our allocated funding on ensuring services are delivered efficiently and in a coordinated way.

How will we will know we're getting it right? [to be developed Jan/Feb]

The feedback we gather from all residents and those using our services will help us identify where we are getting it right and where we can improve. We will use information we collect to assess how effective our engagement with residents is. We will look at levels of residents' satisfaction with the engagement itself as well as the degree to which engagement leads to service improvement and value for money.

Indicators such as number of complaints resolved, number of Freedom of Information requests handled and information on the attendance at meetings are all likely to be relevant to us as proxy measures to help us gauge whether we are getting it right for residents. Social media interactions will also be part of the feedback; such as 'follows', 'likes' and 'retweets'.

Existing measures for the monitoring of budgets and the impact of our spending are robust but can be reviewed. More sophisticated measures of the value of money spent in one area or another may be considered in the longer term.

THRIVING COMMUNITIES

Why is this important?

We know community is what ties people together; it is the thread that unites our residents across the county and brings them a sense of belonging. A thriving community also needs an environment within which to thrive. If we have thriving communities, residents will feel a strong sense of place in their local area. If we create thriving communities, everyone can participate in community life in the ways they choose, they feel part of something and we will enable people to look out for one another. The County Council cannot on its own ensure that every community thrives, but it has a significant role in supporting community planning, capacity and resilience and enabling local leadership. We call this Leadership of Place. Our Councillors are important local advocates, connecting all the areas of Oxfordshire to meet the needs of residents. Together with local organisations such as district, parish and town councils, voluntary organisations and residents themselves, thriving communities in Oxfordshire means building a sense of togetherness.

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

Why is this important?

Being active within our society helps individuals feel less lonely, have a more vital and varied life, stay healthy, feel safe and feel happier. For thriving communities to become a reality, every resident needs to feel they can play a part in their community. To do this, they first need to be safe and healthy. This means working through services and groups which are already there to build, encourage and support communities to thrive. It is important that we address the inequalities that exist for people in their health, achievement and safety to give everyone opportunities.

The work we undertake both as a council and in partnership that contributes to this priority include:

- Encouraging and supporting parish councils, voluntary and community groups and volunteers to support delivery of services
- Commissioning health visitors and support for families with young children.
- Promote healthy lives through our Public Health campaigns and initiatives (e.g. Health Checks).
- Support people to tackle health and lifestyle challenges (e.g. quitting smoking and tackling alcohol dependency).
- Help people to stay safe and well in their homes through our Safe and Well visits and Trading Standards activity.
- Safeguard children and adults to ensure they stay safe.
- Maintain safe highways.

Where will we be by the end of this Plan?

We want Oxfordshire to be an increasingly rich mosaic of thriving, vibrant and empowered communities. We want the county to be a place where everyone can feel equally supported and empowered by that sense of community. We want everyone to feel safe and healthy enough to play an active part in the community they choose; whether these be communities of place or of interest. We will join forces wherever we can and want our vibrant network of organisations to bloom; with our parish councils, town councils and voluntary groups empowered to step into new roles and powers in delivering local services. The voice of local communities will be loud and clear, with a strong role in enhancing local services. We want every single community in Oxfordshire to thrive and grow stronger; being the people-power that drives the way forward.

Where are we now?

Playing an active part in communities

We know that one way in which people can help their community thrive, and gain positive personal benefits to make them feel more engaged and alive, is to volunteer for local causes and activities. There is a strong culture of volunteering within Oxfordshire, and volunteers support delivery of many important services in the county and are an integral part of our library service now.

Over 4000 charities and community groups in the county work with volunteers, helping the delivery of local services and supporting thriving communities across Oxfordshire. We provide funding and support to help build capacity in the community including volunteering. Part of this has been developing a new website called 'Oxon Volunteers' that aims to make it easier to match good causes with people who wish to volunteer to help.

Over the past few years we have shifted our focus from being mainly a provider of services, to being an enabler, committed to creating the right environment for communities to be able to do things for themselves and take ownership of local priorities. For example, since May 2016 we have been talking with local communities, town and parish councils and the voluntary sector about developing community-led solutions for delivering open access children's services such as Stay and Play, and Bumps to Babies. Over £750,000 has now been allocated to community led organisations to continue open access children's services in local communities in 28 children's centres. This approach has yielded more than twice as much again in match funding from other organisations/grant funders and is credit to the management groups who have tenaciously campaigned, volunteered and supported the projects.

Another example of our work to encourage active communities is seen in Henley-on-Thames where the Town Council have been paying for and carrying out grass-verge cutting on behalf of the county council for eight years. The scheme has resulted in a higher quality and more frequent cuts that better meets the needs of the town. The benefits of working together are shown by the following comment from Henley Town

Council: *“The days of criticising the county council and expecting them to deliver all the services because traditionally it’s been their responsibility to do so, are a thing of the past. We must work together to provide excellent services for our residents”.*

We support the Oxfordshire Armed Forces Covenant which sets the framework for supporting military communities across the county. We deliver this in partnership with military representatives and service charities to ensure military service personnel and their families are not disadvantaged and are treated fairly.

We currently work to ensure that inclusion and involvement in the Council’s democratic decision making is as straightforward as possible, to give people the greatest opportunity to take an active involvement in local politics. Our elected members are community leaders; they provide the link and representation of all local communities across the county, they also work at the local level in numerous community and voluntary organisations to improve local quality of life.

Councillors and officers work alongside residents and communities to design and improve services where we can. Our Councillors raise local issues through the Council’s formal county-wide structures but we also have a locally-based forums for councillors to raise issues on their community’s behalf. Local ways of working are something we are keen to and explore further because we think by working more closely with communities and our partners will give residents a better experience and deliver better outcomes for those we serve.

Healthy lives

We are there from the start of life; we work with the NHS and other partners and contract public health services to ensure that children can have the best start in life, and work with partners to ensure that new parents and growing families can continue to look after their healthcare needs. We commission services such as health visitors who visit women in the antenatal period and then support families and children from birth to age five. Children then receive services such as school nurses who provide information, advice and support for young people on topics such as mental wellbeing, healthy lifestyles and sexual health. As well universal health promotion, nurses also provide drop-in sessions for one to one support with young people. They work alongside several other partners including teachers, GPs, Child and Adolescent Mental Health Services (CAMHS), sexual health services and substance misuse services.

We seek to prevent people from becoming unwell by identifying problems early and providing advice to help them stay healthy. We are commission NHS Health Checks for those aged 40 to 74 and have seen greater numbers of people in the county taking these simple check-ups to identify health needs. We also participate in a range of behavioural and lifestyle campaigns (e.g. stopping smoking and healthy eating), work to support mental wellbeing, and input into community safety activities.

We also offer help and signposting to those who need a helping hand to tackle life’s challenges. For example, we provide support for those suffering from drugs or alcohol dependency, those wishing to quit smoking, those with sexual health concerns, and for the prevention of chronic disease due to obesity. We also support families and carers of those who need extra support.

Through health and Well-Being Board arrangements we monitor the uptake of cancer screening and immunisation programmes. We work with partners to ensure that they maximise participation in these important programmes.

Safe lives

Our Fire and Rescue Service is well known for keeping our communities safe. Not only do they provide an emergency response but they also ensure businesses and public buildings are safe from fire and other emergencies and give advice and help to residents to prevent fire in their homes.

Safe and Well visits are made by our Fire and Rescue staff to people's homes, to help prevent incidents and accidents before they happen. This can include checking smoke alarms, but also provides a valuable personal contact for vulnerable residents to raise broader concerns about safeguarding. We link many of our services together through our Safe and Well Visits for example, not only do we check for fire safety and risk, but we also support people to avoid rogue traders, avoid scams, avoid slips, trips and falls and identify where they may need additional help from our social care teams.

In addition, our Trading Standards activities help us to identify and protect residents against frauds, scams and rogue traders. We offer advice to businesses and individuals to protect themselves; increasingly advice is being provided against the threat of cyber-attacks, online scams and other risks from use of the internet. We aim to provide confidence and reassurance to all residents on issues including consumer product safety, the safe storage of hazardous items (from petrol to fireworks) and the integrity of the food chain. The benefits to businesses and individuals are both financial and in the form of peace of mind.

Our Adult Safeguarding Service exists to ensure vulnerable adults have their wishes considered in keeping them safe from harm, abuse or neglect. Alongside our prevention angle, we also investigate safeguarding concerns about people with care and support need. We provide safeguarding information and advice to vulnerable people themselves and to providers to prevent harm, where possible. The use of advocates is promoted by the service to help people make informed choices about their outcomes. Where there is doubt about a person's ability to make a specific, time related safeguarding decision a mental capacity assessment takes place to help them do so.

We work with partners to make arrangements to ensure that all our functions are discharged with a view to safeguarding and promoting the welfare of children. In particular, we ensure that there are clear and effective arrangements to protect children and young people from harm. We work with 33 other partner agencies and organisations through the 'Oxfordshire Safeguarding Children Board' (OSCB) to cooperate with one another on the safeguarding and welfare of children and young people. The role of the Oxfordshire Safeguarding Children Board (OSCB) is to scrutinise and monitor this process for individual organisations, and to ensure that

local agencies co-operate and work well to achieve this. The Board covers communication, quality assurance, learning from serious case reviews, reviewing child deaths and ensuring sound safeguarding policies and procedures are in place.

Our highways activities also keep people safe by ensuring our roads are in a good state of repair and our streets are well lit. Our Trading Standards activity compliments this by working to combat HGVs exceeding weight limits.

In addition to the services we provide directly, we work with our local authority, police, NHS and probation service partners through the Safer Oxfordshire Partnership to ensure we are identifying and responding to key local crime and disorder issues in a joined-up way, which contributes to overall community safety and resilience. The partnership was established over 20 years ago with the introduction of the Crime and Disorder Act after the Act made statutory authorities responsible in tackling crime and disorder issues which are identified as a local a priority.

How will we achieve our vision?

To meet our commitment we will continue to deliver the services that support this. These include very visible services like Fire and Rescue Services, Public Health, Trading Standards and Road Safety and in all we do, we will work with our residents, community and voluntary sector partners.

We will work with our partners through the Safer Oxfordshire Partnership to tackle negative street culture and its links to drugs and exploitation, tackling Organised Crime Groups, reduce violent crime, reduce anti-social behaviour and support the Government's Violence against Women and Girls Strategy by tackling domestic abuse and other interpersonal crimes.

By the spring of 2018, the council will develop a '*Working Locally Strategy*' which will identify the actions and changes that need to be made to deliver the community focus we need across the council. It will set out how the council will engage, make decisions and deliver at the local level. It will draw together all the existing work of the council and our partners in building community capacity and resilience and will seek to ensure more local control and more locally managed resources.

A full list of what we will do to achieve safe, healthy and active lives can be found in Annex A but this includes the following key activities:

- Develop a 'Working Locally Strategy' to identify how the council will engage, make decisions and deliver at the local level.
- Continue to develop the 'Oxfordshire Together' initiative that works to give local parishes and voluntary organisations greater control over services.
- As part of our Fire and Rescue Strategy, we will help more vulnerable children and adults to lead more secure and independent lives through our safe and well-being visits.
- Review our local safeguarding arrangements in the light of the Children and Social Work Act 2017 and new Working Together arrangements

- Ensure that services work together seamlessly to provide high quality and continuity of support for people, including at key points of transition such as from children's to adult's services or leaving hospital to return home.
- Ensure resources are focussed on providing safer walking and cycling facilities and we will update the council's Active & Healthy Travel Strategy (AHTS)
- Promote health and healthy lifestyles through our public health campaigns, including the 'NHS Health Checks' programme which offer adults a cardiovascular 'MOT' and looks at many lifestyle factors such as obesity, physical activity smoking, blood cholesterol levels, diabetes, blood pressure and alcohol consumption.
- Fully implement the transformation of daytime opportunities, supporting the transition to new models of provision delivered by the council and within the community including supporting individuals to identify different ways to meet their care and support needs effectively.
- Review our museum service to ensure it can reach as many people as possible now and in the future

How will we will know we're getting it right? [to be developed Jan/Feb]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be stand-alone indicators or part of wider matrixes of indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies, such as the Health and Wellbeing Board, or other Fire and Rescue services in the Thames Valley, will be important in helping us to assess our performance.

The council's three Scrutiny committees will help ensure that the council's activities are effective.

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

Why is this important?

For communities to thrive; every person in the community needs to thrive and the environment in which communities live and work needs to thrive too. It is under this priority that almost all of our residents will come into contact with the council because everyone needs to use our roads, cycle ways or footpaths to move around; it is therefore really important we keep focusing on sustaining and improving those services which can impact on every person in Oxfordshire. However, some residents will need additional help and support from us to get the same life opportunities as everyone else and this priority provides that support.

The work we undertake both as a council and in partnership that contributes to this priority include:

- Providing library, cultural, museum and music services.
- Promoting and encouraging people to be more active; including when they make travel choices and through the design of new developments.
- Planning and managing emergency situations for our residents.
- Delivering local highways maintenance.
- Supporting and protecting the local environment (e.g. work on Areas of Outstanding Natural Beauty, air quality and flood alleviation).

Where will we be by the end of this Plan?

Oxfordshire will be the envy of England for its quality of life. Our rich rural and natural landscapes will provide the ideal backdrop to a connected county. Every resident will be connected to high quality digital services and our communities will move around with ease on our roads, footpaths and cycle routes; these connections will unlock the right growth in the right places. Our communities will have the spaces they need to bring people together and an environment that is protected for them and future generations through the use of innovation and next-generation technology.

Where are we now?

Enhancing the quality of life in our communities

We help to ensure that, wherever people live in the county, they have access to services that help to improve their quality of life.

For example, access to local library services greatly enhances people's quality of life because they have access to books and reading, the internet and computers, language and music resources and they are a place where family history can be found and carers support groups meet. Our commitment to library services in the county remains strong, and in recent years we have transformed our service delivery to place it on a sustainable footing in the context of decreased core funding. As a result of our continued support to community libraries, and with strong support and involvement by people in local communities, Oxfordshire still has a full library network which meets the needs of the places and people they serve.

We promote active travel which helps get people making more journeys through walking and cycling whenever possible. And by our increasing use of digital channels which enable remote access to our services and reduce the need for extensive travel. We support the activities of the Oxfordshire Sports and Physical Activity Partnership, which provides sport and active recreation opportunities for Oxfordshire so that everyone can participate in sport and active recreation and reach their full potential.

We work with a wide range of partners including schools, district councils, businesses, health and care providers, the voluntary sector, housing developers and academic partners to support two 'Healthy New Town Programmes' in Bicester and Barton. These are place-based population-wide health prevention programmes that

aim to ensure these places are ones where healthy behaviour is easy, fun, affordable and inclusive. They focus on the physical and built environment as a means of supporting the health and wellbeing of the local population.

Work led by our Fire and Rescue Service and local communities to develop community resilience and emergency response plans helps to ensure that people in Oxfordshire are ready should we be affected by natural hazards, extreme weather, extensive disease outbreaks or terrorist attacks. This also helps create a sense of community and community cohesion which brings other benefits in everyday life.

We provide a range of support to the county's schools and educational settings, which play such a critical role in the quality of community life. Whether through advice on school admissions, provision of local transport to school, Special Educational Need and disability (SEND) provisions or peripatetic music services, we help children and their families to thrive in their communities during the vital school years.

Protecting the local environment

We are one of the highest performing local authority areas in England for recycling and waste management with recycling rates of 58%. This saves taxpayers money as it is cheaper to dispose of recycled household waste than the waste in residual bins. We provide a number of waste reduction services to reduce the amount of waste we have to recycle to begin with.

We created, and fund the Community Action Groups (CAG) network. The CAGS coordinators provide capacity building support for any community group in Oxfordshire working on non-political environmental matters and help them develop, become effective in their communities, be sustainable. This not only helps protect the environment but helps support people to be active in their communities.

We have a lead role in protecting the local environment and we seek to support and improve the 'natural capital' available to our residents; this means we host projects that provide direct environmental benefits to residents, we ensure that housing and infrastructure development considers biodiversity and we focus on how the environment can provide benefits to Oxfordshire residents for example; we manage rights of way to ensure people can access the countryside.

With our partners, we have secured funding for environmental technology projects. These include;

- **Connected and Autonomous vehicles.** Led by Oxbotica, Oxfordshire County Council is a key member of the DRIVEN consortium which has recently been awarded £8.6 million by Innovate UK to see a fleet (6) of fully autonomous vehicles being deployed in urban areas and on motorways, culminating in an end-to-end journey from London to Oxford - Woodstock Road and Botley Road. Vehicles will be operating at Level 4 autonomy; meaning they have the capability of performing all safety-critical driving functions and monitoring roadway conditions for an entire trip, with zero-passenger occupancy.

- **Oxfordshire Zip2 Journey planner.** Zipabout (a local data science and transport consultancy) are developing the new Oxfordshire County Council web based Journey Planner and transport app. The app “understands” the transport network in Oxfordshire and how each individual user of the app moves around the locality. It integrates the UK transport network covering every train, bus and major road network and provides real-time information to give a predictive plan for users to get better travel information and also to help us in transport planning and policy. The app has now moved out of the testing phase and will soon be promoted to users of the Cotswold train line. Zipabout are also trialing an integration of ‘Dockless bikes’ to help promote green travel solutions.
- **DIMES** is Oxfordshire County Council’s first project to explore the opportunities of Hydrogen as an energy source. The Innovate UK funded project investigates the feasibility of using a high-tech ‘**Fuel Cell**’ system to heat, electrically power and provide hydrogen transport fuel for new housing developments which helps reduce CO2 emissions and air pollution problems that a gas powered creates.
- **Go Ultra Low Oxford** is a funded project run by Oxfordshire County Council and Oxford City Council to trial electric car charging technologies on streets where off-street parking is unavailable. We are testing 6 different charging technologies to find the best options for residents who have to park on Oxford’s narrow streets. The benefits of this project are that it encourages innovative solutions to a very specific problem in Oxford giving more people the option of driving electric will help us to reduce air pollution in Oxford and meet our zero emission targets for the City.

We have some planning functions under our remit and make strategic planning decisions, such as the location of mineral and waste sites in the county. We have a strong role in development and maintenance of the built landscape; not least in our own buildings and land. We also work closely and strategically with our district council colleagues on housing need and planning policy.

We have a team that reviews and monitors developer travel plans when they are submitted as part of the development control process. This ensures we protect our environment for now and the future by reviewing the plans to check they meet development criteria, monitoring existing plans for their implementation.

We support the work of the three Areas of Outstanding Natural beauty (AONBs) in Oxfordshire, and more broadly support environmental partnership working across the county. Where we are the lead planning authority we seek to ensure that there will be a net gain in biodiversity resulting from development. In delivering new infrastructure schemes, we work diligently to minimise their impact on the environment, such as considering local flora and fauna and mitigating to protect these as required.

We provide residents, businesses and other councils with specialist advice on environmental issues as part of our planning and operational activities. This can include planning application advice on health enabling environments or promotion of active travel to ensure that residents’ quality of life will benefit from planned development.

We oversee a county-wide energy strategy which sets a pathway to a low carbon economy. This means we advocate reducing energy use (in buildings, businesses and transport), together with increasing use of local low carbon energy. The consequent reduction in harmful emissions improves local air quality. We work to ensure that we do not breach environmental legislation in our own day-to-day functioning. This includes the operation of our buildings and properties, and our vehicle fleet.

Through our Civil Enforcement service we seek to ensure parking is legal but to do so we seek to discourage car use whilst encouraging more bus and bicycle use, particularly in the city of Oxford. Our traffic control and network co-ordination services works to provide road users real time information about travel times and congestion and to manage traffic where possible, bringing obvious environmental and quality of life benefits.

Our Registration Service produces annual guides for parents of new babies, for couples looking to marry and for families in times of bereavement. These major life changes all potentially have impacts on both quality of life and local environment, and our service supports communities to navigate these changes with environmentally sensitive options such as green nappy solutions, green weddings and funeral options.

We are working with the Environment Agency, and other partners on a scheme to reduce flood risk to homes and businesses in Oxford, as well as to services and major transport routes into the city. The scheme will involve lowering parts of the floodplain and working on some of the existing rivers and streams that run through it to make more space for water and reduce flood risk to the city. Some areas will have new flood walls and embankments. The scheme will help protect the businesses, residents and visitors to Oxford.

We also work through the Oxfordshire Environment Partnership who coordinate shared action on Oxfordshire 2030 pledges relating to waste, energy, climate change, biodiversity and flooding including the monitoring of commitments and actions outlined via:

- Climate Local Commitments
- The Joint Municipal Waste Management Strategy
- The Flood Risk Management Strategy.

How will we achieve our vision?

To meet our commitment, we will continue to deliver the services that support this; including the very visible services like highways and libraries. We will also focus our efforts behind the scenes in services such as communications to maximise our impact on this priority. A full list of what we will do to provide services that enhance the quality of life in our communities and protect the environment can be found in Annex A but this includes the following key activities:

- Work with Community Action Groups (CAGS) to help them improve services. This approach, of supporting communities to develop effective volunteer networks, has worked to improve recycling rates and may be used in other areas such as community transport and libraries.
- Seek funding and invest in new infrastructure. We play a direct role in the planning of new transport links, ensuring that environmental considerations and legal aspects of environmental protection are considered at the appropriate stage.
- Maintain and repair our highways infrastructure. We play a direct role in the day-to-day operations of the highway network, ensuring that environmental quality is maintained.
- Ensure our Travel Plan Team become self-financing to monitor developer Travel Plans.
- We will work with our partners to improve the sustainable and affordable housing options for young people
- Work with partners to finalise the designing of the flood alleviation scheme and subject to approvals, commence construction in winter 2018.
- Work with partners through our Environment Partnership coordinate shared action on Oxfordshire 2030 pledges relating to waste, energy, climate change, biodiversity and flooding,

How will we will know we're getting it right? [to be developed Jan/Feb]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be stand-alone indicators or part of wider matrixes of indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies, such as the Oxfordshire Environment Partnership, or major highways and infrastructure contractors, will be important in helping us to assess our performance.

The council's three Scrutiny committees will help ensure that the council's activities are correct and effective.

THEME: THRIVING PEOPLE

Why is this important?

It is individuals that collectively make up a community so thriving communities cannot happen without thriving people. We believe everyone deserves the best in life and it is important we do all we can to for every person in Oxfordshire to help them as individuals thrive. We recognise that some people will need more help than others and we are here to support vulnerable people when they need us; particularly children, young people, older people and those with a learning difficulty or disability.

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

Why is this important?

We believe everyone deserves the best start in life and this requires children and young people to experience a safe and supportive home and school life. If we get it right in the early days, our children and young people will thrive and grow into thriving adults and age as thriving older people. To give everyone the same chances in life we need to give early support to those experiencing domestic abuse, mental health, drug and alcohol; making sure we work with communities, families and partners to keep people safe from abuse and neglect.

The work we undertake both as a council and in partnership that contributes to this priority include:

- Support for children and their families from birth
- Education services for all children and for those with additional support needs (e.g. those with Special Educational Need and Disabilities).
- Children's Social Care services, including Child Protection, Looked After Children, adoption and fostering.
- Promoting and supporting child health campaigns and initiatives.
- Protection and safeguarding of children.
- Protection and safeguarding of adults and those transitioning between children's and adults services.

Where will we be by the end of this Plan?

We want Oxfordshire to be the best place in England for children and young people to grow up in, by working with every child and young person to develop the skills, confidence and opportunities they need to achieve their full potential. We want to see every child succeeding at school. We want the families that need us to get the best available solutions, which not only respect them but empower them. We want all staff working with children and young people to feel confident in their capability to tackle even the most difficult family issues. We want all of our residents, regardless of their circumstances, to feel equally safe.

Where are we now?

Giving every child a good start in life

We work closely with the NHS to provide support for parenting right from the outset, ensuring a range of effective services are available for new-borns and new families. Our Public Health services tackle drug, alcohol and tobacco abuse help to provide a sound and healthy environment in which children can flourish.

We commission many services which support children and young people such as the Child and Adolescent Mental Health Service, that assesses and treat young people with emotional, behavioural or mental health difficulties, transition support for young people moving out of care, sexual health services, adoption support, domestic abuse services, advocacy services and quality monitoring and safeguarding audits.

Our Registration Service produces a guide called 'The Oxfordshire Baby & Parenting Guide' which provides free advice, guidance and signposting for all new parents when registering the birth of their baby. This contains information relating to child health, parental health including mental health, information on babies with special needs, relationship guidance and advice on domestic abuse.

The council's Music Service provides a service for very young children to engage in musical activities (e.g. 'String Babies' and 'Recorder Babies'). We also provide free lessons and musical instrument hire for children and young people who are entitled to free school meals, and runs free group lessons and groups for children in deprived areas.

Our Legal Services team provides a comprehensive legal advice and advocacy service across the council, including assisting on matters relating to vulnerable children and safeguarding concerns. This includes all representation for care and adoption proceedings before the family court. The council's Coroner's Service works with the Child Death Overview Panel (CDOP) whenever a child death occurs. This combined work helps inform action needed to prevent similar deaths.

In 2016-17 we saw greater increased demand for children's social care compared to elsewhere in the country. Demand for children's services has been rising nationally over the last ten years and is up 124% with a corresponding 94% rise in the rate of children starting on child protection plans. At the same time costs are rising (up by 11% since 2012/13) and local government funding has been cut by 37% since 2012.

Locally, we have seen a 46% rise in social care assessments over the last 12 months and a 62% rise in the number of looked after children in the last four years. This increase in demand has all placed considerable pressure on many of our local services for children and young people, and prompted a thorough consideration of how we might better use our resources to help and provide support most effectively. Our new Children's Services Transformation Plan is beginning to bear fruit: for example; improving our early help offer and avoiding children entering the looked-after system.

The performance of our adoption services remains amongst the best in the country, with more looked-after children adopted, and in a more timely fashion, than elsewhere. We have been working with over 1500 troubled families in the county to help turn their lives around. We work with partners in the 'Adopt Thames Valley' partnership (led by Oxfordshire County Council and covering seven Local Authorities and two voluntary adoption agencies) to ensure we can deliver better outcomes for children and adopters in the area.

We work with partners to improve the wellbeing of children and young people, and to reduce inequalities between them. Our efforts have seen a rise in the proportion of children attending primary and secondary schools judged as good or outstanding, and we have seen Oxfordshire pupils continue to perform above the national average at Key Stage 4.

The council commissions Public Health services for people aged 0-19. This can be summarised as follows:

<p>Five mandated health reviews (age 0-5)</p> <ul style="list-style-type: none"> • Antenatal Review • New Birth Visit • 6-8 week review • 1 year review • 2 year review 	<p>Six high impact areas</p> <ul style="list-style-type: none"> • Transition to parenthood • Maternal Mental Health • Breastfeeding • Healthy weight & being active • Managing minor illness and reducing accidents • Health & Wellbeing development and ready for school
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We provide intensive support for first time mothers aged 19 years and under, and a dedicated 5-19 service through School and College Nursing, covering:

- Team of nurses for primary schools and special schools
- Nurses based in secondary schools
- Nurses based in colleges of Further Education

Other public health services which help to ensure that children can have the best start in life include our participation in the National Child Measurement Programme, from which children identified as being underweight, overweight or obese are provided with information and support. In response to concerns from schools and health professionals about the growing burden of self-harm in Oxfordshire, we have supported the production of a play by Pegasus Theatre called 'Under My Skin', which received very positive feedback, achieved finalist status in the mental wellbeing category at the Royal Society for Public Health Awards and has been recommissioned for tours each year since.

Protection from abuse and neglect

We strive to ensure that everyone in the county is kept safe from abuse and neglect. This means the whole population, but also with particular care for children and adults who are vulnerable in some way.

Our ambition for high rates of school attendance is a priority for us as attendance provides an indicator that a child's life is likely to be stable. Attendance at school also helps us and our partners to identify and act on signs of abuse or neglect, enabling us to intervene early-on when appropriate.

Our Education Sufficiency and Access team meet our duty to ensure sufficient school places, working years ahead of school admission rounds to make sure that places are available at the right time. With well over 90% of primary children being allocated their first preference school in 2016-17 we are proud that we ensure the vast majority of our families are educated in their communities, and are part of the hub of a safe, responsible community that is the school.

We work with schools and young people in a number of ways to increase the likelihood of their safety, protection and resilience. For example, our Fire & Rescue Service offers a Schools Education Programme focusing on child safety from a broad range of risks and threats and our Phoenix Programme looks to support children in education who are on the margins of temporary or permanent exclusion. The programme develops teamwork, practical skills and pride, and schools report improved behaviour as a result of attending the programme.

The transition from being a young person to becoming an adult is a priority area of our attention. We work with long-term teams and education services to ensure that young people moving from childhood to adulthood do not 'fall through the net' because they are no longer eligible for children's services or choose not to engage with services. We support young people and their families to know what options and support are available to them and to help make informed decisions.

For adults, our safeguarding activities are both broad and successful, though there is always more we can do. The October 2017 Adult Social Care Outcomes Framework report shows that we are performing better than most local authorities and recognises that we are trying to improve even further in this area. We think safeguarding is every one's responsibility but we have a multi-agency Safeguarding Adults Board that is a group of statutory, private, voluntary, and independent organisations across Oxfordshire who work together to empower and protect some of the most vulnerable members of our community. The Board works to raise awareness and promote the welfare of vulnerable adults by the development of an effective co-operative. The group is committed to ensuring that the work done effectively brings about good outcomes for adults so that people live safe and secure lives.

Our Oxfordshire safeguarding adults service safeguard older and disabled people who have care needs, are experiencing or at risk of abuse or neglect and are unable to protect themselves because of those needs. We work in collaboration with individuals and their families to listen to concerns and intervene when necessary. Our Safe and Well visits are an example of our prevention work; they are undertaken by our Fire & Rescue Service and offer a means of helping vulnerable people to identify their needs and understand options for support. In these ways, we seek to minimise and reduce the risk to vulnerable people.

Safeguarding work is also carried out through our Safer Oxfordshire Partnership who exist to help safeguard vulnerable adults, children and young people, including working with vulnerable adults.

We help to protect all adults, but particularly vulnerable ones, against scams and exploitation. Our Friends Against Scams initiative works with a range of partner organisations, local employers, financial institutions, community groups and social clubs to encourage the cascading of preventative and supportive activity to so that people are aware of the risks and what to do about them. This work will be complemented by our participation in Thames Valley Police's work to implement 'The Banking Protocol', a scheme designed to improve the referral process from financial institutions, to enforcement agencies, when they have a concern about an account holder being scammed.

Our Safeguarding Adults Board focuses on the transition of young people with disabilities from childhood to adulthood. We work to ensure young people moving from childhood to adulthood do not fall through the net because they are no longer eligible for services or choose not to engage with services. Interagency cooperation and communication is essential for ensuring that young people and their families are supported through this transition and they know what options and support are available to them early enough to make an informed decision. We 'Make Safeguarding Personal' by always listening to the views of the young person at risk to promote their wellbeing so they can live independently and free from harm. To achieve this we have started having some joint boards between the Oxfordshire Safeguarding Adults Board and Oxfordshire Safeguarding Children's Board to focus on transition arrangements (alongside a focus on domestic abuse and training).

How will we achieve our vision?

To meet our commitment to give every child a good start in life and protect everyone from abuse and neglect we will work with others to deliver services from before babies are born and throughout their lives. We will focus on:

1. Increasing school attendance – *leading to improved attainment*
2. Helping early – *most effective, least intrusive, solutions to problems*
3. Safely reducing the number of looked after children - *providing support to enable families to care*
4. Improving the confidence and capability of the whole workforce - *to work effectively with families experiencing domestic abuse, parental mental health and drugs and alcohol issues*

We will also work in partnership through our Children's Trust, to focus on giving children a healthy start in life and stay healthy into adulthood, narrowing the gap for our most disadvantaged and vulnerable groups, keeping children and young people safe and raising achievement for all children and young people.

A full list of activities to we will pursue can be found in Annex A, which include the following key activities:

- Work with partners to improve the health and educational outcomes of everyone from birth onwards, for example through health visitor and school nurses through our new school nurse programme.
- Together with the Oxfordshire Care Leavers Association we will develop our new core offer for Care Leavers that meets the challenges of the Government's 'Keep On Caring' policy'.
- Focus on increasing school attendance leading to improved attainment levels, and reduce the number of exclusions – with a particular emphasis on improving attendance, aspirations and outcomes for children with special educational needs and disabilities, attending special schools and those eligible for free school meals.
- Develop a partnership approach with schools and other partners to improving health and educational outcomes for all young people, working through the Strategic Schools Partnership Board and the sector-led approach to school improvement through the Oxfordshire Teaching Schools Alliance
- Focus on reducing cases of neglect, including ensuring professionals have appropriate toolkits to help them identify whether a child is being neglected and that appropriate action is being taken.
- To increase safeguarding training on interagency working around domestic abuse including more case coordination with the multi-agency risk assessment conference (MARAC).
- Reduce the impact of risky behaviours among adolescents, including substance misuse, bullying, domestic violence and abuse within teenage relationships, working with partners across the Children's Trust and Oxfordshire Safeguarding Children's Board.
- The continued joined up safeguarding board development aims to link adult and children's themes together. Priority for the coming year include domestic abuse.

How will we will know we're getting it right? [to be developed Jan/Feb]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be stand-alone indicators or part of wider matrixes of indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies will be important in helping us to assess our performance. Inspections by Ofsted will indicate the quality of our local educational provision, and our Education Scrutiny Committee can provide an effective challenge and performance assessment role. Health bodies such as Public Health England and local NHS Trusts will continue to play a role in this priority.

Multi-agency performance measurement will be needed given the connected nature of the business. Existing mechanisms for assessing our performance are robust but can be reviewed to consider further strengthening.

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

Why is this important?

Just as everyone deserves the best start in life, we believe everyone deserves the best opportunities to thrive in their adult and older life. We think it is important to support and help those who need a hand and this means working with and for older people, those with mental health issues, those with physical and sensory impairments and those with disabilities to give them the support they need. We recognise that families and carers provide essential care to their loved ones, we also know this places demands on people, who in turn need our support. It is particularly important we are there in situations where people do not have family, carer or community support or the means to fund their care.

The work we undertake both as a council and in partnership that contributes to this priority include:

- Adult Social Care Services.
- Campaigns to keep older people healthy, active and well.
- Ensure the quality and sustainability of care providers.
- Working with partners to improve the experience people have of health and social care services.

Where will we be by the end of this Plan?

We will maximise the independence of everyone in Oxfordshire. Our residents will be living as independently, safely and successfully as possible, for as long as possible. Where people need support, we will give them the best experience of care services in the country to support them; in the right place, at the right time. These services will centre around the individual and their family or carers, working with the inherent strengths of people, families, groups and organisations. All users of our service will be highly satisfied. They will value how the services they receive join up seamlessly because we will have used the collective expertise of our customers, families, health partners, key stakeholders and our staff to design, purchase and evaluate services. Our staff will have access to digital technology to help them in providing care.

Where are we now?

Keeping people well

We are seeing demand for our services for older and disabled people grow. There has been an increase in the number and proportion of people using long term care who are supported at home: from 58% of clients in 2012 to 71% in 2016. The greatest increase has been in the number of older people supported at home. The increase is in part due to an aging population and people living longer with long term health conditions that limit their daily activities. It is also due in part to carers of disabled people aging and no longer being able to care for loved ones in ways they

previously have. Working with a range of partners, individuals, and their families and carers, we provide services which help people to understand their needs, and to decide how we can best help to meet those needs.

We do all we can to keep people well and prevent them from needing services in the first place. We want to keep people well and help them to live at home and remain active in their local communities for as long as possible, and avoid, reduce and delay the need for more complex care or admission to hospital or care home. We encourage people to take a lead in their own care needs whenever appropriate; for example we promote the Livewell website and make use of Community Information Networks as starting points for information and advice. Our Museum and History Services provide a service to older people in their communities to encourage active participation and sharing in order to promote their social wellbeing. Our museums also provide opportunities for groups of older people to volunteer in their communities to help protect local heritage.

Our Public Health team works in partnership with others across the county to help people to help themselves. This includes working with partnerships, networks and charities. For example, we partner the Affordable Warmth Network to work towards reducing fuel poverty, tackle excess Winter deaths and other cold-related health conditions, especially those associated with housing issues or a resident's personal situation. Similarly our Benefits in Practice advice (delivered in GP practices in areas of deprivation) on grant funding enables vulnerable people to understand their entitlement to benefits and make appropriate claims.

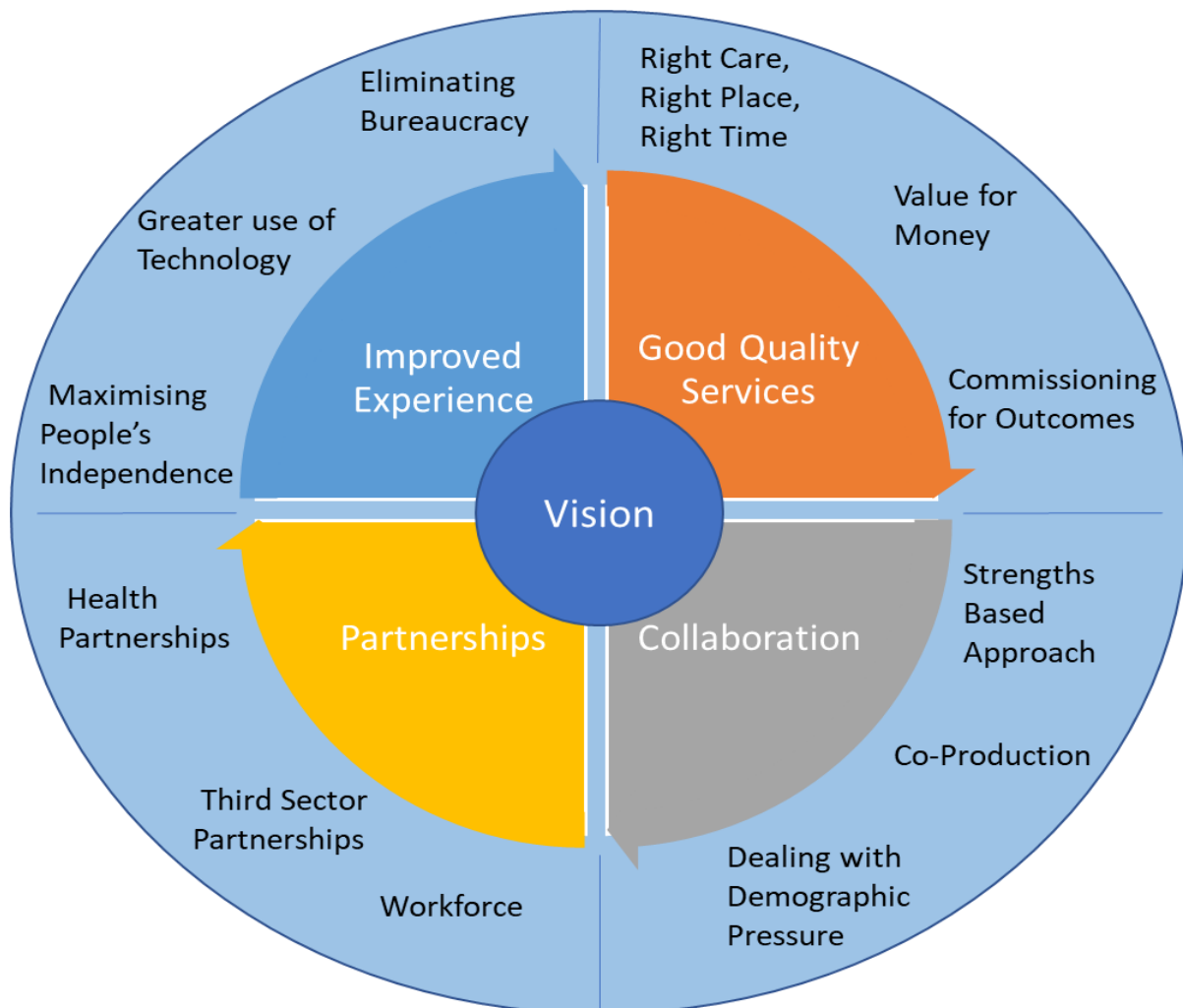
Our "Making Every Contact Count" activity is an umbrella term for front line staff providing brief advice on behaviour change which enables people to stay well into older age and therefore to live independently. This includes, for example, NHS Health Checks, help with smoking cessation and alcohol advice training. Our activities are targeted to coincide with national health and wellbeing campaigns – such as Stoptober (smoking), Dry January (alcohol) and Keep Warm Keep Well – to maximise the impact of what we are doing. We also support countywide flu immunisations and screening programmes targeted at elderly and/or vulnerable people.

Social care services

Many people have or develop needs for care and support. These needs can include help with activities of daily living, personal care such as going to the toilet, help with bathing and eating and in some circumstances, help with occupation and activities during the day (for example for younger adults who may require access to training and employment). The services we provide may be delivered in a person's home, in supported living, in a care home or other residential setting, and are all designed to support people to live successful, independent lives for as long as possible.

We are increasingly using "co-production" as a method for designing such services, to ensure that we are tailoring our help accordingly to individual circumstances. Based on the principle of "Nothing about me without me" co-production means that we work together with people who need our support to ensure that we each

understand how best to help meet people's needs. All of this work is aimed at improving our customer experience of Adult Social Care, which is one quarter of the vision for these services. The following diagram illustrates the vision:



A core part of the picture above is about managing the demographic pressure we have identified that exists now and into the future. We need to make our funding meet the demand. Access to social care support is normally through a professional assessment of need, guided by nationally set eligibility criteria. People who meet the criteria for social care are financially assessed to see how much they should pay. A significant proportion of older people in Oxfordshire fund their own care and everyone in a care home currently makes a contribution towards the cost of their care, with people deemed able to contribute more, paying for all of their care costs irrespective of how that is provided.

Provider quality and sustainability

We need to ensure we provide care that is of good quality and is sustainable. This is especially important when we need to provide a range of services in a range of settings. There is a focus on quality, contract management and encouraging consumer feedback. There are challenges in ensuring provider quality and sustainability, primarily due to the competition for workforce from the private sector and relatively high cost of living in Oxfordshire.

A key part of good quality services is that people are safe in their care settings. Our safeguarding service promotes safe practice in the domiciliary, residential and nursing sector. We check to ensure that services are safe and that there are opportunities for people to make their own choices. We respond to safeguarding and health and safety information and alerts. We promote safe care delivery practices with our contracted providers.

Collaboration and partnerships

We work with many partners to deliver care to our residents because at the heart of social work is the use of the network around the person requiring the support. By focusing on the assets of the person and the community of support, social care professionals will seek to maximise the independence for people. It is therefore a key focus that we collaborate and work in partnership with individuals, families, communities as well as NHS commissioners and providers.

One of the main concerns from people needing care is that the different groups of care professionals don't talk to each other and there are too many "handoffs or handovers". We are therefore focusing on improving our collaboration with health colleagues to improve people's experience and outcomes. There will be new skills and capabilities expected of both internal and external workforce to make this happen.

Our relationship with Health partners is critical to improving the experience of care services for people. However, over 90% of social care locally is delivered by third parties via a contract with the council so we are focusing on existing and new partnerships to drive a greater proportion of the service delivery into the third sector; particularly in preventative support.

We are working with partners to introduce smart parking for those with blue badges to help those with limited mobility access facilities and services. The project (known as CASPAR) is looking at providing real-time information regarding the availability of blue badge parking spaces in Oxford. There are around 35,000 blue badge holders within 45 minutes' drive of Oxford with just 100 dedicated blue badge parking spaces. The project has been awarded £240,000 and most of the in-ground sensors have now been installed that will provide the information on vacant and full parking spaces.

As part of another project, we are working with partners to develop mobility innovation within our communities. The 'Cities 4 People' project has drawn in €4m of

EU funding for innovation and is focusing on neighbourhoods of eastern Oxford of Barton and Blackbird Leys. This is a three year project with solutions and parameters that are flexible which means we can work with the rapidly changing technology and landscape of the area.

We are working with our district council colleagues to increase Extra Care Housing, which enables people to live independently with varying levels of care and support on site.

How will we achieve our vision?

To meet our commitment to enable older and disabled people to live independently, we will care for those in greatest need. We are in the process of rolling out the vision for Adult Social Care shown above and the full list of activities we will pursue can be found in Annex A, but they include the following key activities:

- Adult Social Care is reviewing its 'Responsible Localities' model and team structure. This intention of this project is to identify how we can better meet the needs of those in greatest need.
- Review our Telecare service to ensure we are utilising the best technology to help support people to live well at home.
- Utilise business intelligence to help map/maximise home support provision
- Tackle scams and door step crime by raising awareness of how to prevent them, providing advice to residents and taking enforcement action against offenders.
- Improve links and partnership working with other organisations (especially health and voluntary organisations) to help identify adults at risk and those in rural settings which need our services.
- Expand the offer of Direct Payments to allow more people to choose how their care is provided and by who.

How will we know we're getting it right? [to be developed Jan/Feb]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be stand-alone indicators or part of wider matrixes of indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies will be important in helping us to assess our performance. For example, the Care Quality Commission will continue to inspect and assess our adult care provisions and services. NHS Digital publishes annual findings from the Adult Social Care Outcomes Framework (ASCOF) in England which measures how well care and support services achieve the outcomes that matter most to people.

In keeping with our residents' focus, such external assessments are most valuable when viewed alongside existing residents' survey-based measures of satisfaction,

such as those for people who access our care services and people who act as carers.

Our Performance Scrutiny Committee will provide an effective challenge and performance assessment role for this priority.

Multi-agency performance measurement will be needed given the connected nature of the business. Existing mechanisms for assessing our performance are robust but can be reviewed to consider further strengthening.

THEME: THRIVING ECONOMY

Why is this important?

Oxfordshire's economy is doing well, with the county's economy as a whole generating output to the value of £21.9bn per year from 400,000 jobs and a total of over 30,000 businesses. A thriving economy gives everyone in Oxfordshire more opportunities; it creates the jobs, the housing and the infrastructure that help people individually and communities collectively thrive. We recognise our success but are not complacent about it, we need to ensure we have an economy that is strong and prosperous, to continue creating opportunities now and for future generations.

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

Why is this important?

We need to make sure that our houses, roads and jobs are invested in so that future generations also enjoy thriving people and thriving communities. We know that Oxfordshire's economy is strong but we need the success to continue. We need to maximise the capacity of our infrastructure and deliver new homes so our county prospers and realises its full potential.

Travel is a vital lifeblood for thriving communities, for business and for pleasure; Oxfordshire's connectivity is one of the factors making its economy a success now, but growing population and economic activity means we need to ensure we can keep our county moving. In addition, new homes are vital to meet the demands of our existing and future population, keep local house prices at reasonable levels and offer homes to those who are vulnerable or unable to afford homes in our county.

The work we undertake both as a council and in partnership that contributes to this priority include:

- Securing investment in housing and infrastructure to support the economy.
- Working in partnership to support development of skills, business and employment.

- Delivering strategic infrastructure- including housing, highways and transport programmes.
- Supporting sustainable economic growth.

Where will we be by the end of this Plan

Oxfordshire will be a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence. By 2030, Oxfordshire will be a place where ambitious businesses and people thrive, where young people choose to build their careers and contribute to the vibrancy of Oxfordshire's communities. Growth will be sustainable, inclusive and recognised as world-leading for its enterprise, research and innovation.

Where are we now?

Oxfordshire has strong economic performance; we have low unemployment, high productivity and employment opportunities continue to grow, along with the numbers of businesses and homes in the county. We are doing all we can to support our recent growth and to ensure this success can be sustained; we even use our own recruitment processes to provide skills and development opportunities. For example, we use Apprentice Paralegals in our Legal Service Team, which is something usually seen in the private sector and is unusual in Local Authorities. As a large local employer, we always look to use our own economic influence to further a thriving economy and work with partners to do the same.

Oxfordshire Growth Board

We work in partnership through the Growth Board which is a joint committee of the six councils of Oxfordshire together with key strategic partners. It has been set up to facilitate and enable joint working on economic development, strategic planning and growth. It does this by overseeing the delivery of projects that the councils of Oxfordshire are seeking to deliver collaboratively in the fields of economic development and strategic planning. It also oversees all the projects agreed in the City Deal and Local Growth Deals that fall to the councils, working collaboratively, to deliver and has an overall responsibility to manage these programmes of work alongside the Oxfordshire Local Enterprise Partnership (OxLEP). Finally, it also exists to advise on matters of collective interest, seek agreement on local priorities and influence relevant local, regional and national bodies.

The Growth Deal

In November 2017, the Growth Board secured £215m of Government investment for new homes and infrastructure across Oxfordshire. The Oxfordshire 'Housing and Growth Deal', will provide £60m for affordable housing and £150m for infrastructure improvements, including road and rail. It will support the ambition of building 100,000 new homes across Oxfordshire between 2011 and 2031 to address the county's severe housing shortage and expected economic growth. In reaching a proposed deal we have some very clearly stated priorities. We need to:

- Secure the critical investment in physical and community infrastructure that residents and businesses want
- Ensure growth is sustainable and enhances quality of life
- Make sure the right types of housing are built and in the right locations.
- Keep a firm focus on productivity and skills - we want economic growth through being better and smarter, not just more of the same.
- Take a long term strategic view so that individuals, communities, businesses and Government can engage in honest conversations and be confident about decisions taken.

The Growth Deal bid was informed by two significant pieces of work commissioned by the Growth Board. First; the Oxfordshire Strategic Housing Market Assessment (SHMA) which was published in 2014 to understand how many and the types of homes needed to 2031. Secondly, the Growth Board also commissioned the Oxfordshire Infrastructure Strategy (OxIS) to better understand the scale of the infrastructure challenges in Oxfordshire, the infrastructure required, and the likely costs and funding gaps, to support new homes and jobs.

Separately, the Growth Board has submitted bids to the Government's Housing Infrastructure Fund to support the following prioritised projects; the outcome of this bid is not yet known:

1. **Didcot Garden Town.** The bid would support the delivery of over 22,000 homes in Didcot, Culham, Harwell and Berinsfield. The bid would be for £171m for transport improvements including Didcot Science Bridge and A4130 Dualling, a new River Crossing at Culham and Clifton Hampden Bypass. Up to £70m of cycle and other sustainable transport improvements from the Garden Town Masterplan could be considered for inclusion in the bid plan.
2. **West Oxfordshire.** This bid would support the delivery of over 10,000 homes in Witney & Carterton, and around Eynsham. The bid would be for £135.4m for further upgrades to the strategic A40 transport corridor, building on existing schemes and based on the approved A40 Long Term Strategy including development of the Rapid Transit network and additional highway capacity on the corridor.
3. **North of Oxford.** This bid would support the delivery of 5,570 homes in Woodstock, Begbroke/Yarnton and Northern Gateway. The bid would be for £152m for transport infrastructure plus education requirements (as yet un-costed). The transport infrastructure includes development of Rapid Transit lines on an upgraded A44 and A4260 corridors, new Park & Ride and strategic cycle infrastructure.

Oxfordshire Local Enterprise Partnership

We work with our partners through the Oxfordshire Local Enterprise Partnership (OxLEP) help to achieve all of this. OxLEP is responsible for championing and developing the Oxfordshire economy and since 2011, it has made considerable progress in strengthening Oxfordshire's economy by establishing robust and

effective relationships between businesses, academia and the public sector. The programmes we deliver through OxLEP are:

- **People** – delivering and attracting specialist and flexible skills at all levels, across all sectors, as required by our businesses;
- **Place** – ensuring a strong link between jobs and housing growth, and providing a quality environment that supports and sustains growth across the county;
- **Enterprise** – emphasising innovation-led growth;
- **Connectivity** – enabling people, goods and services to move more freely, connect more easily.

Connecting Oxfordshire

Connecting Oxfordshire, is our Local Transport Plan (LTP4) that sets out our policy and strategy for developing the transport system in Oxfordshire to 2031. We have developed it with input from Oxfordshire's district and city councils, its businesses, MPs, stakeholder groups and through public consultation. It fits our highest level strategic aims that have been articulated by OxLEP and the Growth Board.

Connecting Oxfordshire has been developed with these over-arching transport goals:

- To support jobs and housing growth and economic vitality;
- To reduce transport emissions and meet our obligations to Government;
- To protect, and where possible enhance Oxfordshire's environment and improve quality of life; and
- To improve public health, air quality, safety and individual wellbeing

We work in partnership to consider the wider implications of local transport schemes and changes. The 'England's Economic Heartland Strategic Alliance' represents nine local Transport Authorities and four Local Enterprise Partnerships, covering the key growth area from London to Oxfordshire and Cambridgeshire, home to 3.45 million people and 175,000 businesses, providing over 1.6 million jobs. This works to provide strategic leadership across the area on the connectivity across it, including for example the delivery of East West Rail; both the western and central sections, road links between Oxford and Cambridge, support for the identification of a Major Road Network – a combination of Highways England's road network and the more significant roads owned and operated by Local Transport Authorities and investment in strategic local connectivity – investing in improved access within urban areas, the so called 'first mile/last mile'.

Sustainable local growth

We have been working with local partners to introduce innovation for sustainable local growth. The projects we have been involved in are:

- **Smart Oxford Playable City Competition.** We helped establish and judge this competition to produce an idea that puts people and play at the heart of the city of Oxford. The competition was designed to engage citizens with technology, data and the city that they live in. The winning entry was 'Star Light, Star Bright'; which will map the night sky onto the streets of Oxford via

pressure sensitive lights embedded in the ground. We aim to “install/deploy” the winning solution later this in the spring 2018.

- **Mobility Oxford: MobOx.** We are a founding partner in MobOx; a Community Interest Company which looks at new transport technology solutions under real world conditions in a large scale ‘living laboratory’ with real customers. MobOx provides an opportunity to enable better integration and access to transport systems and therefore promote economic growth. As part of MobOx we fund a Brookes PhD student, who is focusing on data modelling. The student works closely with ourselves so that he gains experience in real world problems. He has been a major asset in terms of developing our thinking in how we utilise existing and new data sources.
- **Google Data Better Cities Project.** Under MobOx we were successful in becoming a Google “Better City” partner which has enabled us to gain data sets from Google on movement around Oxfordshire and via our PhD student and a partnership with the Oxford Internet Institute have gained insight into value of new mobile data sources such as Google – this provides insight into future requirements for modelling and network management

Our planning role helps to make sure that the right growth and development happens in the right places. We take a lead role in planning for the county’s mineral working and waste management, monitoring the use of sites which have consent for managing minerals and waste and taking enforcement action against any breaches of that consent. We do not deal with planning applications for houses or commercial buildings (these are dealt with by District Councils) but we do negotiate with developers to secure funding for infrastructure made necessary by such developments, and we manage subsequent infrastructure funding agreements with developers. We also help to protect the county’s historic environment through maintenance of the county’s Historic Environment Register and provision of expert archaeological advice on planning applications and in response to pre-application enquiries from developers.

We work through the active and healthy travel group to support a full range of transport including cycling, walking and mixed modes utilising public transport. We also play a direct role in the planning of new transport links to ensure that environmental considerations and legal aspects of environmental protection are considered at the appropriate stage.

We are also very active in planning for more efficient use of existing infrastructure. For example, we co-fund projects for the trialling of driverless cars, which will one day operate more efficiently (in terms of space and fuel) than current vehicles. We are open to testing and improving innovative approaches to traffic management which will help ensure that road congestion and air pollution are minimised.

Our County Energy Strategy identifies energy infrastructure needs to support growth, innovation and new technologies, including reducing carbon emissions from power usage and transport networks.

Our buildings and other sites play a pivotal role in shaping the communities we live and work in. Our property will play significant role in assisting change through providing the necessary capacity for growth, unlocking investment opportunities. Our

property gives us the opportunity to develop an effective network of community 'hubs' which provide public services in one place and therefore reduce the need for people to travel to access a range of services.

We attract inward investment in many ways, some less obvious than others. For example we attract couples and their guests for weddings and civil ceremonies from around the UK into Oxfordshire, bringing in valuable business to the local economy. The Registration Services brochure 'Oxfordshire *the Place to Marry*' helps promotes weddings to a wider audience.

How will we achieve our vision?

We deliver planning, highways and transport which are all very visible services that support a thriving economy. We will continue to work with our partners to secure and deliver infrastructure and homes. Following outline agreement of £215 million in Oxfordshire over the next five years, we will join forces with partners on the Growth Board and OxLEP to develop an implementation plan for spending the money in the Growth Deal. This will include:

- A clear delivery profile setting out the number of homes to be built across each year
- The location of housing and employment sites to be delivered, as a result of money delivered by the deal
- The types and tenure of homes that will be built
- The locations and type of infrastructure which will be invested in
- A spending profile for the investment provided to Oxfordshire by Government
- A monitoring and evaluation strategy for the deal
- A clear plan for maximising local and new private investment into Oxfordshire
- Timescales and payment profile for funding provided against the deal
- Further detail on any flexibilities or freedoms granted, which may be subject to consultation where appropriate

We will also be working on implementing Connecting Oxfordshire, which outlines how we work with partners to introduce enhancements to road capacity on strategic roads suffering from congestion and delays. For example, working with Highways England to implement schemes to improve key junctions and traffic management on the A34, which will support Oxfordshire's 'Knowledge Spine' – from Bicester in the north through Oxford to Science Vale in the south; as the main location for housing and employment growth. The early years of this plan will see work on the Oxford to Cambridge expressway proposals.

A full list of activities to we will pursue can be found in Annex A, which include the following key activities:

- Produce a plan for housing growth to secure the £215 million investment announced in the budget.

- Continue to work with local partners, particularly the Local Enterprise Partnership, local universities and district councils in Oxfordshire to make a strong case to government for funding of key infrastructure and services in Oxfordshire
- Set up a Cabinet Advisory Group on Transport, with an initial focus on the Oxford to Cambridge Expressway.
- Set up a joint 'Spatial Plan Delivery Team' with our District Council colleagues. This will produce the spatial plan joining up planning for jobs, homes and transport for Oxfordshire as a whole.
- Ensuring that new developments are underpinned by infrastructure that supports future residents' health and well-being, including but not limited to green spaces and active travel opportunities (e.g. through the Healthy Towns initiatives).
- Conduct Community Asset Reviews to support housing delivery and utilisation of assets within Oxfordshire. This is to help get capital receipts, achieve revenue savings, release land for housing development and employment, provide space for businesses and join up services for residents.
- Continue to develop approaches to workplace charging and congestion charging in order to balance the need for private transport with the challenges of congestion, air quality, and the need for high quality public transport and active travel options.
- Planning ahead for the challenge of recruiting to vital roles, in particular in social care jobs, in the context of a fast-growing economy, a rise in the number of private sector jobs available locally, and a reduction in the working age population as a proportion of the total population.
- Understand the challenges and opportunities arising for the Oxfordshire economy and local public services from the Brexit negotiations and final deal.
- Take forward reform of how the county council manages its own assets - getting the best value from our land and buildings, maximising the efficiency of what we hold for our own use, and considering the merits of development or disposal for our other assets, including the potential to provide additional homes on OCC land.

How will we will know we're getting it right? [to be developed Jan/Feb]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be stand-alone indicators or part of wider matrixes of indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies will be important in helping us to assess our performance. For example, the role and performance of OxLEP and the Growth board.

We will want to consider which indicators of the county's economic performance best serve to indicate the council's support for and contribution to that performance. Areas where the council makes direct intervention, such as provision of funding, may

be more readily assessed than areas where the council has helped to make the conditions in which economic growth can happen. Indicators and other information collated in the Joint Strategic Needs Assessment (JSNA) should be considered in this respect.

Our Performance Scrutiny Committee will provide an effective challenge and performance assessment role for this priority.

Multi-agency performance measurement will be needed given the connected nature of the business. Existing mechanisms for assessing our performance are robust but can be reviewed to consider further strengthening.

HOW WE WORK TO DELIVER THRIVING COMMUNITIES

The county council is rapidly changing to ensure we deliver the best outcomes for Oxfordshire's communities and residents. This section sets out **how** we work as an organisation as we strive for thriving communities in Oxfordshire. It describes how we:

- Ensure that **decision making** is sound, that our county's policy and services do the best possible for residents whilst meeting legislative requirements, and that our Councillors are given the information and tools they need to make informed decisions.
- **Manage our resources** effectively so we have a sustainable financial position, that our services are appropriately funded.
- Work effectively together with our **partners** to deliver on our vision.
- Ensure we have a **skilled workforce**.
- Work towards the principles of **equality, diversity, fairness and inclusion** both in terms of our own workforce and with respect to the services we commission and deliver for local residents.
- Are delivering on our ambitious programme of change; **Fit for the Future** which will include a new operating framework.
- How we work to keep **informed of changes** affecting Oxfordshire.
- How we check our **governance and assurance** arrangements are correct to deliver the necessary standards and performance expected.

Decision making

Councils are complex organisations and our [Constitution](#) provides a handbook of the rules governing the council's business and sets out how the council works. It ensures that decisions are accountable and transparent. In Oxfordshire we currently have a Leader and Cabinet model of decision making with a separation between decision-making and scrutiny.

The full council has six scheduled public meetings a year. At these meetings the council, decides the Council Constitution, reviews the political management arrangements and how they work, appoints the Leader and members to the scrutiny and other committees. Council approves the budget, capital programme and policy framework, specific plans and strategies identified in the constitution. It also delegates powers to the council committees, debates issues raised by individual members and receives public petitions or addresses.

The Cabinet consists of nine elected councillors whose role it is to; recommend budget and policy framework to the council, leads the council, makes all the key decisions and commissions policy review from scrutiny committees.

Our scrutiny committees; of Education Scrutiny, Performance Scrutiny and the Joint Health Overview and Scrutiny Committee, then provide challenge to the decision making of the Council and Cabinet by reviewing issues before decisions are made, calls-in decisions after they are made, does policy development work for the cabinet and commissions its own scrutiny reviews. One of these committees; the Health

Overview and Scrutiny Committee is a joint committee with our district councillors and we work with partners through other constituted bodies such as the Health and Wellbeing Board and the Health Improvement Board. In addition; we have our own committees which cover specific functions not dealt with by the cabinet (such as audit, organisational matters, planning, pension fund arrangements and standards). They make decisions delegated to them by the council. Committees are made up of councillors (including cabinet members).

To ensure all of our decision making and governance accords with the law, our Legal and Governance Service advises and guides the Council to act lawfully and in accordance with its constitution.

Managing our resources

Oxfordshire's councils have a strong track record of managing reducing government funding and meeting demand pressures. However, in recent years, the funding decisions taken by national government, along with the need to address rising demand for social care services, has meant that across the country upper tier councils have faced a much greater financial squeeze than city and district councils.

We have made £330 million of savings over the last seven years. Approximately two-thirds of these savings have been used to meet the increasing cost of providing social care to children and adults through reinvestment in these services. These savings have been achieved by transforming the way the council operates, through new models of service delivery including increased community involvement and new approaches to partnership working. The number of county council staff has reduced by 35% over the past six years. County councillors have also had to make a number of very difficult decisions to reduce some front-line services, remodelling services to be affordable in the future and to ensure that the council's statutory responsibilities can be met.

In helping us manage our resources, our services are structured into three directorates; people (e.g children, adult services), communities (e.g. highways) and resources (e.g finance, HR, IT). We know that many issues do not fall simply into the 'people' or 'community' service areas and can only be effectively tackled by working across service areas. However, each service area must deliver a balanced budget in order that the overall council budget is balanced.

To balance the budget, each February the council formally approves a medium term financial plan for the next four years, including a detailed revenue budget for the financial year commencing that April according to each service area. It also includes for each of the three directorates, a summary of the budgeted income and any budget changes in the following three years. The medium term financial plan also illustrates the council's contribution to budgets, managed jointly with Oxfordshire Clinical Commissioning Group (OCCG), which is shown as part of the budgets for adult services. Finally, the council's capital programme is included and shows planned expenditure on new or improved school buildings and roads.

Our future budget levels continue to be constrained by ongoing reductions in government grant and restrictions on our ability to increase council tax levels. We

are developing a new strategy with a different approach to investment, including through more commercial development of our assets, working with district councils to encourage growth in the number of homes built (growth in the local taxbase) and supports sustainable economic growth (growth in business rates).

Working in partnership

The county council is well placed to take a leading role in shaping the future of Oxfordshire. We see our role not only as delivering a range of key services but also as having a leadership role bringing together organisations and business across the county to focus on the challenges and opportunities. This is clearly demonstrated by our work to secure £215 million funding from government for housing and infrastructure through the Growth Deal.

We work in partnership with residents and communities to develop solutions to issues on the principle that people themselves are often best placed to do this effectively and in creative ways. We regularly work in partnership with the other local authorities, public bodies, private organisations and the voluntary and community sector in the county, as well as over our boundary and do so both formally and informally. Some of the formalised arrangements we work through have been highlighted in the sections above but we work through the following partnerships and partner relationships:

Health - planning

- The Health and Wellbeing Board: a partnership between local government, the NHS and the people of Oxfordshire, designed to ensure joint working to improve the health and well-being of residents.
- The NHS Sustainability and Transformation Plan footprint, which is central to the long-term planning of health and care services, extends across Oxfordshire, Buckinghamshire and the western part of Berkshire.
 - The Joint Management Group for Pooled Budgets oversees shared budgets across health and social care supporting joint planning to deliver joined-up support and commissioning

Health - commissioning

- Oxfordshire Clinical Commissioning Group: responsible for commissioning health services across the county (with the exception of a small area around Thame that sit Buckinghamshire clinical commissioning group and a similarly small area around Shrivenham that sits within Swindon clinical commissioning group).
- NHS England commissions specialist services, primary care, offender healthcare, and some services for the armed forces

Health - delivery

- Oxford University NHS Foundation Trust: responsible for providing maternity, acute and specialist hospital services, drawing patients from a large geography cutting across several county areas including Oxfordshire.
- Oxford Health NHS Foundation Trust: responsible for providing community hospitals, community health services and acute and community mental health services in Oxfordshire and beyond
- Oxford Health NHS Foundation Trust: responsible for providing learning disability services, including community teams and assessment and treatment beds in Oxfordshire
- Primary Care: Oxfordshire has more than 70 GP practices, responsible for providing primary care in local communities.
- South Central Ambulance Service are responsible for We provide traditional 999 emergency services, as well as non-emergency patient transport services, NHS 111 services and logistics, commercial and training services.

Health – audit and scrutiny

- Healthwatch Oxfordshire: the independent champion for Oxfordshire residents seeking to shape and improve health and social care services across the county.
- Oxfordshire Joint Health Overview and Scrutiny Committee: looks at health improvement and health services across organisational boundaries and is a required consultee for substantial changes to local NHS services. This is a joint committee of the county and all five district councils.

Emergency services

- Oxfordshire Fire and Rescue Service: the fire service is part of Oxfordshire County Council providing fire, rescue and community services including as first responders. Fire control services are provided by a partnership of Oxfordshire, Buckinghamshire and Royal Berkshire Fire and Rescue Services, who are responsible for emergency call handling and mobilisation of fire engines in response to incidents across the Thames valley area.
- Thames Valley Police: covering Oxfordshire, Buckinghamshire, Milton Keynes and Berkshire authorities
- South Central Ambulance NHS Foundation Trust: covering Oxfordshire, Buckinghamshire, Berkshire and Hampshire
- Thames Valley Resilience Forum: covers the Thames Valley Police area of Oxfordshire, Buckinghamshire, Milton Keynes and Berkshire and warns, informs and advises the public in the event of an emergency
- Emergency planning: conducted at the Oxfordshire level by Oxfordshire County Council

Economy and business infrastructure

- Oxfordshire Local Enterprise Partnership (OxLEP): a business-led partnership is responsible for championing and developing the Oxfordshire economy. OxLEP covers the geography of Oxfordshire in recognition of the functional economic geography for the county.
- South East Midlands Local Enterprise partnership (SEMLEP): SEMLEP covers parts of Bedfordshire, Milton Keynes, Northamptonshire and the Cherwell area of Oxfordshire (overlapping with OxLEP).
- England's Economic Heartland Strategic Alliance: a partnership of nine local Transport Authorities and four Local Enterprise Partnerships, covering the key growth area from London to Oxfordshire and Cambridgeshire, home to 3.45 million people and 175,000 businesses, providing over 1.6 million jobs.

Skills

- Oxfordshire Skills Board: part of OxLEP, brings together a wide range of partners to achieve improvements in the skills available to Oxfordshire's employers and the learning opportunities available
- There are two main post-16 providers in Oxfordshire - Abingdon and Witney College and Activate Learning

Schools

- Oxfordshire County Council as the Local Education Authority is currently* directly responsible for 3 secondary schools, 145 primary, 2 infant and 1 junior school. There are 9 maintained special schools and 7 maintained stand-alone nursery schools.
- 31 secondary schools are now academies, as well as: 85 primaries and five special schools.
- Additional academies: 3 Free schools (one 4-18, two 4-11), 2 Studio Schools (14-19), 1 University Technical College (14-19), 2 new primary academies (3-11, LA presumption academy), 1 special academy, 1 new secondary academy (11-16 LA presumption academy).
- Schools Partnership - Oxfordshire's maintained and academy schools work together with the county council through a formal partnership arrangement.

**All figures correct at Dec 1st 2017*

University sector

- Oxford University
- Oxford Brookes University
- The Defence Academy of the United Kingdom at Shrivenham

Voluntary and community sector

- Oxfordshire Community & Voluntary Action (OCVA): established in 1933, OCVA is the umbrella organisation for Oxfordshire's voluntary and community sector. It provides advice, information and training, acting as advocates and representatives, and building partnerships.
- Oxfordshire Community Foundation: promotes charitable giving in Oxfordshire and connects donors to local causes, supporting community giving and local charities.
- Community First Oxfordshire: formally known as Oxfordshire Rural Communities Council, focused on helping communities across the county to help themselves.
- Oxfordshire Association of Local Councils (OALC) is the membership organisation representing the needs of parishes and town councils across Oxfordshire.

Strategic partnerships

- Oxfordshire Health and Wellbeing Board
 - Oxfordshire Children's Trust
 - Oxfordshire Community Safety Partnership
 - Oxfordshire Safeguarding Children Board and Oxfordshire Safeguarding Adults Board
 - Oxfordshire Growth Board (a statutory joint-committee of Oxfordshire's councils established to facilitate joint working on economic development, strategic planning and growth)
- Operational partnerships

Oxfordshire's councils work well and closely together and have sought to establish effective partnerships and align priorities in the best interests of residents and business. Many operational district / county services work in strong partnership every day, seeking to deliver good services.

There are also many cross-boundary operational partnerships that work beyond Oxfordshire boundaries - for example the Adopt Thames Valley partnership (led by Oxfordshire County Council and covering seven Local Authorities and two voluntary adoption agencies).

We will look to expand and build on the strong partnerships we have with local communities and town and parish councils through a *Working Locally Strategy* which will identify actions to engage, make decisions and deliver at the local level. This strategy will mean enabling others as much as taking actions ourselves. It will include a new conversation with our valued partners in the community and voluntary sectors, working more effectively with other statutory organisations at the local level and further enhancing our relationships with colleagues at the district and town/parish levels of local government.

Building a skilled workforce

The work of the council is life changing and to do the best for our residents our workforce must be skilled, flexible, knowledgeable and motivated. Our Workforce Strategy sets out how as an employer we will ensure we have the right people, working with the right skills, in the right place at the right time to effectively commission and deliver quality services for residents. Our ambitious transformation agenda to change the way we operate and provide services will impact greatly on our workforce over the next few years.

The principles of our workforce strategy are:

1. **A shared culture which drives high performance:** Staff feel proud to work for the council, understand their contribution to its priorities and work collaboratively to improve services.
2. **Oxfordshire County Council as an employer of choice:** The council is bold about its offer to employees enabling us to continue to attract, retain and motivate a high calibre workforce. Staff are positive advocates of the council.
3. **Making the most of our talent:** All staff are empowered to perform at their best, there is a commitment to learning, and skills are used flexibly across the council according to our priorities.
4. **Supporting a healthy and flexible workforce:** The council purposefully uses a wide range of strategies to create a workforce which is well and able to adapt to meet our priorities.
5. **Consistent and strategic workforce planning:** To be prepared for the future and resilient to change by creating an adaptable workforce aligned to the needs of Oxfordshire residents.

Some key actions to achieve our Workforce Strategy are:

- Improved employee and manager HR, payroll and recruitment self-service
- Development of employer brand and improved marketing of jobs and careers
- Senior management and leadership development aligned to the vision, values and corporate plan objectives
- Cost savings through improved resourcing and demand management for temporary staffing
- Align cultural change with transformation programme and Investors in People Improvement plan
- Review of total reward and benefits offered to attract and retain talent needed
- Improving use and take up of opportunities through the apprenticeship levy
- Improving workforce diversity and inclusion to attract more young people and those from Black and Minority Ethnic backgrounds
- Programme of work to support cultural change including improved joined up working

- Redesign and changes to the management of council organisational structure and establishment improving links between the management of posts and budget
- Review of all HR processes to achieve efficiencies and ensure effective use of manager and employee time

We not only focus on our own internal workforce, but that of our providers. Particularly our providers of Adult Social Care who have significant struggles in recruiting and retaining staff to provide services. This impacts not only on quality but sustainability of care for our residents so the work we do to aims to build effective partnerships and networks with public and private agencies, external contractors and providers to develop capability.

Fit for the Future Programme

The Fit for the Future programme is focussed on ensuring all our services are working together effectively, as well as with partners and communities to deliver better outcomes for the county. It is an ambitious programme that joins up activity across the council and is underpinned by a commitment to ensure we utilise our skills and knowledge in a combined way to support all areas of the programme and workforce development. This programme will deliver:

- Improved customer experience – anytime, anywhere, simple and easy access for residents and businesses.
- A One Council approach to service delivery.
- Going digital to ensure an integrated system approach which focuses on our customers.

As part of the Fit for the Future programme, we asked all of our staff to take part in an activity analysis by completing an online questionnaire. This gave us the opportunity to look at all of our activities, looking at where we spend our time and identify areas for improvement. We are now looking to further explore the areas identified to see where we can make changes to the ways we work and enable us to better deliver to achieve thriving communities through a new model of operating. We expect the results of this work to be developing throughout the first half of 2018 and changes to be implemented from the spring of 2018 onwards.

Equality, diversity, fairness and inclusion

This council is committed to the principles of equality, diversity, fairness and inclusion both in terms of our own workforce and with respect to the services we commission and deliver for local residents. We are in the process of refreshing and updating our Equalities Policy to set out how the council approaches this commitment with our workforce and with respect to the services we commission and deliver in order that we make Oxfordshire a fair and more equal place in which to live and work.

The Equalities Policy demonstrates how we currently meet our responsibilities under the Public Sector Equality Duty and highlights areas of good practice, as well as

areas where we can do more to improve how effectively we meet the varying needs of local people, and the responsibilities under the Public Sector Equality Duty.

The Equalities Policy includes a series of Equality Objectives and actions to achieve them, that align closely to priorities and actions in this Corporate Plan. The key areas and objectives we will focus on are:

- **Objective 1:** It is important that we know who our customers are and so we will ask you to tell us more about you when you contact our customer service centre and/or our complaints team.
- **Objective 2:** We want to know what people think about the services we provide, so we will ask for feedback on our services to make sure we can take your views into account in future and our services meet everyone's needs.
- **Objective 3:** We will improve access to our public website and other digital services we provide to make sure all residents are able to access the information they need as easily as possible.
- **Objective 4:** We want to make sure that our public buildings are accessible to all our residents and staff and so we will carry out a review to check this.
- **Objective 5:** We will improve the quality of the data we collect about our residents and service users and make sure it is as current as possible. This will help us to respond better to the differing needs of our communities when planning and designing services.
- **Objective 6:** Some of our services are provided by other agencies or organisations. We will make sure they know about our commitment to the equality duty, the protected characteristics and their role in helping us meet our objectives.
- **Objective 7:** We will improve the balance of gender in our workforce, particularly in services where a group is under-represented.
- **Objective 8:** We will increase the representation of Black, Asian and Minority Ethnic employees in the workforce.
- **Objective 9:** We will increase the number of people under 25 employed in the Council's workforce
- **Objective 10:** We will improve how we support our employees with disabilities so they can be fully involved in the workplace, access career development opportunities and be successful at work.

Staying informed of changes affecting Oxfordshire

To ensure we stay informed and can engage in changes and developments that may affect Oxfordshire, we work proactively with national agencies and central. We seek to raise awareness of local issues, and to address them – through access to funding, other support and in true partnership working models as appropriate. Key issues for us in this area are:

- Understand the challenges and opportunities arising for the Oxfordshire economy and local public services from the Brexit negotiations and final deal.
- Understanding, lobbying and bidding for funding. This includes infrastructure and housing funding.
- The integration of health and social care, through initiatives such as 'Accountable Care Systems' and 'Accountable Care Organisations'.

Governance and Assurance

There are several ways we will assure ourselves and get assurance on whether we are delivering in accordance with all the necessary standards and quality. These include:

- Having a **Corporate Governance Framework** which sets out the roles and responsibilities of key Officers, councillors and committees within the process of governing the council.
- Having an **Audit and Governance Committee** which approves and checks adherence to the Corporate Governance Assurance Framework
- Adoption of a **Local Code of Corporate Governance** which conforms to national (CIPFA/SOLACE) guidance. The Local Code sets out how the county council complies with good corporate governance and identifies key documents that demonstrate this.
- Publication of an **Annual Governance Statement**. This is necessary to meet the statutory requirement for authorities to prepare a statement of internal control which demonstrates accordance with "proper practices" (Accounts and Audit (England) Regulations 2011).
- **Scrutiny**. We have three scrutiny committees whose role it is to examine the county council's functions and performance, challenging the plans and decisions of the Cabinet and exploring the effectiveness of other public bodies in the locality. They question how key decisions have been made and take up issues of concern to the community.

- **Performance management.** We have a performance management process whereby we identify, monitor and manage a series of Key Performance Indicators that tell us whether we are on track with delivering what we have set out to. These are closely monitored in by our management teams and reported to our Performance Scrutiny Committee.
- **Regulators.** It was explained through the relevant sections but we have external regulators who monitor, challenge and inspect our performance on a regular basis to ensure we are delivering the best for our residents. Examples of these are the Care Quality Commission for Adults Social Care and Ofsted for Children's Social Care and our Schools.

ANNEX A: OUR DELIVERY PLAN

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

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Listening to residents & service users			
1.	Understand residents' views of the council and key local issues. We will work in partnership with the people who use and access our services in helping to design, deliver and monitor their effectiveness.	Communications	Cabinet Member for Finance
2.	Continue to focus our communication to residents about the council at the local level, by using social media. We will use these channels to improve our 'social listening' and provide feedback of resident views and expectations.	Communications	Cabinet Member for Finance
3.	Digital review of communications intended to create more engaging content for our communities.	Communications	Cabinet Member for Finance
4.	Revise our Equalities Policy and objectives to ensure we identify and prioritise actions that eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations between people and communities.	Policy	Cabinet Member for Local Communities
5.	We will make paper petitions submitted by residents through formal meetings available on the website alongside their responses.	Law & Governance	Deputy Leader
6.	We will use complaints to form learning outcomes to inform service improvement. We will consider reporting this to our Audit and Governance and Performance Scrutiny Committees.	Law & Governance	Deputy Leader
7.	We will make it easier to contact our Adult Social Care Teams by changing from two general phone numbers and email addresses in each locality to one. Service users will also be given allocated workers phone numbers so they can call them directly.	Joint-Commissioning	Cabinet Member for Adult Social

No	Activity	Who will lead this?	Member lead/ Portfolio holder
			Care
8.	Following feedback on our letters, we will be revising our referral assessment letter for Adult Social Care to make it clearer.	Joint-Commissioning	Cabinet Member for Adult Social Care
9.	We will promote and support the involvement of vulnerable children and young pupils and those with Special Educational Needs and Disabilities through the wider involvement forum 'VOXY'.	Education Psychology Service	Cabinet Member for Public Health & Education
10.	Moving from listening and engagement with parents of vulnerable children, including those with Special Educational Needs to genuine co-production to ensure improvements in services and provision.	Education Quality	Cabinet Member for Public Health & Education
11.	We will develop and improve the 'Lead Professional' in childrens services to ensure our services and those of others are better coordinated and service users have a single point of contact.	Children, Education & Families	Cabinet Member for Children & Family Services
12.	Support the large armed forces population in Oxfordshire by refreshing the armed forces covenant and our commitment to delivery including providing leadership in encouraging local businesses and communities to support the armed forces locally.	Policy	Leader
13.	We will restructure to ensure that our central, coordinating functions work better with the area-based model of infrastructure delivery we have. This will create a more responsive service able to anticipate the needs of residents.	Infrastructure Delivery	Cabinet Member for Environment
14.	We will take a needs-based approach to commissioning and redesigning services for children and families. We will work in partnership with services users and will look to shape the market of providers	Joint-Commissioning	Cabinet Member for

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	according to need.		Children & Family Services
15.	The Trading Standards Service will be continuing to manage demand for services through a pilot project that delivers community engagement events, closer working with partners and high profile enforcement activities. This targeted activity is currently a time limited project and additional funding would be required to make it businesses as normal.	Trading Standards	Deputy Leader
Local decision making			
16.	Support councillors in their role as community leaders, by developing the approach to locality working in nine local areas across Oxfordshire.	Policy	Leader
17.	Review our responsiveness to community priorities and our capacity to join-up across services at the local level, including with partners. This will include reviewing how services are configured, plan and engage locally and any relevant governance considerations, including the role and function of councillor-led Locality Meetings and how they can more directly engage district, town and parish councils.	Policy	Leader
Working with local public, community and voluntary groups			
18.	Continue to develop the 'Oxfordshire Together' initiative that works to give local parishes and voluntary organisations greater control over services.	Policy	Cabinet Member for Local Communities
19.	We will use grant funding to help and enable more community and voluntary sector organisations to deliver universal children's centres.	Policy	Cabinet Member for Local Communities
20.	We will encourage community and voluntary sector organisations to deliver community transport schemes to compliment the councils 'Oxfordshire Comet' service.	Policy	Cabinet Member for Local Communities

No	Activity	Who will lead this?	Member lead/ Portfolio holder
21.	Review our approach to working with the voluntary and community sector to support communities, particularly focused on facilitating better partnership working to support residents and communities to help themselves	Policy	Cabinet Member for Local Communities
22.	To provide a joined-up approach of public services we will lead the 'One Public Estate' programme. We will work with other public organisations (NHS, District Councils, Police and OxLEP) to spend our allocated funding in ensuring services are delivered efficiently and in a coordinated way.	Property, Assets and Investments	Cabinet Member for Property & Cultural Services
23.	Develop our intelligence collection and analysis on Community Safety. We will keep working with partners locally, regionally and nationally to improve the use of intelligence and information sources, to the benefit of Oxfordshire residents and businesses.	Fire & Rescue Service	Deputy Leader
24.	Pilot a community warden approach for signposting and referring the most vulnerable in our communities to the most appropriate support across partner agencies.	Fire & Rescue Service	Deputy Leader
25.	Reviewing our support to Town and Parish Councils, looking at opportunities to develop better relationships at a local level and taking responsibility for resolving more issues as soon as they arise.	Policy	Cabinet Member for Local Communities
26.	Explore a 'Community Hub' model of providing local services.	Property, Assets and Investments	Cabinet Member for Property & Cultural Services
27.	To safeguard more effectively, we will continue to improve our partner relationships with all public services including the NHS and Police services. In doing so, we will use our collective skills to protect vulnerable people	Adults Safeguarding	Cabinet Member for Adult Social Care

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Transparency and value for money			
28.	We will continue to place Looked After Children as close to home as possible but will get better economies of scale working with different regions to commission out-of-county placements.	Joint-Commissioning	Cabinet Member for Children & Family Services
29.	To improve competition and value for money, we will publish 'Market Position Statements' that set out our intentions for the social care services we want to commission.	Joint-Commissioning	Cabinet Members for Adult Social Care and Children & Family Services

THRIVING COMMUNITIES

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

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Playing an active part in communities			
1.	Develop a ' <i>Working Locally Strategy</i> ' to identify how the council will engage, make decisions and deliver at the local level.	Policy	Cabinet Member for Local Communities
2.	We will also be working with other community led groups to conduct 'lorry weight watch' events to assist communities in collecting good quality evidence of potential breaches, for further investigation by Trading Standards).	Trading Standards	Deputy Leader
3.	Improved digital capability and reach as result of digital review to improve resident's access to services. We will then improve our targeting of audiences using 'Acorn' technology to identify relevant groups.	Communications	Cabinet Member for Finance
4.	We are continually improving the menu of play leisure and childcare for children with disabilities by working with young people and their families. Supporting parents to be in employment.	Joint-Commissioning	Cabinet Member for Children & Family Services
5.	We will support independent travel schemes for young people with Special Educational Needs and Disability	Joint-Commissioning	Cabinet Member for Public Health & Education

No	Activity	Who will lead this?	Member lead/ Portfolio holder
6.	delivering initiatives such as healthy eating sessions and creating community hubs, this should support residents not only focus on personal development and local participation but also support the creation of a working and sustainable community.	Property, Asset and Investments	Cabinet Member for Property & Cultural Services
7.	Ensure that services work together seamlessly to provide high quality and continuity of support for people, including at key points of transition such as from children's to adults services or leaving hospital to return home.	Adult Social Care	Cabinet Member for Adult Social Care
8.	Continue with our strategy of providing information education and advice to support those who can support themselves at home and in the community	Adult Social Care	Cabinet Member for Adult Social Care
9.	Increase the number of people supported at home with more people being offered effective short term help to return them to independence	Adult Social Care	Cabinet Member for Adult Social Care
10.	Deliver sustained and improved experiences for people who access our services, as measured by the annual survey and with more care providers being rated as outstanding or good by the inspectors.	Adult Social Care	Cabinet Member for Adult Social Care
11.	Improve the resilience and capacity of our home care market to meet the needs of needs of the most complex people, including greater support for people with dementia to live independently.	Adult Social Care	Cabinet Member for Adult Social Care
12.	Use the expertise of our service users and their families to design, procure and evaluate services, in particular based on the ethos of "Nothing about me, without me"	Adult Social Care	Cabinet Member for Adult Social

No	Activity	Who will lead this?	Member lead/ Portfolio holder
			Care
13.	Fully implement the transformation of daytime opportunities, supporting the transition to new models of provision delivered both in-house and within the community including supporting individuals to identify different ways to meet their care and support needs effectively.	Adult Social Care	Cabinet Member for Adult Social Care
14.	Implement the learning and improvement identified through the Care Quality Commission inspection of health and social care in Oxfordshire in November 2017.	Adult Social Care	Cabinet Member for Adult Social Care
15.	Continue to work with district partners to implement the new joint homelessness pathway and ensure those at risk of homelessness can access the support they need to remain in appropriate accommodation	Adult Social Care	Cabinet Member for Adult Social Care
16.	Support adults living with a physical disability, learning disability, severe mental illness or another long term condition to live independently as fully participating members of the community. In particular this means improving access to and the quality of early intervention, therapy, advocacy and support, and hospital based services.	Adult Social Care	Cabinet Member for Adult Social Care
17.	Continue to reduce the number of people placed out of the area for treatment and support services	Adult Social Care	Cabinet Member for Adult Social Care
18.	There is currently a Museum resilience Project underway which is looking at ways of delivering museum services in future that reaches more people and communities.	Museum Service	Cabinet Member for Property & Cultural Services
Safe lives			
19.	As part of our Fire and Rescue Strategy, we will help more vulnerable children and adults to lead	Fire and Rescue	Deputy

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	more secure and independent lives through our safe and well-being visits.	Service	Leader
20.	The Trading Standards Service will be continuing to implement the Automatic Number Plate Recognition (ANPR) traffic camera at Newbridge to keep roads safer by monitoring and enforcing lorry weight restrictions. We will investigate breaches accordingly.	Trading Standards	Deputy Leader
21.	Review our local safeguarding arrangements in the light of the Children and Social Work Act 2017 and new Working Together arrangements	Children, Education & Families	Cabinet Member for Children & Family Services
22.	Our ICT services provide information systems that help direct our staff and services to those most in need as quickly as possible. We also map information to monitor change and issues in the community.	ICT	Cabinet Member for Finance
23.	We are recommissioning a single pathway for domestic abuse so there is a single point of access to the Domestic Abuse service	Joint-Commissioning	Cabinet Member for Children & Family Services
24.	Enhanced Outreach Support and targeted Independent Domestic Violence Advisor service	Joint-Commissioning	Cabinet Member for Children & Family Services
25.	Programmes of support for perpetrators of Domestic Abuse	Joint-Commissioning	Cabinet Member for Children & Family Services

No	Activity	Who will lead this?	Member lead/ Portfolio holder
26.	Improving the timeliness and quality of Education Healthcare Plans for children who need additional support	Joint-Commissioning	Cabinet Member for Public Health & Education
27.	Implement recommendations from the Special Educational Needs and Disability inspection to improve services for children (0-25).	Joint-Commissioning	Cabinet Member for Public Health & Education
28.	We are working with partners to ensure that where children need to come into Local Authority care, are able to have an alternative home that meets their needs, is as local as possible and supports them in returning home when safe.	Joint-Commissioning	Cabinet Member for Children & Family Services
29.	Continue to provide safeguarding information and advice service to give people preventative advice, making links between adult safeguarding and health, housing, mental health and fire service to improve how we work with vulnerable people around self-neglect.	Adult Safeguarding	Cabinet Member for Adult Social Care
30.	We building on the success of the existing "Warden" schemes we currently have and expanding the reach and scope of this initiative.	Infrastructure Delivery	Cabinet Member for Environment
31.	Implement the agreed, joint approach to commissioning high quality services for prevention, early intervention and support for victims of domestic abuse.	Adult Social Care	Cabinet Member for Adult Social Care
Healthy lives			

No	Activity	Who will lead this?	Member lead/ Portfolio holder
32.	In the Safe and Well-being visits our Fire Service conducts, we will check the homes for risks surrounding slips, trips and falls, this should reduce the incidence of this risk and in time see less referrals for this injury type.	Fire & Rescue Service	Deputy Leader
33.	As part of the Government's Local Cycling and Walking Investment Strategy Programme we will employ a dedicated 'Active Travel Officer'.	Communities Policy	Cabinet Member for Environment
34.	Ensure resources are focussed on providing safer walking and cycling facilities and we will update the council's Active & Healthy Travel Strategy (AHTS)	Communities Policy	Cabinet Member for Environment
35.	The Fire and Rescue Service will undertake a wide view of individual health vulnerabilities that could positively influence demand for the County and our Partners.	Fire & rescue Service	Deputy Leader
36.	Improve our work with NHS partners with a particular emphasis on identifying barriers to recruitment and retention across health and social care.	Joint-Commissioning	Cabinet Member for Adult Social Care
37.	Reviewing planning policy and practice to plan for future growth in a joined-up way, including masterplans that integrate health, housing and infrastructure needs.	Communities	Cabinet Member for Environment
38.	Continue to promote breastfeeding, which is known to have health benefits for mother and baby. Maintain the current high rates of those still breastfeeding at 6-8 weeks.	Public Health	Cabinet Member for Public Health and Education
39.	Reduce levels of smoking in the county by encouraging more people to quit as smoking remains a major cause of heart disease and cancer.	Public Health	
40.	Promote health and healthy lifestyles through our public health campaigns, including the 'NHS Health Checks' programme which offer adults a cardiovascular 'MOT' and looks at many lifestyle factors such as obesity, physical activity smoking, blood cholesterol levels, diabetes, blood pressure and	Public Health	Cabinet Member for Public

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	alcohol consumption		Health & Education
41.	Reducing the harm caused by the over-consumption of alcohol, and monitor measures of success for those in drugs or alcohol treatment services with the aim of improving recovery rates.	Public Health	Cabinet Member for Public Health & Education
42.	Consider issues affecting mental well-being in the population and what outcomes could be used to monitor it. A programme of public awareness campaigns will support this work by raising awareness of prevention and early intervention services.	Public Health	Cabinet Member for Public Health & Education
43.	Promote access to social networks and other opportunities to prevent loneliness, known to have a negative impact on health and wellbeing.	Public Health	Cabinet Member for Public Health & Education
44.	Seek to halt the increase in childhood obesity	Public Health	Cabinet Member for Public Health & Education
45.	Provide help, support and information to reduce fuel poverty, working through the Affordable Warmth Network	Public Health	Cabinet Member for Public Health & Education
46.	Work closely with the NHS, private and voluntary sector providers to deliver effective joined up	Adult Social	Cabinet

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	services, in particular reducing those who face delays leaving hospital as a consequence of the care and support required not being available when needed.	Care	Member for Adult Social Care
47.	Improve the care offered to people in the community to prevent escalation to hospital care	Adult Social Care	Cabinet Member for Adult Social Care
48.	Undertaking strategic planning work on green infrastructure, seeking to establish gaps in public access to greenspace, and investment needs.	Environment & Resource	Cabinet Member for Environment

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

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Supporting quality of life for everyone			
1.	Invest in new infrastructure. We play a direct role in the planning of new transport links, ensuring that environmental considerations and legal aspects of environmental protection are considered at the appropriate stage. For example, we will be enhancing our road verge management regime.	Infrastructure Delivery	Cabinet Member for Environment
2.	Maintain and repair our highways infrastructure. We play a direct role in the day-to-day operations of the highway network, ensuring that environmental quality is maintained.	Infrastructure Delivery	Cabinet Member for Environment
3.	Develop an engagement and involvement approach with residents to decisions about highway improvements	Communications	Cabinet Member for Environment
4.	Undertake improvements to the traffic controls in and out of Oxford to ease people's journey to the city.	Infrastructure Delivery	Cabinet Member for Environment
Improving quality of life for vulnerable groups			
5.	We will work with our partners to improve the sustainable and affordable housing options for young people	Children, Education & Families	Cabinet Member for Children & Family Services
6.	Improve access to information on safeguarding adults through our corporate information and through the safeguarding website.	Adults Safeguarding	Cabinet Member for Adult Social Care
7.	Prevent vulnerable people from being groomed and radicalised through our safeguarding work.	Adults Safeguarding	Cabinet Member for Adult Social Care
8.	Increase safeguarding training on interagency working around domestic abuse. This will include more	Adults	Cabinet

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	case coordination with the multi-agency risk assessment conference (MARAC).	Safeguarding	Member for Adult Social Care
9.	Use assisted technology to enable people to live at home and use digital services to make services more accessible to young people.	Joint-Commissioning	Cabinet Members for Children & Family Services
Protecting our environment			
10.	Work with Community Action Groups (CAGS) to help them improve services. This approach, of supporting communities to develop effective volunteer networks, has worked to improve recycling rates and may be used in other areas such as community transport and libraries.	Environment & Resource	Cabinet Member for Environment
11.	The 'energy bureau' service will be brought back into the council from another company to help residents, organisations and the council reduce energy consumption as identified in an Annual Energy Action Plan.	Environment & Resource	Cabinet Member for Environment
12.	Ensure our Travel Plan Team become self-financing to monitor developer Travel Plans.	Infrastructure, Innovation & Development	Cabinet Member for Environment
13.	Using a £40k grant from the Department of Business Energy and Industrial Strategy; develop a renewable energy strategy for Oxfordshire.	Environment & Resource	Cabinet Member for Environment
14.	Supporting community energy schemes through Community Action Groups and the Low Carbon Hub (Solar schools programme, addressing energy efficiency and supporting increased use of renewables).	Environment & Resource	Cabinet Member for Environment
15.	Partnership working with our Local Economic Partnership (OxLEP) and partner organisations to set their strategy, the priorities and agree an implementation plan on environmental protection.	Environment & Resource	Cabinet Member for Environment
16.	Introduction of new techniques to ensure wildlife gets more consideration in the planning process	Environment &	Cabinet

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	(TVERC net gain).	Resource	Member for Environment
17.	Additional focus on a wider range of environmental processes and how they provide benefits to Oxfordshire residents (natural capital).	Environment & Resource	Cabinet Member for Environment
18.	Updating of the evidence base on environmental issues that is made available to the public.	Environment & Resource	Cabinet Member for Environment
19.	Integration of environmental quality with other council functions in future strategic plans.	Environment & Resource	Cabinet Member for Environment
20.	Closer links with the councils Public Health activities to delivery wellbeing through the natural environment.	Environment & Resource	Cabinet Member for Environment
21.	Work with partners to finalise the designing of the flood alleviation scheme and subject to approvals, commence construction in winter 2018.	Communities	Cabinet Member for Environment
22.	<p>Work with partners through our Environment Partnership coordinate shared action on Oxfordshire 2030 pledges relating to waste, energy, climate change, biodiversity and flooding. Priorities for 2018 include:</p> <p><i>Energy</i></p> <ul style="list-style-type: none"> • GHG emissions report for 16/17 & monitor local authority measures implemented • Workshop on low carbon homes • Electric vehicles in public sector fleet <p><i>Waste</i></p> <ul style="list-style-type: none"> • Progressing the JMWMS refresh including waste reduction strategy • Developing waste in planning guide • Continue to monitor waste performance, work in partnership and seek new initiatives 	Environment & Resource	Cabinet Member for Environment

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	<p><i>Natural Environment</i></p> <ul style="list-style-type: none"> Engaging on AONB management plan refreshes Monitor uptake of biodiversity net gain approaches Monitor implementation of the natural capital work along the Oxfordshire to Cambridgeshire Growth Corridor <p>Flooding</p> <ul style="list-style-type: none"> Potential refresh of the Local Flood Risk Management Strategy. 		
23.	All new housing/school development is framed around preservation and creation of open space and natural beauty. Through this we will also deliver healthy living initiatives through the right environment and spaces.	Property, Assets & Investments	Cabinet Member for Property & Cultural Services

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

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Getting the right start in life			
1.	Ensure that New mothers have a maternal mood review by the time their baby is 8 weeks old	Public Health	Cabinet Member for Public Health & Education
2.	Ensure that young children have mandated health reviews at their New birth visit, 6-8 weeks old, 12 months and 2-2.5 years	Public Health	Cabinet Member for Public Health & Education
3.	Work with partners from birth to improve the health and educational outcomes of everyone for example through health visitor and school nurses.	Children, Education & Families	Cabinet Member for Children & Family Services
4.	Improving the confidence and capability of the whole children and family workforce	Children, Education & Families	Cabinet Member for Children & Family Services
5.	Ensure the sufficiency and quality of early years and school places meets the growing demand caused by population increases, and the need to increase attainment.	Children, Education & Families	Cabinet Member for Children & Family

No	Activity	Who will lead this?	Member lead/ Portfolio holder
			Services
6.	Improving the quality of childcare settings	Children, Education & Families	Cabinet Member for Children & Family Services
7.	Improving Foundation stage outcomes for children aged 5 to ensure they meet a good level of development in preparation for entering education.	Children, Education & Families	Cabinet Member for Children & Family Services
8.	Continue to embed and develop the new children and family service, in particular encouraging more community open access provision for under 5s through locality and community support team and the use of the Transition fund.	Children, Education & Families	Cabinet Member for Children & Family Services
9.	By working closely with other organisations and departments (One Public Estate and Public Health directorate) we will support any initiatives that look to improve social connectedness.	Property, Assets & Investment	Cabinet Member for Property & Cultural Services
Educating our children & young people			
10.	Focus on increasing school attendance leading to improved attainment levels, and reduce the number of exclusions – with a particular emphasis on improving attendance, aspirations and outcomes for children with special educational needs and disabilities, attending special schools and those eligible	Children, Education & Families	Cabinet Member for Children &

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	for free school meals.		Family Services
11.	Develop a partnership approach with schools and other partners to improving health and educational outcomes for all young people, working through the Strategic Schools Partnership Board and the sector-led approach to school improvement through the Oxfordshire Teaching Schools Alliance	Children, Education & Families	Cabinet Member for Children & Family Services
12.	Support and encourage schools to run 'Healthy Schools' initiative	Children, Education & Families	Cabinet Member for Children & Family Services
13.	Develop a stronger partnership with schools which includes system-led improvement	Children, Education & Families	Cabinet Member for Children & Family Services
14.	Working with the Oxfordshire Skills Board and Oxfordshire Local Enterprise Partnership to support young people through their learning, up-skill and improve the chances of young people marginalised or disadvantaged from work and increase the number of apprenticeship opportunities	Children, Education & Families	Cabinet Member for Children & Family Services
15.	Increase capacity in schools to work with children and teachers on improving resilience, transition and mindfulness.	Education Psychology	Cabinet Member for Public Health & Education
Helping everyone thrive			

No	Activity	Who will lead this?	Member lead/ Portfolio holder
16.	Together with the Oxfordshire Care Leavers Association we will develop our new core offer for Care Leavers that meets the challenges of the Government's 'Keep On Caring' policy'	Children, Education & Families	Cabinet Member for Children & Family Services
17.	Improve the outcomes for children and young people who are looked after.	Children, Education & Families	Cabinet Member for Children & Family Services
18.	We will lead on the Regional Adoption Agency (Adopt Thames Valley), striving to improve permanency for all children.	Children, Education & Families	Cabinet Member for Children & Family Services
19.	Focus on managing the increasing demand in children's social care, working across the whole council and with partners to ; designing services with children's involvement	Children, Education & Families	Cabinet Member for Children & Family Services
20.	Help children as early as possible, whether through services provided the council itself or by partners, with a view to reducing the demand for our most intensive services and enabling children to have better outcomes	Children, Education & Families	Cabinet Member for Children & Family Services
21.	Safely reduce the number of looked after children, including supporting children to stay with their families wherever possible.	Children, Education & Families	Cabinet Member for Children &

No	Activity	Who will lead this?	Member lead/ Portfolio holder
			Family Services
22.	Implement the Placement Strategy to reduce the number of out of county placements, and increasing in-house fostering for harder to place children.	Children, Education & Families	Cabinet Member for Children & Family Services
23.	Be highly aspirational in the ambition for care leavers to be in education, employment or training by co-ordinating and influencing the provision of a range of high quality options.	Children, Education & Families	Cabinet Member for Children & Family Services
24.	Increase the number of young carers identified and worked with; encouraging more schools to be aware of young carers and work towards the Young Carers quality mark; and raising the attainment levels and supporting more young carers to go to higher or further education.	Children, Education & Families	Cabinet Member for Children & Family Services
25.	Work closely with schools to ensure that pupils with special educational needs and disabilities are well planned, supported and engaged in learning.	Vulnerable Learners	Cabinet Member for Public Health & Education
26.	Work closely with schools to ensure they are improving the outcomes for looked after children and those with pupil premium funding. We will ensure that the majority of looked after children attend good or outstanding schools.	Virtual School	Cabinet Member for Public Health & Education
Protecting everyone from abuse and neglect			

No	Activity	Who will lead this?	Member lead/ Portfolio holder
27.	Work with the Safer Oxfordshire Partnership including the police to prevent youth offending, including reducing the number of first time entrants to the Youth Justice Service and the rate of custodial sentencing amongst the 10-17 population.	Children, Education & Families	Cabinet Member for Children & Family Services
28.	Focus on reducing cases of neglect, including ensuring professionals have appropriate toolkits to help them identify whether a child is being neglected and that appropriate action is being taken.	Children, Education & Families	Cabinet Member for Children & Family Services
29.	Reduce the impact of risky behaviours among adolescents, including substance misuse, bullying, domestic violence and abuse within teenage relationships, working with partners across the Children's Trust and Oxfordshire Safeguarding Children's Board.	Children, Education & Families	Cabinet Member for Children & Family Services
30.	The continued joined up safeguarding board development aims to link adult and children's themes together on domestic violence and self-neglect.	Adults Safeguarding	Cabinet Member for Adult Social Care
31.	Legal Services will ensure the welfare of children in Oxfordshire are safeguarded through taking legal action on child protection.	Legal & Governance	Deputy Leader

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

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Supporting independent living			
1.	Adult Social Care is reviewing its 'Responsible Localities' model and team structure. This intention of this project is to identify how we can better meet the needs of those in greatest need.	Adult Social Care	Cabinet Member for Adult Social Care
2.	Review our Telecare service to ensure we are utilising the best technology to help support people to live well at home.	Adult Social Care	Cabinet Member for Adult Social Care
3.	Utilise business intelligence to help map/maximise home support provision	Adult Social Care	Cabinet Member for Adult Social Care
4.	Review the use of trusted assessors and clinic based approaches to reduce demand on waiting lists for residents	Adult Social Care	Cabinet Member for Adult Social Care
5.	As the lead partner in the One Public Estate, we are working with other key public sector delivery organisations (NHS, District Councils, Police and OxLEP) to ensure that public services are delivered efficiently and in a coordinated way that aims to bring all public services together reducing the need for travel for those with mobility issues.	Property, Assets & Investments	Cabinet for Property & Cultural Services
Keeping people safe in their homes			
6.	Keep people living safely at home in our Fire Service's Safe and Well Visits by checking homes for risks surrounding slips, trips and falls. This should reduce the incidence of this risk and in time see less referrals for this injury type.	Fire & rescue Service	Deputy Leader
7.	Working with voluntary sector organisations and utility companies to identify residents for referral to	Fire & rescue	Deputy

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	other services to keep them living safely and independently.	Service	Leader
8.	Tackle scams and door step crime by raising awareness of how to prevent them, providing advice to residents and taking enforcement action against offenders.	Trading Standards	Deputy Leader
9.	Improve links and partnership working with other organisations (especially health and voluntary organisations) to help identify adults at risk and those in rural settings which need our services.	Adult Safeguarding	Cabinet Member for Adult Social Care
Ensuring care quality and sustainability			
10.	Work with our Local Economic Partnership (OxLEP) to improve care provider sustainability. In doing so we seek to add value, innovate in delivery, create partnerships, and focus on quality and market improvement.	Joint-Commissioning	Cabinet Member for Adult Social Care
11.	Expand the offer of Direct Payments to allow more people to choose how their care is provided and by who.	Children, Education & Families	Cabinet Member for Children & Family Services
12.	Provide information systems which help caring professionals keep track of their work, priorities those in greatest need and monitor delivery.	ICT	Cabinet Member for Finance

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

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Housing and infrastructure plans			
1.	Produce an implementation plan for infrastructure and housing growth to secure the £215 million investment announced in the budget.	Communities	Leader
2.	Set up a joint 'Spatial Plan Delivery Team' with our District Council colleagues. This will produce the spatial plan joining up planning for jobs, homes and transport for Oxfordshire as a whole.	Communities Policy	Cabinet Member for Environment
3.	We will revise and update the Growth Board Governance to reflect the need to deliver on the investment secured.	Communities Policy	Leader
4.	Continue to work with local partners, particularly the Local Economic Partnership, local universities and district councils in Oxfordshire to make a strong case to government for funding of key infrastructure and services in Oxfordshire	Communities	Leader
5.	Set up a Cabinet Advisory Group on Transport, with an initial focus on the Oxford to Cambridge Expressway.	Communities Policy	Cabinet Member for Environment
6.	Ensuring that new developments are underpinned by infrastructure that supports future residents health and well- being, including but not limited to green spaces and active travel opportunities (e.g. through the Healthy Towns initiatives).	Communities/ Public Health	Cabinet Member for Environment
7.	Embed team members within EEH Transport and other Work Programmes	Communities Policy	Cabinet Member for Environment
8.	Extend the duration of pro-active management of traffic through our traffic control centre.	Infrastructure Delivery	Cabinet Member for Environment
9.	Work to ensure that new infrastructure identified can be delivered and that a suitable level of funding is secured.	Infrastructure Delivery	Cabinet Member for Environment

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Asset and market management			
10.	As the lead partner in the One Public Estate, we are working with other key public sector delivery organisations (NHS, District Councils, Police and OxLEP) to ensure that public services are delivered efficiently and in a coordinated way that aims to bring all public services together – reducing unnecessary costs that could be utilised more effectively i.e. creating more housing, commercial and employment spaces	Property, Assets & Investments	Cabinet Member for Property & Cultural Services
11.	Conduct Community Asset Reviews to support housing delivery and utilisation of assets within Oxfordshire. This is to help get capital receipts, achieve revenue savings, release land for housing development and employment, provide space for businesses and join up services for residents.	Property, Assets & Investments	Cabinet Member for Property & Cultural Services
12.	Realignment of Joint Commissioning will include the development of a 'commercial procurement hub'. This will continue to develop the Council's capability in procuring third party organisations who will help support a thriving economy.	Joint-Commissioning	Cabinet Member for Adult Social Care
13.	Continue to develop approaches to workplace charging and congestion charging in order to balance the need for private transport with the challenges of congestion, air quality, and the need for high quality public transport and active travel options.	Communities	Cabinet Member for Environment
14.	Planning ahead for the challenge of recruiting to vital roles, in particular in social care jobs, in the context of a fast growing economy, a rise in the number of private sector jobs available locally, and a reduction in the working age population as a proportion of the total population.	Adults and Childrens Social Care	Cabinet Members for Adults Social Care & Children & Family Services
15.	Provide ways of accessing data and information which is needed to support our growing local economy	ICT	Cabinet Member for

No	Activity	Who will lead this?	Member lead/ Portfolio holder
			Finance
Future forecasting			
16.	Understand the challenges and opportunities arising for the Oxfordshire economy and local public services from the Brexit negotiations and final deal	Policy	Leader

ANNEX B– MEASURING OUR PERFORMANCE

To measure the progress we are making towards our vision it is vital that we measure our performance. We are obliged to measure and report certain things, whether as part of a statutory responsibility or to contribute to national or Government datasets. We measure and report on other things which help us to understand how we are progressing towards our priorities and how well our business is working.

The most significant information – that which tells us most clearly how well we are proceeding towards our vision and priorities – will routinely be collated and reported upwards to senior management and elected members, as well as being published for public transparency. In all cases this will be presented in terms of outcomes – what the impact or effect of our action has been, rather than what activity we undertook. In this way we will show a direct link between our day to day work and our top priorities and vision. This Annex sets out our approach to this high-level performance management activity.

The following pages set out the highest levels of indicators which will show how we are performing over the duration of this Corporate Plan. This presents each of the three elements of the vision, the most significant outcomes which will show that the vision is being achieved, and the performance measures which most clearly indicate that these outcomes, and therefore the Corporate Plan vision and priorities, are being achieved. [NB:- this detail will follow in March. The performance dashboards in the current Quarterly Business Management Reports provide an indication of the format and content which will be included in this Annex]

Performance against these priorities, outcomes and measures will be presented to the County Leadership Team and Cabinet to inform decision-making. The same information will also be presented to Performance Scrutiny Committee for their consideration. All these reports will continue to be published for public information.

Throughout the duration of this Corporate Plan our arrangements for performance management will be reviewed and improved as necessary, with a view to ensuring that transparency and understanding of the council's activities are as effective as possible.

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Division(s): All

CABINET– 23 JANUARY 2018

TRANSITION FUND FOR COMMUNITY INITIATIVES FOR OPEN ACCESS CHILDREN'S SERVICES

Report by Assistant Chief Executive

Introduction

1. The 2016/17 budget agreed by Council in February 2016 included the creation of a 'one off' £1m fund to provide pump priming grants to communities to enable them to create sustainable solutions for open access children's services.
2. The approach agreed has been flexible, recognising the different needs across the county. Through the current support provided to community groups, individual solutions were developed in different areas with differing funding requirements.
3. Following four successful grant application rounds, where 29 community groups have been awarded funding totalling £800,417, there is now a remaining balance of £199,583 in the budget.
4. Given that the original council decision provided £1m to try to mitigate any gaps left in open access provision as a result of the move to more targeted provision in the new Children & Family Centres, Cabinet agreed on 18 September 2017 to continue to use the underspend as a grant scheme for open access children's services delivering for the 0-5 age range.
5. It was agreed to broaden the existing criteria to allow for other groups to apply for grants for delivering open access services for the 0-5 age range in locations other than previous children's centres. This would also encourage applications from groups in locations where there was previously a children's centre which has been repurposed i.e. nursery provision.

Transition Fund Approach

6. A gap analysis of the current open access provision against what was previously delivered by the children's centres was undertaken. This has helped to identify shortfall by locality area and would be used as the basis for assessing applications which address this gap.
7. The grant criteria has remained broadly the same, removing the requirement for the provision to be in the same area as a previous children's centre and the addition of not funding previous recipients of the transition fund grant:
 - Sustainable solution for open access children's services in the local community

- Ability to self-fund in the long-term, as outlined in the business case
 - Clearly defined costs and timescales for implementation
 - Evidence of the need for the project
 - Community buy-in
 - Engagement, partnership working and collaboration
 - Projects must benefit Oxfordshire communities, be inclusive and provide good value for money.
 - To what extent we can have confidence that the project will have a lasting impact, beyond the funding period.
8. Applicants must be able to demonstrate an identified need in their area as a result of the changes in early intervention services, and provide a sustainable business plan beyond the funding period.
9. Previous recipients of transition fund grants would not be eligible to apply again.
10. A cross party group of county councillors has been established to consider applications against the criteria. Councillors were nominated for this group by the party leaders. The group consists of Cllrs Gray, Fenton, Matelot, Brighthouse and Webber. The group is chaired by the portfolio holder for Local Communities, Cllr Gray.

Process

11. The fourth round of applications closed on the 7 December 2017. In this round 5 bids were submitted for consideration.
12. The applications were assessed by the cross party working group against each of the criteria outlined in the guidance notes at Annex 1 and listed above.
13. Applicants, along with their local county councillor will be notified by e-mail of the Cabinet decision.
14. Successful applicants will be expected to comply fully with the monitoring requests from the council and signing of the funding agreement will be viewed as acceptance of these requests.
15. Applicants will only have the first year of funding transferred initially with subsequent years funding subject to monitoring compliance.
16. Any unspent grant funding will be recovered by the County Council.

Assessment of Applications

17. Having carefully assessed all the bids received against the established eligibility criteria, the cross party working group are recommending the following three bids for funding:

- Happy Hub, Cholsey
- Sutton Courtney Stay and Play Group
- Thomas Gifford Trust, Charlbury

18. A further bid was considered to require further support to ensure a robust and sustainable model. As such Cabinet is recommended to defer the following bid to the next round of applications:

- Banbury & District Community Bus Project

19. A further bid was considered to be outside the remit of the grant criteria and as such Cabinet is recommended to decline this bid for funding:

- Oxford Baby Cafe

20. A summary of all the bids received under the fifth round of applications for the Transition Fund is included below:

21. **Applicant:** Banbury & District Community Bus Project

Amount: £12,426 over 1 year

Proportion of proposed budget: 13%

Overview: Banbury & District Community Bus Project (BDCBP) is a mobile play, educational and social hub provider working with children (0-11yrs). BDCBP is requesting funding for early years rural provision. The mobile provision supports hard to reach families within rural locations, offering open access group sessions includes messy, free-play and learning activities for the under 5's and well as engagement, support and signposting for parents and carers.

The funding requested would be used to provide 2 stay and play drop-in sessions a week term time only, for children 0-5 years and their families within the North Oxfordshire area. The sessions will be delivered in Arncott and Deddington villages.

Panel feedback:

The panel noted that funding was being requested for two stay and play sessions per week; however, the organisation offers more sessions overall. It was noted that funding had been requested for one year only.

The panel raised concerns about value for money, sustainability and ability to self-fund in the long-term. Councillors noted that the sessions are very expensive compared to fixed location sessions.

The panel raised questions regarding the match funding and if these amounts were secured already as this would impact on the sustainability. The panel did not think that the costs in the application were clear and further work was required.

It was agreed that there is evidence of need in this area.

Recommendation: The panel agreed that there is evidence of need and they were minded to fund open access children's services in this area; however, the costs need to be clearer and the level of expenditure more in line with other projects. The panel recommended to cabinet that the bid is deferred to the next round.

22. **Applicant:** Happy Hub, Cholsey
Amount: £3,381 over 2 years
Proportion of proposed budget: 8%

Overview: The Happy Hub runs play sessions on 6 days each week, Monday to Saturday, including term time and school holidays. Many families struggle to find children's activities during the school holidays and these sessions are always well attended.

The new service will focus on providing more support at the Great Hall, the heart of the Cholsey Meadows community, and a fair distance from the centre of Cholsey village. The service will provide weekly play sessions throughout the year, term time and holidays and will introduce families to other activities planned by the Children's Centre.

Panel feedback:

The panel noted that the bid represented good value for money and the organisation wanted to extend their reach, demonstrating inclusivity.

The panel noted that the funding requested represented 100% of the costs outlined in the organisation's application. Officers confirmed that the costs outlined were only in relation to the new sessions and that other costs were met by the Parish Council and fundraising which were significantly higher.

The panel noted the service will be funded from donations and the parish council in subsequent years.

Recommendation: The panel recommend that Cabinet approves this bid for funding.

23. **Applicant:** Oxford Baby Café Group
Amount: £16,908 over 2 years
Proportion of proposed budget: 74%

Overview: Oxford Baby Cafes Group run four busy weekly drop-in sessions in different locations in Oxford (Jericho Health Centre, East Oxford, Grandpont and Donnington) offering specialist support for breastfeeding. Sessions are free, universal and accessible to all.

For 10 years, OBC were commissioned and fully funded by Children's Centres. Following the County Council budget cuts, OBC have reduced their service from eight to four sessions a week to be able to provide a streamlined service and dedicate additional time to fundraising.

OBC are seeking to fund a part time coordinator role with office space to perform the following roles:

1. Lead the existing fundraising campaigns
2. Support the development of proposed new income streams which will support the self-funding of this post in the future:
 - **Private home visits and outreach work** to families who need extra support, including those with barriers to attending group sessions and those who need.
 - **Paid training in infant feeding for health professionals.** There is a local need for specialist CPD training in infant feeding for local medical, dental and nursing staff.
 - The expansion of our **breast pump hire service.**
3. Perform general administration and day to day running of the service

Panel feedback:

The panel had concerns that this application did not meet the fund's eligibility criteria and was more related to health than to open access children's services.

The panel noted that the organisation had previously been commissioned to provide some services at OCC Children's Centres and there were concerns that this did not provide value for money. It was discussed that there are alternative models for supporting breast feeding in Children's Centres that are more sustainable and offer better value for money.

The panel raised concerns for sustainability and ability to self-fund in the long term.

In terms of community buy-in the panel noted that this is a pre-existing service that has not been developed with parents. This also raises questions about the ability to have a lasting impact and inclusivity.

The panel acknowledged that the application demonstrated partnership working with the Children's Centre, as well as clearly defined costs and timescales.

Recommendation: The panel recommended that Cabinet decline to fund this bid, as it was not assessed to meet the funding criteria for universal open access children's services.

24. **Applicant:** Sutton Courtney Stay and Play Group
Amount: £939 over 2 years
Proportion of proposed budget: 23%

Overview: Sutton Courtenay Stay and Play Group has been established to provide an environment for parents/carers to share in educational play with their babies and toddlers (aged 0-5 years) with other parents/carers and their children.

The group runs one session per week, offering a stay and play service similar to that offered by the previous South Abingdon Children's Centre.

As the financial forecast shows the group is applying for a Transition Fund grant of £939 to enable them to establish a financially stable group for the first two years so that they can then work towards being self-financing at the end of the funding period.

Panel feedback:

The panel noted this application was deferred from the previous round. The panel acknowledged the work that had gone into the resubmitted application.

The panel agreed that the proposed model met all the fund's eligibility criteria, and were supportive of the bid.

Recommendation: The panel recommended that Cabinet approves this bid for funding.

25. **Applicant:** Thomas Gifford Trust
Amount: £12,974.50 over 1 year
Proportion of proposed budget: 100%

Overview: The Thomas Gifford Trust built Charlbury Community Centre, which opened in September 2017 and is planned to be a self-funding resource for the community. The Thomas Gifford Trust would like to use the Thomas Gifford Room in the new community centre to host a number of activities focussed on parents and children under five years and in particular those from disadvantaged, vulnerable and hard to reach families. The types of sessions include:

- Under 5's healthchecks
- Know me Know you, seven-week course
- Bump to One session
- Potential for Ante Natal Yoga
- Weekly Stay & Play session
- Soft Play session

Panel feedback:

The panel noted that an application was submitted in a previous round but the organisation had not been eligible for funding against the criteria.

The panel noted that there was positive evidence of partnership working with the health visiting service.

The panel noted that only one year of funding has been requested and the organisation intends to fund open access sessions by charging for the use of the soft-play provision at the centre. Therefore, meeting the criteria of the ability to self-fund and sustainability in the long term.

The panel discussed that most of the costs were for set-up and equipment, except for contribution to two salaries.

The panel raised concerns over the costs for room hire which were considered high in relation to other bids especially since the building belongs to the organisation bidding for grant.

Overall the panel were supportive of the bid in principle. The panel agreed not to recommend awarding the group the full requested amount as it was considered that costs for the room hire were not justifiable.

Recommendation: The panel recommend that Cabinet approves a reduced budget of £10,769 to account for a reduction in the room hire.

Financial and Staff Implications

26. The financial implications are set out in the main body of the report.
27. Further information in relation to the groups applying for funding is included below:

Organisation	Year 1	Year 2	Year 3	Funding requested	Funding Awarded
Banbury & District Community Bus Project	£12,426	£-	£-	£12,426	£-
Happy Hub, Cholsey	£3,381	£-	£-	£3,381	£3,381
Oxford Baby Café Group	£10,658	£6,250	£-	£16,908	£-
Sutton Courtney Stay & Play	£514	£425	£-	£939	£939
Thomas Gifford Trust	£12,975	£-	£-	£12,975	£10,769
TOTAL				£46,629	£15,089

28. A breakdown of the current expenditure to date along with the recommendations made in this report is provided below:

TOTAL FUNDING AVAILABLE	£1,000,000.00
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FUNDING APPROVED IN 1ST ROUND OF APPLICATIONS	£162,984.52
FUNDING APPROVED IN 2ND ROUND OF APPLICATIONS	£305,883
FUNDING APPROVED IN 3RD ROUND OF APPLICATIONS	£268,458**
FUNDING APPROVED FOR FLORENCE PARK	£30,000
FUNDING APPROVED IN 4TH ROUND OF APPLICATIONS	£33,091
REMAINING FUNDING	£199,583
FUNDING RECOMMENDED UNDER 5TH ROUND OF APPLICATIONS	£15,089.25

** Includes conditional funding allocations

29. The panel when making its recommendations have ensured due diligence in assessing the applications and ensuring value for money is achieved. This has resulted in a proportion of the funds remaining unspent as outlined in the body of the report and further rounds are planned for 2017/18.

Equalities Implications

30. The Public Sector Equality Duty, under section 149 of the Equality Act 2010, places a responsibility on local authorities to exercise 'due regard to the need to eliminate unlawful discrimination advance equality of opportunity and foster good relations.'
31. There are no equality and inclusion implications arising directly from this report, the protected characteristics have been considered when assessing all proposals.

RECOMMENDATIONS

32. **The Cabinet is RECOMMENDED to:**
- (a) **Approve for funding the following bids:**
 - a. Happy Hub Cholsey
 - b. Sutton Courtney Stay and Play Group
 - c. Thomas Gifford Trust
 - (b) **Ask that further work is conducted to develop more robust business plans and reapply for funding under the next round of applications:**
 - d. Banbury & District Community Bus Project
 - (c) **Decline for funding the following bid:**
 - e. Oxford Baby Café Group

Maggie Scott
Assistant Chief Executive

Background papers: Transition Fund Guidance Notes & Transition Fund Application Form.

Contact Officer: Sarah Jelley, sarah.jelley@oxfordshire.gov.uk, 07554 103437

January 2017

ANNEX 1**REVISED GUIDANCE NOTES****TRANSITION FUND
COMMUNITY INITIATIVES FOR OPEN ACCESS CHILDREN'S SERVICES****September 2017****Background**

In February 2016 the council agreed to set aside £1m for creating a transition fund to provide pump-priming grants for establishing universal provision of children's services in communities across Oxfordshire.

Further details about the council's decision are available at:

<https://www.oxfordshire.gov.uk/cms/news/2016/feb/joint-statement-budget-political-leaders-oxfordshire-county-council>

This approach supports the council's commitment to a new way of delivering open access services across communities. Under Oxfordshire Together we have been working with town and parish councils, voluntary sector organisations and local community groups to encourage the continuation of open access sessions such as stay and play and youth group sessions where the council can no longer provide funding for these services. Further information about this work is available at: <https://www.oxfordshire.gov.uk/cms/public-site/childrens-services>.

Having funded majority of the previously owned OCC Children's Centres, Cabinet on the 18th September have agreed that the underspend can now be used to extend the grant scheme to organisations delivering open access services for the 0-5 age range. Read the full details of the decision here:

<http://mycouncil.oxfordshire.gov.uk/ieListDocuments.aspx?CId=115&MId=5023&Ver=4>

Our approach

The purpose of this £1m transition fund is to provide pump priming grants for sustainable community solutions for open access children's services. In awarding the grants, our approach will be flexible, recognising the different needs across the county. We will work with community groups on an individual basis to develop individual solutions, so if you would like to apply for a grant you are advised to contact us at an early stage. To get in touch with us, please email us at: localities@oxfordshire.gov.uk.

Any proposals for funding will need to demonstrate sustainability and the ability to self-fund in the long term. This will be a key criterion for assessing all applications. In addition match funding is strongly encouraged, and we will be asking all applicants to put together a robust business case showing how the project will self-fund in the long-term.

There will be four rounds of applications with deadlines in October 2017, December 2017, February 2018 and March 2018, so if your bid is not successful in the first round, we will be happy to work with you to help develop a strong business case and re-apply for funding. Further rounds of applications will be considered, if there are remaining funds, post-March 2018.

What do we fund? (eligibility criteria)

Funding is available for sustainable community solutions for open access children's services. As the county council is withdrawing funding for some non-statutory children's services, we want to see communities come forward with their proposals for open access services for children and their families, reflecting local need and priorities.

It is entirely up to each community to decide what the new arrangements might look like. In order to be eligible for transition funding, projects must meet a number of key eligibility criteria, and we require all applicants to submit a fully developed business case that demonstrates how the criteria will be met.

If you need help developing the business case, you can contact OCVA, who will be able to offer guidance, or you can consult the government's advice on writing a business plan at: www.gov.uk/write-business-plan.

To make sure you have included all the relevant information in your business case we have put together a suggested checklist:

- Description of the project/ activity
- Needs analysis
- Desired outcomes & beneficiaries
- Costs
- Sources of funding & long-term sustainability
- Performance Measures (how results will be monitored)
- Governance

Grant criteria

- Sustainable solution for open access children's services in the local community
- Ability to self-fund in the long-term, as outlined in the business case
- Clearly defined costs and timescales for implementation
- Evidence of the need for the project
- Community buy-in
- Engagement, partnership working and collaboration
- Projects must benefit Oxfordshire communities, be inclusive and provide good value for money.
- To what extent we can have confidence that the project will have a lasting impact, beyond the funding period.

We want to see projects which are rooted in their communities and which have grown out of a specific local need. All applicants must work closely with their local community to ensure their project is properly connected locally, responds to recognised need and does not duplicate other provision. We would also ask to see evidence of a strong buy-in from the local community, and any successful initiative would need to be accessible, inclusive and open to all.

Funding will only be awarded on a one-off basis and must be spent within a maximum of 2 years or 31 March 2020 whichever is sooner (*depending on your business plan, it could be by end of financial year; set number of years or as per the milestones identified in the business case*).

Funding can be awarded for salaries and overheads if these were part of the sustainable business plan. It is important to emphasise though that the grant will be a one-off payment so organisations need to take this into account when building their business case.

Who can apply:

In order to be deemed eligible for funding, applying organisations must have a committee and/or a constitution or appropriate rules setting out aims and objectives and how the group will operate, and a bank account¹.

- Not-for-profit community groups
- Town and parish councils
- Schools
- Social enterprises
- Charity organisations
- Community associations
- Companies limited by guarantee
- Parent teacher associations
- Cooperatives
- Friendly societies
- Youth Clubs

What don't we fund?

Organisations:

- Previous recipients of transition fund grants would not be eligible to apply again.
- Groups that have previously received Transition Funding
- Individuals or sole traders
- Profit-making organisations
- Organisations not established in the UK
- Organisations that give funds to other charities, individuals or other organisations

Projects:

- Projects that duplicate an already existing service
- Activities which a statutory body is responsible for
- Activities with a religious or political purpose

¹ Please note we will not make any payments into individuals' bank accounts, so it is very important that your group has a bank account.

- Activities that contradict or act against any of the Council's agreed policies such as [Equalities](#) and [Safer Recruitment](#), or fail to comply with all the other relevant statutory requirements, such as health and safety legislation

Please note that this is not an exhaustive list and if you are not sure whether you are eligible for funding you should get in touch with us at: localities@oxfordshire.gov.uk.

How to apply

Application process:

- 1) Application form & business case
- 2) Review of bid by transition fund cross party group with recommendations to Cabinet
- 3) Assessment of bid by Cabinet
- 4) Decision
- 5) Notification to bidders

Deadlines

There are four applications round, with deadline dates of:

- 1) TBC October 2017
- 2) TBC December 2017
- 3) TBC February 2018
- 4) TBC March 2018

We encourage applicants to contact us early with their expressions of interest or any questions they might have, to avoid any delays in the council assessing the bids and making a decision. There is a limited amount left in this budget and early applications are encouraged to avoid disappointment.

How will applications be assessed?

We will assess your application against the key criteria set out above and we may also seek feedback from community stakeholders and the local county councillors.

A cross party panel will review all applications and then make recommendations to Cabinet. The final decisions will be made by Cabinet meeting in public on 28 November 2017 (first round), 23 January 2018 (second round), 20 March 2018 (third round), 17 April 2018 (fourth round). The Cabinet will judge each application on its own merits, giving due regard to local circumstances and need.

Cabinet decisions can be called-in by the Performance Scrutiny Committee, which can decide to approve the decision, ask Cabinet to reconsider, refer it to full council for further debate, or require further information of further work to be done.

Awarding the grant

Applicants, along with their local county councillor, will be notified by email of the Cabinet's decision within a week of the decision being made.

Successful applicants will be asked to sign a legal agreement with the council (for any grants over £5,000). Once the legal agreement is signed, we will then transfer the funding into the organisation's bank account.

For larger grants/ where appropriate, funding might be phased depending on the outcomes achieved following the first stage of delivery.

Unsuccessful applicants will be offered feedback on their proposal and, where possible, we will work with organisations to help them identify alternative funding opportunities.

Monitoring

Successful applicants are expected to comply fully with any monitoring requests from the Council and must agree to this when signing the funding request form.

All successful applicants need to be prepared for a review of their project.

This may include:

- Receipts recording how the money was spent
- Reports on the activity funded
- Feedback from individuals impacted
- Any other record of the activity funded (e.g. promotional flyers and posters)

Successful applicants will be strongly encouraged to keep us informed about the progress of their projects. Any setbacks to the implementation of the projects should be reported to the Transition Fund Team. Delivery of the projects will be monitored as per milestones identified in the business case/ project proposal.

Any unspent grant funding will be recovered by the county council.

Other sources of support and funding available

- Oxfordshire Community and Voluntary Action (OCVA)
- Oxfordshire Community Foundation
- Community First Oxfordshire

Contact us

Sarah Jelley
Policy Team
Oxfordshire County Council
County Hall
New Road,
Oxford OX1 1ND

Email: localities@oxfordshire.gov.uk

Telephone: 07554 103437

GRANT APPLICATION FORM

TRANSITION FUND COMMUNITY INITIATIVES FOR OPEN ACCESS CHILDREN'S SERVICES

The Scheme and Guidance

In February 2016 the council agreed to set aside £1m for creating a transition fund to provide pump-priming grants for establishing universal provision of children's services in communities across Oxfordshire.

In awarding the grants, our approach will be flexible, recognising the different needs across the county. We will work with community groups on an individual basis to develop individual solutions, so if you would like to apply for a grant you are advised to contact us at an early stage. To get in touch with us, please email us at: localities@oxfordshire.gov.uk.

Any proposals for funding will need to demonstrate sustainability and the ability to self-fund in the long term. This will be a key criterion for assessing all applications. In addition match funding is strongly encouraged, and we will be asking all applicants to put together a robust business case showing how the activity will self-fund in the long-term.

Please read carefully the **guidance notes** available on the Council's website to check whether your organisation or the activity you wish to fund is eligible for funding under the scheme's criteria.

The Application Process

- 6) Application form & business case
- 7) Review of bid by transition fund group with recommendations to Cabinet
- 8) Assessment of bid by Cabinet
- 9) Decision
- 10) Notification to bidders

. Deadlines

There are four applications round, with deadline dates of:

- 5) 25 October 2017
- 6) TBC December 2017
- 7) TBC February 2018
- 8) TBC March 2018

Contacting Us

Sarah Jelley, Policy Team
Oxfordshire County Council
County Hall,
New Road,
Oxford OX1 1ND
Email: localities@oxfordshire.gov.uk
Telephone: 07554 103437

TO BE FILLED IN BY APPLICANT**Name of your organisation:**

--

Type of organisation:

--

Organisation Address:

--

If a registered Charity, please specify number

--

Contact Name

--

Telephone

--

Email

--

Payment Details

Please provide your organisation's payment details (note: payments will not be made to an individual's bank account).

Account Name	
Bank or Building Society Name	
Account number	
Sort code	

ACTIVITY OVERVIEW

1. Name

--

2. Summary

Please describe the activity you wish to fund.

--

3. Activity Dates

Please state when you would spend the funding. Please include start and end date for the activity and major milestones, if any.

PLEASE NOTE: ALL FUNDING MUST BE SPENT WITHIN A MAXIMUM OF 2 YEARS *(depending on your business plan, it could be by end of financial year; set number of years or as per the milestones identified in the business case).*

4. Analysis of Needs

Please explain how the activity will address a recognised need in your community.

--

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5. Success Measures

How will you monitor progress towards the achievement of your outcomes?

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6. Sustainability

How will you ensure the sustainability of the activity? How will the activity be funded in the long term?

--

7. Costs

Description	Cost	Grant Request
<i>Please provide us with a breakdown of costs of your proposed activity. E.g. Volunteer Training, Transport, Information & Promotion, Equipment & Materials, Refurbishment etc.</i>		

TOTAL		

8. Other funding received

Please include details of any other grant funding you have received, including any awarded by Oxfordshire County Council or any funding that has been committed to the activity in principle.

Applicant Agreement

The organisation undertakes that:

- The information provided on this form is true and accurate.
- Any funds awarded will be spent in accordance with the details provided above.
- For all bids £5,000 and over, or if requested, it will provide details of how funding has been spent and cooperate fully with any other monitoring process undertaken by the Council to ensure the proper use of funds.
- It will advise the Council of any potential difficulties in complying with this agreement as soon as possible so that mutually acceptable solutions can be found.
- Funding awarded will not be spent on activity that does not comply the abovementioned policies of the Council.
- Details of the activity will be listed on the Council's website and may be communicated to a wider audience (e.g. via the local press).
- The funds awarded will be reimbursed to the Council if the organisation is in breach of these terms.
- The activity will be carried out in compliance with all relevant laws.

We hereby agree to these terms:

Name:

Signed:

Date:

On behalf of (organisation):

Please ensure that you have signed the application form before submission to the Policy Team. Please note that while we can accept scanned signatures, **we cannot accept typed signatures.**

Division(s): N/A

CABINET – TUESDAY 23 JANUARY 2018

DAYTIME SUPPORT SUSTAINABILITY & TRANSITION GRANT AWARDS 2018-19

Report by: Benedict Leigh, Deputy Director, Joint Commissioning

Introduction

1. The Daytime Support Sustainability and Transition Fund 2018-19 was open to applications from all community and voluntary organisations providing daytime support services, to apply on behalf of these services.
2. The aim of the funding is to support the continuation and development of community and voluntary sector daytime support opportunities in Oxfordshire, and to further support these services to increase their self-sustainability. This funding comes from the Adult Social Care precept.
3. As per the agreed cross-party panel decision making process, the cross-party panel reviewed the applications and assessed them against the grant criteria as set out in the guidance. This process was supported by officer recommendations.
4. This paper sets out the final cross-party panel recommendations for allocation of the Sustainability and Transition Fund 2018-19, for decision by Cabinet.

Background

5. Daytime support is an important part of the lives of many people. It provides vital links to the community that help people to live independent and fulfilling lives. As demand for social care grows and government funding reduces, we need to make sure that daytime support is fit for the future and sustainable over the longer term. Following the decisions made at Cabinet in January and full council in February 2017, we have now implemented a new, flexible countywide system of daytime support in Oxfordshire.
6. Oxfordshire's voluntary sector delivers excellent support to many vulnerable people; and the majority do so without funding from Oxfordshire County Council.
7. Some of these daytime support voluntary sector services had contracts with the county council, which ended on 31st August 2017. We want as many of these services to continue as possible, but recognise that this is a decision for individual organisations. These organisations were eligible to apply to the Transition Fund in 2017-18 for transition funding, to enable them to move to more self-sustaining models as their contracts end.

8. Several of the services which previously had contracts with the county council have decided not to apply for this further funding in 2018-19, as they have successfully transitioned to self-sustainability with local support.

Our approach

9. Whilst we want to support as many community and voluntary sector daytime support services as possible to flourish independently, we recognise some services require some additional support. The Sustainability Fund is available to support these services, with £250,000 available each year.
10. We also want to support the development of new, self-sustaining initiatives. The Innovation Fund will be available to support these services, with £100,000 available each year. Applications for 2018-19 will open in early 2018.
11. We recognise the importance of supporting and enabling services which had contracts with the county council, to transition to more self-sustaining models. £550,000 of additional Transition Funding was made available for 2017-18 and 2018-19.
12. £300,000 was available for services whose contracts with the council ended at the end of August 2017, for the period 1st September 2017 to 31st March 2018. Applicants were asked to outline how they would use the funding applied for to work towards becoming self-sustaining.
13. This paper and Cabinet decision is for the allocation of the available Sustainability and Transition funding in 2018-19. This fund is £500,000 in total (£250,000 Sustainability Fund and £250,000 Transition Fund).
14. The cross-party panel have been keen to identify whether the funds are being paid from the Sustainability or Transition element of the fund. This is to ensure services are encouraged to continue with their sustainability planning, in recognition that the transition element will not be available next year.
15. Support has been and continues to be available to voluntary and community organisations, and communities and groups, through Oxfordshire Community and Voluntary Action. They have been supporting services to develop and action their sustainability plans, and to submit applications to the grant fund.

Process

16. The process was set out and agreed by the Cabinet Member for Adult Social Care at the Delegated Decisions Meeting on Tuesday 19th September 2017.
17. Applications to the fund were open from Tuesday 3rd October to Monday 11th December 2017.

18. These applications were assessed by the cross-party panel against the criteria outlined in the guidance notes at Annex 1.
19. Applicants, along with their local county councillor, will be notified by e-mail of the Cabinet decision. Applicants will be notified of the decision by the end of January 2018.
20. Funding arrangements will be made in February, to start on 1st April 2018.

Criteria

21. The fund was open to applications from community and voluntary sector organisations providing, or seeking to provide, daytime support services. We want to support these services to continue to exist, flourish and develop across Oxfordshire. The following criteria were set out alongside the application form (see Annex 1).
22. These **daytime support services** support people to **live well** in their **local communities**. They need to **offer what people have told us they need** from daytime support. In the case of these services, this is mostly: social contact; getting out of the house; maintaining independence; seeing friends; having a meal. Many of these services also provide a much-valued break for carers.
23. They also need to be **rooted in local communities**; this means well-used; connected to and supported by local organisations, people and businesses; linked to other local support and opportunities; and supported by volunteers.
24. We will **prioritise the grant funding** at supporting those services which **require this financial support** to enable them to provide daytime support opportunities locally.
25. We will judge applications according to both:
 1. The **need for the service**, including
 - Increased risk of multiple deprivations, with reduced alternative opportunities for daytime support.
 - Increased risk of loneliness and isolation, with increased need for daytime support.
 2. The **need for our financial support**, including:
 - The service is providing support in an area/to people at risk of multiple deprivations, and is unable to become self-sustaining through combinations such as increasing charges and fundraising.
 - The service is already good value for money, largely volunteer-run and raises significant income through fundraising, but there are critical expenses which it cannot cover without this transition funding as their contracts end.

- The service is provided by a community/voluntary organisation which cannot reasonably rely on its own resources to support its transition to a more self-sustaining model.

Assessment of applications

26. There were 25 applications received, two of which were on behalf of multiple services (Age UK Oxfordshire and Daybreak).
27. Having carefully assessed all the bids received against the established criteria, the cross-party panel are recommending the following. Details of the cross-party panel recommendations are set out in Annex 2.
 - (a) To approve the requested funding for the following bids:
 - (1) Bromsgrove Day Centre
 - (2) Berinsfield Voluntary Day Centre
 - (3) Carterton Day Centre
 - (4) Charlbury Day Centre
 - (5) Cluster Care Group
 - (6) Daybreak services
 - (7) Thame & District Day Centre
 - (8) The Thursday Club (Watlington Age Concern Day Centre)
 - (9) Volunteer Link Up
 - (10) Watlington & District Age Concern Drop In
 - (11) Oasis Group (Witney)
 - (b) To approve the requested funding for the following bids, subject to conditions (these are specified in the cross-party recommendations – annex 2 and mostly relate to a requirement to further develop sustainability plans, and in most cases with a requirement to work with Oxfordshire Community and Voluntary Action).
 - (1) Age UK Oxfordshire services
 - (2) Chalgrove Day Centre
 - (3) Eynsham Day Centre
 - (c) To approve the requested funding for the following bids, recognising the split between the sustainability and transition elements (detailed in 29).
 - (1) October Club
 - (2) Forget Me Not (Bicester)
 - (d) To approve the recommended funding amount for the following bids (the proportion of the requested funding amount recommended to award is specified in the cross-party recommendations – annex 2).
 - (1) Chinese Day Centre
 - (2) Chinnor Day Centre
 - (3) Happy Place
 - (4) Highlands, Age Concern Chipping Norton
 - (5) RVS Cornhill Banbury Day Care

- (6) RVS West Way Day Centre
 - (7) Stonesfield Lunch Club
 - (8) Wychwoods Day Centre
- (e) To approve the recommended funding amount for the following bids, recognising the split between the sustainability and transition elements (detailed in 29).
- (1) RVS Cornhill Banbury Day Care
 - (2) Thursday Club (Deddington)
- (f) To reallocate the remaining amount to the Innovation Fund. Applications to this fund will open in early 2018, for the financial year 2018-19. This will provide one-off funding to support the development of new, self-sustaining daytime support opportunities across the county.

Financial and Staff Implications

28. This table summarises the funding requests and cross-party panel funding recommendations and the total financial impact.

Name of Service	Name of Organisation	Amount Requested	Amount Recommended
Age UK services	Age UK Oxfordshire	£125,000	£125,000
Berinsfield Voluntary Day Centre	Berinsfield Voluntary Day Centre	£15,000	£15,000
Bromsgrove Day Centre	Bromsgrove Day Centre	£9,000	£9,000
Carterton day centre	Carterton Day Centre	£5,000	£5,000
Chalgrove Day Centre	Chalgrove Day Centre	£12,500	£12,500
Charlbury Day Centre	Charlbury Day Centre	£3,600	£3,600
Chinese Community Day Centre	Oxfordshire Chinese Community	£14,535.20	£10,000
Chinnor Day Centre	Chinnor Day Centre	£11,500	£10,000
Cluster Care Group	Cluster Care Group	£5,160	£5,160
Daybreak services	Daybreak Oxford	£100,000	£100,000
Eynsham Day Centre	Eynsham Day Centre	£2,660	£2,660
Forget Me Not	Bicester	£15,000	£15,000 (£5,000 & *£10,000)
Happy Place Day Centre	Oxfordshire Older Chinese Community	£7,000	£5,000
Highlands Day Centre	Highlands Day Centre	£10,000	£7,000
Oasis Group	Witney	£4,495	£4,495
October Club	October Club	£20,000	£20,000 (£15,000 & *£5,000)
Cornhill Banbury Day Care	Royal Voluntary Service	£11,000	£10,000
West Way Day Centre (Field House)	Royal Voluntary Service	£11,259	£5,000
Stonesfield Lunch Club	Stonesfield Lunch Club	£5,940	£5,000
Thame & District Day Centre	Thame & District Day Centre	£12,000	£12,000
The Thursday Club	Watlington & District Day centre	£2,000	£2,000
The Thursday Club (also Deddington Day Centre)	Windmill Thursday Club	£11,000	£6,000 (£5,000 & *£1,000)
Volunteer Transport & Befriending Services	Volunteer link Up	£7,850	£7,850

Watlington & District Age Concern Drop in	Watlington & District Day Centre	£7,000	£7,000
The Wychwoods Day Centre	Wychwoods Day Centre Ltd, The	£6,633	£5,000
Total		£435,132.20	£409,770

29. The *denoted amounts reflect where the cross-party panel recommend recognising the split between the sustainability and transition elements, with the transition element (*) awarded for specified initiatives to increase sustainability and innovation.

Equalities Implications

30. Equality and inclusion implications have been considered. The proposal to offer grants to community and voluntary sector services is only thought to confer a benefit on those with a protected characteristic and there is no adverse impact on those individuals.
31. All criteria for grant funding will require services to demonstrate how they meet the 'need' criteria, which includes consideration of impact. This will also be taken into account in the decision processes.

RECOMMENDATIONS

32. **Cabinet is RECOMMENDED to:**
- (a) **Congratulate the voluntary sector for its dedication and commitment to continuing to provide much valued services, and managing this transition process;**
 - (b) **approve for funding the bids listed under 27 (a) above;**
 - (c) **approve for funding the bids listed under 27 (b) above, subject to conditions as set out in the cross-party panel recommendations (Annex 2);**
 - (d) **approve for funding the bids listed under 27 (c) above, recognising the split between the sustainability and transition elements, with the transition elements awarded for specified to increase sustainability and innovation;**
 - (e) **approve the recommended funding amount for the bids listed under 27 (d) above;**
 - (f) **approve the recommended funding amount for the bids listed under 27 (e) above, recognising the split between the sustainability and transition elements, with the transition elements awarded for specified initiatives to increase sustainability and innovation;**
 - (g) **approve transferring the remaining amount, as set out under 26 (f) above, to the Innovation Fund 2018-19.**

BENEDICT LEIGH

Deputy Director for Joint Commissioning

Contact Officer: Sophie Kendall, Senior Commissioning Officer, 07584 151 145

Background papers: Transition and Sustainability Fund 2018-19 Application Forms

Annex 1: Guidance & Application Form Sustainability and Transition Fund 18-19

Annex 2: Cross-party panel recommendations

December 2018

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Community and voluntary sector daytime support Sustainability/Transition Fund Grants 2018/19 Guidance & Application Form

Introduction

Daytime support is an important part of the lives of many people. It provides vital links to the community that help people to live independent and fulfilling lives.

As demand for social care grows and government funding reduces, we need to make sure that daytime support is fit for the future and sustainable over the longer term.

There are over 200 community and voluntary sector daytime support opportunities across the county providing excellent support to people, and the majority do so without county council funding. We want to support community and voluntary daytime support services to continue and flourish.

Support is available from Oxfordshire Community and Voluntary Action, for example with sustainability planning and fundraising. Grant funding is also available to enable the ongoing delivery of services which need financial support, and to support the development of new opportunities. Daytime support grant funds are open to all voluntary and community groups supporting people in Oxfordshire.

Grant Funds

There are grant funds available to support the continuation and development of community and voluntary sector daytime support opportunities in Oxfordshire.

Further information about these funds is available on the council website: <https://www.oxfordshire.gov.uk/cms/public-site/daytime-support>

This application process is for grant funding in 2018/19, to support community and voluntary sector daytime support services to continue and flourish. There is £500,000 available in this fund.

Support available

As a county council, we fund a voluntary infrastructure service to support voluntary and community organisations, and communities and groups.

The service provides a wide range of support, including promoting and developing volunteering, supporting voluntary and community organisations to increase their effectiveness and build their capacity, and facilitating networking and partnership-working. This is led by **Oxfordshire Community and Voluntary Action**, in partnership with other Oxfordshire organisations.

This service can support services to develop and action **sustainability plans**, for example through providing fundraising advice. It can also support services to identify **transport** options.

For further information on **alternative funding opportunities and support available** from **Oxfordshire Community and Voluntary Action** and partners, please see: www.oxfordshire.gov.uk/cms/content/funding-community-groups

To contact them for support, please see: <https://ocva.org.uk/about/contact/>
Or email at: admin@ocva.org.uk
Or phone on: 01865 251946

What will we fund? (Eligibility criteria)

These funds are open to applications from community and voluntary sector organisations providing, or seeking to provide, daytime support services. We want to support these services to continue to exist, flourish and develop across Oxfordshire.

These **daytime support services** support people to **live well** in their **local communities**. They need to **offer what people have told us they need** from daytime support. In the case of these services, this is mostly: social contact; getting out of the house; maintaining independence; seeing friends; having a meal. Many of these services also provide a much-valued break for carers.

They also need to be **rooted in local communities**; this means well-used; connected to and supported by local organisations, people and businesses; linked to other local support and opportunities; and supported by volunteers.

We will **prioritise** the **grant funding** at supporting those services which **require this financial support** to enable them to provide daytime support opportunities locally.

We will judge applications according to both:

1. The **need for the service**, including
 - Increased risk of multiple deprivation, with reduced alternative opportunities for daytime support.
 - Increased risk of loneliness and isolation, with increased need for daytime support.
2. The **need for our financial support**, including:
 - The service is providing support in an area/to people at risk of multiple deprivation, and is unable to become self-sustaining through combinations such as increasing charges and fundraising.

- The service is already good value for money, largely volunteer-run and raises significant income through fundraising, but there are critical expenses which it cannot cover without this funding.
- The service is provided by a community/voluntary organisation which cannot reasonably rely on its own resources to support its transition to a more self-sustaining model.

The Application Process

- 1) Submit this application form, along with your most recent year end accounts.
Please submit your application by 5pm on Monday 11th December 2017
- 2) Review and assessment of applications by Transition Fund cross party panel
December 2017
- 3) Decision by Cabinet
January 2018
- 4) Notification to applicants
February 2018

We encourage applicants to contact us early with their expressions of interest or any questions they might have.

How will applications be assessed?

The cross-party panel will assess all applications against the key criteria set out above and make recommendations to Cabinet. The Cabinet decision is scheduled for 23rd January 2018.

Awarding the grant

Applicants will be notified by email of the panel's decision within a week of the decision being made.

Successful applicants will be asked to sign a legal agreement with the council. Once the legal agreement is signed, we will then transfer the funding into the organisation's bank account. Where appropriate, funding might be phased.

Unsuccessful applicants will be offered feedback on their proposal and, where possible, we will work with organisations to help them identify alternative funding opportunities.

Monitoring

Oxfordshire County Council
Daytime Support 2017

October 2017

Successful applicants are expected to comply fully with any monitoring requests from the Council and must agree to this when signing the funding request form.

All successful applicants need to be prepared for a review of their project.

This may include:

- Receipts recording how the money was spent
- Reports on the activity funded
- Feedback from individuals impacted
- Any other record of the activity funded (e.g. promotional flyers and posters)

Successful applicants will be strongly encouraged to keep us informed about the progress of their sustainability planning and implementation.

Any unspent grant funding will be recovered by the county council.

Contacting Us

If you have any queries about the **Daytime Support Grant Funds** or the application process, please contact us:

Email: contracts.admin@oxfordshire.gov.uk

Post:

Rebecca Lanchbury
Daytime Support Grant Funds
Contracts Team, Joint Commissioning (3rd Floor), Oxfordshire County Council
County Hall, New Road, Oxford OX1 1ND

TO BE FILLED IN BY APPLICANT**Name of your organisation:****Type of organisation:****Organisation Address:****If a registered Charity, please specify number****Contact Name and Position for application (e.g. Trustee, Centre Manager)****Telephone****Email****Address (if different to above, for application correspondence)****Contact Name and Position for regular communication (if different)****Telephone****Email**

Payment Details

Please provide your organisation's payment details (note: payments will not be made to an individual's bank account).

Account Name	
Bank or Building Society Name	
Account number	
Sort code	

ACTIVITY OVERVIEW**1. Name of service**

--

2. Other Applications to this fund (if applicable)

If you are making applications for multiple services, please list all other applications by service name

--

3. Activity & outcomes**How your service will support people to live well in their communities:**

Please provide a brief description of how the service meets what people have told us they need (e.g. social contact; getting out of the house; maintaining independence; seeing friends; having a meal.)

--

How your service is rooted in the local community:*Please provide a brief description of how your service is:*

<i>Well-used</i>	
<i>Connected to and supported by local organisations, people and businesses</i>	
<i>Linked to other local support and opportunities</i>	
<i>Supported by volunteers</i>	

Nature of the service and anticipated grant awards

There are a wide range of community and voluntary sector daytime support services available across the county, all of which provide much valued opportunities and support to people in their local communities. We want to encourage all of these services to continue and flourish.

With daytime support changing, we recognise there is a **particular need** to support community-based daytime support services which: meet **moderate needs** within local communities, for example supporting people with **dementia**; offer **increased and maximised capacity**, including offering services to people from **other areas**; and ensure **comprehensive transport arrangements** for everyone who wishes to attend, including people who use wheelchairs.

The awarding of funding will reflect this. Small grants of in most cases between £1,000 to £5,000 will be awarded to support local, community-based provision. Medium grants, of in most cases between £5,000 to £15,000, will be awarded to support services which provide higher levels and amounts of support.

Funding will also be awarded to support one-off measures which will enable applicants to increase the self-sustainability of services so they are able to become fully independent or continue with reduced levels of grant funding.

Please take this into account in your application, and demonstrate the nature of the service in your responses to the questions below.

What is the capacity/amount of support the service provides?

Please describe the activity your service will provide over this period (1st April 2018 to 31st March 2019).

Sessions: Where applicable, please complete the below table for the relevant days:

	<i>Mon</i>	<i>Tues</i>	<i>Wed</i>	<i>Thurs</i>	<i>Fri</i>	<i>Sat</i>	<i>Sun</i>
<i>Length of Session</i>							
<i>Total number of available places</i>							
<i>Number of places currently taken up</i>							
<i>Number of places currently available</i>							
<i>If you are operating a waiting list, how many people are currently awaiting a place?</i>							

If the above does not reflect the nature of the service (e.g. it is a drop-in), please provide further explanation of available capacity below:

What is the reach/geographical areas covered by the service?

We want to enable as many people as possible to benefit from locally available community and voluntary sector daytime support opportunities. There are a wide range of services available across the county, nonetheless this varies across areas.

We want to encourage the sustainability and development of as many locally available opportunities as possible, whilst also supporting services which are able to welcome members from nearby areas which do not currently have similar provision.

Which areas does the service cover/invite members/attendees from?

Please also include any variation, for example if there is a priority order or transport arrangements only apply to people in the immediate area.

How is the service accessible to people with a wide range of needs?

We want to enable as many people as possible to benefit from locally available community and voluntary sector daytime support opportunities. We recognise that these services are key to preventing loneliness and isolation and supporting carers to have a break, and provide much valued opportunities for people to live active and fulfilling lives.

How is the service accessible to people with a wide range of needs? Please demonstrate the support in place or planned to enable people to attend, for example people with reduced mobility, sight impairment etc.

Where applicable, how does the service support people living with dementia?

We want to support people living with dementia to lead active and fulfilling lives in their local communities. Local, community and voluntary sector daytime support services play a key role in enabling this.

We recognise the ability of services to support people with dementia will vary. For example, you may be equipped to provide specialist support in a safe setting, or you may be able to support people with higher functioning dementia to take part in meaningful activity but not have the facilities required to support people with lower functioning dementia.

Training and support is available from Dementia Oxfordshire. For further information, please see www.dementiaoxfordshire.org.uk or contact them on: info@dementiaoxfordshire.org.uk or 01865 410 210.

*Does the service support people living with dementia?
Please demonstrate the support the service provides, or plans to provide:*

How do people get to the service, and what transport support is provided?

We want to enable as many people as possible to benefit from locally available community and voluntary sector daytime support opportunities.

We recognise that transport arrangements are a significant challenge for many services, and there are various ways in which services provide, arrange or facilitate transport.

Support is available from Oxfordshire Community and Voluntary Action in developing transport arrangements. For contact information, please see the guidance above.

Please explain how people get to the service, and the arrangements which are in place to support people to attend. Please explain in particular the arrangements for people who use wheelchairs, and for people who live outside the immediate area:

General

For people who use wheelchairs

For people outside the immediate area

4. Need for funding

Please explain why you need this funding, according to both sets of criteria we will judge applications on:

*The **need for the service**, including:*

Oxfordshire County Council
Daytime Support 2017

October 2017

- *Increased risk of multiple deprivation, with reduced alternative opportunities for daytime support.*
- *Increased risk of loneliness and isolation, with increased need for daytime support.*

Please provide an explanation of why your service meets this criteria:

The **need for our financial support**, including:

- *The service is providing support in an area/to people at risk of multiple deprivation, and is unable to become self-sustaining through combinations such as increasing charges and fundraising.*
- *The service is already good value for money, largely volunteer-run and raises significant income through fundraising, but there are critical expenses which it cannot cover without this transition funding as their contracts end.*
- *The service is provided by a community/voluntary organisation which cannot reasonably rely on its own resources to support its transition to a more self-sustaining model.*

Please provide an explanation of why your service meets this criteria:

5. Sustainability

How will you progress towards increased self-sustainability and reduced need for financial support from the county council, over this period (April 18 – March 19)?

For services with transition funding from the county council required to provide a sustainability plan, please attach this to your application.



6. Costs (over the funding period 1st April 2018 to 31st March 2019)

Description	Cost
<i>Please provide us with a breakdown of your projected costs. E.g. Premises costs, Transport, Volunteer Training, Information & Promotion, Equipment & Materials, etc.</i>	
TOTAL	

7. Fees

Please provide the breakdown of your fee charges:

<i>Attendance</i>	
<i>Lunch/refreshments</i>	
<i>Transport</i>	

8. Other funding received

Please include details of other funding sources agreed or anticipated for this period (1 April 2018 to 31 March 2019)

<i>Other grant funding</i>	
<i>Income from fees</i>	
<i>Fundraising</i>	

9. Reserves

Please include details of your reserves and attach your year-end accounts for most recent year available.

Reserves amount:

Confirmation of attachment of year-end accounts:

10. Requested amount of grant funding –

What total amount are you requesting, to support the provision of the service and enable the service to work towards increased self-sustainability over this period?

Please note this is for the period 1st April 2018 to 31st March 2019.

--

Applicant Agreement

The organisation undertakes that the information provided on this form is true and accurate.

Name:

Signed:

Date:

On behalf of (organisation):

Please ensure that:

- **You have signed the application form** before submission. Please note that while we can accept scanned signatures, **we cannot accept typed signatures.**
- **You have attached your most recent year-end accounts.** This is essential for your application to be considered.
- You have provided the **correct contact details** for the application process, and for regular communication.

Please submit your applications to: contracts.admin@oxfordshire.gov.uk. Please ensure your application reaches us by **5pm on Monday 11th December 2017**.

If you need to submit your application by post, please use the address provided in the guidance above.

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Annex 2 – Cross-party panel recommendations

This paper is an annex to Daytime Support Sustainability and Transition Grant Awards report, to the Cabinet meeting on Tuesday 23rd January 2018.

Age UK Services

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
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Amount: £125,000

We recommend awarding Age UK Oxfordshire the £125,000 requested to action its comprehensive sustainability plan for its day services. This represents 74% of the current funding to these services.

We recommended that a **condition** of the funding is for Age UK Oxfordshire to demonstrate that the changes outlined in their sustainability plan reflect the views of people who need and will use their services.

Berinsfield Day Centre

<u>Award as requested</u>	<u>Award elements</u>	Reject as does not meet criteria
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Amount: £15,000

We recommend awarding Berinsfield Day Centre the £15,000 requested, to continue and develop its sustainability. This represents 86% of the service's current funding.

We recommend the service continues to work with Oxfordshire Community and Voluntary Action to build on and develop a comprehensive and financially sustainable transport plan and sustainability plan, that can be implemented throughout the next financial year.

Bromsgrove Day Centre

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
----------------------------------	----------------	----------------------------------

Amount: £9,000

We recommend funding the service the requested amount of £9,000, which represents 77% of the service's current funding. This will enable this service to further action its sustainability plans.

Carterton Day Centre

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
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Amount: £5,000

We recommend funding the service the requested amount of £5,000, which represents 30% of the service's current funding. The service has started to implement actions from its sustainability plan and this will enable them to continue with this work during 2018-19.

Chalgrove Day Centre

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
----------------------------------	----------------	----------------------------------

Amount: £12,500

We recommend funding the service the requested amount of £12,500 which represents 91% of the service's current funding. This will enable the service to action its sustainability plan over this period.

However, we recommend that a **condition** of funding is working with Oxfordshire Community and Voluntary Action to further develop and action its sustainability plan over the next 12 months.

Charlbury Day Centre

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
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Amount: £3,600

We recommend funding the service the requested amount of £3,600 which represents 56% of the service's current funding and will support the service to further develop and action its sustainability plan.

We recommend the service continues to work alongside Oxfordshire Community and Voluntary Action to develop and action its sustainability plan to ensure its future sustainability, and to seek their advice on submitting successful funding applications.

Chinese Day Centre

Award as requested	<u>Award elements</u>	Reject as does not meet criteria
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Amount: £10,000

We recommend funding the core costs and training for the additional volunteers the service intends to recruit as part of its sustainability plan. This equates to £10,000 which represents 73% of the service's current funding.

We recommend that a County Council officer arranges to meet with the service to discuss their plans for sustainability and to offer support and guidance on how to action these steps.

Chinnor Day Centre

Award as requested	<u>Award elements</u>	Reject as does not meet criteria
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Amount: £10,000

We recommend contributing £10,000 towards the service. This equates to 73% of the service's current funding. This will support the service to develop and implement sustainability plans, to ensure its future sustainability.

Cluster Care Group

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
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Amount: £5,160

We recommend funding the service the requested amount of £5,160, which represents 67% of the service's current funding. The service has started actioning its sustainability plan and awarding the requested funding would enable this service to continue and work towards increased self-sustainability.

The service may also wish to seek guidance and advice from Oxfordshire Community and Voluntary Action.

Daybreak services

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
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Amount: £100,000

We recommend providing the requested amount of £100,000 to support the organisation to further develop and implement its sustainability plan. This amount equates to 116% of its current funding.

We would encourage the service to work with Oxfordshire Community and Voluntary Action for additional support in continuing their positive steps to becoming self-sustaining.

Eynsham Day Centre

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
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Amount: £2,660

We recommend funding the service the requested amount of £2,660 which represents 59% of the service's current funding.

We recommend the service works with Oxfordshire Community and Voluntary Action to further develop and implement its sustainability plan.

Forget Me Not (Bicester)

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
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Amount: £15,000 (£5,000 and £10,000)

This new service is being provided in an area identified as a priority area, and offers support to people with dementia.

We recommend funding the service the requested amount of £15,000, on the basis that the split is recognised between the sustainability and transition elements. £5,000 is awarded from the sustainability element, with a further £10,000 awarded from the transition element to support the establishment and development of this new service.

The service is new and is establishing itself to run sustainably, and this outset funding will provide support to secure permanent accommodation.

Happy Place

Award as requested	<u>Award elements</u>	Reject as does not meet criteria
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Amount: £5,000

We recommend contributing funding to cover the core costs, which equates to £5,000. This funding would enable the service to action its sustainability plan over this period. This represents 88% of the service's current funding.

We recommend that a County Council officer arranges to meet with the service to discuss their plans for sustainability and to offer support and guidance on how to action these steps.

Highlands, Age Concern Chipping Norton

Award as requested	<u>Award elements</u>	Reject as does not meet criteria
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Amount: £7,000

We recommend contributing £7,000 towards the running costs. This represents 41% of the service's current funding.

The service is recommended to work with Oxfordshire Community and Voluntary Action to develop and action its sustainability plan and put this in place in 2018-19.

Oasis Group Witney

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
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Amount: £4,495

We recommend awarding the requested amount of £5,000, to help with the start-up costs for this service.

We recommend that the service works with Oxfordshire Community and Voluntary Action, to develop a sustainable plan for operating now and in the future.

October Club

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
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Amount: £20,000 (£15,000 and £5,000)

We recommend funding the service the requested amount of £20,000, on the basis that the split is recognised between the sustainability and transition elements. £15,000 is awarded from the sustainability element, with a further £5,000 awarded from the transition element for the specified initiative to increase sustainability of providing an additional day. This equates to 83% of the service's current grant funding.

We recommend the service continues to work with Oxfordshire Community and Voluntary Action to develop and action its sustainability plan, incorporating the extra demand for the service and transport requirements. This includes ways to achieve the service's aim of increased fundraising and to maximise future self-sustainability.

RVS Cornhill Banbury Day Care

Award as requested	<u>Award elements</u>	Reject as does not meet criteria
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Amount: £10,000 (£4,000 and £6,000)

We recommend contributing £10,000 towards the service, on the basis that the split is recognised between the sustainability and transition elements. £4,000 is awarded from the sustainability element, with a further £6,000 awarded from the transition element to support the establishment and development of the additional day. The £4,000 sustainability element represents 88% of the current funding.

We would like to see the additional day being sustainably developed and provided from an alternative base in Banbury, to reach out to more people across the town and its surrounding areas.

Whilst this service is provided by a large national organisation, it does not contribute to the running costs of the local service. This funding will enable the local service to action its sustainability plan, to transition to a self-sustaining model.

RVS West Way

Award as requested	<u>Award elements</u>	Reject as does not meet criteria
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Amount: £5,000

We recommended contributing £5,000 towards the costs of the service. This equates to 53% of current funding.

We recommend the service works with Oxfordshire Community and Voluntary Action to develop a more comprehensive sustainability plan to achieve increased self-sustainability, which includes ways to increase attendance and other fundraising options. We would welcome a future application to the Innovation Fund to support the establishment of innovative self-sustaining initiatives, following further development of these proposals.

Stonesfield Lunch Club

Award as requested	<u>Award elements</u>	Reject as does not meet criteria
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Amount: £5,000

We recommend contributing the amount of £5,000 towards increased rent and insurances. This amount represents 100% of the service's current funding.

We recommend that the service works with Oxfordshire Community and Voluntary Action to develop and action a sustainability plan, to increase its self-sustainability.

Thame & District Day Centre

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
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Amount: £12,500

We recommend awarding the requested amount of £12,500, which equates to 35% of current funding.

We recommend the service works with Oxfordshire Community and Voluntary Action to look at alternative fundraising methods and to maximise self-sustainability of the service.

Thursday Club Deddington

Award as requested	<u>Award elements</u>	Reject as does not meet criteria
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Amount: £6,000 (£5,000 and £1,000)

We recommend contributing £6,000 towards the service, on the basis that the split is recognised between the sustainability and the transition elements. £5,000 is awarded from the sustainability element, with a further £1,000 awarded from the transition element to support the particular need identified to support future self-sustainability. This will enable the service to action its sustainability plan over the next 12 months, to maximise self-sustainability. This represents 70% of the service's current funding.

Volunteer Link Up

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
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Amount: £7,850

We recommend funding the service the requested amount of £7,850 to support the organisation to further develop its sustainability plan and to action it, to increase its self-sustainability. This amount equates to 31% of its current funding.

Watlington Age Concern Drop In

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
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Amount: £7,000

We recommend funding the service the requested amount of £7,000 which represents 81% of the service's current funding. This will enable the service to further develop and action its sustainability plans.

Watlington Age Concern Day Centre / The Thursday Club

<u>Award as requested</u>	Award elements	Reject as does not meet criteria
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Amount: £2,000

We recommend funding the requested amount of £2,000 which represents 78% of the service's current funding. This will enable the service to further develop and action its sustainability plans.

Wychwoods Day Centre

Award as requested	<u>Award elements</u>	Reject as does not meet criteria
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Amount: £5,000

We recommend funding the service the amount of £5,000 which equates to 86% of the service's current funding.

The service is recommended to work with Oxfordshire Community and Voluntary Action to develop and action a comprehensive sustainability plan to ensure future sustainability. This includes fundraising advice.

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Division(s): N/A

CABINET - 23 JANUARY 2018

BUSINESS MANAGEMENT AND MONITORING REPORT QUARTER 2 2017-18

Introduction

1. This paper provides details of Oxfordshire County Council's performance for quarter 2 (1 July – 30 September 2017).
2. The report shows that at the end of the second quarter we were on course to meet the three strategic priorities set out in the current Corporate Plan. A report on key achievements and issues is attached at Annex 1. Performance dashboards are included at Annex 2.
3. Of the 23 outcomes being reported on this year, 22 were rated Green or Amber at the end of Quarter 2. This is an improvement from Quarter 1. Both of the outcomes rated as Red in the Quarter 1 report (around effective adult care services and Safe and Well visits) have now been improved to Amber as anticipated. While indicator 7 (on reablement) remains red this quarter, the level of performance, and outlook, are sufficiently positive that the relevant strategic outcome has moved from Red to Amber.
4. For the outcome newly rated as Red in Quarter 2 (around looked-after children) the Director's recommendation is that actions already in hand are expected to lead to improvement, and that no additional actions are recommended at this time.
5. Of the 50 success indicators being reported on, 4 were rated as Red for Quarter 2. This is two more than in Quarter 1. Indicator 46 (Safe and Well visits) has moved from Red to Green since Quarter 1. Indicators 11 and 12 (looked-after children) are newly Red and are discussed in paragraph 4 above and Section C.
6. A number of other indicators in the dashboards have deteriorated since Quarter 1.
 - i. Indicator 4 (on adult social care monitoring checks) has moved from Green to Amber owing to a drop in the numbers of checks being carried out. All contracts are risk-assessed to ensure that the most critical checks are carried out.
 - ii. Indicator 27 (smoking cessation) has moved from Green to Amber owing to a slower rate of cessation than that targeted; however, this is in line with typical fluctuations for this indicator.
 - iii. As noted in recent quarterly reports, a 70% increase in district council planning applications since Quarter 1 last year has placed additional pressures on staff, which has meant performance levels for indicator 36

- have dipped slightly below target this quarter. We forecast that we will hit the target by year end.
- iv. Household waste recycling rates are below target during Quarter 2 (indicators 41 and 42): we are working with Oxfordshire Environment Partnership to better understand the fall in performance and how to address it.
 - v. Indicator 40 (condition of A and B roads) is newly Red as the 28% target has been exceeded and will be challenging to recover by year end. The level of performance is in line with highway deterioration trends both nationally and in neighbouring authorities. Our activities to identify and prioritise road defects, including the use of fixmystreet.com for public reporting, and our deployment of innovative methods such as the 'dragon patcher' to repair defects, ensure that the rate of deterioration is constrained and overall highway condition is as good as possible.
7. Looking into quarter 3, the 'outlook' column in the dashboards showed that the outlook for 47 of the 50 success indicators was "positive/improving".

Business management in 2017-18

8. Progress continues to be made in our activities to improve business management in the council. The outcomes and measures set out in the performance dashboards have now been finalised and will be reported on for the remainder of 2017-18. New outcomes and measures will be considered for 2018-19 onwards as part of the Corporate Plan development process. Management of risk across the council is being strengthened to ensure greater visibility, understanding and mitigation of risks at operational and strategic levels. Closer alignment of routine reporting for finance, performance, risk and HR remains a priority for quarter 3.

RECOMMENDATIONS

9. **The Cabinet is RECOMMENDED to:**
- (a) **note the performance set out in this report;**
 - (b) **note the ongoing work to improve business management and performance reporting.**

IAN DYSON

Assistant Chief Finance Officer (Assurance)

Contact Officer: Steven Jones, Corporate Performance and Risk Manager
steven.fairhurstjones@oxfordshire.gov.uk 07932 318 890

5 January 2018

ANNEX 1 – PERFORMANCE REPORT – QUARTER 2 2017-18**Section A: Key achievements against Corporate Plan priorities in this quarter****A thriving economy**

- Educational attainment in Oxfordshire has increased at all key stages in 2017 to be in line with or above the national average. At key stage 4 our attainment level is amongst the top 25% local authorities. Appendix 1 provides more details.
- The infrastructure strategy has been produced
- 19 new investor bids have chosen Oxfordshire, supporting in excess of 250 jobs
- 11 innovation funding bids have been submitted this year to support the Smart Oxford programme
- We have increased our number of Trading Standards interventions by 20% this quarter. This has been achieved through proactively establishing working relationships with suppliers/importers to verify accuracy of their measuring equipment.

Protecting vulnerable people

- Community Safety Services has exceeded two of its strategic targets by a significant percentage:
 - 14,168 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives
 - To deliver 266,664 specific safety messages to contribute towards promoting a safer community,

This is mainly due to the use of social media as method of engaging with our communities. As a result, we are seeking to amend the targets based on the baseline of the first two quarters' results, and at the same time are reviewing our performance measures to ensure they identify measurable improvement in community outcomes.

- The timeliness of progressing child protection cases remains quicker than elsewhere, meaning Oxfordshire's most vulnerable children are protected in a timely manner.
- 89% of social care providers in Oxfordshire are rated as good or outstanding by the Care Quality Commission compared to 80% nationally. This puts Oxfordshire in the top 20% nationally. 90% of people supported by the council are at good and outstanding providers.
- User satisfaction with adult social care services in Oxfordshire remains higher than the national average.
- We have reviewed the recording of our Safe and Well visits (as indicated in Section C of the Quarter 1 report) and as a result we are now collecting the data more accurately and the outcome is rated Green in the performance dashboards. We are continuing to work with the fit for the future programme to ensure that we

are effectively using the digital platform for the assessment and recording of Fire Prevention and Protection activities.

- As at Q2 over 88% of the eligible population have been invited for an NHS Health Check and over 44% have taken up the offer since the County Council took on responsibility for this. We are on track to ensure that over 95% of the population have been invited over a 5 year period by the end of the year.

Efficient public services

- In Children's services our focus on promoting early help is beginning to bear fruits. The number of early help assessments has doubled since last year, leading to a reduction in MASH enquiries and a drop in the number of families subject of a social care assessment. These changes are bucking the trend nationally where social care assessments are increasing. Focusing on early help means that children and families experience the most effective, least intrusive, solutions to the issues they face, and it also reduces the pressure on social care staff and allows them to work more intensely with the families they are supporting.
- For many years the council and its partners have faced a challenge in ensuring patients are discharged from hospital in a timely manner. Across the health and social care system we set a target to reduce the bed days lost to delays from an average of 181 in March 2017 to an average of 99 in November and 87 by March 2018 and within this to reduce social care delays from 28 in March 2017 to 14 at the end of March 2018. At the end of September both these measures are at the planned level with 117 overall delays and 18 social care delays at the end of the month
- We continue to recruit adult social care service users, their families and friends to work with us on a programme of co-produced service changes
- 93% of Mineral and Waste applications are determined within 13 weeks
- All highway defects posing an immediate risk of injury were repaired within 24 hours
- We continue to reduce our carbon footprint. Investments in lighting and our streetlighting estate delivered in late 16/17 and 17/18, together with asset disposals and a reduction in emissions from our electricity use (due to the changing fuel mix used to generate electricity nationally) are expected to reduce 2017/18 emissions in line with our annual target.
- Oxfordshire Fire & Rescue Service continued to meet our emergency response standards this quarter
- There have been no fatalities from fires in the first two quarters of this reporting year.
- We are currently trialling advanced water rescue techniques to enhance our ability to rescue casualties.
- The number of reported fatalities on the road (for which data are currently only available for first five months) is significantly lower than last year (4 compared to 18), and lower than the 5-year trend.
-

Section B: key issues currently affecting our ability to deliver our priorities**A thriving economy**

- The continued high level of reactive demand on our Fire Protection Team (e.g. unwanted fire signals, post fire audits and complaints etc.) has meant that we remain unable to fully commit resources to our programme of proactive inspection of high-risk premises.

Protecting vulnerable people

- The transformation programme in Children's Services is beginning to show some signs of reducing demand. However, it will take some time to come to full fruition and is dependent on close co-ordinated work from partner agencies. This work is being co-ordinated through the Children's Trust. The most intensive and expensive interventions (e.g. safely reducing the number of looked after children) will take the longest time to show results.

Efficient public services

- The social care workforce, both internal and external, and both paid and voluntary, remains our key asset in delivering our objectives. The high cost of Oxfordshire housing, attraction of alternative job opportunities and the pressure of the job itself present challenges in delivering a sustainable paid and volunteer workforce. The lack of availability of care, particularly home care can lead to people waiting for services or receiving less than optimal services e.g. being cared for in a care home rather than at home.
- The introduction of charges for green waste in West Oxfordshire has led to a 20% reduction in composting. There has also been a reduction in dry recycling. Whilst this maybe a reasonable outcome from an environmental and cost perspective it has impacted on our performance figures. The situation will be closely monitored and action taken as appropriate.
- Challenges at the Household Waste Recycling Centre have seen a reduction in performance over the first 6 months of the year. A new contract started on 1 October and should drive up performance. We are also working with Oxfordshire Environment Partnership to understand the situation and identify actions for improvement.
- The introduction of the Ambulance Response Programme will have a significant impact on the number of Emergency Medical Response calls that Oxfordshire Fire & Rescue Service (OFRS) attend on behalf of South Central Ambulance Service. This will have a considerable effect on the number of lives saved by OFRS. This will be monitored and reported in the next quarter.
- Post Grenfell Tower: During Q2 OFRS have continued to work alongside the Oxford University Hospitals, NHS Trust and PFI companies responsible for buildings on both the John Radcliffe and Churchill Hospital sites. OFRS are awaiting final reports from Fire Engineering companies commissioned by the PFI companies to undertake invasive surveys of buildings on these two sites. Once the outcomes of these surveys are released, OFRS will work alongside the 'responsible

persons' to ensure that any ongoing remedial works are appropriate and maintain the safety of the patients undergoing medical care within those structures.

- OFRS also remain in close partnership with Oxford City Council and are in regular dialogue over the required remedial works: the removal of the ACM cladding from Evenlode and Windrush towers

Section C: key performance issues requiring intervention / decision.

In this section narratives explain any outcomes which Directors have rated “Red”. A Red rating indicates that the outcome in question might not be achieved by year end as things stand. Directors’ ratings may be based on a number of factors including levels of performance and degree of risk.

1.	Corporate Plan priority	Protecting Vulnerable People
	Outcome affected	Safely reducing the number of looked after children
	Dashboard details	Success indicators 11 and 12
<p>The number of looked after children rose in 2016/17 by 12%, compared with a national rise of 3%. In quarter 1 the numbers stabilised, but in quarter 2 rose by a further 4%. So far this year 174 new children have become looked after compared to 350 children for the whole of last year. Over half of the 174 this year are unaccompanied asylum seekers (UASCs), children with a disability, or placed under a care order.</p> <p>There are 3 key issues around managing the number of looked after children</p> <ol style="list-style-type: none"> 1. The numbers are quite small and so in a month figures can be knocked off course by a large family coming into the care system 2. There are a number of circumstances where we do not have control over the journey into care (care orders, remands, UASCs etc). 3. Although there are clear and growing signs that we are delivering more early help and less people are entering the social care system, it will take some time before this filters through to the looked after system. <p>To manage the process we have</p> <ol style="list-style-type: none"> 1. set up entry to care panels so that all applications for children entering the looked after system are checked by a senior management group to ensure that all appropriate alternative arrangements have been considered. 2. We have developed a framework based on work by the NSPCC to inform decision making when reunification is being considered and to develop our practice across the county. This is being led by our clinical team. 3. From November we will run area panels to specifically look at the plan for looked after children and sharpen the focus on young people where reunification is part of the care plan. The panels will work with social workers to establish if this is still part of the plan, timeframes and identify enablers 		
Recommended action		The current actions should safely reduce the numbers of looked after children and therefore no additional actions are recommended at this time. County Leadership Team accepted this recommendation at their 6 December meeting.

ANNEX 2 – PERFORMANCE DASHBOARDS

CORPORATE PLAN 2017-18 PRIORITIES AND OUTCOMES, BY DIRECTORATE

PRIORITY: A STRONG AND THRIVING ECONOMY

Outcomes	3,332 businesses given advice and support to grow (CSS)	Increase school attendance - leading to improved attainment (CEF)	An Infrastructure Strategy for Oxfordshire is delivered (Communities)	High-quality jobs, and a skilled workforce, are created and sustained (Communities)	Funding for public services is maximised (Communities)	OCC's responsibilities for spatial planning are executed (Communities)	Highways are adequately maintained (Communities)
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PRIORITY: PROTECTING VULNERABLE PEOPLE

Page 34	14,168 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives (CSS)	6,248 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits (CSS)	To deliver 266,664 specific safety messages to contribute towards promoting a safer community, across all social media platforms (CSS)	Ensuring all children have a healthy start in life (PH)	Preventing early death and promote healthy lifestyles (PH)	Safely reducing the number of looked after children - providing support to enable families to care (CEF)	To deliver sustained and improved experience for people who access our services (SCS)	To deliver Sustainable, good quality services (SCS)
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PRIORITY: EFFICIENT PUBLIC SERVICES

Outcome	1,000 more people alive as a result of our prevention, protection and emergency response activities (CSS)	When a fire occurs we aim to send the nearest fire engine in the quickest time possible (CSS)	Helping early – most effective, least intrusive, solutions to problems (CEF)	Improving the confidence and capability of the whole workforce (CEF)	Working with the NHS, private and voluntary sector providers to deliver effective services (SCS)	Use the expertise of our customers and other key stakeholders to design, procure and evaluate services (SCS)	Household waste is disposed of efficiently and effectively (Communities)	Year on year reduction in OCC's carbon equivalent emissions (Communities)
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SOCIAL AND COMMUNITY SERVICES – PERFORMANCE DASHBOARD – Quarter 2 2017-18

		Outcome	Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Q2 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	Page 335	Deliver sustained and improved experience for people who access our services	1 Maintain the high level of user satisfaction	67%	N	G	G	↔
			2 Maintain the high level of people using social care who receive a direct payment	>28%	N	G	G	↑
		Deliver sustainable, good quality services	3 The proportion of social care providers rated as 'outstanding' or 'good' by the care quality commission in Oxfordshire remains above the national average	80%	N	G	G	↑
			4 Increase the number of quality and monitoring checks that have been undertaken in the quarter	159	Y	G	A	↔
EFFICIENT PUBLIC SERVICES		Work with the NHS, private and voluntary sector providers to deliver effective services	5 Reduce the number of people delayed in hospital awaiting social care from an average of 28 in March 2017 to 14 at the end of March 2018	14	N	A	A	↑
			6 Reduce the delayed transfers of care that are attributable to adult social care from an average of 67 in March 2017 to 66 at the end of March 2018	66	N	G	G	↑
			7 Increase the number of hours from the hospital discharge and reablement service to 8920 hours per month	8920	N	R	R	↑
		Use the expertise of our customers and other key stakeholders to design, procure and evaluate services	8 Involve more people in co-producing service redesign with the council and ensure at least 9 co-production products are delivered in 2017/18	9	Y	G	G	↑

CHILDREN, EDUCATION AND FAMILIES – PERFORMANCE DASHBOARD – Quarter 2 2017-18

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Q2 RAG	Outlook
THRIVING ECONOMY	Increase school attendance - leading to improved attainment	9	Persistent absence rates to be in the top quartile nationally by 2018 for secondary schools	Top quartile	N	Due in Q3		↔
		10	Permanent exclusions to remain in the top quartile nationally	Top quartile	N	Due in Q3		↔
PROTECTING VULNERABLE PEOPLE	Safely reducing the number of looked after children - providing support to enable families to care	11	Reduce the number of looked after children from 667 at March 2017 to the average of our statistical neighbours (582) by March 2019, with an interim target of 629	629	N	A	R	↑
		12	Reduce the number of children becoming looked after in 2017/18 by 15%. This is a reduction from 371 to new looked after cases to 316. (This is the equivalent of reducing avoidable demand from 36% to 25%)	316	Y	A	R	↑
		13	Increase the number of children leaving the looked after service in 2017/18 by 36%. This is an increase from 266 children to 362	362	Y	A	A	↑
EFFICIENT PUBLIC SERVICES	Helping early – most effective, least intrusive, solutions to problems	14	Increase the number of early help assessments from 458 in 16/17 to 3000 in 18/19, with an interim target of 1750 in 2017/18	1750	Y	A	A	↑
		15	Reduce the level of enquiries to the MASH from 19,417 in 2016/17 to 9,500 in 2018/19, with an interim target of 12,000 for 2017/18	12,000	Y	A	A	↑
		16	Reduce the level of social care assessments from 6650 in to 3600 in 2018/19, with an interim target of 4,500 in 2017/18	4,500	Y	A	A	↑
	Improving the confidence and capability of the whole workforce	17	Reduce caseloads so that by March 2018 over 75% of staff have caseloads at or below the agreed target level	75%	N	G	G	↑
		18	Invest in the workforce so that by March 2018 80% of cases are held by permanent staff	80%	N	G	G	↑

PUBLIC HEALTH – PERFORMANCE DASHBOARD – Quarter 2 2017-18

CA10

Outcome		Success Indicator		Target	Cumulative Target Y/N	Q1 RAG	Q2 RAG	Outlook
PROTECTED VULNERABLE PEOPLE	Ensuring all children have a healthy start in life	19	Number of mothers who receive a universal face to face contact at 28 weeks or above	70%	N	G	G	↔
		20	Percentage of births that have received a face to face New Birth Visit	95%	N	G	G	↔
		21	Percentage of children who received a 12 month review	93-95%	N	G	G	↔
		22	Percentage of children who received a 2-2.5 year review	93-95%	N	G	G	↔
		23	Babies breastfed at 6-8 weeks of age (County)	60-63%	N	G	G	↔
		24	% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	N	G	G	↔
	Prevent early death and promote healthy lifestyles	25	% of eligible population 40-74 who have been invited for a NHS Health Check since 1/4/2013	84%	Y	G	G	↑
		26	% of eligible population 40-74 who have received a NHS Health Check since 1/4/2013	42%	Y	G	G	↑
		27	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	>2315	N	G	A	↑
		28	Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	>6.8%	N	G	G	↔
		29	Number of users on NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	>37.3%	N	G	G	↔

CA10

		30	Number of users on ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	>50%	N	G	G	↔
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COMMUNITIES – PERFORMANCE DASHBOARD – Quarter 2 2017-18

		Outcome	Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Q2 RAG	Outlook
THRIVING ECONOMY	Page 339	An Infrastructure Strategy for Oxfordshire is delivered	31 A prioritised infrastructure strategy providing a framework that enables the county's planned growth will be produced and developed by Sept 2017	Completion	N	A	G	↑
		High-quality jobs, and a skilled workforce, are created and sustained	32 Oxfordshire is chosen for 60 new investors / re-investors, 20 of which are 'high value' (as defined by DIT)	60/20	Y	G	G	↑
			33 We participate in 15 funding bids for innovation submitted to support the Smart Oxford programme	15	Y	G	G	↑
		Funding for public services is maximised	34 Value of monies secured in s106 / s278 agreements as a % of requirements identified through the Single Response process	80%	Y	G	Due in Q3	↔
			35 No more than 20% of s106 monies are held within 2 years of potential payback	<20%	Y	G	G	↔
		OCC's responsibilities for spatial planning are executed	36 80% of District Council planning applications are responded to within the agreed deadline	80%	Y	G	A	↔
			37 50% of Mineral and Waste applications are determined within 13 weeks	50%	Y	G	G	↑
		Highways are adequately maintained	38 100% of highway defects posing an immediate risk of injury are repaired within 24 hours	100%	Y	A	G	↑
			39 90% of highway defects that create a potential risk of injury repaired within 28 calendar days	90%	Y	G	G	↑
			40 28% of the A and B Classified road network where carriageway maintenance should be considered.	28%	Y	G	R	↓
EFFICIENT PUBLIC		Household waste is disposed of efficiently and effectively	41 59% of household waste is reused, recycled or composted	59%	Y	G	A	↓
			42 60% of waste from HWRC which is recycled	60%	Y	A	A	↓

CA10

	Year on year reduction in OCC's carbon equivalent emissions	43	Average 3% year on year reduction in carbon equivalent emissions from OCC estates and activities	3%	Y	G	G	↑
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COMMUNITY SAFETY SERVICES – PERFORMANCE DASHBOARD – Quarter 2 2017-18

		Outcome	Success Indicator		Target	Cumulative Target Y/N	Q1 RAG	Q2 RAG	Outlook
<div>THRIVING PEOPLE</div> <div>Page 340</div> <div>PROTECTING VULNERABLE PEOPLE</div>		3,332 businesses given advice and support to grow	44	833 businesses given advice and support, per quarter.	833	Y	G	G	↔
		14,168 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives	45	3,542 children and young adults to be better educated to lead safer and healthier lives, per quarter	3,542	Y	G	G	↔
		6,248 vulnerable children and adults helped to lead more secure and independent lives, supported by Safe and Well visits	46	1,562 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits per quarter	1,562	Y	R	G	↑
		To deliver 266,664 specific safety messages to contribute towards promoting a safer community, across all social media platforms	47	To deliver 66,666 specific safety messages across all social media platforms, per quarter.	66,666	Y	G	G	↔

CA10

EFFICIENT PUBLIC SERVICES	1,000 more people alive as a result of our prevention, protection and emergency response activities	48	250 more people alive as a result of our prevention, protection and emergency response activities per quarter	250	Y	G	G	↔
	When a fire occurs we aim to send the nearest fire engine in the quickest time possible	49	80% of emergency call attendances to be made within 11 minutes, per quarter	80%	Y	G	G	↔
		50	95% of emergency call attendances to be made within 14 minutes, per quarter	95%	Y	G	G	↔

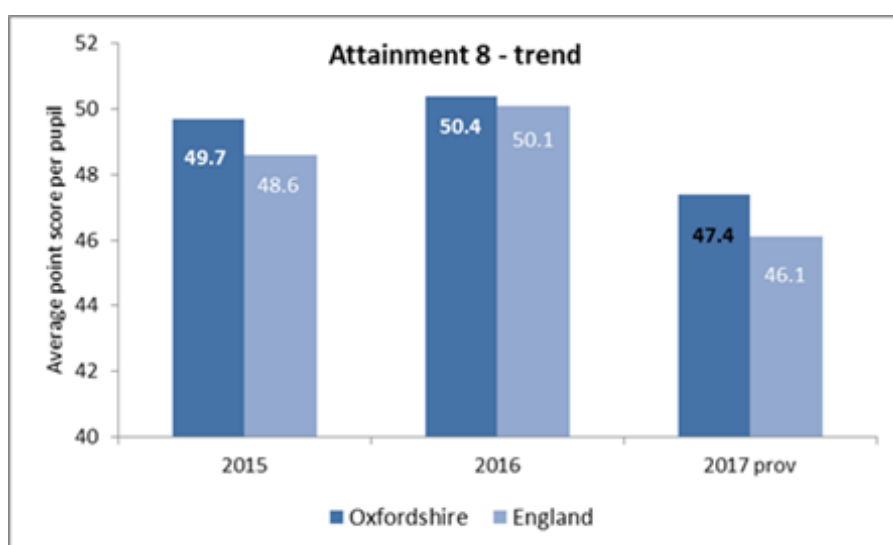
APPENDIX 1: 2017 Key Stage 4 Academic Results

In October the Department for Education published provisional school and local authority GCSE (Key Stage 4) comparisons.

Educational attainment in Oxfordshire has increased at all key stages in 2017 to be in line with or above the national average.

There have been considerable changes to the KS4 curriculum and performance measures over the last two years with new key performance indicators.

1. **Attainment 8** – this compares the average point score achieved over 8 subjects. Each grade has a point score equivalent, although these point scores changed between 2016 and 2017 meaning that direct comparisons between the 2 years should be treated with caution.
 - a. All local authorities saw a drop in Attainment 8 values this year as a result of these new point scores. Nationally this decrease was 4.0 points (from 50.1 to 46.1)
 - b. In Oxfordshire the decrease (3.0 points) was less than that nationally and so Oxfordshire now performs further ahead of the national average. The Attainment 8 point score for Oxfordshire is 47.4



Nationally Attainment 8 scores vary from 37.3 (Knowsley) to 56.0 (Sutton).

2. **Progress 8** – this is a value added score and indicates how much progress is made across these 8 subjects, compared with pupils with the same starting points. A Progress 8 score of 0 indicates that on average all pupils at a school (or local authority) make the same progress as others of the starting points. A positive Progress 8 score indicates that on average pupils make more progress than others of the same starting point. A negative Progress 8 score indicates that on average pupils make less progress than others.

3. The Progress 8 score for Oxfordshire in 2017 is 0.01 showing that pupils make slightly more progress on average than other pupils. Looking at individual elements – Oxfordshire’s progress in English and in maths is statistically above the national average in English and also in maths.
4. Under the reformed curriculum, English and maths GCSEs are now graded from 9 (high) to 1. A new performance indicator is the proportion of **pupils achieving a “strong” pass (grades 5-9) in both English and maths.**
5. Oxfordshire performs well in this measure with almost half the cohort (48%) achieving a strong pass in both subjects compared with 42% nationally. Oxfordshire ranks in the top 25% of local authorities for this measure. In fact 54% pupils in Oxfordshire achieve **a strong pass (grades 5-9) in maths** (compared with 49% nationally) – with the county ranked 26th out of 152 local authorities for this measure.

October 2017

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Division(s): N/A

CABINET – 23 JANUARY 2018

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision

Portfolio/Ref

Cabinet, 12 February 2018

- | | |
|---|-----------------------------|
| <ul style="list-style-type: none"> ▪ Oxfordshire Housing and Growth Deal
To recommend to sign Outline Agreement of the Housing & Growth Deal. | Cabinet, Leader
2017/173 |
|---|-----------------------------|

Cabinet, 27 February 2018

- | | |
|--|---|
| <ul style="list-style-type: none"> ▪ Staffing Report - Quarter 3 - 2017
Quarterly Staffing report providing details of key people numbers and analysis of main changes since the previous report. | Cabinet, Deputy
Leader
2017/115 |
| <ul style="list-style-type: none"> ▪ Daytime Support Grants - February 2018
To seek agreement of the award of Daytime Support Grant Funding, as per the agreed decision making process. | Cabinet, Adult
Social Care
2017/142 |
| <ul style="list-style-type: none"> ▪ Area Highway Operations in the City Council Authority Boundary - Agency Agreement
To seek approval for new Highways Management Agency agreement with Oxford City Council. | Cabinet,
Environment
2017/134 |

Cabinet Member for Environment, 8 February 2018

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ Proposed Double Yellow Lines - Cromwell Way and Water Eaton Lane, Gosford
To seek approval of the proposals. | Cabinet Member
for Environment,
2017/046 |
| <ul style="list-style-type: none"> ▪ Proposed Waiting Restrictions - Radley Station, Radley
To seek approval of the proposals. | Cabinet Member
for Environment,
2017/029 |
| <ul style="list-style-type: none"> ▪ Kingston Blount - B4009 Proposed Traffic Calming Build Outs
To seek approval of the proposals. | Cabinet Member
for Environment,
2017/119 |

<ul style="list-style-type: none"> ▪ East Hendred - Proposed Toucan Crossing To seek approval of the proposals. 	Cabinet Member for Environment, 2017/166
<ul style="list-style-type: none"> ▪ Banbury - A422 Stratford Road and Bretch Hill - Signalled Crossing and Traffic Calming To seek approval of the proposals. 	Cabinet Member for Environment, 2017/165
<ul style="list-style-type: none"> ▪ Swinbrook - Proposed 20mph and 30mph Speed Limits To seek approval of the proposals. 	Cabinet Member for Environment, 2017/162
<ul style="list-style-type: none"> ▪ Oxford - A4165 Banbury Road - New Puffin Crossing and Prohibited Right Turn from Hermes Road To seek approval of the proposals. 	Cabinet Member for Environment, 2017/160
<ul style="list-style-type: none"> ▪ Grove, Newlands Drive - Zebra Crossings To seek approval of the proposals. 	Cabinet Member for Environment, 2017/155
<ul style="list-style-type: none"> ▪ Bourton (Banbury) 30mph Speed Limit Extension To seek approval of the proposals. 	Cabinet Member for Environment, 2017/154
<ul style="list-style-type: none"> ▪ Banbury - Edinburgh Way - Traffic Calming Measures To seek approval of the proposals. 	Cabinet Member for Environment, 2017/153
<ul style="list-style-type: none"> ▪ Proposed One Way System - Lambs Crescent, Banbury To seek approval of the proposals. 	Cabinet Member for Environment, 2017/043
<ul style="list-style-type: none"> ▪ Proposed Waiting Restrictions - Greenwood Meadow and Station Road, Chinnor To seek approval of the proposals. 	Cabinet Member for Environment, 2017/034
<ul style="list-style-type: none"> ▪ Witney - High Street Extension of Bus Stop and Removal of Parking Places To seek approval of the proposals. 	Cabinet Member for Environment, 2017/168
<ul style="list-style-type: none"> ▪ Oxford - Bickerton and Stapleton Road - Amendments to Parking Bays and Waiting Restrictions To seek approval of the proposals. 	Cabinet Member for Environment, 2017/169
<ul style="list-style-type: none"> ▪ Radley: Kennington Road Proposed 40mph Speed Limit To seek approval of the proposals. 	Cabinet Member for Environment, 2017/174

- **Bicester Area: A41 and A4421 in Vicinity of Rodney House Roundabout - Proposed 40mph Speed Limit**

To seek approval of the proposals.

Cabinet Member
for Environment,
2017/175

Cabinet Member for Public Health & Education, 19 February 2018

- **Early Years Funding Formula 2018-19**

To formally agree the Early Years funding formula including the hourly rate payable to providers.

Cabinet Member
for Public Health &
Education,
2017/171

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