



To: **Members of the Cabinet**

Notice of a Meeting of the Cabinet

Tuesday, 19 July 2016 at 2.00 pm

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

A handwritten signature in black ink that reads 'Peter Clark'.

Peter Clark
County Director

July 2016

Contact Officer: **Sue Whitehead**
Tel: 07393 001213; E-Mail: sue.whitehead@oxfordshire.gov.uk

Membership

Councillors

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

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on Wednesday 27 July 2016 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: 20 September 2016

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

- (a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
- (b) provide false or misleading information on registration, or
- (c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?

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

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

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

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?.

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

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

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

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

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

List of Disclosable Pecuniary Interests:

Employment (includes *“any employment, office, trade, profession or vocation carried on for profit or gain”*.), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

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

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 8)

To approve the minutes of the meeting held on 28 June 2016 (**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. Interim Report of Grant Thornton's Independent Review of Local Government Structures in Oxfordshire (Pages 9 - 12)

Cabinet Member: Local Government, Business, ICT & Customer Services

Forward Plan Ref: 2016/056

Contact: Amber Sparrowhawk, Senior Policy Officer Tel: (01865) 815212

Report by Chief Policy Officer (**CA6**).

In early May Oxfordshire County Council appointed Grant Thornton UK LLP to consider

how local government could be reorganised to reduce costs, improve service outcomes, support economic growth, enhance local engagement and empowerment, and provide strong and accountable leadership.

Grant Thornton will share an interim report with the county council for Cabinet's consideration, ahead of publication of a full report by the end of July 2016.

The Cabinet is RECOMMENDED to consider Grant Thornton's interim report and ask officers to:

- (a) draw up proposals for the optimum future structure of local government in Oxfordshire taking account of the full findings of the Grant Thornton study once received***
- (b) consult with county council members, residents of Oxfordshire and other key stakeholders to help shape the proposals; and***
- (c) thereafter prepare a bid to be reviewed by Cabinet later in 2016 in advance of submission to central government.***

7. Treasury Management 2015/16 Outturn (Pages 13 - 32)

Cabinet Member: Finance

Forward Plan Ref: 2016/019

Contact: Lewis Gosling, Financial Manager – Treasury Management Tel: (01865) 323988

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

The report sets out the Treasury Management activity undertaken in the financial year 2015/16 in compliance with the CIPFA Code of Practice. The report includes Debt and Investment activity, Prudential Indicator Outturn, Investment Strategy, and interest receivable and payable for the financial year.

The Cabinet is RECOMMENDED to note the report, and to RECOMMEND Council to note the Council's Treasury Management Activity in 2015/16.

8. 2016/17 Financial Monitoring & Business Strategy Delivery Report - May 2016 (Pages 33 - 90)

Cabinet Member: Finance

Forward Plan Ref: 2016/018

Contact: Katy Jurczynszyn, Strategic Finance Manager (Finance, Strategy & Monitoring) Tel: (01865) 323975

Report by Chief Finance Officer (**CA8**).

This is the first financial monitoring report for 2016/17 and focuses on the delivery of the Directorate Business Strategies that were agreed as part of the Service and Resource Planning Process for 2016/17 – 2019/20. Parts 1 and 2 include projections for revenue, reserves and balances as at the end of May 2016. Capital Programme monitoring and

update is included at Part 3.

The Cabinet is RECOMMENDED to:

- (a) note the report;***
- (b) approve the virement requests set out in Annex 2a;***
- (c) approve the virement requests set out in Annex 2f;***
- (d) approve the foster care loan write-off as set out in paragraph 41;***
- (e) note the Treasury Management lending list at Annex 3;***
- (f) approve the updated Capital Programme at Annex 8 and the associated changes to the programme in Annex 7c;***
- (g) approve the increase of £2.2m in the budget for the Great Western Park Primary School in Didcot;***
- (h) approve the contractual commitment for construction of the Access to Headington Project, with a total budget of £11.2m; and***
- (i) approve the contractual commitment for construction of the Harwell Link Road Project, with a total increased budget of £11.6m.***

9. Revised Medium Term Financial Plan 2017/18 - 2019/20 (Pages 91 - 126)

Cabinet Member: Finance

Forward Plan Ref: 2016/047

Contact: Katy Jurczynszyn, Strategic Finance Manager (Finance, Strategy & Monitoring)
Tel: (01865) 323975

Report by Chief Finance Officer (**CA9**).

The Medium Term Financial Plan (MTFP) agreed by Council in February 2016 included a requirement for further savings for which proposals had not been identified of £10.4m in 2017/18 and £6.2m in 2018/19. A surplus position of £1.3m was included for 2019/20. Over the medium term to 2019/20 a total of £15.3m additional savings are required.

Given the need to make significant additional savings only became apparent following the publication of the Draft Local Government Finance Settlement late in December 2015 due to a change in the distribution of Revenue Support Grant, it would not have been prudent to propose further significant savings without proper financial planning and consultation. Therefore, recommendations for meeting the £15.3m further savings were proposed to be brought forward as part of a revised MTFP for 2017/18 – 2019/20 to Cabinet and then Council for approval before the autumn of 2016.

The Cabinet is RECOMMENDED to RECOMMEND Council to approve:

- (a) the revised Medium Term Financial Plan for 2017/18 to 2019/20; and***
- (b) the four year Efficiency Plan for 2016/17 to 2019/20 including the Flexible Use of Capital Receipts strategy for 2016/17 for onward submission to the Department for Communities and Local Government.***

10. **Business Case for the Future of Hill End - Oxfordshire County Council and Oxford University** (Pages 127 - 136)

Cabinet Member: Children, Education & Families

Forward Plan Ref: 2016/028

Contact: Vikki Gledhill, Business Development Manager Tel: 07736 184311

Report by Director for Children's Services (**CA10**).

The report seeks confirmation that Oxfordshire County Council, in conjunction with Oxford University, will support proposals for new governance and management arrangements at Hill End.

The Cabinet is RECOMMENDED to:

- (a) Approve the business case for the proposal to establish a new charitable entity;***
- (b) Provide a mandate to work jointly with Oxford University to implement and progress the establishment of a new charitable company/entity for the governance and management of the Hill End; and***
- (c) Confirm that the council will support one-off set-up and transition costs and provide project management input which will be resourced from Hill End's ring-fenced business reserve.***

11. **Unaccompanied Asylum Seeking and Refugee Children - Transfer Scheme** (Pages 137 - 146)

Cabinet Member: Children, Education & Families

Forward Plan Ref: 2016/072

Contact: Delia Mann, Area Social Care Manager Tel 07824 498791

Report by Director for Children's Services (**CA11**).

The crisis in Syria and events in the Middle East, North Africa and beyond has seen an unprecedented number of migrants and asylum seekers arriving in Europe.

The Home Office and other central Government Departments have recently sought agreement with local authorities and others to agree a voluntary approach to sharing UASC more equally across the UK. If a voluntary approach fails, Government has under recent legislation and regulations given itself powers to force councils to accept UASC.

The Government is committed to a transfer scheme operating from 1 July 2016. South East county and unitary councils – along with councils in other parts of the country – are being asked to indicate how many UASC they could accept. No authority will be expected to take more than 0.07% of their existing child population.

There has for some time been increasing concern from local authorities that the government grant allocation fall far short of the actual cost of accommodating these children

A decision is needed as to whether or not Oxfordshire County Council will commit to the new Government scheme.

The Cabinet is RECOMMENDED to give consideration to the Government proposal regarding the redistribution of UASC and recommend an approach.

12. Draft Action Plan in Response to Joint Targeted Area Inspection (JTAI) (Pages 147 - 160)

Cabinet Member: Children, Education & Families

Forward Plan Ref: 2016/052

Contact: Hannah Farncombe, Deputy Director – Corporate Parenting & Safeguarding
Tel: (01865) 815273

Report by Director for Children's Services (**CA12**).

In early March Ofsted, The Care Quality Commission, HMI Constabulary and HMI Probation undertook a joint inspection of the multi-agency response to child sexual exploitation, children missing from home, care or education and the front door to children's social care. This resulted in the publication of a detailed letter outlining the findings of the effectiveness of partnership working and the working of individual agencies in Oxfordshire.

The Director of Children's Services is required to submit a written statement of action to Ofsted by 15 August 2016, which will be accompanied by the detailed action plan that addresses the areas for improvement identified by the JTAI.

Cabinet is RECOMMENDED to approve in principle the attached Written Statement of Action and Action Plan (Annexes 1&2) prior to submission to Ofsted by 15th August 2016.

13. Shortform Section 278 Highways Act 1980 (Pages 161 - 166)

Cabinet Member: Environment

Forward Plan Ref: 2016/054

Contact: Owen Jenkins, Service Manager for Highways, Transport and Waste Tel: (01865) 323304

Report by Deputy Director for Environment & Economy – Commercial & Delivery (**CA13**).

This report presents the proposed approach for enabling small scale infrastructure to be built on the highway, associated with schemes supported by Town and Parish Councils and in certain circumstances where these small scale works are required by developers.

The Cabinet is RECOMMENDED to:

(a) approve the proposed approach and relevant short form conditions for

Town and Parish Councils and developers; and

(b) approve the revised standard conditions.

14. Business Management & Monitoring Report for Quarter 4 - 2015/16
(Pages 167 - 182)

Cabinet Member: Deputy Leader

Forward Plan Ref: 2016/020

Contact: Ian Dyson, Chief Internal Auditor Tel: (01865) 323875

Report by Assistant Finance Office (Assurance) (**CA14**).

This paper provides details of performance for quarter four (2015-16) for the Cabinet to consider. The report is required so that the Cabinet can monitor the performance of the Council in key service areas and be assured that progress is being made to improve areas where performance is below the expected level.

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

15. Delegated Powers - July 2016

Cabinet Member: Leader

Forward Plan Ref: 2016/021

Contact: Sue Whitehead, Principal Committee Officer Tel: (01865 810262

To report on a quarterly basis any executive decisions taken under the specific powers and functions delegated under the terms of Part 7.2 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i). It is not for scrutiny call in.

<i>Date</i>	<i>Subject</i>	<i>Decision</i>	<i>Reasons for Urgency</i>
2 June 2016	Exemption from Contract Procedure Rules- 130 West Street, Henley-on-Thames	To approve an exemption from tendering with the Council's Contract Procedure Rules to allow the Council to lease the property at 130 West Street, Henley-on-Thames for use as a 2 bedroom supported living service for learning disability tenants with Acre	To allow the Council to take advantage of the opportunity provided to achieve economies of scale and to resolve logistical issues relating to 130.

		Housing as the housing provider.	
16 June 2016	Exemption from Contract Procedure Rules – Real Time Passenger Information – Display Estate	To approve an exemption from tendering with the Council's Contract Procedure Rules to allow the Council to award an interim six month contract for real time passenger information – display estate to Cloud Amber Ltd. at a cost of £98,550.	To ensure the provision of services over the period of the contract to allow a full procurement process to take place.

16. Forward Plan and Future Business (Pages 183 - 184)

Cabinet Member: All

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

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include “updating of the Forward Plan and proposals for business to be conducted at the following meeting”. Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA16**. 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, 28 June 2016 commencing at 2.00 pm and finishing at 3.10 pm

Present:

Voting Members: Councillor Ian Hudspeth – in the Chair
Councillor Mrs Judith Heathcoat
Councillor Nick Carter
Councillor Melinda Tilley
Councillor Lorraine Lindsay-Gale
Councillor David Nimmo Smith
Councillor Lawrie Stratford
Councillor Hilary Hibbert-Biles

Other Members in Attendance: Councillor Hards (Agenda Items 6 & 7)
Councillor Howson (Agenda Item 6)
Councillor Fooks (Agenda Item 6)
Councillor Patrick (Agenda Item 6)
Councillor Curran (Agenda Item 6)

Officers:

Whole of meeting Nick Graham, Chief Legal Officer; Sue Whitehead
(Corporate Services)

Part of meeting
6 Katy Jurczynszyn (Corporate Finance)
7 John Disley, Policy Strategy Manager; Melissa Goodacre
(Environment & Economy)

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.

49/16 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

Apologies were received from Councillor Rose.

50/16 MINUTES

(Agenda Item. 3)

The Minutes of the meeting held on 24 May 2016 were approved and signed as a correct record.

51/16 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Councillor Lilly had given notice of the following question to Councillor Tilley:

“I am advised that a large number of children are now attending our library’s for the excellent children’s reading programmes recently introduced. How does this impact on children’s overall education?”

Councillor Tilley replied:

“Oxfordshire Libraries have been delivering the Summer Reading Challenge since 1999, working in partnership with The Reading Agency to engage young people across the county to take part and so maintain their reading for pleasure throughout the summer break from school. During summer 2015:

- 8402 children took part
- 4923 children read 6 or more books. 199 children joined their library in order to take part.
- 44% of those taking part were boys and 56% were girls.

Alongside the Summer Reading Challenge the Library Service offers other reading related activities throughout the year: Children’s Book Clubs, young volunteering opportunities, author events, class visits to branch libraries and other seasonal, topical events such as our hugely successful Harry Potter Night events where young people come into libraries to join in fun activities inspired by books and reading.

“Research shows that one of the most effective ways of helping children to reach their potential is to engage them in reading for enjoyment. Children who read for enjoyment make more progress in maths, vocabulary and spelling between the ages of 10 and 16 than those who rarely read and young people who read regularly are significantly more likely to attain a professional or managerial position than those who do not read.” **Clémence Pabion and Christina Clark: The Impact of Chatterbooks on Children’s Reading Enjoyment, Behaviours and Attitudes: Final report. National Literacy Trust, 2016”**

Councillor Lilly had given notice of the following question to Councillor Carter

“May this council be updated on the disabled Blue badge Scheme and steps being introduced to avoid Fraudulent usage.”

Councillor Carter replied:

“There are currently 25724 Blue Badge holders in Oxfordshire. Of these, 25003 are individual badges and 721 are badges used by organisations.

In the last 12 months (to 31st May 2016) 9087 badges were issued and 731 applications were unsuccessful because they did not meet the eligibility criteria.

A pilot scheme for Blue Badge Enforcement was carried out in late December in Bicester, Banbury and Oxford City, focussing on a number of designated disabled parking bays in those towns, and (with their agreement) a number of major supermarkets in each town.

During the exercise over 200 badges were checked by the officers involved, who were regularly approached by members of the public with comments of thanks and support for tackling this type of crime.

In the course of three days, 10 blue badges were seized by the officers for blatant misuse. These included cases where the badge holder was not present and the badge was being used by persons not entitled to use it, using out of date badges and even using the badges of deceased persons. In each of these cases, offenders have been interviewed and legal action is under consideration."

Councillor Howson had given notice of the following question to Councillor Tilley

"Who is responsible for prosecuting pupils attending academies, UTCs and free schools for non-attendance at school and what part, if any, does the County Council and the Regional School Commissioner play in the process?"

Councillor Tilley replied:

"The Council is responsible for prosecuting parents of pupils who persistently fail to attend those institutions.

The role of the Council is to respond to notifications from schools of poor attendance/unauthorised absences, issue warning notices and, if necessary, initiate prosecution. In addition, the Council draws to the Regional Schools Commissioner's (RSC) attention those schools which have notably poor levels of attendance. The RSC's role would be best ascertained by asking him when he appears at Education Scrutiny Committee meeting on 04 July."

Supplementary: Nick Graham, Chief Legal Officer and Monitoring Officer responded to a question about the approach to prosecutions in the light of the High Court Judgement on the Isle of Wight case. He explained that as the authorising officer for all prosecutions there was a Code he was obliged to follow. In respect of attendance cases in particular there was considerable effort to try and remedy the poor attendance and prosecution would only be considered if it was in the best interests of the child's education. He added that there was less control of the approach taken by head teachers of

academies but that the guidance to all schools on fixed penalty notices was the same.

Councillor Patrick had given notice of the following question to Councillor Nimmo Smith:

"In the LTP4, it states that the location for a rail station in Grove will have to move from the current site where planning permission was originally granted because the recent alignment of the road bridge along the A338 means that they cannot build it there now. As the Leader has already stated his support for a station in Grove, where would he suggest would be the best location for it to be built?"

Councillor Nimmo Smith replied:

"A preferred location has not yet been identified as more work needs to be done with the rail industry and the Vale of White Horse as Planning Authority. We have stated the need to do this work in our emerging Rail Strategy."

Supplementary: Asked whether there was any timescale Councillor Nimmo Smith replied that timescales were dependent on Network Rail.

Councillor Webber had given notice of the following question to Councillor Hudspeth:

"Please would the Leader summarise what he sees as the implications for County Council services of the recent Referendum result?"

Councillor Hudspeth replied:

Councillor Hudspeth referred to rumours circulating concerning deportation and reassured members of staff that this was not happening. It was a case of waiting for Article 50 to be invoked and to see what emerged. It was now clear that there would be no emergency budget at this stage. There would be implications of the volatile market on the Local Government Pension Fund but these would need to be worked through over time. Currently it was a case of waiting to see what emerged from Government and the EU.

Supplementary: In response to a further question Councillor Hudspeth commented that the Prime Minister had allowed Cabinet members to make their own choice, Now that it was over the Conservative Party was one party, comprising the Government of this country and focussed on getting the best possible deal for the people of this country.

52/16 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

Award

A CIHT/Mouchel Streets and Places Commended Award 2016 was presented to Councillor Nimmo Smith for work by E&E in conjunction with Skanska on Frideswide Square.

Public Address

The Chairman had agreed the following requests to address the meeting:

Item 6 – Councillor Nick Hards, Shadow Cabinet Member for Finance

Item 7–Councillor Howson, local councillor for St Margaret's
Councillor Fooks, local councillor for Wolvercote & Summertown
Councillor Hards, local councillor for Didcot West
Councillor Patrick, local councillor for Grove & Wantage
Councillor Curran, Shadow Cabinet Environment

53/16 PROVISIONAL 2015/16 REVENUE AND CAPITAL OUTTURN

(Agenda Item. 6)

Cabinet considered a report that set out the provisional revenue and capital outturn position for 2015/16 and showed how actual expenditure and income for the year compared to the budgeted position. Cabinet also considered a further explanatory note and updated Annex. The Council's draft Statement of Accounts for 2015/16 is required to be signed by the Chief Financial Officer by 30 June following which a period of public inspection will commence. The final Statement of Accounts will be submitted to the Audit and Governance Committee on 14 September 2016 following external audit and certification by the Chief Finance Officer.

Councillor Hards, Shadow Cabinet Member for Finance, commended officers for the work that had gone on to achieve the outturn result and he also commended the way the work had been carried out. He expressed concern as to whether the juggling that had gone on could continue, with virements from underspends elsewhere offsetting overspends in Children, Education & Families. He highlighted a number of areas of continuing concern including SEN transport, children's social care and waste. With regard to the Independent Living Fund he was pleased the Council was able to make savings by cutting the level of support but he queried the implications of doing so. He expressed anger at the financial burden placed on the Council in picking up the deficit of two schools converting to Academy status as detailed in paragraph 112 of the report.

Councillor Tilley, Cabinet Member for Children, Education & Families responded to a number of the points raised by Councillor Hards commenting that the numbers coming on to care plans was a national trend and she saw it as a good thing as more children were getting the care they needed. She updated him in relation to the position with regard to the SEN education provision in the South of the County and children's homes provision.

In relation to the Independent Living Fund Councillor Heathcoat, referred to paragraph 35 which set out what had happened and that transition funding was available.

Councillor Stratford Cabinet Member for Finance noted that he shared Councillor's Hards views in relation to Academy finances and it was something he was pursuing. Councillor Stratford introduced the contents of the report, moved the recommendations and congratulated the Finance Team and all staff on achieving the outturn position. The Leader added his thanks to the Finance Team and all staff on the outturn achieved which showed the resilience of the organisation.

RESOLVED: in respect of the 2015/16 outturn to:

- (a) note the provisional revenue and capital outturn for 2015/16 along with the year-end position on balances and reserves as set out in the report;
- (b) approve the debt write-off as set out in paragraph 60;
- (c) approve the virements as set out in Annex 2a;
- (d) recommend Council to approve the virements greater than £1.0m for Children, Education & Families and Social & Community Services as set out in Annex 2a;
- (e) recommend Council to approve the virement of £1.5m from contingency to offset the overspend within Children's Social Care; and
- (f) agree that the surplus on the On-Street Parking Account at the end of the 2015/16 financial year, so far as not applied to particular eligible purposes in accordance with Section 55(4) of the Road Traffic Regulation Act 1984, be carried forward in the account to the 2016/17 financial year.

54/16 CONNECTING OXFORDSHIRE UPDATE - LOCAL TRANSPORT PLAN (LTP4) 2015-2031

(Agenda Item. 7)

Cabinet had before them a report that set out the key changes to Connecting Oxfordshire, Oxfordshire's Local Transport Plan (LTP4), which was adopted by Council in September 2015, following full public and Stakeholder consultation. The report outlined the first update to LTP4, which is required to reflect the changed policy context and new and updated strategies.

Councillor Howson, speaking as local Councillor expressed concern over the implications of railway plans that could result in more night running freight

trains and felt that other train routes could be developed and that the possibility of air freight ignored. Referring to the proposed bus gates at Worcester Street and St Cross Road Councillor Howell was concerned that this would cut off local residents and he suggested that there should be plans to revamp St Giles. He was disappointed that tunnels remained an option in the current plan feeling that they were a relatively expensive waste of money.

Councillor Fooks speaking as a local Councillor generally welcomed the plan but questioned the schedule for the A40 works. She also suggested that the proposed bus lane be extended to Witney rather than introducing dual carriageway. The overall aim of the plan had to be to reduce congestion and there was a need to make cycling more attractive. Councillor Fooks raised a number of detailed points around freight transport, signage, air quality and parking.

Councillor Hardship speaking as a local Councillor referred to work on Milton Interchange which improved matters travelling north from Didcot but otherwise worsened the situation. He highlighted a number of local issues including concerns around Phase 2 of the Orchard Centre development, the lack of proposals for the northern perimeter of Didcot that needed some relief from traffic congestion and concern that the implications of the withdrawal of bus subsidies was not recognised in the plan.

Councillor Patrick, speaking as a local Councillor was pleased to see that much of the work of the cross party working group remained in the plan. Councillor Patrick highlighted the bus and rail strategies and in particular stressed the need for properly integrated public transport links, including effective cross ticketing. She welcomed the news on Grove a Station whilst recognising that there still remained a lot to do and urged the Leader to start this work now.

Councillor Curran, Shadow Cabinet Member for Environment generally commended the document but felt that some of the good intentions were compromised. He referred in particular to the impact of the withdrawal of bus subsidies that could lead to a lack of rural buses and rural isolation. He also highlighted the Rail Strategy where he would have wished to see the extension of the Cowley Road line on its original line. Councillor Curran welcomed the work on work place levies and supported the extension of CPZs. The work on low emission zones was welcomed but he stressed the need to find the necessary staff resource.

Councillor Nimmo Smith in moving the recommendations commented that economic growth was dependent on movement of goods and the plan was about compromise and balancing needs. Comments had been about the need for choice and the intention was to make all forms of transport attractive, working together. Councillor Nimmo Smith stressed that this was an update of the existing plan produced following consultation and that it was intended to be a living working document. He highlighted a number of sections in the plan where there had been changes including the higher priority placed on air quality and the updated proposals for the A40. John

Disley referred to the A240 Strategy and requested an amendment which was agreed and is set out below.

Cabinet generally commended the Plan and thanked officers for their work with the A420 working group whose suggestions had been included in the Plan. Officers were congratulated for their work with Public Health colleagues that ensured that public health issues were taken into account. It was noted that the plan relied on the support of other organisations for successful delivery of the Plan.

RESOLVED: to:

- (a) approve the Connecting Oxfordshire update, and to RECOMMEND it for adoption by Full Council at its meeting in July 2016 subject to the following change:

Delete the third bullet point on page 10 of the A420 strategy document:

“A new roundabout at the A420 junction with Coxwell Road. This upgrade is partially funded by developers of nearby strategic sites.”

Substitute with the following bullet point:

“A significant junction improvement will be required at the A420 junction with Coxwell Road to accommodate known housing growth in the area. The Highway Authority has been negotiating with the developers through the planning process and a full signalisation of the junction is an agreeable solution in principle.”

and;

- (b) note the contents of Annex 2 and to instruct officers to undertake work to progress proposals for Clean Air Zones in parallel with proposals for an Oxford city centre zero-emission zone.

55/16 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 8)

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 2016

Division(s): NA

CABINET – 19 JULY 2016

INTERIM REPORT OF GRANT THORNTON'S INDEPENDENT REVIEW OF LOCAL GOVERNMENT STRUCTURES IN OXFORDSHIRE

Report by Chief Policy Officer

Introduction

1. On the 25 February 2016, the city and district councils of Oxfordshire launched a proposal to abolish the existing county and district councils and replace them with four unitary councils and a combined authority; the proposal initially included extending the county boundaries to include Cotswold District Council and South Northamptonshire Council.
2. In response to the city and districts' proposal the county council proposed an independent review of local government structures in Oxfordshire. The city and district councils began to commission a study from PricewaterhouseCoopers (PwC) into the future of local government.
3. The county council were willing to join the city and districts' study so long as certain assurances were made, these were:
 1. An independent person was appointed to co-ordinate and be the main contact with the organisation completing the study.
 2. A stakeholder group was formulated, which included not just Districts and the County but other key stakeholders.
 3. All options were treated equally with no preferences.
 4. That no particular organisation was given preferential access to revisions for the final report.
4. Unfortunately the city and districts refused the opportunity to take part in a joint study, and were unable to guarantee the objectivity of their study and the engagement of stakeholders.
5. Oxfordshire County Council wanted a study that identifies the best solution for efficient delivery of services to the residents of Oxfordshire. Oxfordshire County Council believes it is important that service delivery improvements shape any new structures for local government in Oxfordshire, rather than a preconception of structure dictating the solution.
6. Therefore in early May Oxfordshire County Council appointed Grant Thornton UK LLP to consider how local government could be reorganised to reduce costs, improve service outcomes, support economic growth, enhance local engagement and empowerment, and provide strong and accountable leadership.

7. Grant Thornton's brief was to undertake an objective, evidence-led review of all options, including the status quo:

1) 4 New Unitary Authorities

A Southern Oxfordshire Unitary - covering the area currently administered by Vale of White Horse and South Oxfordshire District Councils serving a population of 261,867.

An Oxford City Unitary -covering the area currently administered by Oxford City Council serving a population of 157,997.

A West Oxfordshire & Cotswold Unitary - covering the area currently administered by West Oxfordshire District Council and Cotswold District Council serving a population of 192,795.

A Cherwell & South Northants Unitary - covering the area currently administered by Cherwell District Council and South Northamptonshire Council serving a population of 232,658.

N.B. This option subsequently changed to no longer include Cotswold District Council and South Northamptonshire Council after the districts' decided that cross-boundary unitary options are too complicated at this stage, and would cause lengthy delays.

2) 3 Unitary authorities

A Southern Oxfordshire Unitary - covering the area currently administered by Vale of White Horse and South Oxfordshire District Councils serving a population of 261,867.

An Oxford City Unitary -covering the area currently administered by Oxford City Council serving a population of 157,997.

A Northern Oxfordshire Unitary Authority covering the area currently administered by Cherwell District Council and West Oxfordshire District Council serving a population of 252,700.

3) 2 Unitary Authorities

An Oxford City Unitary based on expanding the existing boundaries of Oxford City to serve a total population of between 250,000 - 300,000

A Unitary Authority covering the remaining area of Oxfordshire outside the City Unitary serving a population of between 370,000 – 430,000

4) 1 Unitary Authority

A unitary authority covering the current administrative area of Oxfordshire, serving a population of 672,500.

5) The Status Quo

A county council for the administrative area of Oxfordshire, and five District Councils for South Oxfordshire, Cherwell, West Oxfordshire, Oxford City, and the Vale of White Horse.

8. The county council asked Grant Thornton to consider the local government structures that would address the following criteria:
 - **Service Delivery and Outcomes:** reforms should improve local service delivery and outcomes, particularly for the most vulnerable,
 - **Cost Savings and Value For Money:** reforms should deliver significant cost savings and drive value for money and long-term financial sustainability,
 - **Stronger Leadership:** reforms should provide stronger and more accountable strategic and local leadership,
 - **Economic Growth and Infrastructure:** reforms should drive economic growth and meet the infrastructure challenge, and,
 - **Local Engagement and Empowerment:** new structures should engage with communities and empower local areas
9. Grant Thornton will share an interim report with the county council for Cabinet's consideration, ahead of publication of a full report by the end of July 2016 that will then be considered by Cabinet in due course. The interim report will be published upon receipt by the county council, ahead of the Cabinet meeting on the 19 July 2016 as an addendum to this report.

RECOMMENDATION

10. **The Cabinet is RECOMMENDED to** consider Grant Thornton's interim report and ask officers to:
 - (a) draw up proposals for the optimum future structure of local government in Oxfordshire taking account of the full findings of the Grant Thornton study once received
 - (b) consult with county council members, residents of Oxfordshire and other key stakeholders to help shape the proposals; and
 - (c) thereafter prepare a bid to be reviewed by Cabinet later in 2016 in advance of submission to central government.

MAGGIE SCOTT
Chief Policy Officer

Contact Officer: Amber Sparrowhawk, Senior Policy Officer

July 2016

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Division(s):

CABINET – 19 JULY 2016

TREASURY MANAGEMENT OUTTURN 2015/16

Report by Chief Finance Officer

Introduction

1. The Chartered Institute of Public Finance and Accountancy's (CIPFA's) 'Code of Practice on Treasury Management (Revised) 2009' requires that the Council (via Cabinet) and Audit & Governance Committee receives an updated report on Treasury Management activities at least twice per year. This report is the second report for the financial year 2015/16 and sets out the position as at 31 March 2016.
2. 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."

3. The following annexes are attached

Annex 1	Debt Financing 2015/16
Annex 2	Public Works Loan Board (PWLB) Maturing Debt
Annex 3	Lending List Changes
Annex 4	Investment portfolio 31/03/2016
Annex 5	Prudential Indicators Outturn
Annex 6	Benchmarking

Strategy 2015/16

4. The Treasury Management Strategy for 2015/16 was based on an average base rate forecast of 0.50%. The budget for interest receivable assumed that an average interest rate of 0.70% would be achieved, 0.20% above base rate.
5. The Strategy for Long Term Borrowing was to continue to have the option to fund new or replacement borrowing up to the value of 25% of the portfolio through internal borrowing to reduce the Council's exposure to credit risk and reduce the cost of carry (difference between borrowing costs and investment returns) whilst debt rates remained higher than investment interest rates.
6. The Strategy included the Treasury Management Strategy Team (TMST) keeping external fund investments under review, with decisions to advance or withdraw funds to external fund managers delegated to the TMST.

External Context – Provided by Arlingclose

7. **Growth, Inflation, Employment:** The UK economy slowed in 2015 with GDP growth falling to 2.3% from a robust 3.0% the year before. CPI inflation hovered around 0.0% through 2015 with deflationary spells in April, September and October. The prolonged spell of low inflation was attributed to the continued collapse in the price of oil from \$67 a barrel in May 2015 to just under \$28 a barrel in January 2016, the appreciation of sterling since 2013 pushing down import prices and weaker than anticipated wage growth resulting in subdued unit labour costs. CPI picked up to 0.3% year/year in February, but this was still well below the Bank of England's 2% inflation target.
8. The labour market continued to improve through 2015 and in Q1 2016, the latest figures (to March 2016) showing the employment rate at 74.2% (the highest rate since comparable records began in 1971) and the unemployment rate at a 12 year low of 5.1%. Wage growth has however remained modest at around 2.1% excluding bonuses, but after a long period of negative real wage growth (i.e. after inflation) real earnings were positive, boosting consumer spending power.
9. **Global influences:** The slowdown in the Chinese economy became the largest threat to the South East Asian region, particularly on economies with a large trade dependency on China and also to prospects for global growth as a whole. The effect of the Chinese authorities' intervention in their currency and equity markets was temporary and led to high market volatility as a consequence. There were falls in prices of equities and risky assets and a widening in corporate credit spreads. As the global economy entered 2016 there was high uncertainty about growth, the outcome of the US presidential election and the consequences of June's referendum on whether the UK is to remain in the EU. Between February and March 2016 sterling had depreciated by around 3%, a significant proportion of the decline reflecting the uncertainty surrounding the referendum result.
10. **UK Monetary Policy:** The Bank of England's MPC (Monetary Policy Committee) made no change to policy, maintaining the Bank Rate at 0.5% (in March it entered its eighth year at 0.5%) and asset purchases (Quantitative Easing) at £375bn. In its Inflation Reports and monthly monetary policy meeting minutes, the Bank was at pains to stress and reiterate that when interest rates do begin to rise they were expected to do so more gradually and to a lower level than in recent cycles.
11. Improvement in household spending, business fixed investment, a strong housing sector and solid employment gains in the US allowed the Federal Reserve to raise rates in December 2015 for the first time in nine years to take the new Federal funds range to 0.25%-0.50%. Despite signalling four further rate hikes in 2016, the Fed chose not to increase rates further in Q1 and markets pared back expectations to no more than two further hikes this year.
12. However central bankers in the Eurozone, Switzerland, Sweden and Japan were forced to take policy rates into negative territory. The European Central Bank also announced a range of measures to inject sustained economic recovery and boost domestic inflation which included an increase in asset purchases (Quantitative Easing).
13. **Market reaction:** From June 2015 gilt yields were driven lower by the a weakening in Chinese growth, the knock-on effects of the fall in its stock market, the continuing fall in the price of oil and commodities and acceptance of diminishing effectiveness of central bankers'

unconventional policy actions. Added to this was the heightened uncertainty surrounding the outcome of the UK referendum on its continued membership of the EU as well as the US presidential elections which culminated in a significant volatility and in equities and corporate bond yields.

14. 10-year gilt yields moved from 1.58% on 31/03/2015 to a high of 2.19% in June before falling back and ending the financial year at 1.42%. The pattern for 20-year gilts was similar, the yield rose from 2.15% in March 2015 to a high of 2.71% in June before falling back to 2.14% in March 2016. The FTSE All Share Index fell 7.3% from 3664 to 3395 and the MSCI World Index fell 5.3% from 1741 to 1648 over the 12 months to 31 March 2016.

Treasury Management Activity

Debt Financing

15. The Council's debt financing position for 2015/16 is shown in Annex 1.
16. The option to fund new or replacement borrowing requirements from internal balances, up to the value of 25% of the investment portfolio was retained in the 2015/16 annual treasury management strategy. This was intended to reduce the cost of carry of borrowing which is the difference between borrowing rates and investment returns.
17. No new borrowing was arranged during 2015/16 with either the Public Works Loan Board (PWLB) or through the money markets.
18. At 31 March 2016, the authority had 65 PWLB loans totalling £343.38m and 10 LOBO¹ loans totalling £50m. The average rate of interest paid on PWLB debt was 4.52% and the average cost of LOBO debt in 2015/16 was 3.94%. The combined weighted average for interest paid on long-term debt was 4.45%.
19. The Council continues to qualify for the Certainty Rate on PWLB loans, offering a 0.20% discount on the Standard Rate (currently gilts plus 1.00%). Qualification is based on provision of additional information on long-term borrowing and associated capital spending plans.

Maturing Debt

20. The Council repaid £6m of maturing PWLB loans during the year. The weighted average interest rate payable on the matured loans was 7.28%. The details are set out in Annex 2.

Debt Restructuring

21. No long term debt was restructured during 2015/16.

¹ LOBO (Lender's Option/Borrower's Option) Loans are long-term loans which include a re-pricing option for the bank at predetermined intervals.

Investment Strategy

22. Security and liquidity of cash was prioritised above the requirement to maximise returns. The Council adopted a cautious approach to lending to financial institutions, and continuously monitored credit quality information regarding the institutions on the Council's approved Lending List.
23. During 2015/16 the Council limited the exposure to banks by lending to local authorities. At 31 March 2016 the Council had £87m of long term fixed deposits (deposits over 364 days), all of which were placed with local authorities or police authorities. The aim was to maintain a high level of security and manage exposure to interest rate and counterparty risk.
24. The weighted average maturity of all deposits at 31 March 2016, including money deposited in short-term notice accounts, was 315 days (compared with 165 days during 2014/15). This comprised £244m fixed deposits with a weighted average maturity of 360 days, £29.8m in notice accounts with a weighted average maturity of 97.5 days and £14.7m invested in money market funds and call accounts with same day liquidity. The increase in weighted average maturity was due to increases to maximum duration limits with banks and building societies, alongside increased opportunities to place long term deposits with Local Authorities at favourable interest rates, whilst limiting exposure to bail-in risk.
25. The Council used fixed deposits, call accounts, notice accounts, money market funds and pooled funds to deposit its in-house cash surpluses during 2015/16.

The Council's Lending List

26. The Council's in-house cash balances are deposited with institutions that meet the Council's approved credit rating criteria. The approved Lending List is regularly updated during the year to reflect changes in bank and building society credit ratings. Changes are reported to the Cabinet on a regular basis as part of the Financial Monitoring & Business Strategy Delivery reports. The approved lending list may also be further restricted by officers, in response to changing conditions and perceived risk. Annex 3 shows the amendments incorporated into the Lending List during 2015/16, in accordance with the approved credit rating criteria and additional temporary restrictions.

Investment Outturn

27. The average daily balance of temporary surplus cash invested in-house was £322m in 2015/16. The Council achieved an average in-house return for the year of 0.80%, producing gross interest receivable of £2.582m. Temporary surplus cash balances include: developer contributions; council reserves and balances; trust fund balances; and various other funds to which the Council pays interest at each financial year end, based on the average three month London Interbank Bid (LIBID) rate.
28. The sale of approximately a quarter of the Council's initial £20m investment in the Threadneedle Strategic Bond Fund resulted in a realisable gain of £0.246m in 2015/16. Gross distributions from pooled funds totalling £0.875m were also realised in year, bringing total investment income to £3.703m.

29. As at 31 March 2016 the total value of pooled fund investments was £72.481m. This included an overall gain of £1.458m on the purchase value of the assets. Gains are held at the available for sale reserve and cannot be realised as investment income until the point at which fund units are sold.
30. During 2015/16 the average three month LIBID rate was 0.46%. The Council's average in-house return of 0.80% exceeded this benchmark by 0.34%. The average in-house return was 0.10% higher than the rate of interest of 0.70% assumed in the budget. This was in part a result of increases to bank and building society duration limits made in July 2015. This subsequently increased the Council's capacity to pick up yield in durations between 6 and 12 months. Additionally the Council utilised opportunities to lend to other Local Authorities in durations exceeding one year, which boosted the overall yield whilst providing diversification away from bank and building society deposits.
31. The Council operates a number of instant access call accounts and money market funds to deposit short-term cash surpluses. During 2015/16 the average balance held on instant access was £51.98m.
32. At 31 March 2016, the Council's investment portfolio of £360.95m comprised £244m of fixed term deposits, £29.80m in notice accounts, £14.67m at short term notice in money market funds and call accounts and £72.48m in pooled funds with a variable net asset value (VNAV). Annex 4 provides an analysis of the investment portfolio at 31 March 2016.
33. The council's Treasury Management Strategy Team regularly monitors the risk profile of the Council's investment portfolio. An analysis of the credit and maturity position of the portfolio at 31 March 2016 is shown in Annex 4.

External Fund Managers

34. Having reviewed further investment options the Treasury Management Strategy Team approved decisions to make two further £5m investments in the CCLA Local Authorities Property Fund in September 2015 and January 2016.
35. The CCLA Local Authorities Property Fund is invested in commercial and industrial properties in the United Kingdom. It aims to provide, over the long term, a satisfactory total capital and income return on the units of the fund. The fund aims to maintain a suitable spread between different types of property and geographical location.
36. In September 2015 the Treasury Management Strategy Team approved the decision to sell approximately one quarter of the Council's £20m initial investment in the Threadneedle Strategic Bond Fund, due to a decrease in the size of the fund. The sale resulted in a realisable gain of £0.246m.

Prudential Indicators for Treasury Management

37. The position as at 31 March 2016 for the Prudential Indicators is shown in Annex 5.
38. As at 31 March 2016 the Council exceeded the prudential indicator for the upper limit on fixed interest rate exposure for net debt. Actual fixed interest rate exposure was 162.57%, exceeding the 150% limit set out in the 2015/16 Treasury Management Strategy.

39. The indicator is calculated using the following formula:

$$\frac{\text{Fixed debt} - \text{Fixed deposits}}{\text{Total debt} - \text{Total deposits and investments}}$$

40. The reason for exceeding the limit lies predominantly with an increase in the proportion of the Council's investment portfolio held in investments and deposits with variable interest rates, which has subsequently reduced the proportion of deposits with fixed interest rates. This was a deliberate decision taken by the Treasury Management Strategy Team in order to further diversify the Council's investment portfolio.
41. At 31 March 2016, 33.3% of total investments and deposits held were at variable interest rates. The Treasury Management Strategy Team are comfortable with this level of variable rate investments and deposits and do not believe that exceeding the fixed interest rate exposure limit poses a risk to the Council.

External Performance Indicators and Statistics

42. The County Council is a member of the CIPFA Treasury and Debt Management Benchmarking Club and completed returns for the financial year 2015/16. The results of this exercise are not yet available.
43. The Council's treasury management advisors Arlingclose also benchmark the Council's investment performance against its other clients on a quarterly basis. The results of the quarter 4 benchmarking to 31 March 2016 are included in Annex 6.
44. The benchmarking results show that the Council was achieving higher than average interest on deposits at 31 March 2016, when compared with a group of 128 other local authorities. This has been achieved by placing deposits over a longer than average duration with institutions that are of higher than average credit quality.
45. Oxfordshire had a higher than average allocation to external funds, fixed and local authority deposits when compared with other local authorities in the benchmarking exercise. Oxfordshire also had a notably lower than average exposure to money market funds, call accounts and certificates of deposit.

Financial and Legal Implications

46. The combined activities of debt and investment management contribute to the strategic measures element of the Council's budget. The outturn for Interest Payable in 2015/16 was £18.08m, falling £0.056m below the budget of £18.136m in the Medium Term Financial Plan.
47. The 2015/16 budget for investment income was £2.060m, compared with the outturn of £3.703m (including realised gains and distributions from pooled funds), giving a net overachievement of £1.643m. The overachievement in income received was due to a combination of higher than forecast average interest rates and higher than forecast average cash balances, in addition to large distributions and realised gains from pooled funds not

included in the original budget. The 2015/16 accounts also recognise a decrease in the value of available for sale assets² of £0.223m.

RECOMMENDATION

48. **The Cabinet is RECOMMENDED to note the report, and to RECOMMEND Council to note the Council's Treasury Management Activity in 2015/16.**

LORNA BAXTER
Chief Finance Officer

Contact officer: Lewis Gosling – Financial Manager (Treasury) Telephone Number: 01865 323988

June 2016

² Available for sale assets comprise variable net asset value pooled funds, comprised of short dated bond funds, strategic bond funds and property funds.

OXFORDSHIRE COUNTY COUNCIL DEBT FINANCING 2015/16

Debt Profile

		£m
1. PWLB	88%	349.38
2. Money Market LOBO loans	12%	<u>50.00</u>
3. Sub-total External Debt		399.38
4. Internal Balances	0 %	<u>-27.31</u>
5. Actual Debt at 31 March 2015	100%	372.07
6. Government Supported Borrowing		0.00
7. Unsupported Borrowing		0.02
8. Borrowing in Advance		0.00
9. Minimum Revenue Provision		<u>-15.57</u>

10. Actual Debt at 31 March 2016 **356.52**

Maturing Debt

11. PWLB loans maturing during the year	6.00
12. PWLB loans repaid prematurely in the course of debt restructuring	<u>0.00</u>
13. Total Maturing Debt	6.00

New External Borrowing

14. PWLB Normal	0.00
15. PWLB loans raised in the course of debt restructuring	0.00
16. Money Market LOBO loans	<u>0.00</u>
17. Total New External Borrowing	0.00

Debt Profile Year End

18. PWLB	87%	343.38
19. Money Market LOBO loans	13%	<u>50.00</u>
20. Sub-total External Debt		393.38
21. Internal Balances	0 %	<u>-36.86</u>
22. Actual Debt at 31 March 2016	100%	356.52

Line

- 1 – 5 This is a breakdown of the Council's debt at the beginning of the financial year (1 April 2015). The PWLB is a government agency operating within the Debt Management Office. LOBO (Lender's Option/ Borrower's Option) loans are long-term loans, with a maturity of up to 60 years, which includes a re-pricing option for the bank at predetermined time intervals. Internal balances include provisions, reserves, revenue balances, capital receipts unapplied, and excess of creditors over debtors.
- 6 'Government Supported Borrowing' is the amount that the Council can borrow in any one year to finance the capital programme. This is determined by Central Government, and in theory supported through the Revenue Support Grant (RSG) system.
- 7 'Unsupported Borrowing' reflects Prudential Borrowing taken by the authority whereby the associated borrowing costs are met by savings in the revenue budget.
- 8 'Borrowing in Advance' is the amount the Council borrowed in advance during 2015/16 to fund future capital finance costs.
- 9 The amount of debt to be repaid from revenue. The sum to be repaid annually is laid down in the Local Government and Housing Act 1989, which stipulates that the repayments must equate to at least 4% of the debt outstanding at 1 April each year.
- 10 The Council's total debt by the end of the financial year at 31 March 2016, after taking into account new borrowing, debt repayment and movement in funding by internal balances.
- 11 The Council's normal maturing PWLB debt.
- 12 PWLB debt repaid early during the year.
- 13 Total debt repaid during the year.
- 14 The normal PWLB borrowing undertaken by the Council during 2015/16.
- 15 New PWLB loans to replace debt repaid early.
- 16 The Money Market borrowing undertaken by the Council during 2015/16.
- 17 The total external borrowing undertaken.
- 18-22 The Council's debt profile at the end of the year.

Long-term debt Maturing 2015/16**Public Works Loan Board: Loans Maturing in 2015/16**

Date	Amount £m	Rate %	Repayment Type
30/04/2015	4.000	9.750	Maturity
13/07/2015	0.500	2.350	EIP
13/01/2016	0.500	2.350	EIP
31/07/2015	0.500	2.350	EIP
01/02/2016	0.500	2.350	EIP
Total	6.000		

Repayment Types

Maturity – Full amount of principal is repaid at the final maturity date

EIP – Equal Instalments of Principal are repaid every 6 months until the final maturity date

Lending List Changes during 2015/16**Lending limits & maturity limits increased from 1 April 2015**

	Lending Limit as at 31 March 2016	Maximum Maturity as at 31 March 2016
Bank of Montreal	£25,000,000	364 days
Bank of Nova Scotia	£25,000,000	364 days
Canadian Imperial Bank of Commerce	£25,000,000	364 days
Royal Bank of Canada	£25,000,000	364 days
Toronto Dominion Bank	£25,000,000	364 days
HSBC Bank Plc	£25,000,000	364 days
Rabobank Group	£25,000,000	364 days
Svenska Handelsbanken	£25,000,000	364 days
Lloyds Bank Plc	£25,000,000	9 months
Close Brothers Ltd	£10,000,000	6 months
Coventry Building Society	£15,000,000	6 months
Nationwide Building Society	£15,000,000	6 months
Santander UK Plc	£15,000,000	6 months
Landesbank Hessen-Thuringen	£20,000,000	6 months

Counterparties added from 1 April 2015

	Lending Limit as at 31 March 2016	Maximum Maturity as at 31 March 2016
Barclays 100 day notice a/c	£15,000,000	100 days
Barclays current a/c	£15,000,000	100 days

Bank of Scotland	£15,000,000	9 months
Santander 95 day notice a/c	£15,000,000	6 months
Santander UK Plc	£15,000,000	6 months

Counterparties suspended from 1 April 2015

Goldman Sachs International Bank

Standard Chartered Bank

Annex 4

OXFORDSHIRE COUNTY COUNCIL INVESTMENT PORTFOLIO 31/03/2016

Fixed term deposits held at 31/03/2016

Counterparty Date	Principal Deposited (£)	Maturity
Commonwealth Bank of Australia	5,000,000.00	27-Apr-16
Dudley Metropolitan Borough Council	3,000,000.00	28-Apr-16
Police & Crime Commissioner for Northumbria	5,000,000.00	29-Apr-16
Close Brothers Ltd	3,000,000.00	29-Apr-16
Lloyds Bank plc	5,000,000.00	03-May-16
Fife Council	5,000,000.00	03-Jun-16
Lloyds Bank plc	5,000,000.00	08-Jun-16
Commonwealth Bank of Australia	5,000,000.00	16-Jun-16
Close Brothers Ltd	5,000,000.00	17-Jun-16
Glasgow City Council	5,000,000.00	04-Jul-16
Landesbank Hessen-Thuringen (Helaba)	5,000,000.00	04-Jul-16
Nationwide Building Society	5,000,000.00	05-Jul-16
DBS Bank (Development Bank of Singapore)	5,000,000.00	05-Jul-16
Nationwide Building Society	5,000,000.00	08-Jul-16
Glasgow City Council	5,000,000.00	22-Jul-16
Rabobank Group	5,000,000.00	22-Jul-16
Rabobank Group	5,000,000.00	25-Jul-16
Rabobank Group	10,000,000.00	29-Jul-16
Svenska Handelsbanken	6,000,000.00	29-Jul-16
Landesbank Hessen-Thuringen (Helaba)	5,000,000.00	05-Aug-16
Landesbank Hessen-Thuringen (Helaba)	5,000,000.00	24-Aug-16
Peterborough City Council	5,000,000.00	02-Sep-16
Toronto-Dominion Bank	5,000,000.00	08-Sep-16
Newcastle City Council	5,000,000.00	13-Sep-16
Toronto-Dominion Bank	5,000,000.00	13-Oct-16
Toronto-Dominion Bank	5,000,000.00	14-Oct-16
Bank of Montreal	5,000,000.00	19-Oct-16
Lancashire County Council	5,000,000.00	28-Nov-16
Toronto-Dominion Bank	5,000,000.00	28-Nov-16
Rabobank Group	5,000,000.00	30-Nov-16
Glasgow City Council	5,000,000.00	10-Jan-17
West Dunbartonshire Council	2,000,000.00	07-Jun-17
Warrington Borough Council	5,000,000.00	21-Jul-17
Fife Council	5,000,000.00	24-Nov-17
Lancashire County Council	5,000,000.00	18-Jan-18
Exeter City Council	10,000,000.00	01-Feb-18
Runnymede Borough Council	5,000,000.00	09-Feb-18
Fife Council	3,000,000.00	29-Mar-18
Lancashire County Council	5,000,000.00	04-May-18
Fife Council	10,000,000.00	26-Jun-18
Warrington Borough Council	5,000,000.00	20-Jul-18
Glasgow City Council	5,000,000.00	24-Jul-18
Glasgow City Council	5,000,000.00	30-Jul-18

Fife Council	2,000,000.00	07-Sep-18
Lancashire County Council	5,000,000.00	15-Oct-18
Lancashire County Council	5,000,000.00	15-Oct-18
The Highland Council	10,000,000.00	01-Feb-19

Total £244,000,000.00

Money Market Funds

Counterparty period	Balance at 31/03/16 (£)	Notice
Standard Life Sterling Liquidity Fund	2,658,498.00	Same day
Federated Sterling Liquidity Funds	12,000,000.00	Same day
Total	14,658,498.00	

Notice / Call Accounts

Counterparty period	Balance at 31/03/16 (£)	Notice
Barclays 100 Day Notice	14,800,000.00	100 days
Barclays Current	8,340.24	Same day
Santander 95 Day Notice	15,000,000.00	95 days
Total	29,808,340.24	

Short Dated Bond Funds

Counterparty period	Balance at 31/03/16 (£)	Notice
Aberdeen (formerly SWIP)	17,450,440.05	3 days
Federated Cash Plus Fund	2,040,805.47	2 days
Payden & Rygel Sterling Reserve Fund	12,269,359.27	2 days
Royal London Asset Mgmt Cash Plus Fund	4,994,966.59	2 days
Total	36,755,571.38	

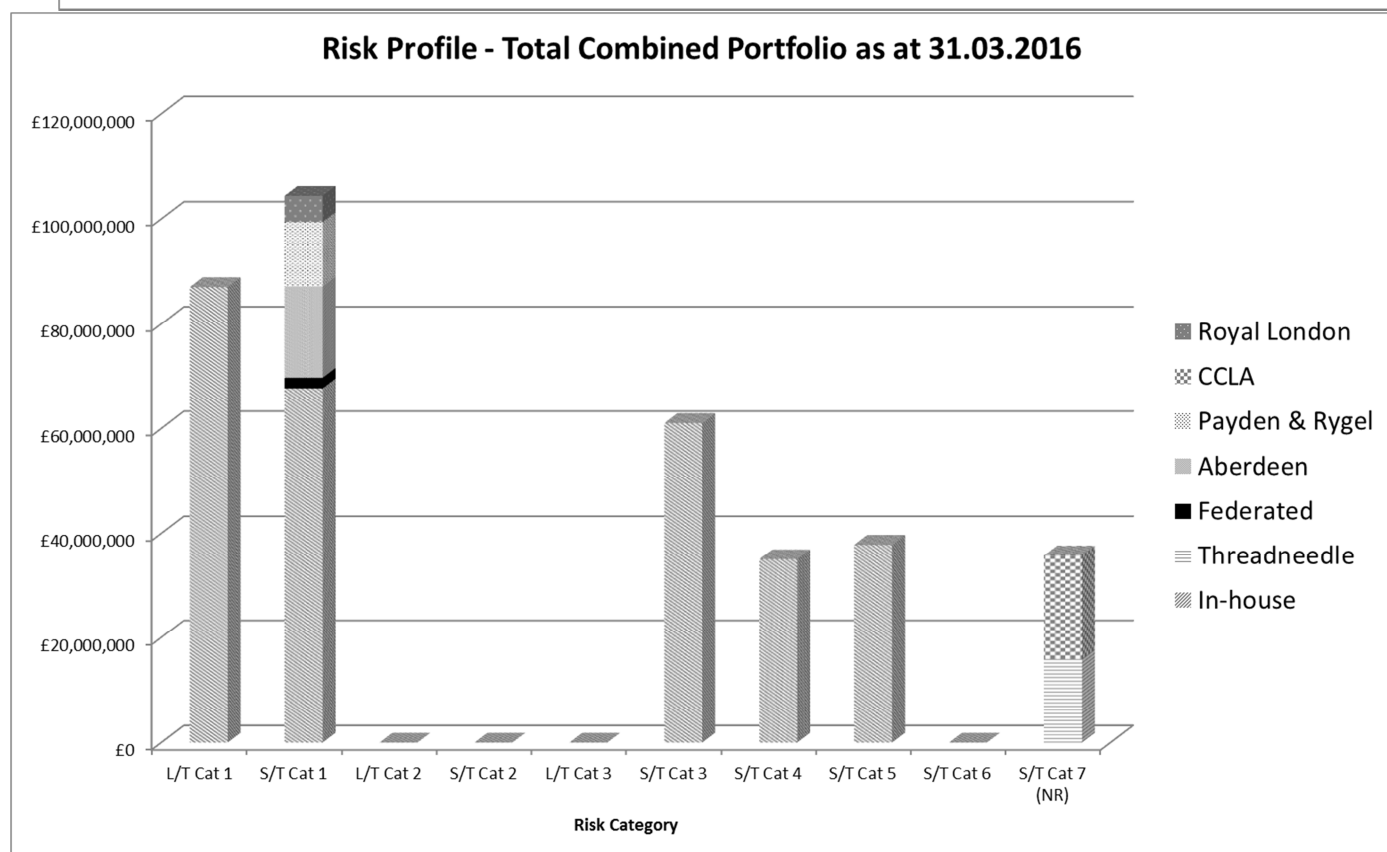
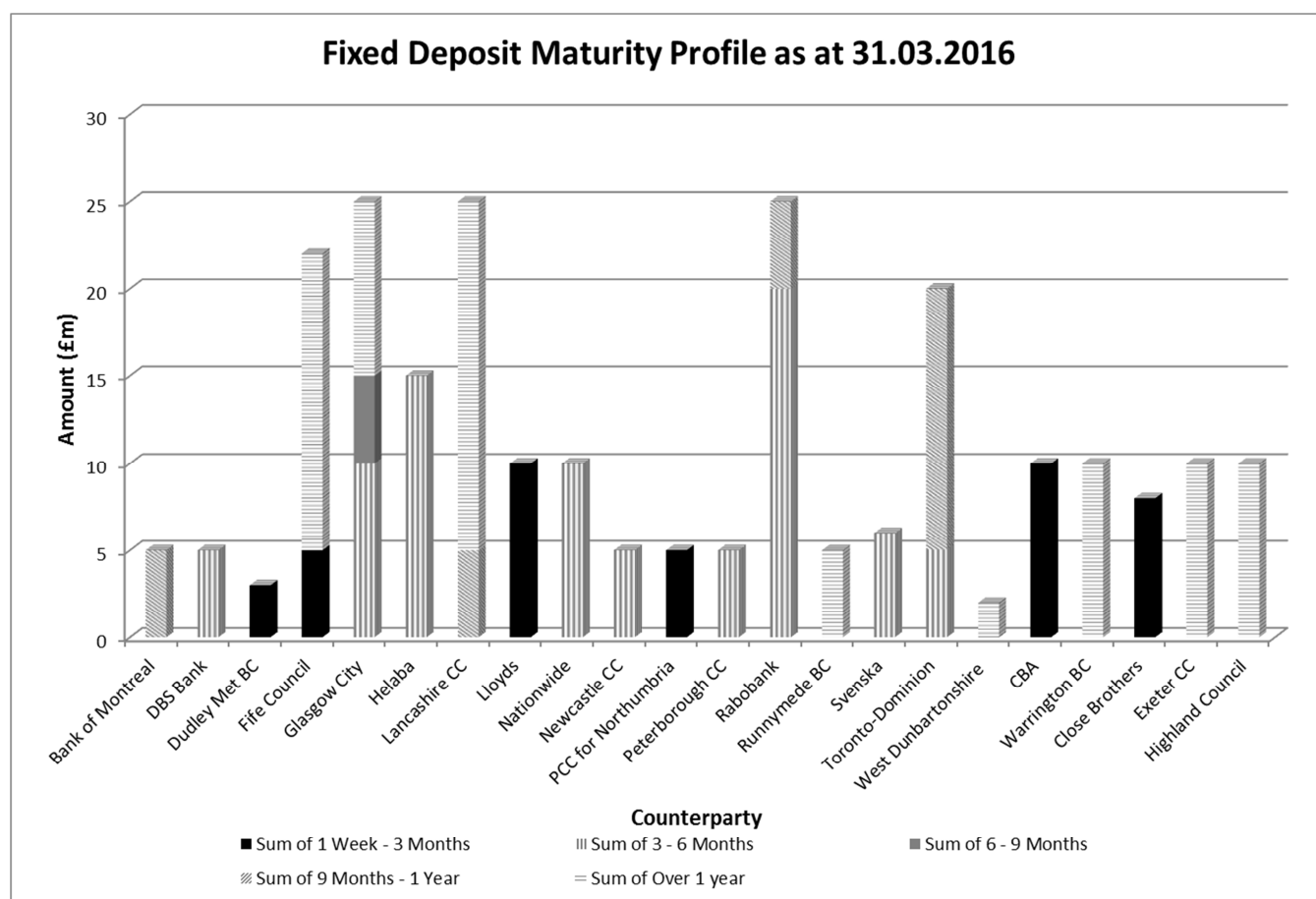
Strategic Bond Funds

Counterparty period	Balance at 31/03/16 (£)	Notice
Threadneedle Strategic Bond Fund	15,918,118.60	4 days
Total	15,918,118.60	

Property Funds

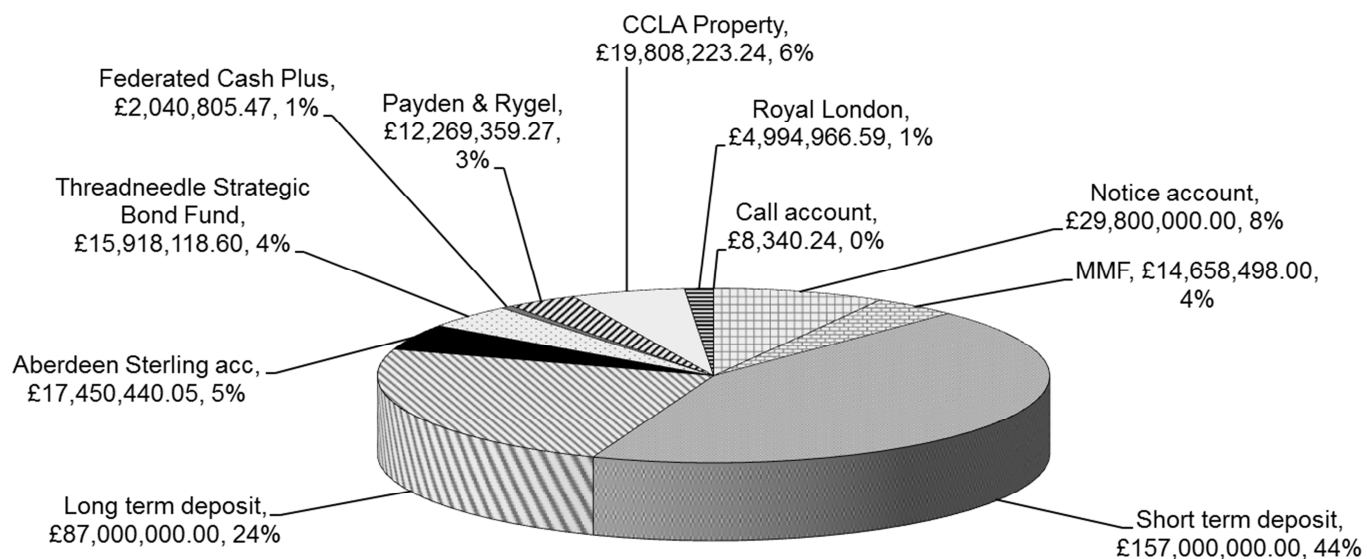
Counterparty period	Balance at 31/03/16 (£)	Notice
CCLA Local Authorities Property Fund	19,808,223.24	Monthly dealing
Total	19,808,223.24	

Risk profile of investment portfolio at 31/03/16



Risk Category	L/T rating	S/T rating
1 (Including Local Authorities)	AA+, AA	F1+
2	AA-	F1+
3	AA-	F1+
4	AA-	F1+
5	A+, A	F1
6	A	F1

Total Combined Portfolio as at 31.03.2016



Prudential Indicators Outturn 31 March 2016**Authorised and Operational Limit for External Debt**

Authorised Limit for External Debt

£490,000,000

Operational Limit for External Debt

£480,000,000

Actual External Debt at 31 March 2016

£418,232,618

Fixed Interest Rate Exposure

Fixed Interest Net Borrowing limit

150.00%

Actual at 31 March 2016

162.57%

Variable Interest Rate Exposure

Variable Interest Net Borrowing limit

25.00%

Actual at 31 March 2016

-62.57%

Sums Invested over 364 days

Total sums invested for more than 364 days maximum limit

£150,000,000

Actual sums invested for more than 364 days at 31 March 2016

£ 87,000,000

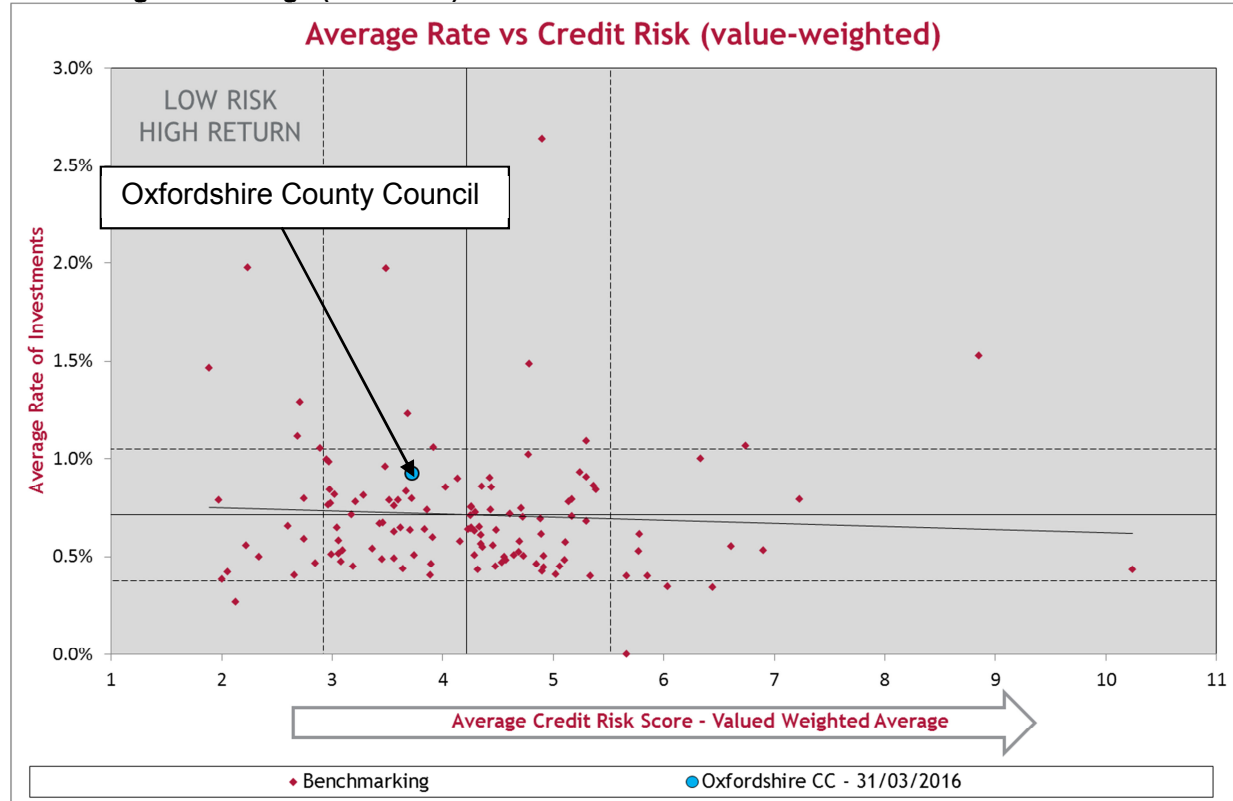
Maturity Structure of Borrowing at 31/03/16

	Limit %	Actual %
From 01/04/15		
Under 12 months	0 - 20	0.00
12 – 24 months	0 - 25	7.12
24 months – 5 years	0 - 35	16.27
5 years – 10 years	5 - 40	15.25
10 years +	50 - 95	61.36

The Prudential Indicators for maturity structure are set with reference to the start of the financial year. The actual % shown above relates to the maturity period remaining at 01/04/15 on loans still outstanding at 31/03/16.

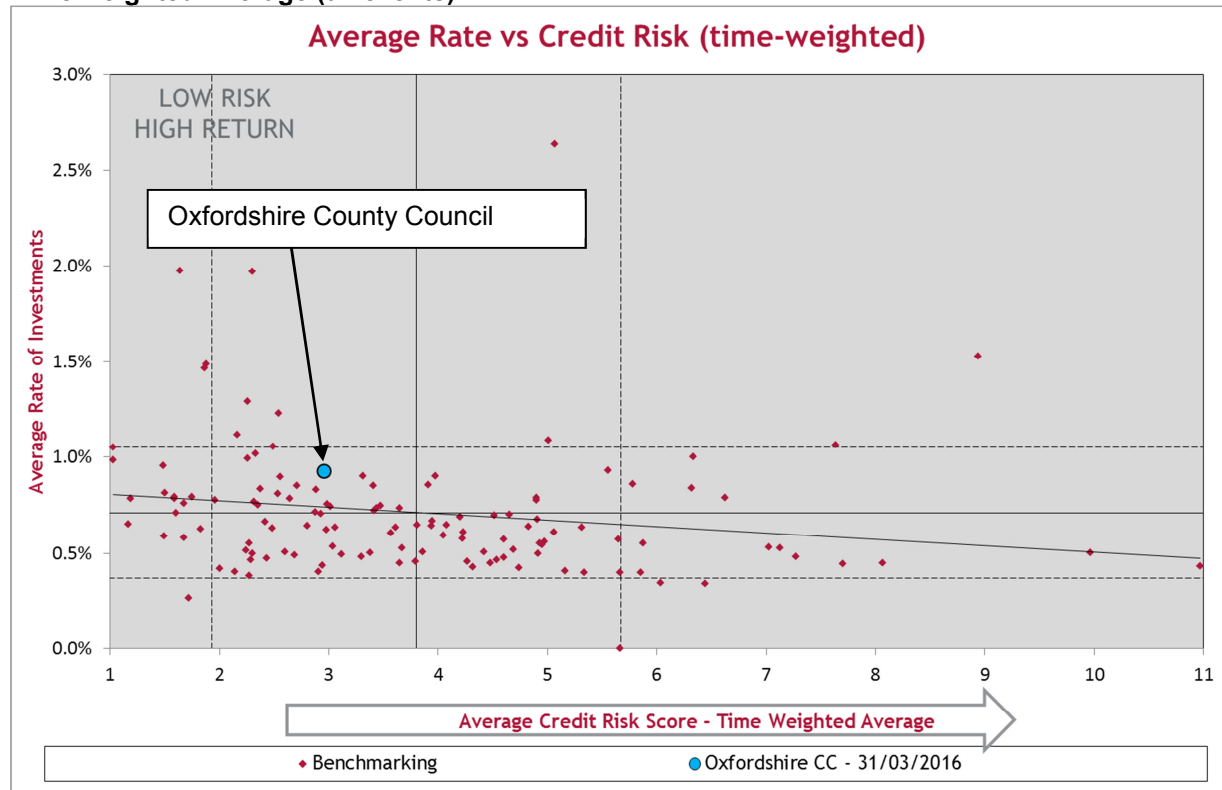
**Actual Maturity Structure of Borrowing at 01/04/16
(LOBO's included at next option date)**

	Limit %	Actual %
From 01/04/16		
Under 12 months	0 - 20	7.12
12 – 24 months	0 - 25	7.12
24 months – 5 years	0 - 35	13.22
5 years to 10 years	5 - 40	11.69
10 years +	50 - 95	60.85



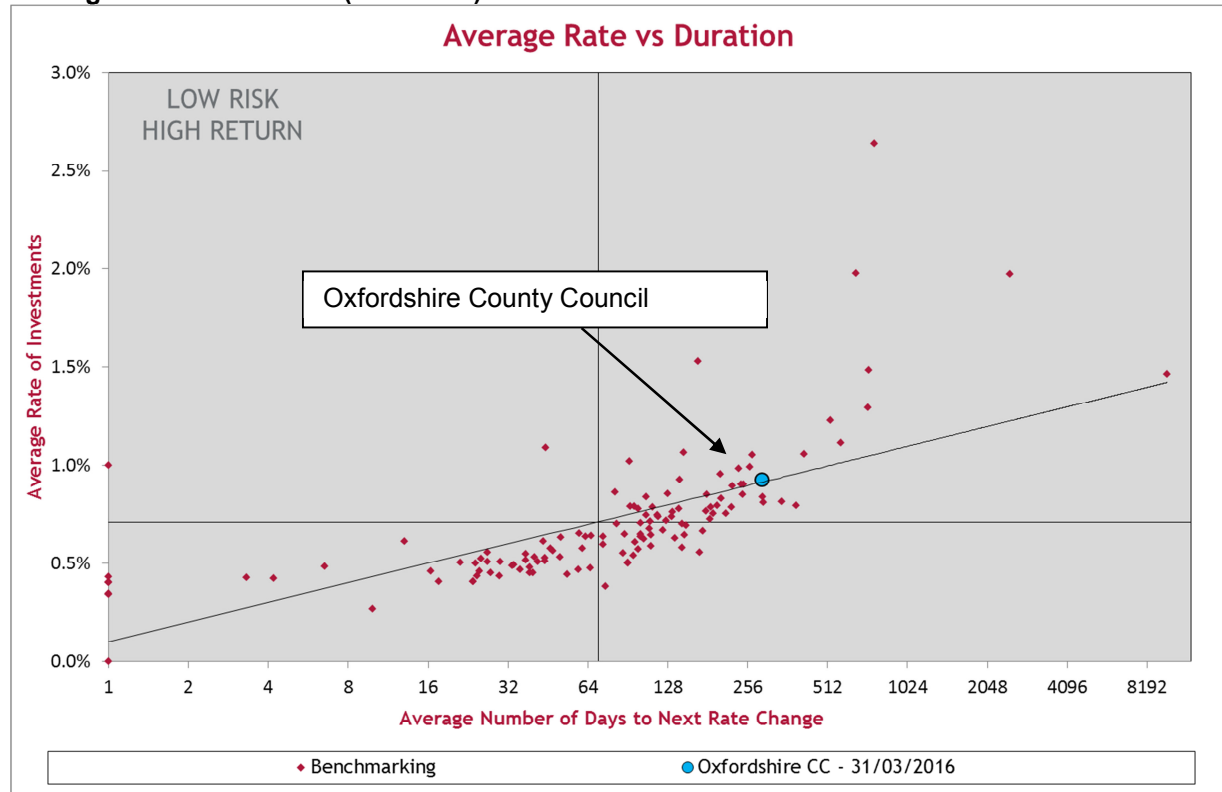
Oxfordshire County Council achieved a higher interest rate compared to the average achieved by all Arlingclose clients, whilst maintaining lower than average value weighted credit risk as at 31/03/2016.

Time weighted Average (all clients)



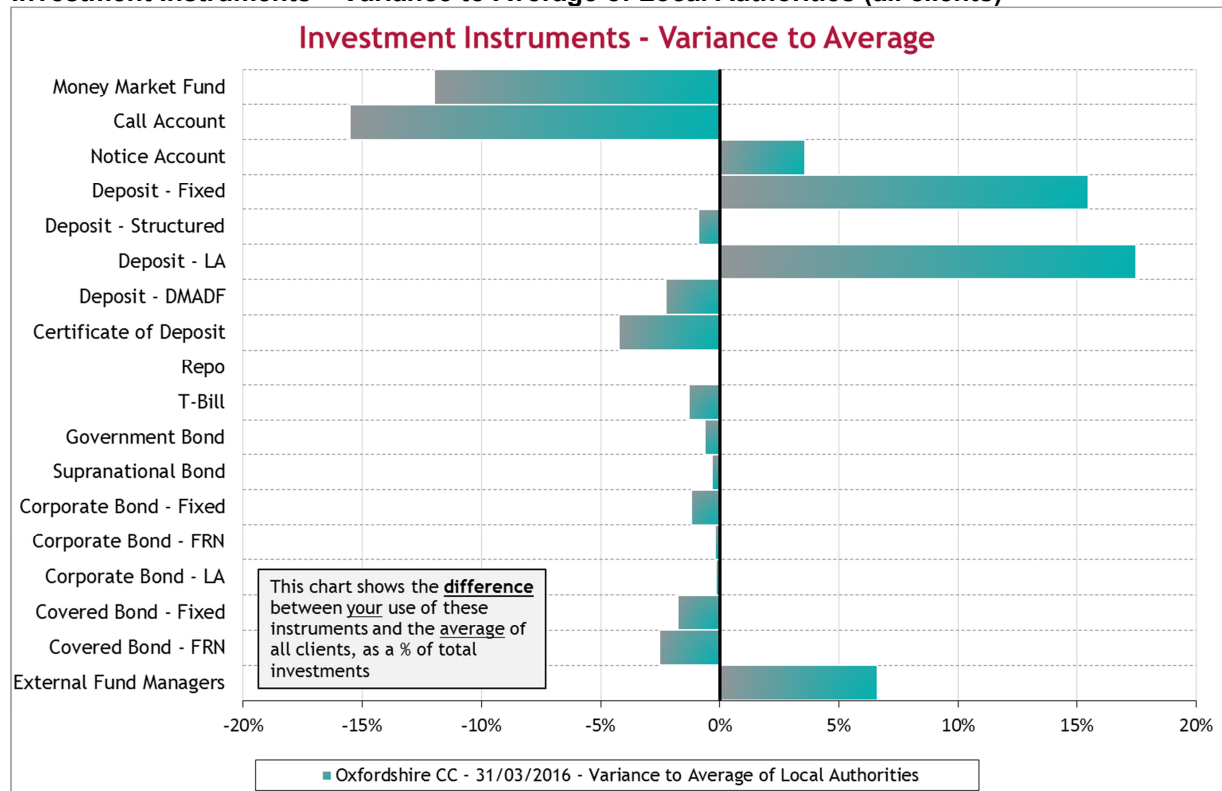
Oxfordshire County Council achieved a higher interest rate compared to the average achieved by all Arlingclose clients, whilst maintaining lower than average time weighted credit risk as at 31/03/2016.

Average Rate vs Duration (all clients)



This graph shows that at 31/03/2016 Oxfordshire County Council achieved a higher than average return by placing deposits for longer than average duration.

Investment Instruments – Variance to Average of Local Authorities (all clients)



This graph shows that, at 31/3/2016, Oxfordshire County Council had notably higher than average allocations to external funds, fixed and local authority deposits when compared with other local authorities. Oxfordshire County Council also had notably lower exposure to money market funds, call accounts and certificates of deposit.

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Division(s): NA

CABINET – 19 JULY 2016

2016/17 FINANCIAL MONITORING & BUSINESS STRATEGY DELIVERY REPORT

Report by the Chief Finance Officer

Introduction

1. This is the first financial monitoring report for 2016/17 and focuses on the delivery of the Directorate Business Strategies that were agreed as part of the Service and Resource Planning Process for 2016/17 – 2019/20. Parts 1 and 2 include projections for revenue, reserves and balances as at the end of May 2016. Capital Programme monitoring and update is included at Part 3.

Summary Position

2. The forecast directorate variation at this early stage in the year is an anticipated overspend of +£5.5m or +1.3% against a net budget of £410m as shown in the table below. As in previous years, overspends are expected to be reduced by management action or the use of one – off funding during the year. In July 2015, the report to Cabinet anticipated an overspend of +£5.6m. The final year end position for directorates was an over spend of only +£0.7m or 0.2%.

Directorate	Latest Budget 2016/17 £m	Forecast Outturn 2016/17 £m	Forecast Outturn Variance 2016/17 £m	Forecast Outturn Variance 2016/17 %
Children, Education & Families (CE&F)	106.6	110.4	+3.8	+3.5%
Social & Community Services (S&CS)	213.3	213.7	+0.4	+0.2%
Environment & Economy (E&E)	82.6	83.8	+1.2	+1.5%
Corporate Services (CS)	7.5	7.6	+0.1	+1.0%
Public Health (*)	0.0	0.0	0.0	0.0%
Total	410.0	415.5	+5.5	+1.3%

Public Health (*)				
Expenditure	32.1	32.1	0.0	0.0%
Grant and Other Income & Transfer to Reserves	-32.1	-32.1	0.0	0.0%
Total ¹	0.000	0.000	0.000	0.0%

3. There were no carry forwards from 2015/16. The proposed use of the underspends in Social & Community Services, Environment & Economy and Corporate Services to offset the overspend in Children, Education & Families will be considered by Council on 12 July 2016 alongside the request to vire £1.5m from Corporate Contingency to Children, Education & Families as set out in the Provisional Outturn Report. Because some of

¹ In 2016/17 Public Health is funded by a ring-fenced grant of £32.1m from the Department of Health.

the virements required to offset over and underspends are larger than £1m they required approval by Council under the council's Financial Procedure Rules.

4. The following annexes are attached:

Annex 1	Original and Latest Estimates for 2016/17
Annex 2	2016/17 Virements & Supplementary Estimates
Annex 3	Treasury Management Lending List
Annex 4	Forecast Earmarked Reserves
Annex 5	Forecast General Balances
Annex 6	Government Grants 2016/17
Annex 7	Capital Programme Monitoring
Annex 8	Updated Capital Programme

5. Directorate reports setting out the detail behind this report are available from the contact officers named at the end of this report or in the Members' Resource Centre.

Part 1 - Revenue Budget

Children, Education & Families (CE&F)

6. The directorate is forecasting an overspend of +£3.8m, which represents a variation of +3.5% against budget.

CEF1 Education and Early Intervention

7. The Education & Early Intervention service is forecasting to overspend by +£0.8m.
8. Home to School Transport is reporting a forecast overspend of +£1.0m. The variation of +£1.1m on Special Educational Needs Transport is made up of a +£0.5m funding shortfall relating to prior year growth, +£0.3m of anticipated demographic growth and +£0.3m in relation to increased costs as a result of market conditions and the complex needs of clients. Mainstream Home to School Transport is forecasting to have a small underspend of -£0.1m. These figures are likely to change once the new academic year starts. The service currently has plans in place to fully achieve the savings target of £1.4m in 2016/17, mainly through the Route Efficiency Programme, and this is reflected in this forecast.
9. The overspends set out above are partly offset by forecast underspends on Service Management and Central Costs (-£0.1m) due to staffing savings and School Organisation and Planning (-£0.1m) due to savings on the Academies Conversion Costs.

CEF2 Children's Social Care

10. Children's Social Care is forecast to overspend by +£3.0m.
11. An overspend of +£2m is forecast on the Placements budget; primarily within Independent Fostering and Mainstream Residential placements.
12. The overspend is partly caused by the completion of the new Children's Homes being behind schedule thereby delaying the savings which will

arise from reducing the number of external placements. The delay is due in part to the sub-contractor delivering two of the homes going into administration. The Council will be seeking compensation from the main contractor for the delay.

13. There were 59 clients in mainstream residential placements at the end of May 2016, compared to 55 at the end of March 2016. There were 103 clients in independent foster agency placements at the end of May 2016, an increase of 14 since the end of March 2016. The forecast does not include +£1.8m which it is estimated could arise from new placements during the rest of the year.
14. The Asylum service is reporting a forecast overspend of +£0.9m. This reflects the full year effect of the increased client numbers at the end of 2015/16 who are expected to be in the Council's care during 2016/17. Client numbers have slightly reduced during the first two months of this financial year. There are 55 unaccompanied asylum seeking children (UASC) aged under 18 and 35 UASC Care leavers aged 18 to 25 as at the end of May 2016, compared to 55 and 40 at the 31 March 2016. There is a difference in costs between this report and the "Unaccompanied Asylum Seeking and Refugee Children – Transfer Scheme" report which is elsewhere on this agenda. This forecast includes £0.1m costs for All Rights Exhausted (ARE) clients.
15. The Government is committed to a transfer scheme to move unaccompanied asylum seeking children from Kent to other local authorities so there is a more even distribution across the country. Whilst this is expected to increase numbers of UASC over time, Oxfordshire already has a greater percentage of UASC compared to other authorities. No authority will be expected to accommodate more than 0.07% of its existing child population, which in Oxfordshire would be equivalent to 99 UASC.

Dedicated Schools Grant (DSG)

16. Services funded from DSG are forecast to be on budget. However, the Special Educational Needs (SEN) service has a potential overspend of up to +£1.6m relating predominantly to significant increases in the number of out of county placements. A range of actions are being taken to minimise costs in the service including: reviews of the SEN and Early Years SEN services; local authority support for new special free school applications; and through the capital programme, additional classrooms in special schools and new resource base provision. As this is a volatile budget it is likely that this forecast will vary in future months. In the event of an overspend there are three options; to carry the overspend forward into 2017/18, to fund it from DSG balances subject to discussion with Schools Forum or for the Council to fund the overspend. The preference is to fund from DSG balances, but this requires the agreement of Schools Forum.
17. The expected National Schools Funding Formula is likely to ring-fence the various DSG funding blocks making it increasingly difficult to manage such overspends within DSG going forward.

Social & Community Services (S&CS)

18. The directorate is forecasting an overspend of +£0.4m, a variation of +0.2% against the budget. This includes the Council's element of the joint Council and Oxfordshire Clinical Commissioning Group (OCCG) variation on the Older People and Equipment Pooled budget along with the risk based shares of the variations on the Learning Disabilities and Physical Disabilities Pooled Budgets. These remain subject to the formal agreement through the Section 75 agreement as noted in paragraph 22.

S&CS1 Adult Social Care

19. The majority of the variation for the directorate relates to Adult Social Care which is forecast to overspend by +£0.6m. The largest element of this is a forecast overspend of +£3.4m on the Older People and Equipment Pooled Budget. Most of this is offset by the assumed use of funding currently held outside the pool. The Physical Disabilities Pooled Budget is forecasting an overspend of +£0.2m. Under the risk share agreement there is a forecast underspend of -£0.2m on the Learning Disability Pooled budget.

Older People and Equipment Pool

20. The Older People and Equipment Pool is forecast to overspend by +£2.9m. Of this, an overspend of +£3.4m is reported for Adult Social Care commissioned services and -£0.5m relates to health services.
21. The primary pressure within the pool reflects a forecast overspend of +£3.6m for care home placements. There is some pressure from increased prices, but the main driver is demand. Early indications are that the number of care home placements has remained at 12.1 per week which was the average for 2015/16 but further work is required to assess the expected number of placements for the rest of the year.
22. In light of the final position for 2015/16 (as set out in the Provisional Outturn Report to Cabinet in June 2016) and the continuing pressure on care home expenditure being reported, Oxfordshire Clinical Commissioning Group's Finance committee Finance Committee has not approved the risk shares for 2016/17 set out in the Section 75 agreement. The situation is being discussed with the Clinical Commissioning Group with the intention of resolving this prior to the Cabinet meeting in September when the next monitoring report will be considered along with a further report setting out proposals for the use of the Adult Social Care precept (in paragraphs 24 – 26 below).
23. Unringfenced DCLG funding for Care Act Implementation of £0.5m is outside of the pools and has yet to be allocated in 2016/17. In addition, there is a surplus of £0.3m of funding received from the transfer of the Independent Living Fund. It is assumed that this £0.8m of unallocated funding will be used to offset pressures in other areas of the budget.
24. The 2% Adult Social Care Precept agreed by Council in February 2016 has resulted in a budget of £5.9m to fund pressures within Adult Social Care including the National Living Wage. So far, £0.9m has been allocated to the Older People's Pool to fund the outcome of the Care Home Fee Consultation, Home Support Price Review and new Help to

live at Home contracts. This leaves a balance of £5.0m, currently held outside the pool, which has to be used to support Adult Social Care.

25. The Council launched a consultation with providers on the impact of the National Living Wage and the potential use of Adult Social Care precept to support that in June 2016. Subject to evidence about pressure on pay costs provided through the consultation over the summer and the decision by Cabinet in September, it is assumed that there will be a requirement to use some of the funding to support increased rates paid to providers to meet evidenced pressures in their pay costs arising from the impact of the National Living Wage.
26. Subject to agreement, any remaining balance could potentially be used to meet other pressures in Adult Social Care. This will include pressures such as the Care Home budget within the Older People Pool where providers are likely to have already priced in the National Living Wage through spot prices and where demand has exceeded projections.

Adult Social Care: Non – Pool Services

27. There is a forecast overspend of +£0.5m for services outside of the Pools. This includes a forecast overspend of +£0.2m on the Emergency Duty Team and a consultation is underway to redesign this service. The overspend on the Mental Health Pooled budget contribution is estimated at +£0.3m. This reflects an anticipated overspend on service users who do not fall within the Outcomes Based Contract but are eligible for Social Care and are appropriately care managed by the Community Mental Health Teams. This list of service users is currently under review by the Clinical Commissioning Group as part of the contract management process.

SCS4 Fire & Rescue and Emergency Planning

28. There is an underspend of -£0.3m forecast, all of which relates to Fire & Rescue. The underspend reflects vacancies for whole time firefighters and a forecast underspend on fuel costs.

Environment & Economy (E&E)

29. The directorate is forecasting an overspend of +£1.2m which represents +1.5% against budget.

EE1 Strategy & Infrastructure and EE2 Commercial Services

30. The Strategy & Infrastructure and Commercial Services areas are reporting a breakeven position, with pressures from infrastructure growth, the Highways Services Review, Concessionary Fares, Property & Facilities Management and identified unrealised MTFP savings being resolved by management action and funded through service budgets.

EE3 Oxfordshire Customer Services

31. Oxfordshire Customer Services is forecasting to overspend by +£1.2m. This relates to forecast income from Schools being lower than expected (+£0.6m). ICT is forecasting an overspend of +£0.6m due to rationalisation savings not being fully realised and continuing pressure from the cost of the data centre.

Corporate Services

32. There is a small forecast overspend of +£0.1m in Corporate Services. This mainly reflects overspends on Corporate Services and Business Support (+£0.2m) being partly offset by underspends on Law and Governance (-£0.1m) and Policy (-£0.1m).

Public Health

33. A breakeven position is expected.

Virements and Supplementary Estimates

34. Virements larger than £0.5m or that relate to un-ringfenced grants requiring Cabinet approval under the Virement Rules agreed by Council on 16 February 2016 are set out in Annex 2a. Cabinet is recommended to approve the transfer of Oxfordshire Customer Services (from E&E) and Strategy, Performance and Public Engagement (from S&CS) to Corporate Services as part of the Transformation agenda as set out in annex 2f. None of these virements represent a change in policy as the service is unchanged.
35. Annex 2d shows virements Cabinet need to note.
36. There are no supplementary estimate requests included in this report.

Government Grants

37. As set out in Annex 6, ring-fenced grants totalling £297.6m are included in Directorate budgets and will be used for the specified purpose. After the budget was agreed by Council in February 2016, notification was received of the Public Health Grant for 2016/17. It was confirmed as £32.1m, £1.7m more than estimated. Any grants unspent at year end will be held in the Grants & Contributions Reserve for use in 2017/18, or returned to the funding body.
38. At the time of setting the 2016/17 budget in February 2016 several unringfenced grant notifications still had not been received. Annex 6 also sets out the latest unringfenced grant allocations.

Business Strategy Savings

39. The forecasts shown in this report incorporate Business Strategy savings that were agreed by Council in February 2016 and previous years. At this early stage of the year, at least 89% of the planned savings are expected to be delivered. Progress against delivery of savings will be monitored on a regular basis by the Delivery Board and action taken where savings are not expected to be achieved. A further update will be provided in the report to Cabinet in September. Any on-going pressures will be considered as part of the 2017/18 Service & Resource Planning process.

Bad Debt & Loan Write Offs

40. There were four general write - offs to the end of May 2016 and these totalled £976. In addition Adult Social Care has written off 28 Client Charge debts totalling £18,507.
41. Cabinet is recommended to approve the write off of a foster care adaptation loan to the value of £50,000. These loans are provided to people to make adaptations to their homes to enable them to foster or adopt children. There are five early agreements where there was no legal charge against the property. These five loans will be written off where the children reach 18 without a breakdown in the placement. Funding to meet the write off of the early loans has been set aside in an earmarked reserve for this purpose.

Treasury Management

42. The latest treasury management approved lending list (as at 13 June 2016) is shown in Annex 3.
43. The following table displays average in-house cash balances and average rates of return for April and May 2016. Interest receivable for 2016/17 is currently forecast to be in line with the budgeted figure of £3.2m. Interest payable is currently forecast to be in line with the budgeted figure of £17.6m.

Month	Average cash balance	Average rate of return
April	£313.9m	0.90%
May	£328.3m	0.88%

Part 2 – Balance Sheet

44. Annex 4 sets out earmarked reserves brought forward from 2015/16 and the forecast position as at 31 March 2017. These reserves are held for specified one – off projects, contractual commitments and to support the Medium Term Financial Plan. Directorate reserves are expected to reduce from £52.9m to £44.4m at 31 March 2017.
45. Other Reserves, which include Insurance, Capital and Cash flow reserves, are forecast to total £52.2m at 31 March 2017. This includes £8.7m in the Budget Reserve and £2.9m in the Efficiency Reserve.

Balances

46. As set out in Annex 6 general balances were £19.0m as at 31 March 2016. This compares to £17.5m as set out in the Medium Term Financial Plan (MTFP) approved by Council in February 2016. Anticipated balances were based on the forecast outturn at end December 2015 as reported to Cabinet in February 2016.

Part 3 – Capital Programme

Capital Monitoring

47. The capital monitoring position set out in Annex 7a, shows the forecast expenditure for 2016/17 is £143.0m (excluding schools local capital). This has increased by £9.7m compared to the latest approved capital programme. The table below summarises the variations by directorate.

Directorate	Last Approved Programme *	Latest Forecast Expenditure	Variation
	£m	£m	£m
Children, Education & Families	52.4	53.2	+0.8
Social & Community Services	11.2	15.9	+4.7
Environment & Economy - Transport	47.7	50.3	+2.6
Environment & Economy - Other	11.7	11.1	- 0.6
Corporate Services	10.3	12.5	+2.2
Total Directorate Programmes	133.3	143.0	+9.7
Schools Local Capital	1.2	1.8	+0.6
Earmarked Reserves	5.3	5.5	+0.2
Total Capital Programme	139.8	150.3	+10.5

* Approved by Council 16 February 2016

48. The variations in 2016/17 take into account the impact of the 2015/16 outturn position and schemes that have been re-profiled accordingly. Significant in-year variations for each directorate are listed in Annex 7b. New schemes and total programme/project budget changes are listed in Annex 7c.
49. In the Children, Education & Families programme the increase is due to the inclusion of the £1.5m for the Children & Family Centres Transformation programme with £0.8m profiled to be spent in 2016/17.
50. Cabinet is recommended to approve an increase of £2.2m to the budget for the Great Western Park Primary School in Didcot (GEMS Academy) which is due to be open in September 2016. Increased construction and site costs mean that a total budget of £11.2m is now required for the scheme. The increase will be funded from the capital programme earmarked reserves. An out of tolerance report is available as a background paper.
51. The Social & Community Services programme now includes the £4.5m Disabled Facilities Grant received for 2016/17, an increase of £2.1m from 2015/16. The funding, which is part of the Better Care Fund (and reflects the removal of the ring-fenced capital grant for Adult Social Care), is issued to the County Council but passed straight to the District Councils. This is being used to expand the Disabled Facilities Grant programme which includes support for the provision of preventative adaptations and equipment to service users.
52. In the Transport programme, £1.0m of the increase is due to the inclusion of the Pothole Action Fund grant to the Highways Maintenance surface treatments programme. £0.5m of re-profiling on Major Improvement schemes from 2015/16 following outturn is included in 2016/17 to reflect

latest work programmes. In addition, new project development budgets for A34 Lodge Hill Slips (£0.2m) and Queen's Street pedestrianisation (£0.1m) have been included in the programme.

53. In both the Environment & Economy (non-Transport) and Corporate Services programmes, the in-year changes are all due to the re-profiling of expenditure budgets following the 2015/16 outturn position.

Five Year Capital Programme Update

54. The total forecast 5-year capital programme (2016/17 to 2019/20) is now £484.3m, an increase of £24.1m compared to the last capital programme for this period approved by Council in February 2016. The full updated capital programme is set out in annex 8. Taking into account the outturn position for 2015/16, the overall size of the capital programme has increased by £13.3m. The following table summarises the variations by directorate and the main reasons for these variations are explained in the following paragraphs.

Directorate	Last Approved Total Programme (2016/17 to 2019/20) * £m	Latest Updated Total Programme (2016/17 to 2019/20) £m	Variation £m	Variation in the size of the overall programme (including 2015/16) £m
Children, Education & Families	153.3	156.4	+3.1	+2.4
Social & Community Services	33.2	38.8	+5.5	+4.0
Environment & Economy - Transport	144.5	148.6	+4.1	-2.1
Environment & Economy – Other	28.2	30.7	+2.5	+0.2
Corporate Services	15.1	17.6	+2.5	+1.9
Total Directorate Programmes	374.3	392.1	+17.7	+6.4
Schools Local Capital	4.1	4.9	+0.8	+0.6
Earmarked Reserves	81.7	87.3	+5.6	+6.3
Total Capital Programme	460.1	484.3	+24.1	+13.3

* Approved by Council 16 February 2016

55. In addition to the £1.5m increase in the CEF programme for the Children & Family Centres Transformation programme, a further £0.7m is included from the DSG underspend to the Early Years Entitlement for Disadvantaged 2 year olds programme and there is an additional £0.2m from the confirmation of the School Structural Maintenance grant allocation for 2016/17.
56. The overall size of Transport programme has decreased by £2.1m compared to the programme approved by Council in February 2016 due to the removal of the £3.6m Bicester London Road pedestrian and cycle bridge project (funded by the Local Growth Fund) from the programme. This is partly offset by the inclusion of the additional £1.0m budget for Milton Interchange approved by Cabinet in February 2016.

57. Design work for the City Deal project to construct the new Harwell Link Road has been completed and construction is due to start in September 2016. This scheme will increase the capacity of the local road network and relieve Harwell Village of through traffic. The total budget required is £11.6m, an increase of £0.3m from the previously approved budget. The increased budget can be contained within the overall borrowing requirement agreed for OxLEP schemes. Cabinet are recommended to approve to contractually commit to the construction of this scheme with the increased budget. A full business case is available as a background paper.
58. Cabinet are also recommended to approve to contractually commit to the construction of the Access to Headington scheme, which will reduce congestion and improve the overall accessibility of the area by enabling conditions for a more comprehensive bus service to operate and encourage greater uptake in walking and cycling. The first phase of construction is due to start in August 2016. The total budget remains within the previously approved £11.2m, however firm costs are not yet available for all elements of the programme of works. Costs will be closely monitored and de-scoping of the project will be considered to remove elements that have the least detriment of the project objectives to ensure costs remain within the overall project budget. Proposed changes to the scope will be agreed by the Acting Director for E&E, with any significant changes to scope or budget reported back to Cabinet for approval in line with the requirements of the Financial Procedure Rules. A full business case detailing the current scope is available as a background paper.

RECOMMENDATIONS

59. **The Cabinet is RECOMMENDED to:**
- (a) **note the report;**
 - (b) **approve the virement requests set out in Annex 2a;**
 - (c) **approve the virement requests set out in Annex 2f;**
 - (d) **approve the foster care loan write-off as set out in paragraph 41;**
 - (e) **note the Treasury Management lending list at Annex 3;**
 - (f) **approve the updated Capital Programme at Annex 8 and the associated changes to the programme in Annex 7c;**
 - (g) **approve the increase of £2.2m in the budget for the Great Western Park Primary School in Didcot;**
 - (h) **approve the contractual commitment for construction of the Access to Headington Project, with a total budget of £11.2m; and**
 - (i) **approve the contractual commitment for construction of the Harwell Link Road Project, with a total increased budget of £11.6m.**

LORNA BAXTER

Chief Finance Officer

Background papers: Directorate Financial Monitoring Reports to the end of May 2016
Great Western Park Primary School, Didcot Out of Tolerance Report
Access to Headington Business Case
Harwell Link Road Business Case

Contact Officers: Katy Jurczynszyn, Strategic Finance Manger
(Financial Strategy & Monitoring)
07584 909518

July 2016

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Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget underspend - overspend + £000 (9)	Projected Year end Variance Traffic Light (13)
		Original Budget £000 (3)	Movement to Date £000 (5)	Latest Budget £000 (7)			
(1)	(2)	(3)	(5)	(7)	£000 (8)	(9)	(13)
CEF	Children, Education & Families Gross Expenditure Gross Income	397,389 -290,793 106,596	-1,768 1,767 -1	395,621 -289,026 106,595	399,351 -288,993 110,358	3,730 33 3,763	G G A
SCS	Social & Community Services Gross Expenditure Gross Income	226,120 -13,227 212,893	394 -35 359	226,514 -13,262 213,252	226,924 -13,249 213,675	410 13 423	G G G
EE	Environment & Economy Gross Expenditure Gross Income	167,091 -83,879 83,212	-2,488 1,943 -545	164,603 -81,936 82,667	165,226 -81,348 83,878	623 588 1,211	G G G
CEO	Chief Executive's Office Gross Expenditure Gross Income	19,395 -12,082 7,313	136 44 180	19,531 -12,038 7,493	19,658 -12,110 7,548	127 -72 55	G G G
PH1	Public Health Gross Expenditure Gross Income	32,480 -32,480 0	0 0 0	32,480 -32,480 0	32,480 -32,480 0	0 0 0	G G G
	Less Recharges to Other Directorates	-20,162 20,162		-20,162 20,162	-20,162 20,162	0 0	
	Directorate Expenditure Total	822,313	-3,726	818,587	823,477	4,890	G
	Directorate Income Total	-412,299	3,719	-408,580	-408,018	562	G
	Directorate Total Net	410,014	-7	410,007	415,459	5,452	G

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget underspend - overspend + £000 (9)	Projected Year end Variance Traffic Light (13)
		Original Budget £000 (3)	Movement to Date £000 (5)	Latest Budget £000 (7)			
(1)	(2)				£000 (8)		
	Contributions to (+)/from (-)reserves	-3,057	7	-3,050	-3,050	0	
	Contribution to (+)/from(-) balances	0		0	-5,452	-5,452	
	Public Health Saving Recharge	-1,250		-1,250	-1,250	0	
	Contingency	4,625		4,625	4,625	0	
	Capital Financing	33,095		33,095	33,095	0	
	Interest on Balances	-5,818		-5,818	-5,818	0	
	Strategic Measures Budget	27,595	7	27,602	22,150	-5,452	
	Unringfenced Government Grants	-20,149		-20,149	-20,149	0	
	Council Tax Surpluses	-7,015		-7,015	-7,015	0	
	Revenue Support Grant	-39,331		-39,331	-39,331	0	
	Business Rates Top-Up	-37,394		-37,394	-37,394	0	
	Business Rates From District Councils	-27,823		-27,823	-27,823	0	
	Council Tax Requirement	305,897	0	305,897	305,897	0	

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget	On track to be within + /- 2% of year end budget	G
	On track to be within + /- 5% of year end budget	A
	Estimated outturn showing variance in excess of + /- 5% of year end budget	R

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend - overspend + £000 (7)	Projected Year end Variance Traffic Light (8)
		Original Budget £000 (3)	Movement to Date £000 (4)	Latest Estimate £000 (5)			
(1)	(2)				£000 (6)		
CEF1	Education & Early Intervention						
	Gross Expenditure	66,063	4,373	70,436	71,189	753	G
	Gross Income	-45,134	-4,461	-49,595	-49,595	0	G
		20,929	-88	20,842	21,594	753	A
CEF2	Children's Social Care						
	Gross Expenditure	47,712	-514	47,198	49,811	2,613	R
	Gross Income	-5,858	496	-5,362	-4,997	365	R
		41,854	-18	41,836	44,814	2,978	R
CEF3	Children's Social Care Countywide Services						
	Gross Expenditure	28,030	105	28,135	28,499	364	G
	Gross Income	-1,179	0	-1,179	-1,511	-332	R
		26,851	105	26,956	26,988	32	G
CEF4	Schools						
	Gross Expenditure	240,794	-5,732	235,062	235,062	0	G
	Gross Income	-240,351	5,732	-234,619	-234,619	0	G
		443	0	443	443	0	G
CEF5	Children, Education & Families (CEF) Central Costs						
	Gross Expenditure	5,660	0	5,660	5,660	0	G
	Gross Income	0	0	0	0	0	
		5,660	0	5,660	5,660	0	G

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Movement to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	underspend - overspend + £000 (7)	(8)
	Non Negotiable Support Service Recharges						
	Gross Expenditure	10,859	0	10,859	10,859	0	G
	Gross Income	0	0	0	0	0	
		10,859	0	10,859		0	G
	Less Recharges Within the Directorate						
	Gross Expenditure	-1,729	0	-1,729	-1,729	0	G
	Gross Income	1,729	0	1,729	1,729	0	G
		0	0	0		0	
	Directorate Expenditure Total	397,389	-1,768	395,621	399,351	3,730	G
	Directorate Income Total	-290,793	1,767	-289,026	-288,993	33	G
	Directorate Total Net	106,596	-1	106,595	110,358	3,763	A

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget	On track to be within + /- 2% of year end budget	G
	On track to be within + /- 5% of year end budget	A
	Estimated outturn showing variance in excess of + /- 5% of year end	R

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Virements to Date	Latest Estimate			
		£000 (3)	£000 (4)	£000 (5)		underspend - overspend + £000 (7)	
(1)	(2)				£000 (6)		(8)
SCS1	Adult Social Care						
	Gross Expenditure	181,085	386	181,471	182,080	609	G
	Gross Income	-7,972	-10	-7,982	-7,969	13	G
		173,113	376	173,502	174,111	622	G
SCS2	Joint Commissioning						
	Gross Expenditure	7,013	-115	6,898	6,949	51	G
	Gross Income	-2,978	99	-2,879	-2,879	0	G
		4,035	-16	4,020	4,070	51	G
SCS3	Community Safety						
	Gross Expenditure	25,741	123	25,864	25,614	-250	G
	Gross Income	-2,277	-124	-2,401	-2,401	0	G
		23,464	-1	23,463	23,213	-250	G
	Non Negotiable Support Service Recharges						
	Gross Expenditure	12,281		12,281	12,281	0	G
	Gross Income	0		0	0	0	
		12,281	0	12,281	12,281	0	G
	Directorate Expenditure Total	226,120	394	226,514	226,924	410	G
	Directorate Income Total	-13,227	-35	-13,262	-13,249	13	G
	Directorate Total Net	212,893	359	213,252	213,675	423	G
Budget		On track to be within + /- 2% of year end budget			G		
		On track to be within + /- 5% of year end budget			A		
		Estimated outturn showing variance in excess of + /- 5% of year end budget			R		

October Financial Monitoring and Business Strategy Delivery Report: Social & Community Services
CABINET - 19 July 2016

Pooled Budgets

Original Budget £m	Latest Budget £m		Variance Year End 2016 £m	Forecast Variance April 2016 £m	Change in Variance £m
		<u>Older People's & Equipment Pool</u>			
70.725	67.811	Oxfordshire County Council	+3.426	+0.000	+3.426
33.897	35.322	Better Care Fund	+0.000	+0.000	+0.000
82.699	86.282	Oxfordshire Clinical Commissioning Group	-0.544	+0.000	-0.544
187.321	189.415	Total Older People's & Equipment Pool	+2.882	+0.000	+2.882
		<u>Physical Disabilities Pool</u>			
12.027	11.925	Oxfordshire County Council	+0.241	+0.000	+0.241
7.219	7.866	Oxfordshire Clinical Commissioning Group	+0.159	+0.000	+0.159
19.246	19.791	Total Physical Disabilities Pool	+0.400	+0.000	+0.400
		<u>Learning Disabilities Pool</u>			
68.755	70.616	Oxfordshire County Council	-0.194	+0.000	-0.194
13.083	13.083	Oxfordshire Clinical Commissioning Group	-0.034	+0.000	-0.034
81.838	83.699	Total Learning Disabilities Pool	-0.228	+0.000	-0.228
151.507	150.352	Total Oxfordshire County Council	+3.473	+0.000	+3.473
33.897	33.897	Total Better Care Fund	+0.000	+0.000	+0.000
103.000	107.231	Total Oxfordshire Clinical Commissioning Group	-0.419	+0.000	-0.419
254.507	257.583	Total Pooled Budgets	+3.054	+0.000	+3.054

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Movement to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	underspend - overspend + £000 (7)	(8)
EE1	Strategy and Infrastructure						
	Gross Expenditure	11,028	-946	10,082	10,082	0	G
	Gross Income	-5,710	356	-5,354	-5,354	0	G
		5,318	-590	4,728	4,728	0	G
EE2	Commercial						
	Gross Expenditure	116,143	1,276	117,419	117,419	0	G
	Gross Income	-39,496	-698	-40,194	-40,194	0	G
		76,647	578	77,225	77,225	0	G
EE3	Oxfordshire Customer Services						
	Gross Expenditure	30,462	-2,818	27,644	28,267	623	A
	Gross Income	-9,671	2,285	-7,386	-6,798	588	R
		20,791	-533	20,258	21,469	1,211	R
						0	
	Non Negotiable Support Service Recharges						
	Gross Expenditure	9,458		9,458	9,458	0	G
	Gross Income	-29,002		-29,002	-29,002	0	G
						0	
	Less recharges within directorate	-13196	0	-13196	-13196	0	G
		13196	0	13196	13196	0	G
	Directorate Expenditure Total	167,091	-2,488	164,603	165,226	623	
	Directorate Income Total	-83,879	1,943	-81,936	-81,348	588	
	Directorate Total Net	83,212	-545	82,667	83,878	1,211	

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

Budget	On track to be within + /- 2% of year end budget	G
	On track to be within + /- 5% of year end budget	A
	Estimated outturn showing variance in excess of + /- 5% of year	R

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Movement to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	underspend - overspend + £000 (7)	(8)
CEO1	Chief Executive & Business Support						
	Gross Expenditure	409	144	553	751	198	R
	Gross Income	0	0	0	0	0	
		409	144	553	751	198	R
CEO2	Human Resources						
	Gross Expenditure	4,904	-524	4,380	4,480	100	A
	Gross Income	-1,584	-17	-1,601	-1,673	-72	A
		3,320	-541	2,780	2,807	28	G
CEO3	Corporate Finance & Internal Audit						
	Gross Expenditure	6,624	0	6,624	6,624	0	G
	Gross Income	-2,618	61	-2,557	-2,557	0	G
		4,006	61	4,067	4,067	0	G
CEO4	Law & Culture						
	Gross Expenditure	8,971	-111	8,860	8,793	-67	G
	Gross Income	-6,359	0	-6,359	-6,359	0	G
		2,612	-111	2,501	2,434	-67	A
CEO5	Policy						
	Gross Expenditure	885	627	1,512	1,408	-104	R
	Gross Income	-401	0	-401	-401	0	G
		484	627	1,111	1,007	-104	R

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Movement to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	underspend - overspend + £000 (7)	(8)
CEO6	Corporate & Democratic Core						
	Gross Expenditure	79	0	79	79	0	G
	Gross Income	0	0	0	0	0	
		79	0	79	79	0	G
	Non Negotiable Support Service Recharges						
	Gross Expenditure	2,760		2,760	2,760	0	G
	Gross Income	-6,357		-6,357	-6,357	0	G
		-3,597		-3,597	-3,597	0	G
	Less recharges within directorate	-5,237		-5,237	-5,237	0	
		5,237		5,237	5,237	0	
	Directorate Expenditure Total	19,395	136	19,531	19,658	127	
	Directorate Income Total	-12,082	44	-12,038	-12,110	-72	
	Directorate Total Net	7,313	180	7,493	7,548	55	

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

Budget	On track to be within + /- 2% of year end budget	G
	On track to be within + /- 5% of year end budget	A
	Estimated outturn showing variance in excess of + /- 5% of year end budget	R

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Movement to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	underspend - overspend + £000 (7)	(10)
PH1	LA Commissioning Responsibilities - Nationally Defined Gross Expenditure Gross Income	18,121 0	0 0	18,121 0	18,068 0	-53 0	G
		18,121	0	18,121	18,068	-53	G
PH2	LA Commissioning Responsibilities - Locally defined Gross Expenditure Gross Income	13,688 -354	0 0	13,688 -354	13,746 -354	58 0	G G
		13,334	0	13,334	13,392	58	G
PH3	Public Health Recharges Gross Expenditure Gross Income	194 0	0 0	194 0	194 0	0 0	G G
		194	0	194	194	0	G
PH4	Grant Income Gross Expenditure Gross Income	0 -32,126	0 0	0 -32,126	0 -32,126	0 0	G G
		-32,126	0	-32,126	-32,126	0	G
	Transfer from Public Health Reserve				-5	-5	
	Non Negotiable Support Service Recharges Gross Expenditure Gross Income	477 0		477 0	477 0	0 0	G
		477	0	477	477	0	
	Less recharges within directorate	0 0		0 0	0 0	0 0	
	Directorate Expenditure Total	32,480	0	32,480	32,480	0	G
	Directorate Income Total	-32,480	0	-32,480	-32,480	0	G
	Directorate Total Net	0	0	0	0	0	
KEY TO TRAFFIC LIGHTS		On track to be within + /- 2% of year end budget			G		
		On track to be within + /- 5% of year end budget			A		
		Estimated outturn showing variance in excess of + /- 5% of year end budget			R		

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Jul	Front Door recharge budget	EE3-5	Customer Service Centre	Permanent	-390.0	0.0
			SCS1-1A	Pooled Budget Contribution	Permanent	390.0	0.0
CEF	Jul	Early Years DSG Redistribution	CEF1-42	Foundation Years	Permanent	1,500.0	-1,500.0
			CEF2-72	Children's Centres	Permanent	-1,500.0	1,500.0
		Placements Education Cost	CEF1-21	Special Educational Needs	Permanent	1,352.1	-1,352.1
			CEF2-34	External Agency Placements	Permanent	1,168.0	-1,168.0
		Baselining DSG Redistribution	CEF1-21	Special Educational Needs	Permanent	1,732.3	-1,782.3
			CEF1-22	SEN Support Services	Permanent	0.0	-37.7
			CEF1-41	Schools & Learning	Permanent	8.6	-8.6
			CEF2-34	External Agency Placements	Permanent	0.0	87.7
			CEF4-1	Delegated Budgets	Permanent	-3,695.6	3,695.6
			CEF4-2	Nursery Education Funding	Permanent	-251.7	251.7
			CEF4-4	Sch Sup Non-Neg Recharges	Permanent	-1,755.1	1,755.1
EE	Jul	Move various EE1-3 budgets to EE1-6 LEP	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	-606.1	270.0
			EE1-6	LEP	Permanent	616.1	-280.0
		Commercial Establishment Costs 16/17	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	27.3	0.0
			EE2-1	Commercial Services	Permanent	-0.5	94.8
			EE2-31 to EE2-34	Network & Asset Management	Permanent	-165.8	62.8
			EE2-35	Countryside & Records	Permanent	-73.5	-4.9
			EE2-4	Delivery	Permanent	339.9	0.0
			EE2-51A	Waste Management	Permanent	-50.5	0.0
			EE2-52	H&T Contract & Performance	Permanent	40.8	-12.6
			EE2-53	Area Stewards	Permanent	-296.1	-20.3
			EE2-6	Major Infrastructure	Permanent	924.5	-866.1
		Restructure ICT Budgets	EE3-3	ICT	Permanent	-2,210.6	2,210.6
		Restructure of Customer Service Centre Budgets 2016/2017	EE3-5	Customer Service Centre	Permanent	-145.9	0.0
		Restructure of Customer Service Centre Budgets 2016/2018	EE3-5	Customer Service Centre	Permanent	-11.0	0.0
		Restructure of Customer Service Centre Budgets 2016/2019	EE3-5	Customer Service Centre	Permanent	-27.4	0.0
		Restructure of Customer Service Centre Budgets 2016/2020	EE3-5	Customer Service Centre	Permanent	0.0	180.4

**Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016**

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
		Restructure of Customer Service Centre Budgets 2016/2021	EE3-5	Customer Service Centre	Permanent	19.5	0.0
		Restructure of Customer Service Centre Budgets 2016/2022	EE3-5	Customer Service Centre	Permanent	-3.1	0.0
		Restructure of Customer Service Centre Budgets 2016/2023	EE3-5	Customer Service Centre	Permanent	1.5	0.0
		Restructure of Customer Service Centre Budgets 2016/2024	EE3-5	Customer Service Centre	Permanent	2.7	0.0
		Restructure of Customer Service Centre Budgets 2016/2025	EE3-5	Customer Service Centre	Permanent	38.0	0.0
		Restructure of Customer Service Centre Budgets 2016/2026	EE3-5	Customer Service Centre	Permanent	0.0	-15.1
		Restructure of Customer Service Centre Budgets 2016/2027	EE3-5	Customer Service Centre	Permanent	0.0	17.0
		Restructure of Customer Service Centre Budgets 2016/2028	EE3-5	Customer Service Centre	Permanent	0.0	7.5
		Restructure of Customer Service Centre Budgets 2016/2029	EE3-5	Customer Service Centre	Permanent	73.6	0.0
		Restructure of Customer Service Centre Budgets 2016/2030	EE3-5	Customer Service Centre	Permanent	1.4	0.0
		Restructure of Customer Service Centre Budgets 2016/2031	EE3-5	Customer Service Centre	Permanent	7.4	0.0
		Restructure of Customer Service Centre Budgets 2016/2032	EE3-5	Customer Service Centre	Permanent	0.0	123.2
		Restructure of Customer Service Centre Budgets 2016/2033	EE3-5	Customer Service Centre	Permanent	-72.0	0.0
		Restructure of Customer Service Centre Budgets 2016/2034	EE3-5	Customer Service Centre	Permanent	-5.1	0.0
		Restructure of Customer Service Centre Budgets 2016/2035	EE3-5	Customer Service Centre	Permanent	-33.1	0.0
		Restructure of Customer Service Centre Budgets 2016/2036	EE3-5	Customer Service Centre	Permanent	0.0	-20.0
		Restructure of Customer Service Centre Budgets 2016/2037	EE3-5	Customer Service Centre	Permanent	79.0	0.0
		Restructure of Customer Service Centre Budgets 2016/2038	EE3-5	Customer Service Centre	Permanent	-12.1	0.0

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
		Restructure of Customer Service Centre Budgets 2016/2039	EE3-5	Customer Service Centre	Permanent	-24.4	0.0
		Restructure of Customer Service Centre Budgets 2016/2040	EE3-5	Customer Service Centre	Permanent	0.0	15.1
		Restructure of Customer Service Centre Budgets 2016/2041	EE3-5	Customer Service Centre	Permanent	0.0	5.5
		Restructure of Customer Service Centre Budgets 2016/2042	EE3-5	Customer Service Centre	Permanent	390.0	0.0
		Restructure of Customer Service Centre Budgets 2016/2043	EE3-5	Customer Service Centre	Permanent	484.2	0.0
		Restructure of Customer Service Centre Budgets 2016/2044	EE3-5	Customer Service Centre	Permanent	31.7	0.0
		Restructure of Customer Service Centre Budgets 2016/2045	EE3-5	Customer Service Centre	Permanent	48.0	0.0
		Restructure of Customer Service Centre Budgets 2016/2046	EE3-5	Customer Service Centre	Permanent	20.0	0.0
		Restructure of Customer Service Centre Budgets 2016/2047	EE3-5	Customer Service Centre	Permanent	0.0	-996.4
		Restructure of Customer Service Centre Budgets 2016/2048	EE3-5	Customer Service Centre	Permanent	-47.4	0.0
		Restructure of Customer Service Centre Budgets 2016/2049	EE3-5	Customer Service Centre	Permanent	1.2	0.0
		Restructure of Customer Service Centre Budgets 2016/2050	EE3-5	Customer Service Centre	Permanent	-20.4	0.0
		Restructure of Customer Service Centre Budgets 2016/2051	EE3-5	Customer Service Centre	Permanent	0.0	-113.5
		Education Support Services tidy budgets	EE3-2	Education Support Service	Permanent	-930.9	930.9
Grand Total						-3,030.3	3,030.3

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016

VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN THIS REPORT

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
						0.0	0.0
Grand Total						0.0	0.0

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016

NEW VIREMENTS FOR CABINET TO NOTE

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Jul	To correct my mis virement when two post moved to Policy from Committees	CEO4-2	Governance	Permanent	34.6	0.0
			EE3-4	Business Development	Permanent	-34.6	0.0
		Corporate Landlord - Print budget rationalisation	EE2-22	Property & Facilities	Permanent	1.8	0.0
			SCS1-1A	Pooled Budget Contribution	Permanent	-1.8	0.0
		Education Support Services budgets	CEO2	Human Resources	Permanent	0.0	56.0
			CEO3	Corporate Finance	Permanent	0.0	61.0
			EE3-2	Education Support Service	Permanent	-96.0	-2.0
			EE3-3	ICT	Permanent	40.0	-59.0
		Transfer of communications staff from Joint Commissioning to Communications Team	CEO5	Policy	Permanent	28.9	0.0
			SCS2-1 to SCS2-4	Joint Commissioning	Permanent	-28.9	0.0
CEF	Jul	Early Years DSG Redistribution	EE3-2	Education Support Service	Permanent	0.0	0.0
			CEF1-1	Management & Central Costs	Permanent	-131.0	131.0
			CEF1-42	Foundation Years	Permanent	131.0	-131.0
			CEF1-51	Early Years	Permanent	28.9	-28.9
		Budget Tidy Up Transfer between services	CEF4-2	Nursery Education Funding	Permanent	-28.9	28.9
			CEF1-41	Schools & Learning	Permanent	20.3	-20.3
		2016/17 Budget Tidy	CEF1-41	Schools & Learning	Permanent	147.1	-147.1
		Next steps funding	CEF1-21	Special Educational Needs	Permanent	-213.6	213.6
			CEF1-41	Schools & Learning	Permanent	213.6	-213.6
		Budget tidy up	CEF2-73	Youth Justice	Permanent	-57.0	57.0
		Reallocation of transport budget	CEF2-34	External Agency Placement	Permanent	-54.0	0.0
			CEF3-2	Corporate Parenting	Permanent	54.0	0.0
		Reduce Youth Justice Board grant allocation 2016-17	CEF2-34	External Agency Placement	Permanent	-20.7	0.0
		Reduce Youth Justice Board grant allocation 2016-18	CEF2-34	External Agency Placement	Permanent	0.0	20.7
		re-allocate SENSS budget pressures	CEF1-22	SEN Support Services	Permanent	7.0	-7.0
		Reallocate funds for family finding post	CEF2-34	External Agency Placement	Permanent	-101.6	0.0
			CEF3-2	Corporate Parenting	Permanent	101.6	0.0
		Budget Tidy re 0827	CEF1-41	Schools & Learning	Permanent	-422.0	422.0
		Virement for MASH posts: MASH Analyst £9435, MASH Education Worker £29,072	CEF2-74	Thriving Families	Permanent	-38.5	0.0
		Virement for MASH posts: MASH Analyst £9435, MASH Education Worker £29,073	CEF2-31	Referral & Assessment	Permanent	38.5	0.0
		EIS Childrens Centre 2016/17 Revenue Allocation and Hub savings allocation	CEF2-71	Early Intervention Hub	Temporary	-324.6	0.0
			CEF2-72	Children's Centres	Temporary	324.6	0.0

**Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016**

NEW VIREMENTS FOR CABINET TO NOTE

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CEO	Jul	EE3-91 Inflation Tidy	EE3-9	Cultural Services	Permanent	0.0	0.0
		LCS4 Reduce Casuals/Overtime	EE3-9	Cultural Services	Temporary	0.0	0.0
		Budget tidy	CEO2	Human Resources	Permanent	75.0	-75.0
		Transfer Budget for County Director	CEO1	Chief Executive & Business Support	Permanent	144.0	0.0
			CEO4-1	Legal Services	Permanent	-144.0	0.0
EE	Jul	16/17 N10750 GL Budget Tidy	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	-25.0	25.0
		To cover cost of 0.5 FTE to deliver Van & Trailer Permit service in the CSC	EE2-51A	Waste Management	Permanent	-9.3	0.0
			EE3-5	Customer Service Centre	Permanent	9.3	0.0
		Balance Joint Use Budgets for 2016-17	EE2-22	Property & Facilities	Permanent	-50.3	50.3
		EE1-4 Budget Adjustment 16/17	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	114.1	0.0
		EE1-4 Budget Adjustment 16/18	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	131.6	0.0
		EE1-4 Budget Adjustment 16/19	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	-151.8	0.0
		EE1-4 Budget Adjustment 16/20	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	-25.0	0.0
		EE1-4 Budget Adjustment 16/21	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	0.0	175.0
		EE1-4 Budget Adjustment 16/22	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	-136.5	0.0
		EE1-4 Budget Adjustment 16/23	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	-34.6	0.0
		EE1-4 Budget Adjustment 16/24	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	-22.7	0.0
		EE1-4 Budget Adjustment 16/25	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	-50.0	0.0
		realigning income budget in EE	EE2-31 to EE2-34	Network & Asset Management	Permanent	0.0	-146.4
			EE2-4	Delivery	Permanent	0.0	146.4
		Budget tidy	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	-163.3	163.3
		E&E Hosted Projects inflation to Strategic Measures	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	-8.4	1.7
			SM	Strategic Measures	Permanent	6.7	0.0
		Highways Maintenance Budget Review 2016/17	EE2-31 to EE2-34	Network & Asset Management	Permanent	329.5	0.0
			EE2-35	Countryside & Records	Permanent	5.3	0.0
			EE2-4	Delivery	Permanent	-424.6	0.0
			EE2-52	H&T Contract & Performance	Permanent	138.9	0.0
			EE2-53	Area Stewards	Permanent	-49.1	0.0
		Commercial Adjustment to EE 209360	EE2-31 to EE2-34	Network & Asset Management	Permanent	0.0	10.0
			EE2-4	Delivery	Permanent	-10.0	0.0
SCS	Jul	Budget tidy up	SCS3-1	Fire & Rescue Service	Permanent	22.5	-22.5
		Budget tidy - Income per expected outturn	SCS1-3B	Pooled Budget Contribution	Permanent	-1.8	1.8
		SST135 Removal of budgets	SCS1-1BC	Income	Permanent	0.7	0.0
			SCS2-1 to SCS2-4	Joint Commissioning	Permanent	-99.9	99.2
		Movement of staffing budget between cost centres	SCS2-1 to SCS2-4	Joint Commissioning	Permanent	13.3	0.0
		Movement of staffing budget between cost centres	SCS1-1A	Older People Pooled Budget Contribution	Permanent	0.0	-13.3
		Set Gypsy & Traveller budgets 2016/17	SCS3-3	Gypsy & Traveller Service	Permanent	101.0	-101.0
		Tidy budgets for MH Pooled Budget contribution 2016/17	SCS1-3A	Non-Pool Services	Permanent	-258.0	0.0
			SCS1-3B	Pooled Budget Contribution	Permanent	258.0	0.0
		Allocate SCS savings	SCS2-1 to SCS2-4	Strategy & Performance Management	Permanent	-250.0	250.0
Grand Total						-945.7	945.7

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016

Supplementary Estimates

SUPPLEMENTARY ESTIMATES PREVIOUSLY REPORTED

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
(blank)	(blank)	(blank)			(blank)	0.0	0.0
Grand Total						0.0	0.0

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
(blank)	(blank)	(blank)			(blank)	0.0	0.0
Grand Total						0.0	0.0

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Services Moving Directorate

Directorate moving to	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure budget to be moved £000	Income budget to be moved £000	Net budget to be moved £000
CS	July	May	Oxfordshire Customer Services moving to Corporate Services	EE3	Oxfordshire Customer Services	Permanent	27,644	-7,386	20,258
CS	July	May	Strategy, Performance and Public Engagement moving to Corporate Services	SCS2-3	Strategy, Performance and Public Engagement	Permanent	3,378	-903	2,475

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016
Oxfordshire County Council's Treasury Management Lending List
as at 13 June 2016

Counterparty Name	Lending Limits			
	Standard Limit £	Group Limit £	Group	Period Limit
<u>PENSION FUND Call Accounts / Money Market Funds</u>				
Santander UK plc - PF A/c	15,000,000			6 mths
LloydsBank plc - Callable Deposit A/c (OXFORDCCPEN)	25,000,000			9 mths
Standard Life Sterling Liquidity Fund - (Pension Fund) (formerly Ignis)	25,000,000			6 mths
Svenska Handelsbanken - Call A/c (Pension Fund)	25,000,000			364 days
<u>Call Accounts / Money Market Funds</u>				
Santander UK plc - Main A/c	15,000,000	15,000,000	a	6 mths
Close Brothers Ltd - 95 day notice A/c	10,000,000	10,000,000	d	6 mths
Lloyds Bank plc - Callable Deposit A/c	25,000,000	25,000,000	b	9 mths
Svenska Handelsbanken - Call A/c	25,000,000	25,000,000	c	364 days
Goldman Sachs Sterling Liquid Reserves Fund	25,000,000			6 mths
Deutsche Managed Sterling Fund	25,000,000			6 mths
Federated (Prime Rate)	12,000,000			6 mths
Standard Life Sterling Liquidity Fund - (County Council) (formerly Ignis)	25,000,000			6 mths
Morgan Stanley Sterling Liquidity Fund	5,000,000			O/N
Legal and General Investment Management	25,000,000			6 mths
Barclays current A/c	15,000,000		t	100 days
Barclays 100 day notice A/c	15,000,000		t	100 days
Santander 95 day notice A/c	15,000,000		a	6 mths
<u>Money Market Deposits</u>				
Santander UK plc	15,000,000	15,000,000	a	6 mths
Bank of Montreal	25,000,000			364 days
Bank of Nova Scotia	25,000,000			364 days
Bank of Scotland	15,000,000	25,000,000	b	9 mths
Barclays Bank Plc	15,000,000		t	100 days
Canadian Imperial Bank of Commerce	25,000,000			364 days
Close Brothers Ltd	10,000,000	10,000,000	d	6 mths
Commonwealth Bank of Australia	25,000,000			6 mths
Coventry Building Society	15,000,000			6 mths
Credit Suisse	15,000,000			100 days
Danske Bank	15,000,000			100 days
DBS Bank (Development Bank of Singapore)	25,000,000			6 mths
Debt Management Account Deposit Facility	100% Portfolio			6 mths
English, Welsh and Scottish Local Authorities (limit applies to individual authorities)	30,000,000			3 years
HSBC Bank plc	25,000,000			364 days
Lloyds TSB Bank plc	25,000,000	25,000,000	b	9 mths
Landesbank Hessen-Thuringen (Helaba)	20,000,000			6 mths
National Australia Bank	25,000,000			6 mths
National Bank of Canada	10,000,000			100 days
Nationwide Building Society	15,000,000			6 mths
Oversea-Chinese Banking Corp	25,000,000			6 mths
Rabobank Group	25,000,000			364 days
Royal Bank of Canada	25,000,000			364 days
Svenska Handelsbanken	25,000,000	25,000,000	c	364 days
Toronto-Dominion Bank	25,000,000			364 days
United Overseas Bank	25,000,000			6 mths

Financial Monitoring and Business Strategy Delivery Report
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EARMARKED RESERVES

Earmarked Reserves	Balance at 1 April 2016 £000	2016/17 Movement		Balance at 31 March 2017 £000
		Contributions from Reserve £000	Contributions to Reserve £000	
Revenue Reserves				
Schools' Reserves	20,684			20,684
Cross Directorate Reserves				
Vehicle and Equipment Reserve	3,123	-1,096	821	2,848
Grants and Contributions Reserve	14,567	-4,272		10,295
ICT Projects	273	-273		
Government Initiatives	865	-785		80
Total Cross Directorate	18,828	-6,426	821	13,223
Directorate Reserves				
CE&F				
CE&F Commercial Services	844	-844		
Thriving Families	1,754			1,754
Children's Social Care	85	-85		
Foster Carer Loans	240	-50	17	207
Academies Conversion Support	109			109
Early Intervention Service Reserve	3	-1		2
Total CE&F	3,035	-980	17	2,072
S&CS				
Older People Pooled Budget Reserve	1,661	-827		834
Physical Disabilities Pooled Budget Reserve	544			544
Learning Disabilities Pooled Budget Reserve	82	-82		
Fire Control	359			359
Fire & Rescue & Emergency Planning Reserve	186			186
Community Safety Reserve	156			156
Total S&CS	2,988	-909		2,079
E&E				
Highways and Transport Reserve	37			37
On Street Car Parking	1,879	-2,580	1,880	1,179
Countryside Ascott Park - Historical Trail	21			21
SALIX Energy Schemes	87			87
Oxfordshire Waste Partnership Joint Reserve	12	-12		
Dix Pit Engineering Works & WRC Development	215			215

Commentary
Forecast includes funding for Fire & Rescue Service vehicles and equipment. Forecast includes £8.770m Dedicated Schools Grant and £1.093m Public Health Grant. A large amount of this reserve was used to fund several large ICT projects in 2015/16.
To be used to support commercial services within CE&F. Includes Oxfordshire Children's Safeguarding Board (£0.022m), Outdoor Education Centres (£0.314m) and School Intervention Fund (£0.510m). Funding for the Thriving Families service. £206k pathway funding applied to implementation of Pathway contract in early 2015/16. £520k applied to New children's Homes transition costs, and social care staffing pressures. Young carers support funding unspent due to recruitment delays taken into 2016/17 as cannot be spent on other areas. To meet Children's Act loans write off and interest costs in future years. £361k applied to meet costs of Academies conversion service in 2015/16. Budget has been mainstreamed at £370k net from April 2016, but remaining balance retained for accelerated academy conversion rate. To fund various projects with the Early Intervention Service and the replacement of equipment
To be used in future years as agreed by the Joint Management Group To be used in future years as agreed by the Joint Management Group To be used in future years as agreed by the Joint Management Group - Balance retained to pay for ongoing works to 130 and 132 West Street - money originally transferred from NHS England. To Support the implementation of the Fire Control Centre with Bucks and Berks fire authorities. To be used for unbudgeted fire hydrant work and renewal of IT equipment This reserve will be used for improvements to play areas at the Wheatley and Redbridge Gypsy and Travellers sites and to support the cost of complex Trading Standards investigations.
One off budget contribution will now be used to support bridges investigation work in 2016/17 This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute. To fund forecast pressures on the Parking Account over the medium term, additional transfers to this reserve have been made during 2015/16, hence the large movement. To be used to fund future repair and maintenance costs This reserve holds the revenue proportion of the unutilised element of the performance reward grant secured by the Oxfordshire Waste Partnership (OWP) To fund engineering (cell) work at Dix Pit waste management site and any other on-going liabilities due to the closure of other landfill sites. The bulk of the movement this year was due to the reserve being used to part fund the investment costs relating to the IRC Partnership. This will be repaid to the reserve in future years.

Commentary

Forecast includes funding for Fire & Rescue Service vehicles and equipment.
Forecast includes £8.770m Dedicated Schools Grant and £1.093m Public Health Grant.
A large amount of this reserve was used to fund several large ICT projects in 2015/16.

To be used to support commercial services within CE&F. Includes Oxfordshire Children's Safeguarding Board (£0.022m), Outdoor Education Centres (£0.314m) and School Intervention Fund (£0.510m).
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To meet Children's Act loans write off and interest costs in future years.
£361k applied to meet costs of Academies conversion service in 2015/16. Budget has been mainstreamed at £370k net from April 2016, but remaining balance retained for accelerated academy conversion rate.
To fund various projects with the Early Intervention Service and the replacement of equipment

To be used in future years as agreed by the Joint Management Group
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To be used to fund future repair and maintenance costs

This reserve holds the revenue proportion of the unutilised element of the performance reward grant secured by the Oxfordshire Waste Partnership (OWP)
To fund engineering (cell) work at Dix Pit waste management site and any other on-going liabilities due to the closure of other landfill sites. The bulk of the movement this year was due to the reserve being used to part fund the investment costs relating to the IBC Partnership. This will be repaid to the reserve in future years.

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016

EARMARKED RESERVES

Earmarked Reserves	Balance at 1 April 2016	2016/17 Movement		Balance at 31 March 2017
		Contributions from Reserve	Contributions to Reserve	
Waste Management	380			380
Property Disposal Costs	267			267
Developer Funding (Revenue)	535			535
West End Partnership	56			56
Catering Investment Fund (formerly FWT)	416			416
Asset Rationalisation	192	-192		
Job Clubs				
Minerals and Waste Project	123	-123		
Joint Use (moved from CE&F)	270			270
LABGI Funding to support Local Enterprise Partnership	199			199
OCS Development Reserves	62	-62		
Money Management Reserve				
Oxford Western Conveyance	750			750
Oxfordshire - Buckinghamshire partnership				
Cultural Services Reserve	940	-100		840
Total E&E	6,441	-3,069	1,880	5,252
Chief Executive's Office				
Coroner's Service	40			40
Coroner's Service	487		130	617
Registration Service	404			404
Total - CEO	931		130	1,061
Directorate Reserves	52,906	-11,384	2,848	44,370
Corporate				
Carry Forward Reserve				
Efficiency Reserve	2,876			2,876
Corporate Total	2,876			2,876
Total Revenue Reserves	55,782	-11,384	2,848	47,246
Other Reserves				
Insurance Reserve	7,086			7,086
Capital Reserves				
Capital Reserve	23,758			23,758
Rolling Fund Reserve	494	-494		
Prudential Borrowing Reserve	10,301	-150		10,151
Total Capital Reserves	34,553			33,909
Cash Flow Reserves				
Business Rates Reserve				
Budget Reserve - 2013/14 to 2016/17	8,711	-360		8,351
Total Cash Flow Reserves	8,711			8,711
Total Other Reserves	50,350			49,346
Total Reserves	106,132	-11,384	2,848	96,592

Commentary
<p>To fund financial liabilities due to any contract deficit mechanism payments as part of the Enqerv from Waste Contract.</p> <p>To meet disposal costs in excess of the 4% eligible to be charged against capital receipts</p> <p>To meet the costs of monitoring Section 106 agreements</p> <p>This reserve is to ring-fence funding relating to the West End Project</p> <p>To be used to fund catering improvements in Schools plus a contingency for unforeseen costs</p> <p>Investment fund for the implementation of the asset rationalisation strategy</p> <p>To be spent on Job Clubs in 2014/15</p> <p>To fund the Minerals and Waste project</p> <p>Will be used to support the joint-use agreements with the district councils in future years.</p> <p>This reserve contains LABGI funding that has been allocated by Cabinet to support the Local Enterprise Partnership.</p> <p>To be used to develop the Customer Service Centre and the Transforming Oxfordshire Customer Services Project</p> <p>Contingency in case of an overspend if income received is less than budget</p> <p>To hold Oxford Western Conveyance flood relief scheme contributions</p> <p>This reserve is to ring-fence funding for the Oxfordshire & Buckinghamshire Partnership graduate teacher training programme</p> <p>To be used to update software & hardware to maintain an effective library management system.</p>
<p>This was used to support the project in 2014/15</p> <p>This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.</p> <p>To be used for refurbishing the Registration buildings and facilities</p>
<p>The Carry Forward reserve allows budget managers to carry forward under and over spent budgets between financial years in accordance with the County Council's budget management arrangements. subject to Cabinet approval.</p> <p>This reserve is being used to support the implementation of the business strategies and the Medium Term Financial Plan.</p>
<p>This reserve has been established for the purpose of financing capital expenditure in future years. Contributions include £2m from the Public Health Reserve for use on the Children's Homes project.</p> <p>This reserve has been established to facilitate, through forward funding, the timely provision of infrastructure that supports planned growth.</p> <p>This reserve was created as part of the 2008/09 budget setting process to meet the costs of borrowing for increased funding for the capital programme. Similar contributions are to be made each year with draw downs being required as costs are incurred.</p>
<p>This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.</p>

Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016
General Revenue Balances

Date	Forecast 2016/17		Budget 2016/17
	£m	£m	
General Balances: Outturn 2015/16	18.984		17.517
County Fund Balance		18.984	17.517
Planned Contribution to Balances		2.000	2.000
Planned Contribution from Balances			
Original forecast outturn position 2015/16		20.984	19.517
Additions			
Calls on balances deducted		0.000	0.000
Total calls on balances		0.000	-2.000
Automatic calls on/returns to balances		0.000	
Additional Strategic Measures		0.000	
Other items		0.000	
Net General Balances		20.984	17.517
Total Balances including Severe Weather Recovery Scheme Grant		20.984	17.517
Total Gross Expenditure Budget		798.025	798.025
Balances as a % of Gross Expenditure		2.63%	2.20%
Net Balances		20.984	
Calls on / returns to balances agreed but not actioned		0.000	
Calls on / returns to balances requested in this report			
Forecast Variation at Year End			
Less forecast directorate overspend (as set out in Annex 1)		-5.452	
Revised Outturn position		15.558	

**Financial Monitoring and Business Strategy Delivery Report
CABINET - 19 July 2016**

Government Grant Details - 2016/17

Directorate	2016/17 Budget Book	In year Adjustments/ New Allocations reported this time	Latest Allocation
	£m	£m	£m
Children, Education & Families			
Ringfenced Grants			
Asylum (UASC & Post 18)	1.143		1.143
Dedicated Schools Grant	243.608		243.608
Education Funding Agency – Sixth Form and Bursary Funding	2.855		2.855
PE and Sport Grant (£0.684m 2015/16 and £0.800 grant for 2016/17)	1.484		1.484
Pupil Premium	8.481		8.481
Remand	0.064		0.064
Universal Infant Free School Meals	5.946		5.946
Youth Justice Board	0.536		0.536
Total Children, Education & Families	264.117		264.117
Environment & Economy			
Strategy & Infrastructure			
City Deal Skills Grant	0.575		0.575
DCLG (Local Enterprise Partnership Funding)	0.500		0.500
ERDF (European Regional Development Fund)	0.040		0.040
C&EC (Careers & Employment Centre)	0.020		0.020
Commercial			
DEFRA - Natural England	0.242		0.242
Bus Service Operators Grant	0.795		0.795
Oxfordshire Customer Services			
Department for Business Innovation & Skills	0.250		0.250
Total Environment & Economy	2.422		2.422
Public Health			
Public Health Grant	30.419	1.707	32.126
Total Public Health	30.419	1.707	32.126
Chief Executive's Office			
Music (Youth Music)	0.642		0.642
Total Chief Executive's Office	0.642		0.642
Social & Community Services			
SCS Directorate Total	0.000		0.000
Total Ringfenced Grants	297.600	1.707	299.307
Un-Ringfenced Grants			
Strategic Measures			
Fire Revenue Grant	0.288	-0.084	0.204
Extended Rights to Free Travel	0.310	-0.011	0.299
Troubled Families - Service Transformation Grant	0.200		0.200
New Homes Bonus	4.130		4.130
New Homes Bonus Adjustment Grant	0.158	-0.008	0.150
Dep't of Health Revenue Grant	0.515	-0.010	0.505
Education Support Grant	4.365		4.365
Special Educational Needs Reform Grant	0.422		0.422
Section 31 Grant for Cap on Business rates Top-Up	0.541		0.541
Section 31 Grant for Cap on Business rates Other Reliefs	0.964		0.964
Revenue Support Grant	39.331		39.331
Business rates Top-Up	37.394		37.394
Independent Living Fund Grant	3.802		3.802
Transition Funding	4.454		4.454
Total Strategic Measures	96.874	-0.113	96.761
Total Un-Ringfenced Grants	96.874	-0.113	96.761
Total Grants	394.474	1.594	396.068

Financial Monitoring Report Cabinet 19 July 2016
CAPITAL PROGRAMME: 2015/16 TO 2019/20

MONTHLY MONITORING REPORT- SUMMARY PAGE

Directorate	Latest Approved Capital Programme (Council Feb 2016)				Latest Forecast				Variation				Current Year Expenditure Monitoring				Performance Compared to Original Programme (Council February 2016)		
	2015/16	Current Year 2016/17	Future Years	Total	2015/16 Outturn	Current Year 2016/17	Future Years	Total	2015/16 outturn	Current Year	Future Years	Total	Actual expenditure to date	Commitments	Expenditure Realisation Rate	Actuals & Commitments	Current Year	Variation	Use of Resources Variation
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	%	%	£'000s	£'000s	%
Children, Education & Families 1 - OCC	52,671	52,410	100,892	205,973	52,028	53,210	103,158	208,396	-643	800	2,266	2,423	-46	34,199	0%	64%	52,410	800	2%
Social & Community Services	5,624	11,244	22,011	38,879	4,138	15,891	22,883	42,912	-1,486	4,647	872	4,033	-792	562	-5%	-1%	11,244	4,647	41%
Environment & Economy 1 - Transport	52,374	47,738	96,730	196,842	46,141	50,315	98,326	194,782	-6,233	2,577	1,596	-2,060	-907	22,313	-2%	43%	47,738	2,577	5%
Environment & Economy 2 - Other Property Development Programmes	10,308	11,639	16,624	38,571	8,014	11,080	19,643	38,737	-2,294	-559	3,019	166	-2,266	11,161	-20%	80%	11,639	-559	-5%
Corporate Services	12,232	10,299	4,745	27,276	11,589	12,522	5,036	29,147	-643	2,223	291	1,871	583	95	5%	5%	10,299	2,223	22%
Total Directorate Programmes	133,209	133,330	241,002	507,541	121,910	143,018	249,046	513,974	-11,299	9,688	8,044	6,433	-3,428	68,330	-2%	45%	133,330	9,688	7%
Schools Local Capital	2,031	1,148	2,944	6,123	1,803	1,785	3,133	6,721	-228	637	189	598	0	0	0%	0%	1,148	637	55%
Earmarked Reserves	334	5,340	76,334	82,008	1,050	5,549	81,734	88,333	716	209	5,400	6,325					5,340	209	4%
OVERALL TOTAL	135,574	139,818	320,280	595,672	124,763	150,352	333,913	609,028	-10,811	10,534	13,633	13,356	-3,428	68,330	-2%	44%	139,818	10,534	8%

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In-year Expenditure Forecast Variations

Project / Programme Name	Previous 2016/17 Forecast* £'000s	Revised 2016/17 Forecast £'000s	Variation £'000s	Comments
Children, Education & Families Capital Programme				
Bayards (New Scheme) - replacement of existing buildings (ED750)	122	62	-60	Phase 1 complete Aug 2014. Phase 2 complete June 2015. Out of Tolerance report approved.
Existing Demographic Pupil Provision (Basic Needs Programme)	13,570	10,226	-3,344	Projects being developed. Draw down of budget provision for the projects below. Overall £0.620m reduction in programme forecast for 16/17.
11/12 - 15/16 Basic Need Programme Completions	1,069	1,239	170	
Banbury, Hill View - Expansion to 3FE (ED825)	620	875	255	On-site. Forecast completion June 2016.
Hook Norton - Expansion to 1.5FE (ED827)	825	1,000	175	On-site. Forecast completion Sept 2016.
Banbury, Queensway - Expansion to 2FE (ED831)	500	650	150	On-site. Forecast completion Dec 2016.
Steventon, St Michael's - Expansion to 1FE (ED839)	0	615	615	Stage 2 approved. Mobilisation - forecast completion Sept 2016.
Bicester, Longfields - Expansion to 2FE (ED871)	1,616	1,900	284	On-site. Forecast completion Aug 2016.
Yarnton, William Fletcher Phase 3 - Expansion to 1.5FE (ED853)	0	1,075	1,075	Stage 2 approved. Mobilisation - forecast completion Dec 2016.
Didcot, Great Western Park (Primary 1) - 14 classroom (ED816)	4,188	4,225	37	On-site, Out of Tolerance report approved. Forecast completion Sept 2016.
Bodicote, Longford Park - 10 classroom (ED866)	4,750	5,315	565	On-site. Forecast completion Oct 2016.
Bicester Exemplar Eco-development - Primary 1 Phase 1 (7 classroom) (ED865)	4,164	4,350	186	On-site. Forecast completion Sept 16.
Bicester - Secondary P1 (incl existing schools)	400	250	-150	Stage 0 approved.
Eynsham - Assessment Centre (ED847/3)	750	950	200	On-site. Forecast completion Aug 2016.
CEF Transformation Programme - Children & Family Centres	0	800	800	New Programme
Early Years Entitlement for Disadvantage 2 year olds	750	550	-200	
Other Small Variations			42	
CE&F TOTAL IN-YEAR VARIATION			800	

Project / Programme Name	Previous 2016/17 Forecast* £'000s	Revised 2016/17 Forecast £'000s	Variation £'000s	Comments
Social And Community Services Capital Programme				
Fire Equipment (SC112)	0	138	138	Original items all purchased. Spare budget may be applied to additional ICT and an improved communications system.
Adult Social Care Programme	500	750	250	
Oxfordshire Care Partnership	8,990	8,719	-271	Cabinet 29th January 2013. On site, forecast completion April 16.
ECH - New Schemes & Adaptations to Existing Properties	1,373	1,250	-123	50 flat scheme at Yarnton completed - Oct 2012.
Disabled Facilities Grant	0	4,532	4,532	Grant Determination April 2015
Other Small Variations			121	
S&CS TOTAL IN-YEAR VARIATION			4,647	
Environment & Economy - Highways & Transport Capital Programme				
Major Infrastructure Schemes				
Harwell Link Rd Section 1 B4493 to A417	2,419	3,354	935	Construction start expected Sep 2016 as land acquisition now progressing. Stage 2 BC due July Cabinet.
Harwell Link Rd Section 2 Hagbourne Hill	1,366	1,552	186	reprofiled from 15/16
Featherbed Lane and Steventon Lights	2,183	931	-1,252	Construction start dependent on resolution of land acquisition.
Harwell, Oxford Entrance	1,466	321	-1,145	On hold - A decision has been taken to delay work on this scheme until after the Vale Local Plan examination has concluded.
Cuttesslowe Roundabout	1,812	2,231	419	reprofiled from 15/16
Wolvercote Roundabout	1,670	2,303	633	reprofiled from 15/16
Milton Interchange	500	1,443	943	Completed May 2016. Budget increase approved by Cabinet 23 February 2016.
A34 Chilton Junction Improvements	3,382	4,922	1,540	reprofiled from 15/16
Eastern Arc Phase 1 Access to Headington	4,131	3,635	-496	Updated spend profile. Stage 2 BC due to Cabinet July 16 to commence construction
Bicester London Road - Cycle/Pedestrian Bridge	360	0	-360	Project no longer proceeding
Science Vale Cycle Network Improvements	1,450	1,000	-450	Updated spend profile.
Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development)	350	147	-203	Updated spend profile.
A34 Lodge Hill Slips (project development)	0	150	150	New allocation approved
Oxford Queen's Street Pedestrianisation (project development)	0	60	60	New allocation approved
Milton Park Employment Access Link: Backhill Tunnel	306	643	337	reprofiled from 15/16
Riverside routes to Oxford city centre	1,218	571	-647	Bank repairs to take place Summer 16. Main bridge construction may slip to 18/19 due to requirement for statutory instrument.
Surface Treatments	6,128	7,164	1,036	Additional Pothole Action Fund Grant
Drainage	900	1,100	200	Carry forward from 15/16
Embankment Stabilisation Programme	0	164	164	Works at Redbridge
A420/A34 Botley Junction & Cumnor Bypass	767	256	-511	Reduced scope, surplus budget transferred to earmarked reserves.
Other small amounts	10,688	11,726	1,038	Mainly reprofiling from 15/16
TRANSPORT TOTAL IN-YEAR VARIATION			2,577	

Project / Programme Name	Previous 2016/17 Forecast* £'000s	Revised 2016/17 Forecast £'000s	Variation £'000s	Comments
Environment & Economy Capital Programme (excluding Transport)				
Asset Utilisation Programme - Active	1,500	1,844	344	Additional external funding to support Abbey House. Removed £122k re ICT costs capitalised at year end.
Asset Utilisation retentions	0	322	322	
Rooftop Solar PV Programme	30	200	170	Stage 2 approval by Cabinet 21/5/13. Contract now signed. Phase 2 approved by Cabinet 3/15 for additional £3.9m cap spend. Stage 2b to be recommended for approval in October MMR.
Minor Works Programme	200	477	277	
Broadband (OxOnline) Project	6,577	6,172	-405	
Spendlove Centre, Charlbury	158	307	149	
New Salt Stores & Accommodation	2,450	1,000	-1,450	Funding agreement to contribute to project led by the Gifford Trust. In Design. Revised programme delivery
Retentions (completed schemes)	0	34	34	
E&E TOTAL IN-YEAR VARIATION			-559	
Corporate Services Capital Programme				
Oxfordshire Museum (CS15)	25	17	-8	Forecast completion April 2016.
Didcot Station Car Park Expansion (contribution)	8,074	9,007	933	
Centre for Technology, Innovation & Skills (Activite Learning)	1,000	2,298	1,298	
CORPORATE SERVICES TOTAL IN-YEAR VARIATION			2,223	
CAPITAL PROGRAMME TOTAL IN-YEAR VARIATION			9,688	

*As approved by Council 16 February 2016

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New Schemes & Budget Changes

Project / Programme Name	Previous Total Budget* £'000s	Revised Total Budget £'000s	Variation £'000s	Comments
<u>Children, Education & Families Capital Programme</u>				
Bayards (New Scheme) - replacement of existing buildings (ED750)	972	1,322	350	Phase 1 complete Aug 2014. Phase 2 complete June 2015. Out of Tolerance report approved.
Existing Demographic Pupil Provision (Basic Needs Programme)	67,478	65,577	-1,901	Projects being developed. Draw down of budget provision for the projects below. Capital Budget Setting Process.
11/12 - 15/16 Basic Need Programme Completions	20,191	20,247	56	
Steventon, St Michael's - Expansion to 1FE (ED839)	0	668	668	Stage 2 approved. Mobilisation - forecast completion Sept 2016.
Yarnton, William Fletcher Phase 3 - Expansion to 1.5FE (ED853)	0	1,233	1,233	Stage 2 approved. Mobilisation - forecast completion Dec 2016.
Schools Access Initiative	1,950	1,800	-150	Programme Contingency of £100k returned to Capital Programme. Further £50k returned 15/16 outturn.
Temporary Classrooms - Replacement & Removal	1,525	1,488	-37	Peppard - Complete Aug 2015. £37k returned.
Schools Accommodation Intervention & Support Programme	425	414	-11	£11k returned
School Structural Maintenance (inc Health & Safety)	9,300	9,468	168	Future years are subject to confirmation of the level of capital maintenance grant and priority approval. Additional £168k from notification of 16/17 funding allocation.
CEF Transformation Programme - Children & Family Centres	0	1,500	1,500	
Early Years Entitlement for Disadvantage 2 year olds	2,076	2,726	650	
Free School Meals (ED862)	2,211	2,206	-5	
Small Projects	43	40	-3	
Retentions			-95	
CE&F TOTAL PROGRAMME SIZE VARIATION			2,423	
<u>Social And Community Services Capital Programme</u>				
Carterton Fire Station		29	29	
Fire Review Development Budget	3,495	3,425	-70	Includes provision for Carterton Community Safety Centre
Deferred Interest Loans (CSDP)	625	618	-7	
Disabled Facilities Grant	2,401	6,933	4,532	Grant Determination April 2015
Autism Capital Grant		18	18	
New Adult Social Care Management System (SC107)	1,576	1,182	-394	£0.4m accounting adjustment as revenue expenditure
Retentions & Minor Works	98	23	-75	Settlement of Final Accounts.
S&CS TOTAL PROGRAMME SIZE VARIATION			4,033	
<u>Environment & Economy - Highways & Transport Capital Programme</u>				
<u>Major Infrastructure Schemes</u>				
Milton Interchange	7,220	8,155	935	Completed May 2016. Budget increase approved by Cabinet 23 February 2016.
Bicester London Road - Cycle/Pedestrian Bridge	3,600	0	-3,600	Project no longer proceeding
A34 Lodge Hill Slips (project development)	0	150	150	New allocation approved
Oxford Queen's Street Pedestrianisation (project development)	0	60	60	New allocation approved
Didcot Parkway Station Forecourt	369	34	-335	Surplus budget returned to corporate reserves
London Road Bus Lane	20	195	175	Overspend due to programme delays with utility companies
A420/A34 Botley Junction & Cumnor Bypass	1,006	520	-486	Reduced scope, surplus budget transferred to earmarked reserves.
Surface Treatments			1,036	Additional Pothole Action Fund Grant
Other small changes	36,055	36,332	5	
TRANSPORT TOTAL PROGRAMME SIZE VARIATION			-2,060	

Project / Programme Name	Previous Total Budget* £'000s	Revised Total Budget £'000s	Variation £'000s	Comments
Environment & Economy Capital Programme (excluding Transport)				
Asset Utilisation Programme - Active	6,050	6,074	24	Additional external funding to support Abbey House. Removed £122k re ICT costs capitalised at year end.
Asset Utilisation retentions	759	613	-146	
SALIX Energy Programme	1,026	1,060	34	Lightening & boiler control works approved.
Wigod Way, Wallingford	55	59	4	Contribution towards construction of community centre. £20k Also paid from Big Society Fund in 2011.
New Salt Stores & Accommodation	2,800	3,050	250	Capital Budget Setting process.
E&E TOTAL PROGRAMME SIZE VARIATION			166	
Corporate Services Capital Programme				
Culham Advanced Manufacturing Hub & other GPF projects	2,000	3,851	1,851	A grant to Harwell/UKAEA to part fund the Advanced Manufacturing Hub in Culham. Grant made on behalf of the LEP and will be repaid through retained business rates.
Oxford City Council - Oxpens Site Development	3,500	3,520	20	
CORPORATE SERVICES TOTAL PROGRAMME SIZE VARIATION			1,871	
CAPITAL PROGRAMME TOTAL PROGRAMME SIZE VARIATION			6,433	

*As approved by Council 16 February 2016

CAPITAL PROGRAMME: 2016/17 TO 2019/20

Programme		Capital Investment Programme (latest forecast)						CAPITAL INVESTMENT TOTAL £'000s
		Current Year	Firm Programme	Provisional Programme				
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	
Children, Education & Families 1 - OCC		53,210	45,980	38,720	18,458	0	0	156,368
Children, Education & Families 2 - Schools Local Capital		1,785	1,411	911	811	0	0	4,918
Social & Community Services		15,891	4,725	15,428	2,730	0	0	38,774
Environment & Economy 1 - Transport		50,315	49,295	29,084	19,210	737	0	148,641
Environment & Economy 2 - Other Property Development Programmes		11,080	8,719	8,831	2,093	0	0	30,723
Corporate Services		12,522	2,180	1,428	1,428	0	0	17,558
TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE		144,803	112,310	94,402	44,730	737	0	396,982
Earmarked Reserves		5,549	22,748	27,104	31,682	200	0	87,283
TOTAL ESTIMATED CAPITAL PROGRAMME		150,352	135,058	121,506	76,412	937	0	484,265
TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES		145,633	129,336	102,530	64,469	0	0	441,968
In-Year Shortfall (-) /Surplus (+)		-4,719	-5,722	-18,976	-11,943	-937	0	-42,297
Cumulative Shortfall (-) / Surplus (+)	43,649	38,930	33,208	14,232	2,289	1,352	1,352	1,352

SOURCES OF FUNDING		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22	CAPITAL RESOURCES TOTAL £'000s
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
SCE(R) Formulaic Capital Allocations - Credit Approval		0	0	0	0	0	0	0
SCE(C) Formulaic Capital Allocations - Un-ringfenced Grant		56,267	50,824	33,334	47,493	0	0	187,918
Devolved Formula Capital- Grant		1,785	1,411	911	811	0	0	4,918
Prudential Borrowing		24,256	29,229	33,367	3,706	0	0	90,558
Grants		17,431	5,741	1,724	855	0	0	25,751
Developer Contributions		43,744	40,171	30,853	9,684	0	0	124,452
District Council Contributions		1,057	18	0	0	0	0	1,075
Other External Funding Contributions		360	400	0	0	0	0	760
Revenue Contributions		450	200	71	0	0	0	721
Use of Capital Receipts		5,002	7,064	11,720	1,920	0	0	25,706
Use of Capital Reserves		0	0	9,526	11,943	937	0	22,406
TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED		150,352	135,058	121,506	76,412	937	0	484,265
TOTAL ESTIMATED IN YEAR RESOURCES AVAILABLE		145,633	129,336	102,530	64,469	0	0	441,968
Capital Grants Reserve C/Fwd	1,848	0	0	0	0	0	0	0
Usable Capital Receipts C/Fwd	18,043	15,172	9,450	0	0	0	0	0
Capital Reserve C/Fwd	23,758	23,758	23,758	14,232	2,289	1,352	1,352	1,352

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
Primary Capital Programme										
Bayards (New Scheme) - replacement of existing buildings (ED750)	7,094	62	0	0	0	0	0	7,156	62	0
Primary Capital Programme Total	7,094	62	0	0	0	0	0	7,156	62	0
Provision of School Places (Basic Need)										
Existing Demographic Pupil Provision (Basic Needs Programme)	1,099	10,226	19,943	20,885	13,814	0	0	65,967	64,868	54,642
11/12 - 15/16 Basic Need Programme Completions	0									
	53,303	1,239	692	0	0	0	0	55,234	1,931	692
Banbury, Hill View - Expansion to 3FE (ED825)	1,913	875	87	0	0	0	0	2,875	962	87
Hook Norton - Expansion to 1.5FE (ED827)	371	1,000	59	0	0	0	0	1,430	1,059	59
Banbury, Queensway - Expansion to 2FE (ED831)	193	650	38	0	0	0	0	881	688	38
Steventon, St Michael's - Expansion to 1FE (ED839)	62	615	26	0	0	0	0	703	641	26
Bicester, Longfields - Expansion to 2FE (ED871)	356	1,900	134	0	0	0	0	2,390	2,034	134
Yarnton, William Fletcher Phase 3 - Expansion to 1.5FE (ED853)	124	1,075	57	0	0	0	0	1,256	1,132	57
Provision of School Places Total	57,421	17,580	21,036	20,885	13,814	0	0	130,736	73,315	55,735

Project/ Programme Name	Previous Years Actual Expenditure	Firm Programme		Provisional Programme				Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
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 (Primary 1) - 14 classroom (ED816)	4,713	4,225	12	0	0	0	0	8,950	4,237	12
Bodicote, Longford Park - 10 classroom (ED866)	3,121	5,315	538	0	0	0	0	8,974	5,853	538
Bicester Exemplar Eco-development - Primary 1 Phase 1 (7 classroom) (ED865)	2,861	4,350	349	0	0	0	0	7,560	4,699	349
Didcot, Great Western Park - Secondary (Phase 1) (ED836)	4,098	13,500	3,166	907	0	0	0	21,671	17,573	4,073
Oxford - Barton (West)	219	250	3,500	2,846	385	0	0	7,200	6,981	6,731
Didcot, Great Western Park - Primary 2 (14 classroom)	16	250	3,500	2,834	0	0	0	6,600	6,584	6,334
Bicester - Secondary P1 (incl existing schools)	24	250	8,500	7,226	0	0	0	16,000	15,976	15,726
Project Development Budget	0	50	150	150	250	0	0	600	600	550
New School Programme Completions	9,263	50	24	0	0	0	0	9,337	74	24
Growth Portfolio Total	24,315	28,240	19,739	13,963	635	0	0	86,892	62,577	34,337

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
<u>Children's Home</u>										
Children's Home Programme	0	0	665	0	0	0	0	665	665	665
Thame - Assessment Centre (ED847/1)	2,229	100	28	0	0	0	0	2,357	128	28
Didcot - Move on Home (ED847/2)	1,207	75	50	0	0	0	0	1,332	125	50
Eynsham - Assessment Centre (ED847/3)	821	950	81	0	0	0	0	1,852	1,031	81
Witney - Move on Home (ED847/4)	591	750	48	0	0	0	0	1,389	798	48
Children's Home Total	4,848	1,875	872	0	0	0	0	7,595	2,747	872
<u>Annual Programmes</u>										
Schools Access Initiative	200	400	400	400	400	0	0	1,800	1,600	1,200
Health & Safety - Schools	275	275	300	300	300	0	0	1,450	1,175	900
Temporary Classrooms - Replacement & Removal	138	325	325	350	350	0	0	1,488	1,350	1,025
Schools Accommodation Intervention & Support Programme	39	75	100	100	100	0	0	414	375	300
School Structural Maintenance (inc Health & Safety)	2,260	1,958	1,750	1,750	1,750	0	0	9,468	7,208	5,250
Annual Programme Total	2,912	3,033	2,875	2,900	2,900	0	0	14,620	11,708	8,675

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
<u>Other Schemes & Programmes</u>										
CEF Transformation Programme - Children & Family Centres	0	800	350	350	0	0	0	1,500	1,500	700
Early Years Entitlement for Disadvantage 2 year olds	711	550	500	500	726	0	0	2,987	2,276	1,726
Free School Meals (ED862)	3,094	750	165	32	0	0	0	4,041	947	197
Loans to Foster/Adoptive Parents (Prudentially Funded)	247	90	90	90	383	0	0	900	653	563
Small Projects	114	0	40	0	0	0	0	154	40	40
Other Schemes & Programmes Total	4,166	2,190	1,145	972	1,109	0	0	9,582	5,416	3,226
<u>Retentions & Oxford City Schools Reorganisation</u>										
Retentions & OSCR Total	1,658	230	313	0	0	0	0	2,201	543	313
<u>Schools Capital</u>										
Devolved Formula Capital	1,803	1,785	1,411	911	811	0	0	6,721	4,918	3,133
School Local Capital Programme Total	1,803	1,785	1,411	911	811	0	0	6,721	4,918	3,133
CE&F CAPITAL PROGRAMME EXPENDITURE TOTAL	104,217	54,995	47,391	39,631	19,269	0	0	265,503	161,286	106,291
CE&F OCC ADJUSTED CAPITAL PROGRAMME EXPENDITURE TOTAL	102,414	53,210	45,980	38,720	18,458	0	0	258,782	156,368	103,158

SOCIAL AND COMMUNITY SERVICES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
<u>Public Health Directorate</u>										
PUBLIC HEALTH PROGRAMME TOTAL	0	0	0	0	0	0	0	0	0	0
<u>COMMUNITY SAFETY PROGRAMME</u>										
Redbridge Hollow Travellers Site - Fencing & Associated Works (SC115)	55	11	0	0	0	0	0	66	11	0
<u>Fire & Rescue Service</u>										
Fire Equipment (SC112)	512	138	0	0	0	0	0	650	138	0
Relocation of Rewley Training Facility	0	50	500	50	0	0	0	600	600	550
Carterton Fire Station	29	0	0	0	0	0	0	29	0	0
Fire Review Development Budget	0	200	1,500	1,400	330	0	0	3,430	3,430	3,230
COMMUNITY SAFETY PROGRAMME TOTAL	596	399	2,000	1,450	330	0	0	4,775	4,179	3,780
<u>SOCIAL CARE FOR ADULTS PROGRAMME</u>										
Adult Social Care Adult Social Care Programme	47	750	1,000	1,750	703	0	0	4,250	4,203	3,453
Residential HOPs Phase 1- New Builds	0	0	0	10,503	0	0	0	10,503	10,503	10,503
Oxfordshire Care Partnership	281	8,719	0	0	0	0	0	9,000	8,719	0
<u>Specialist Housing Programme</u>										
ECH - New Schemes & Adaptations to Existing Properties	1,111	1,250	1,600	1,600	1,572	0	0	7,133	6,022	4,772
ECH - Completed Schemes	4,290	0	0	0	0	0	0	4,290	0	0
Deferred Interest Loans (CSDP)	378	125	125	125	125	0	0	878	500	375
SOCIAL CARE FOR ADULTS PROGRAMME TOTAL	6,107	10,844	2,725	13,978	2,400	0	0	36,054	29,947	19,103

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
<u>Disabled Facilities Grant</u>										
Disabled Facilities Grant	2,401	4,532	0	0	0	0	0	6,933	4,532	0
DISABLED FACILITIES GRANT PROGRAMME TOTAL	2,401	4,532	0	0	0	0	0	6,933	4,532	0
<u>Autism Capital Grant</u>										
Autism Capital Grant	0	18	0	0	0	0	0	18	18	0
AUTISM CAPITAL GRANT PROGRAMME TOTAL	0	18	0	0	0	0	0	18	18	0
<u>STRATEGY AND TRANSFORMATION PROGRAMME</u>										
New Adult Social Care Management System (SC107)	2,069	0	0	0	0	0	0	2,069	0	0
STRATEGY& TRANSFORMATION PROGRAMME TOTAL	2,069	0	0	0	0	0	0	2,069	0	0
Retentions & Minor Works	2,198	98	0	0	0	0	0	2,296	98	0
S&CS CAPITAL PROGRAMME EXPENDITURE TOTAL	13,371	15,891	4,725	15,428	2,730	0	0	52,145	38,774	22,883

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure	Firm Programme		Provisional Programme				Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<u>CITY DEAL PROGRAMME</u>										
<u>Science Transit</u>										
Kennington & Hinksey Roundabouts	7,357	116	0	0	0	0	0	7,473	116	0
Hinskey Hill Northbound Slip Road	252	462	1,831	4,565	1,590	0	0	8,700	8,448	7,986
<u>Access to Enterprise Zone</u>										
Harwell Link Rd Section 1 B4493 to A417	1,098	3,354	5,590	1,258	0	0	0	11,300	10,202	6,848
Harwell Link Rd Section 2 Hagbourne Hill	4,115	1,552	348	0	0	0	0	6,015	1,900	348
Featherbed Lane and Steventon Lights	1,712	931	3,015	1,196	870	0	0	7,724	6,012	5,081
Harwell, Oxford Entrance	202	321	1,000	477	0	0	0	2,000	1,798	1,477
<u>Northern Gateway</u>										
Cuttesslowe Roundabout	2,689	2,231	257	0	0	0	0	5,177	2,488	257
Wolvercote Roundabout	2,890	2,303	169	0	0	0	0	5,362	2,472	169
Loop Farm Link Road	235	1,038	4,235	1,792	0	0	0	7,300	7,065	6,027
Other City Deal Programme spend	142	-48	0	0	0	0	0	94	-48	0
CITY DEAL PROGRAMME TOTAL	20,692	12,260	16,445	9,288	2,460	0	0	61,145	40,453	28,193

Project/ Programme Name	Previous Years Actual Expenditure	Firm Programme		Provisional Programme				Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<u>LOCAL PINCH POINT PROGRAMME</u>										
Milton Interchange	10,117	1,443	0	0	0	0	0	11,560	1,443	0
A34 Chilton Junction Improvements	4,175	4,922	507	1,279	0	0	0	10,883	6,708	1,786
LOCAL PINCH POINT PROGRAMME TOTAL	14,292	6,365	507	1,279	0	0	0	22,443	8,151	1,786
<u>LOCAL GROWTH DEAL PROGRAMME</u>										
Eastern Arc Phase 1 Access to Headington	517	3,635	4,760	870	1,383	0	0	11,165	10,648	7,013
Bicester London Road - Cycle/Pedestrian Bridge	0	0	0	0	0	0	0	0	0	0
Science Vale Cycle Network Improvements	0	1,000	1,600	1,470	450	0	0	4,520	4,520	3,520
Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development)	103	147	250	0	0	0	0	500	397	250
Didcot Northern Perimeter Road 3 (project development)	418	82	0	0	0	0	0	500	82	0
A34 Lodge Hill Slips (project development)	0	150	0	0	0	0	0	150	150	0
Oxford Queen's Street Pedestrianisation (project development)	0	60	0	0	0	0	0	60	60	0
LOCAL GROWTH DEAL PROGRAMME TOTAL	1,038	5,074	6,610	2,340	1,833	0	0	16,895	15,857	10,783

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
SCIENCE VALE UK										
Milton Park Employment Access Link: Backhill Tunnel	43	643	121	0	0	0	0	807	764	121
Wantage, Crab Hill (contribution)	0	0	2,450	0	0	0	0	2,450	2,450	2,450
SCIENCE VALE UK LOCALITY PROGRAMME TOTAL	43	643	2,571	0	0	0	0	3,257	3,214	2,571
OXFORD										
Woodstock Rd, ROQ	55	475	50	0	0	0	0	580	525	50
Riverside routes to Oxford city centre	36	571	205	2,000	855	0	0	3,667	3,631	3,060
OXFORD LOCALITY PROGRAMME TOTAL	91	1,046	255	2,000	855	0	0	4,247	4,156	3,110
BICESTER										
Bicester Perimeter Road (Project Development)	0	300	700	0	0	0	0	1,000	1,000	700
BICESTER LOCALITY PROGRAMME TOTAL	0	300	700	0	0	0	0	1,000	1,000	700
BANBURY										
BANBURY LOCALITY PROGRAMME TOTAL	0	0	0	0	0	0	0	0	0	0
WITNEY AND CARTERTON										
Witney, A40 Downs Road junction (contribution)	0	0	1,250	0	0	0	0	1,250	1,250	1,250
WITNEY AND CARTERTON LOCALITY PROGRAMME TOTAL	0	0	1,250	0	0	0	0	1,250	1,250	1,250

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
COUNTYWIDE AND OTHER										
East-West Rail (contribution)	0	737	737	737	737	737	0	3,685	3,685	2,948
Small schemes (developer and other funded)	1,349	704	201	0	0	0	0	2,254	905	201
Completed schemes	28,404	230	217	0	0	0	0	28,851	447	217
COUNTYWIDE AND OTHER INTEGRATED TRANSPORT TOTAL	29,753	1,671	1,155	737	737	737	0	34,790	5,037	3,366
INTEGRATED TRANSPORT STRATEGY TOTAL	65,909	27,359	29,493	15,644	5,885	737	0	145,027	79,118	51,759
STRUCTURAL MAINTENANCE PROGRAMME										
Carriageways	3,145	2,013	1,143	2,000	2,000	0	0	10,301	7,156	5,143
Surface Treatments	6,068	7,164	6,872	6,500	6,500	0	0	33,104	27,036	19,872
Footways	938	891	1,110	800	800	0	0	4,539	3,601	2,710
Drainage	798	1,100	900	900	900	0	0	4,598	3,800	2,700
Bridges	2,006	1,710	1,666	2,000	2,000	0	0	9,382	7,376	5,666
Public Rights of Way Foot Bridges	79	110	100	100	100	0	0	489	410	300
Street Lighting	465	990	990	890	775	0	0	4,110	3,645	2,655
Traffic Signals	0	250	250	250	250	0	0	1,000	1,000	750
STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL	13,499	14,228	13,031	13,440	13,325	0	0	67,523	54,024	39,796

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
<u>CHALLENGE FUND PROGRAMME</u>										
Street Lighting	1,046	1,360	1,684	0	0	0	0	4,090	3,044	1,684
Drainage	954	1,296	1,500	0	0	0	0	3,750	2,796	1,500
Edge Strengthening	481	2,907	2,142	0	0	0	0	5,530	5,049	2,142
Resurfacing	64	722	384	0	0	0	0	1,170	1,106	384
CHALLENGE FUND PROGRAMME TOTAL	2,545	6,285	5,710	0	0	0	0	14,540	11,995	5,710
<u>Major schemes and other programme</u>										
Embankment Stabilisation Programme	729	164	32	0	0	0	0	925	196	32
A420/A34 Botley Junction & Cumnor Bypass	181	256	83	0	0	0	0	520	339	83
Oxford, Cowley Road	0	0	790	0	0	0	0	790	790	790
A478 Playhatch Road (project development)	30	90	0	0	0	0	0	120	90	0
Network Rail Electrification Bridge Betterment Programme	206	1,904	156	0	0	0	0	2,266	2,060	156
Completed Major Schemes	14,966	29	0	0	0	0	0	14,995	29	0
STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL	16,112	2,443	1,061	0	0	0	0	19,616	3,504	1,061
STRUCTURAL MAINTENANCE PROGRAMME TOTAL	32,156	22,956	19,802	13,440	13,325	0	0	101,679	69,523	46,567
HIGHWAYS & TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL	98,065	50,315	49,295	29,084	19,210	737	0	246,706	148,641	98,326

ENVIRONMENT & ECONOMY CAPITAL PROGRAMME (EXCLUDING TRANSPORT)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
<u>ASSET UTILISATION PROGRAMMES</u>										
Asset Utilisation Programme - Active	153	1,844	1,500	1,500	1,230	0	0	6,227	6,074	4,230
Asset Utilisation retentions	2,889	322	0	0	0	0	0	3,211	322	0
Asset Utilisation completions	201	0	0	0	0	0	0	201	0	0
ASSET UTILISATION PROGRAMME TOTAL	3,243	2,166	1,500	1,500	1,230	0	0	9,639	6,396	4,230
<u>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME</u>										
Rooftop Solar PV Programme	0	200	250	0	0	0	0	450	450	250
SALIX Energy Programme	1,904	200	200	71	0	0	0	2,375	471	271
ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL	1,904	400	450	71	0	0	0	2,825	921	521
<u>ANNUAL PROPERTY PROGRAMMES</u>										
Minor Works Programme	827	477	200	200	200	0	0	1,904	1,077	600
Health & Safety (Non-Schools)	73	24	24	50	74	0	0	245	172	148
ANNUAL PROPERTY PROGRAMMES TOTAL	900	501	224	250	274	0	0	2,149	1,249	748

Project/ Programme Name	Previous Years Actual Expenditure	Firm Programme		Provisional Programme				Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
	£'000s	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s			
WASTE MANAGEMENT PROGRAMME										
Waste Recycling Centre Infrastructure Development	0	250	1,000	1,000	539	0	0	2,789	2,789	2,539
Alkerton WRC	0	250	700	750	50	0	0	1,750	1,750	1,500
Oxford Waste Partnership PRG Allocation	580	0	0	0	0	0	0	580	0	0
WASTE MANAGEMENT PROGRAMME TOTAL	580	500	1,700	1,750	589	0	0	5,119	4,539	4,039
CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES										
Broadband (OxOnline) Project	13,525	6,172	3,055	0	0	0	0	22,752	9,227	3,055
Spendlove Centre, Charlbury	41	307	0	0	0	0	0	348	307	0
Wigod Way, Wallingford	193	0	0	0	0	0	0	193	0	0
Oxford Flood Relief Scheme	0	0	0	5,000	0	0	0	5,000	5,000	5,000
New Salt Stores & Accommodation	50	1,000	1,790	260	0	0	0	3,100	3,050	2,050
CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES TOTAL	13,809	7,479	4,845	5,260	0	0	0	31,393	17,584	10,105
Retentions (completed schemes)	255	34	0	0	0	0	0	289	34	0
ENVIRONMENT & ECONOMY (EXCLUDING TRANSPORT) CAPITAL PROGRAMME EXPENDITURE TOTAL	20,691	11,080	8,719	8,831	2,093	0	0	51,414	30,723	19,643

CORPORATE SERVICES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
COMMUNITY SERVICES PROGRAMME										
Bicester Library (CS13)	568	70	300	300	262	0	0	1,500	932	862
Westgate Library	2	250	1,000	248	0	0	0	1,500	1,498	1,248
Museums Oxfordshire Museum (CS15)	283	17	0	0	0	0	0	300	17	0
COMMUNITY SERVICES PROGRAMME TOTAL	853	337	1,300	548	262	0	0	3,300	2,447	2,110
OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP										
City Deal Culham Advanced Manufacturing Hub & other GPF projects	3,851	0	0	0	0	0	0	3,851	0	0
Local Growth Fund Didcot Station Car Park Expansion (contribution)	493	9,007	0	0	0	0	0	9,500	9,007	0
Centre for Technology, Innovation & Skills (Activite Learning)	2,202	2,298	0	0	0	0	0	4,500	2,298	0
Centre for Applied Superconductivity	684	880	880	880	1,166	0	0	4,490	3,806	2,926
Oxford City Council - Oxpens Site Development	3,520	0	0	0	0	0	0	3,520	0	0
OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP TOTAL	10,750	12,185	880	880	1,166	0	0	25,861	15,111	2,926
CHIEF EXECUTIVE'S OFFICE CAPITAL PROGRAMME EXPENDITURE TOTAL	11,603	12,522	2,180	1,428	1,428	0	0	29,161	17,558	5,036

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Division(s):N/A

CABINET – 19 JULY 2016

Revised Medium Term Financial Plan 2017/18 – 2019/20 and Efficiency Plan 2016/17 to 2019/20

Report by the Chief Finance Officer

Introduction

1. The Medium Term Financial Plan (MTFP) agreed by Council in February 2016 included a requirement for further savings for which proposals had not been identified of £10.4m in 2017/18 and £6.2m in 2018/19¹. A surplus position of £1.3m was included for 2019/20. Over the medium term to 2019/20 a total of £15.3m additional savings are required.
2. Given the need to make significant additional savings only became apparent following the publication of the Draft Local Government Finance Settlement late in December 2015 due to a change in the distribution of Revenue Support Grant, it would not have been prudent to propose further significant savings without proper financial planning and consultation. Therefore, recommendations for meeting the £15.3m further savings were proposed to be brought forward as part of a revised MTFP for 2017/18 – 2019/20 to Cabinet and then Council for approval before the autumn of 2016.
3. This report does not address the implications of the National Budget in March 2016 or any pressures arising in the Directorates that may impact over the medium term. It also does not take into consideration any potential impact on the authority of the UK leaving the European Union. These will be addressed as part of the 2017/18 Service & Resource Planning process which commences with a context setting report to Cabinet in September 2016.

Efficiency Plan and four-year settlement

4. As part of the Provisional Local Government Finance Settlement announced in December 2015, the Secretary of State for Local Government set out an offer to all councils of a four-year funding settlement from 2016/17 to 2019/20. The offer covers Revenue Support Grant, Transitional Grant and, for those authorities who are in receipt of it, the Rural Services Grant. The county council does not receive any funding from the Rural Services Grant.

¹ Changes agreed by Council from the published documents are set out in the printed decisions at: <http://mycouncil.oxfordshire.gov.uk/ieListDocuments.aspx?CId=116&MId=4402>

5. In addition, tariffs and top ups in 2017/18 – 2019/20 will not be altered for reasons related to the relative needs of local authorities. However, in the final year may be subject to change with the implementation of 100% business rates retention.
6. In setting the 2016/17 budget and Medium Term Financial Plan to 2019/20, these published figures have been included as forecasts of income over the four year period.
7. The offer of a four year settlement requires councils to publish an Efficiency Plan and notify the Department for Communities and Local Government of its availability by 14 October 2016. There is no guidance on what the plan should contain, however it needs to show how the greater certainty of a four-year settlement can bring about opportunities for further savings; and be open and transparent about the benefits this will bring to both the council and the community. For counties with fire responsibilities, there is no need to produce a separate plan.
8. Whilst the offer does provide some certainty, there are some caveats. The Government will need to take into account future events such as the transfer of functions to local government, transfers of responsibility for functions between authorities, mergers between authorities and any other unforeseen events.
9. The announcement as part of the budget in March 2016 that government departments would be required to find an additional £3.5bn of savings by 2020 will not affect the four year funding settlement. The secretary of state confirmed in May 2016 that the four-year settlements for local councils were still valid.
10. Annex 1 sets out the Efficiency Plan.

Proposed approach to meeting the further savings

11. It is proposed that the £15.3m savings required over the medium term will be achieved through a new transformation programme details of which are set out in the paragraphs below. Should there be a need to allow a longer period before the programme can be delivered in full, then some of the savings could be deferred by one year from 2017/18 to 2018/19.

Transformation Programme

12. The Council has undertaken significant transformation and change since austerity measures were introduced in 2010. These include the creation of a shared services centre for back office functions and then a partnership with Hampshire County Council to deliver these services, saving over £30m since 2010. We are in the lowest quarter of spenders among county councils on back office functions. We have made significant staffing savings across the Council with a 40% reduction in senior managers and halving of middle managers, a pay freeze followed by below-inflation rises for staff over recent years. We now employ 42% fewer people than we did in 2010²; the number has fallen from 7500 at March 2010 to 4300 at March 2016. Further transformation has taken place by encouraging volunteers to

² Excluding schools

supplement services such as community transport and libraries, with 22 libraries now converted to a community/volunteer model and, by applying lean principles across our services we have generated savings and become more efficient. We have an innovative contract in partnership with Skanska for highways maintenance and construction. Other partnership arrangements include our joint working with health to provide the best outcomes for people through one of the biggest pooled budgets in the country³. Furthermore, since 2005 we have removed more than 100 properties from the council's property portfolio and generated more than £62m.

13. Local government is changing on a sector wide basis, a fact recognised by the Local Government Association, Central Government and a wide range of commentators. Whilst all organisations are at different stages of transformation, there are four dominant themes that underpin the majority of current transformation activity in councils across the UK:

- A strong focus on moving away from service specific change, to a model of whole organisation transformation that places the needs of residents, communities and business at the heart of a vibrant organisation, focused on the wellbeing of all;
- The use of digital access and process automation to reduce cost, improve access and ensure that professional staff are able to have the information they need to make the greatest impact;
- The use of lean systems thinking to support the creation of organisation wide processes and culture that is cost effective, entrepreneurial and able to generate income and a financial return; and
- A more flexible approach to partnerships, focused on mutual benefit and the delivery of better outcomes for residents and communities.

14. Significant progress is being made in shaping and identifying a council wide transformation programme. It will impact all areas of the Council and officers are working to ensure that the work stream focused on culture, values and behaviours supports a culture focused on the holistic needs and aspirations of residents and business, bringing the resources and influence of the Council to bear in a manner that ensures we deliver the best possible outcomes in the most cost effective manner. By adopting this approach we will not only continue to improve the services we deliver, but we will become a more positive and outward facing organisation, one that delivers for all and is able to approach delivery with a more commercial mind-set and increase its revenue.

15. Early work by officers throughout the organisation has highlighted that the Council is well placed to deliver continued financial efficiency. With a greater focus on a 'one council' approach, it will be able to continue to improve services and outcomes for residents and businesses across Oxfordshire, but more effectively because the focus will be on their needs, rather than on internal structures.

16. The one council approach to transformation and delivery will include, but will not be limited to:

³ Excluding Better Care Fund amounts

- Community empowerment and localisation
- Digital delivery and improved customer access
- Performance and efficiency, including contracts
- Placed based asset and opportunity planning
- Income generation
- Culture, values and behaviours
- Workplace and productivity tools
- Growth and opportunity

17. By April 2019, the developing transformation programme will have delivered indicative savings of over £15m and progress is being made on identifying the key areas and work streams that will ensure we achieve this and can accurately monitor and report delivery.

18. The programme will be overseen by a Transformation Board, that includes senior officers from across the Council and the Deputy Leader of the Council, Councillor Rodney Rose to reflect his Cabinet Responsibility for internal efficiency and the cross council nature of this programme. This board will meet for the first time in early July, but early findings of the programme are:

- Programme management - whilst there is much good work with existing programmes of change and transformation across the council, a lack of cohesion could lead to competing priorities and duplication of effort. This is being addressed by the creation of a single, council wide transformation programme; utilizing the strengths of staff from across the council and underpinned by a 'one council' approach.
- Strategic Property Review – Work is underway to ensure that a sustainable, commercially focused approach to our estate is developed, again underpinned by an ethos that recognizes that all assets are held by the Council for the benefit of residents and the wider business community of Oxfordshire, rather than individual departments or services. Over the next two months, as part of reshaping our approach to property and assets, 'place based' asset reviews of communities across the county will be brought forward, outlining current asset ownership, potential benefits and wider infrastructure issues so that outcomes and the financial returns from our assets can be maximized.
- Customer access - Work has begun on developing a council-wide approach to customer access, irrespective of the service required. We will move to a model of access where data and information we already hold can be used to increase the speed of resolution for the resident, business or professional who is contacting us. Our aim will be to resolve the enquiry at the point of first contact wherever possible and to ensure that where an individual requires contact with a professional, such as a social worker, we enable this without delay.

- Digital delivery - By the end of the summer, we will bring forward a revised digital strategy focused on ease of access for the resident, business and community as well ensuring we provide the support, encouragement and facilities to encourage digital take up across the county. Through the use of cloud based services, we will improve the capacity, resilience and integrity of our data systems and provide staff with the facilities they need to transform where and how services are delivered. Our approach will be to ensure that the same tools and systems are used by our staff to assist residents and businesses in accessing our services as residents and business use to self-serve. We will also ensure that all our systems and data storage approaches reflect national best practice so that we can enable deeper integration with our partners where this is necessary and our customers consent. As part of this, we will review and streamline our financial and business process, ensuring they enable the needs of our business whilst continuing to enable value for money services and robust financial planning.
- Customer journey - Significant improvement has been achieved within services across the council. However, we now need to move to designing processes that deliver the most efficient outcomes for residents and business in a more joined up way, recognizing that many activities delivered from, for example, within our libraries directly contribute towards positive outcomes across the county. We will do this by using lean systems based approaches to map our outcomes against customer journey and business engagement in the most holistic way possible, ensuring we target our resources where they make the most impact and in the most effective way.

19. Running alongside the Transformation Programme is the independently commissioned review being undertaken by Grant Thornton to consider equally all options for local government reorganisation in Oxfordshire. A report on the initial findings of this work is set out elsewhere on this agenda.

Financing the Transformation Programme

20. As part of the budget for 2016/17 a Transition Fund of £4m was created to enable the further savings to be delivered. Council agreed to establish a cross party group of county councillors to consider the maximum benefit of the use of the fund.
21. Of this fund, £1m was agreed to be set aside for 'creating a one-off pump priming fund for one year to take to districts and parishes, inviting them to commit money to support Children's Centres which they would help save'. A cross party working group has been established and at the first meeting decided to have the initial focus on the funding to support Children's Centres Community Initiatives with a view to having proposed guidance and bid criteria recommendations to Cabinet in the Autumn. This would enable the scheme to be launched in October giving enough time for communities to bid for transition funding prior to services ceasing.
22. £1m was set aside for 'income generation pump priming'. The agreed approach for utilising the £1m funding is that it should be strategically led, focusing on pump priming and sustainability for communities and income generation/ invests to save based on business case models.

23. The remaining £2m will be used to support and enable the transformation programme.

Flexible use of Capital Receipts Strategy

24. There is also the opportunity to increase the funding available for transformation through the flexible use of capital receipts. New guidance was issued by the Department for Communities and Local Government in March 2016 that enables local authorities to use new capital receipts from the disposal of property, plant and equipment received in the period April 2016 to March 2019. Receipts already received but not used are not eligible.
25. This flexibility can be applied to projects where incurring up-front costs will generate on-going savings and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.
26. The guidance states that for each financial year, a local authority should prepare a Flexible Use of Capital Receipts Strategy and this may form part of the MTFP or the Efficiency Plan. As part of the strategy, the Council needs to disclose the individual projects that will be funded or part funded through capital receipts flexibility. The strategy is required to be approved by Council.
27. The Flexible use of Capital Receipts Strategy for 2016/17 is set out in the Efficiency Plan at Annex 1. It proposes use of £0.5m of capital receipts for the placed based community hubs project.

Equality and Inclusion Implications

28. 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.'
29. There are no equality and inclusion implications arising directly from this report. A high level assessment of the broad impact of the transformation savings will be included as part of the published information during the Service & Resource Planning process for 2017/18.

Financial and Legal Implications

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

RECOMMENDATION

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

- (a) The revised Medium Term Financial Plan for 2017/18 to 2019/20; and**
- (b) The four year Efficiency Plan for 2016/17 to 2019/20 including the Flexible Use of Capital Receipts strategy for 2016/17 for onward submission to the Department for Communities and Local Government.**

LORNA BAXTER
Chief Finance Officer

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July 2016

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Oxfordshire County Council

Efficiency Plan for 2016/17 to 2019/20

Incorporating

Flexible Use of Capital Receipts Strategy for 2016/17

Efficiency Plan Narrative Statement

Introduction

This Efficiency Plan narrative sets out what the Council intends to do to address the challenge of financial stability over the medium term to 2019/20.

Reductions in central funding to councils combined with rising demand for care services mean that our corporate plan and medium term financial plan focus on targeting resources at vulnerable people while becoming more efficient. As a result, the Council has had to make some tough decisions. While we will continue to meet our statutory responsibilities, increasingly we will not be able to provide universal services beyond that core. Instead we will target services at those who really depend on them – particularly children at risk of abuse and neglect, and adults who cannot look after themselves.

The commitment to four year funding through this Efficiency Plan enables the Council to plan its service delivery with greater certainty of funding over the medium term thereby ensuring the best possible outcomes for the residents of Oxfordshire.

Financial Context

In 2016/17 we plan to spend £557m¹, 56% of this being raised from council tax. The Council has already saved £247m between 2010/11 and 2015/16 and already had plans to save a further £45m between 2016/17 and 2017/18, taking the total to £292m. In many cases those savings have been required to meet rising demand for our provision to the most vulnerable, as well as addressing our falling funding.

Further savings of £69 million in the four years between 2016/17 and 2019/20 were agreed by Council in February 2016. These savings are long-term; even when the government meets its target on deficit reduction, we do not expect significant increases in council funding from central government, and indeed believe that Oxfordshire may effectively be 'fiscally independent' by the end of the plan period.

Therefore in addition to managing our cost base as efficiently as possible, and reducing some of the services we provide, we need to support growth in our local economy to maximise the council's income from local taxpayers, devolved business rates, and central government growth incentives.

Corporate Plan Priorities

Oxfordshire County Council's ambition is for a thriving Oxfordshire. This means a place where people can work to achieve a decent life for themselves and their family, a place alive with vibrant, active communities and a place where people can enjoy the rewards of a growing economy and feel safe. This is delivered through three priorities:

¹ Excluding schools

A strong and thriving economy

We will support a strong and thriving economy, working with the local enterprise partnership, local universities, businesses and the five district councils in Oxfordshire

Protection for vulnerable people

We will safeguard vulnerable children and adults and meet their eligible care needs

Efficient public services

The Council needs a more efficient business operating model, which will involve consolidation across the council, leaner processes, modernisation and rationalisation of our functions, and other innovation to drive a cross-cutting approach to ensure services are as efficient and effective as possible. We must also work effectively with our local partners to deliver the best possible outcomes for our communities and ensure that residents receive joined up and value for money services.

Our approach to delivery of efficiencies and savings

We have adopted a one council approach to transformation based on a number of key themes. With a greater focus on a 'one council' approach, we will be able to continue to improve services and outcomes for residents and businesses across Oxfordshire, but more effectively because the focus will be on their needs, rather than on internal structures. We will become a more positive and outward facing organisation, one that delivers for all and is able to approach delivery with a more commercial mind-set and increase its revenue. The key themes are:

- Moving away from changes to specific services to a model of whole organisation transformation with a strong focus on the needs and aspiration of residents and businesses.
- The use of digital access and process automation to reduce cost and improve access
- Creating "lean" systems within the council focused on eliminating duplication and waste, and using these improved processes to generate income.
- A more flexible approach to partnerships with other organisations and a rigorous review of existing contracts

The Council has commissioned Grant Thornton to conduct an independent study of the options for local government structures, including a range of unitary options as well as the status quo. The full report will be available at the end of July 2016 and will provide evidence for councillors to consider based on how well different options can deliver services for and be responsive to local communities, operate at lower cost and strategically lead Oxfordshire to grow and thrive. Subject to councillor's agreement and a public consultation process, it is expected that a proposal for unitary government will be submitted to national government in the autumn. In work to date officers have been exploring how different unitary options could deliver better outcomes for residents, and also how the Council, under the existing two tier structural arrangements, can use this thinking to inform it's approach to transformation.

The savings that were ultimately agreed by Council in February 2016 were done so following a significant period of consultation, engagement, challenge and ultimately ownership. Full Council voted in support of the budget almost unanimously². As it was clear following the national budget in July 2015, that there was a need to make further significant savings, a consultation on the proposals was launched in October 2015. This was supported by a series of public meetings, Talking Oxfordshire and a stakeholder event to focus on rural issues. There were a number of opportunities for councillors to engage and challenge the proposed savings through a series of Challenge Sessions and all member presentations on the budget and savings options during the autumn, and again in December ahead of a full day consideration of the savings options at Performance Scrutiny Committee. Regular updates were also provided to the Political Group Leaders meetings. These opportunities provided an increased level of challenge on the savings proposals providing a reasonable assurance of their robustness. Scrutiny of the budget savings was also considered from an equalities perspective.

Reserves & contingencies

To provide capacity to manage financial risks, the Council holds a contingency budget; an appropriate risk assessed level of balances and earmarked reserves that are suitable and adequate.

As well as holding a contingency budget (£3.3m in 2016/17) to enable those more volatile budgets to be managed, general balances are also held to ensure that a major incident or emergency can be managed without impacting on other services. Each year a review is undertaken to establish the appropriate level of balances to be held based on an assessment of strategic, operational and financial risks facing the authority including the ability to deliver planned savings. The recommended level of balances for 2016/17 based on the risk assessment is £17.6m.

Earmarked reserves are also held for specific planned purposes. They fall into several categories; those retained for departmental or service use; reserves for unspent grants; insurance and capital reserves and schools balances. In assessing the appropriate level of reserves, a review is undertaken annually to determine if they are both appropriate and adequate. Earmarked reserves (excluding schools) were £85.4m at 31 March 2016. These are expected to reduce over the next few years as they are utilised in a planned way, to £76.5m at 31 March 2017 and £28.2m by 31 March 2020.

Governance arrangements

The Delivery Board, chaired by the Cabinet Member for Finance, which was established towards the end of 2015, has responsibility for driving the delivery of savings in the MTFP and tracks progress on a monthly basis. The board comprises both Cabinet and County Council Management Team members. The board focuses on savings which are rated red and amber in any year of the MTFP. Directors are required to provide explanations and plans either to get savings back on target or alternative ways to make savings where they relate to the current financial year.

² 60 votes from a total of 62

Political Group Leaders are kept informed of progress of the board on a regular basis as are Cabinet members.

Accountability for performance monitoring and measurement of outcomes also lies with Performance Scrutiny Committee and Cabinet, both of which receive regular information on delivery of savings and the in-year financial monitoring reports.

Risks to delivery

The main risks to delivery of this Efficiency Plan fall into three categories; increases in demand led services; ability to deliver savings and uncertainty over future income from council tax and business rates and these are detailed below. However, the capacity to manage financial risk and the strong governance arrangements in place mean the Council is well placed to manage these uncertainties.

We have seen a significant increase in demand in both children's and adults' social care over the last few years. Client numbers for these statutory services are notoriously difficult to control. If demand rises further or if prices increase (for example the impact of the National Living Wage) there may not be sufficient resources in the MTFP to manage the rising cost. There has also been a significant increase in demand in services for children with special educational needs and disabilities. The cost of most services is met from the Dedicated Schools Grant, but the costs of special educational needs home to school transport fall to the council to fund. Whilst additional funding has been built into the budget for 2016/17, there is a risk that costs could continue to rise.

The Council has a good track record of successfully delivering significant savings. £204m of savings were delivered by 2014/15, with 94% of the £43m planned savings in 2015/16 delivered too. However, with £114m of further savings to be achieved over the next four years to 2019/20, delivering these will become more challenging. Furthermore, since April 2010 the number of staff employed by the council (excluding schools) has reduced by 42%. Delivering the savings required will be difficult in terms of capacity particularly as the plans are more complex and ambitious.

Whilst funding available to the Council from Revenue Support Grant, Transitional Grant and Business Rate top up may be fixed over the next four years, income from Council Tax and local business rates may fluctuate. The impact of an economic downturn and/or changes in government policy could have an impact on the projections for these income streams.

Summary Medium Term Financial Plan 2016/17 – 2019/20

		2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Budget					
Base Budget		424,581	417,461	414,555	422,161
Virements		-106	0	0	0
Inflation	Note 1	1,746	3,400	5,650	5,700
Function and Grant Changes	Note 2	-1,370	4,029	6,156	1,202
Agreed budget changes:					
Allowed Variations	Note 3	-341	13,313	-964	-8
Pressures and Investments	Note 4	25,835	11,465	12,548	12,966
Efficiencies and Savings	Note 5	-32,884	-24,739	-9,615	-11,534
Savings to be met from Transformation Programme	Note 6		-10,374	-6,169	1,250
Net Operating Budget		417,461	414,555	422,161	431,737
Financing:					
Revenue Support Grant		-39,331	-18,665	-5,868	0
Business Rates Top-Up		-37,394	-38,129	-39,254	-34,270
Business Rates from District Councils		-29,886	-30,475	-31,374	-32,378
Business Rates Collection Fund Deficit		2,062	0	0	0
Council Tax Surpluses		-7,015	-4,000	-4,000	-4,000
Council Tax Requirement		305,897	323,286	341,665	361,089
Council Tax Calculation					
Council Tax Base		238,676	242,566	246,520	250,539
Council Tax (Band D equivalent)		£1,281.64	£1,332.78	£1,385.95	£1,441.25
Increase in Council Tax (Precept)		6.1%	5.7%	5.7%	5.7%
Increase in Council Tax (Band D)		3.99%	3.99%	3.99%	3.99%

Explanatory Notes to the Medium Term Financial Plan

The following notes provide details about elements which build up the budget each year of the Medium Term Financial Plan.

Note 1: Inflation

For 2016/17 and beyond, inflation has been allowed for at:

Pay inflation	1.00%
Contract inflation – in line with individual contracts up to a maximum	3.00%
General prices inflation	0.00%
Income inflation	2.00%

Note 2: Function and Grant Changes

Function and grant changes are adjustments made to the budget to allow for transfers of specific grant into or out of general grant funding and for new or amended duties or responsibilities. These include a reduction in the Education Services Grant each year across the medium term, the transfer of the Care Act into RSG from a specific grant in 2016/17 and the Transitional Funding agreed as part of the Final Local Government Finance Settlement over the two years 2016/17 and 2017/18.

Note 3: Allowed Variations

Changes to non-directorate budgets or corporate measures. This includes capital financing, income from cash deposits, use of or contribution to reserves, contingency funding and past service deficit contributions to the pension fund.

Note 4: Pressures and Investments

Additional funding agreed in previous years MTFPs (including the on-going effects of previously agreed funding) and funding included in the MTFP agreed by Council in February 2016. Additional funding is provided where there is an invest to save proposal, a pressure arising from increased demand or changes in legislation.

Note 5: Efficiencies and Savings

Efficiencies and savings agreed in previous years MTFPs (including the on-going effects of previously agreed savings) and savings included in the MTFP agreed by Council in February 2016. Savings are required to meet the reduction in government funding and the pressures and investments referred to in Note 4, within the constraints of the maximum Council Tax increases allowed before requiring a referendum. Details are set out in Appendix 1 to the Efficiency Plan.

Note 6: Savings to be met from Transformation Programme

As set out in the main report, the Council is embarking on a new transformation programme which is expected to deliver savings over the medium term.

Flexible Use of Capital Receipts Strategy

The Council did not produce a strategy in advance of 2016/17. But in accordance with the guidance, a strategy can be prepared during the year if it is considered appropriate. As the Council is now embarking on a Transformation Programme, it is considered appropriate to develop a strategy for use in 2016/17.

The guidance sets out examples of qualifying expenditure which includes 'funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation and it is for this purpose that the Council is proposing to use £0.5m of capital receipts in 2016/17 to fund the place based community hubs project.

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

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

The indicator is based on the July 2016 capital programme which will be considered by Cabinet in July 2016 as part of the 2016/17 Financial Monitoring & Business Strategy Delivery Report.

	2014/15 Actual £m	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m
Capital Expenditure	95.409	126.323	150.352	135.058	121.506

	Actual 2014/15 £m	Estimates			
		2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
Prudential Borrowing	0.373	0.024	24.256	29.229	33.367
Grants and Contributions	88.428	118.027	120.644	98.565	66.822
Capital Receipts	0.000	0.000	5.002	7.064	11.720
Revenue	6.607	8.272	0.450	0.200	0.071
Reserves	0.000	0.000	0.000	0.000	9.526
	95.409	126.323	150.352	135.058	121.506

Summary of Efficiencies & Savings

Efficiencies and savings agreed in February 2016 and previous years.

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Children, Education & Families	-5,717	-6,853	0	-400	-12,970
Social & Community Services	-12,263	-9,332	-9,053	-9,942	-40,590
Public Health	-1,250	-1,250	0	0	-2,500
Environment & Economy	-12,518	-7,086	-412	-1,192	-21,208
Corporate Services	-1,136	-218	-150	0	-1,504
TOTAL EFFICIENCIES & SAVINGS	-32,884	-24,739	-9,615	-11,534	-78,772

Children, Education & Families - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Children, Education & Families (CEF) Cross Directorate					
CEF1-1 , CEF2-1 and CEF3-1	17CEF1	Reductions could be made to management and administrative staffing. Detailed savings will be identified as part of the new directorate organisational arrangements.				-400	-400
CEF1-21 and CEF2-5	15CEF11	Develop more integrated management across Special Educational Needs (SEN) & Disability. Challenge costs of 16+ SEN responsibilities transferred into OCC from Education Funding Agency, obtaining savings within Dedicated Schools Grant (DSG) funded SEN services that enable a larger DSG contribution to the educational cost of placements.	-1,200				-1,200
		Total Children, Education & Families (CEF) Cross Directorate	-1,200	0	0	-400	-1,600
		Education & Learning					
		Management & Central Costs					
CEF1-1	15CEF10	Reduce administration support in line with reductions in directorate services, seek efficiency improvements.	-500				-500
		Subtotal Management & Central Costs	-500	0	0	0	-500
		Additional & Special Educational Needs (SEN)					
CEF1-21	17CEF21	Contribution from Special Educational Needs & Disabilities (SEND) Reform grant which was expected to cease in 2016/17.	-375				-375
CEF1-21	17CEF7	The council could seek to challenge and drive down the cost of placements and educational provision for post-16 students with high-level needs. This would include reducing the costs of out-of-county residential colleges, and high-cost placements in further education colleges and post-16 training providers.		-100			-100
CEF1-22	17CEF8	The council would reduce its management costs by transferring centrally employed staff to direct employment by schools. It is not anticipated this would involve any redundancies given the gradual changes. □		-50			-50
CEF1-24	17CEF6	Review service delivery for the service that supports families, early years settings, children's centres and childminders in relation to children with special educational needs. With the aim to provide an effective service with less money.		-100			-100
		Subtotal Additional & Special Educational Needs (SEN)	-375	-250	0	0	-625

Children, Education & Families - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Education					
CEF1-41	17CEF3	The council could establish a new traded arm within the council. There would be a reduction in staff numbers (estimated at 17 FTE) but an opportunity to refocus priorities and generate a trading surplus. Maximising income would allow the financing of work beyond schools requiring improvement. This would be financed by use of an agreed proportion of income to be returned to the council from the ring-fenced trading arm or other potential future trading vehicle. It is acknowledged that more market research is required on this option.	-422	-984			-1,406
		Subtotal Education	-422	-984	0	0	-1,406
		School Organisation & Planning					
CEF1-51	17CEF9	The council has a team for place planning for schools and other settings. It aims to ensure a sufficient supply of early years places. The grant used to create new provision could be decreased by £45,000.	-45				-45
CEF1-52	17CEF5	The council provides a free-of-charge service to assist schools that are converting to become academies. Schools do receive a Government grant to assist them to convert. Could be accumulated by charging instead of providing a free service.	-100				-100
CEF1-52	17CEF10	A budget which is used to assist schools with very minor internal modifications to buildings could be discontinued. Alternatively, staffing could be reduced – with one potential method being not replacing on a like-for-like basis a member of staff when they retire.	-24	-10			-34
CEF1-52	17CEF11	Cease printing admissions brochures for parents. Information would remain on the public website. Only 10 per cent of applications are currently made on paper. Schools would be encouraged to support parents in making online applications.	-25				-25
CEF1-53	15EE14 16EE10	Supported Transport Project savings including home to school transports including Special Educational Needs (SEN).	-1,432	-671			-2,103
		Subtotal School Organisation & Planning	-1,626	-681	0	0	-2,307
		Total Education & Learning	-2,923	-1,915	0	0	-4,838
		Children's Social Care					
CEF2-3 and CEF2-7	15CEF2 16CEF4 17CEF15	Implementation of an integrated Children's Social Care and Early Intervention Service.	-800	-4,200			-5,000
		Total Children's Social Care	-800	-4,200	0	0	-5,000

Children, Education & Families - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Children's Social Care Countywide Services					
CEF3-2	15CEF9	Children's Homes Savings - from building Children's Homes in the county which reduces the number of high cost out of county placements	-420	-238			-658
CEF3-4	17CEF13	Contracts for a range of day and overnight short-break care services commissioned for disabled children with parents, young people and other partners are due to finish in March 2017. The council would review these services during 2016, in consultation with families and other key partners. The council wishes to make sure the funding available is used to achieve the best possible outcomes. The review would include the residential short break services, which are jointly funded by the Council and the Clinical Commissioning Group with a contribution from Barnardos.		-250			-250
CEF3-5	17CEF4	Reduction in contribution to the multi-agency Youth Offending Service (YOS). The council could achieve this saving by targeting resources that align with the Youth Offending Service's statutory functions and the demand on children's social care services.	-100				-100
		Total Children's Social Care Countywide Services	-520	-488	0	0	-1,008
		Schools					
CEF4-3	17CEF2	With increasing numbers of schools becoming academies, it is felt this proportion of the budget will no longer be required.	-24				-24
		Total Schools	-24	0	0	0	-24
		Joint Commissioning					
CEF5-3	15CEF12 17CEF14 17CEF20	Reduce support services from Joint Commissioning team in line with other service reductions. Reduce non-statutory public engagement activities.	-250	-250			-500
		Total Joint Commissioning	-250	-250	0	0	-500
		TOTAL CHILDREN, EDUCATION & FAMILIES	-5,717	-6,853	0	-400	-12,970

Adult Social Care - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Detail	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Older People					
SCS1-1A	17SCS1	In line with national and local trends, the council is predicting a continuing increase in demand for social care and is budgeting accordingly. Due to other work to proposals and the ongoing work on prevention and meeting needs more effectively, this increase in demand may not be as high as currently predicted. If this is the case, the council could make savings against current predictions.			-1,700	-1,700	-3,400
SCS1-1A	17SCS2	The Council will undertake a number of actions to utilise council-owned land to increase the availability of extra care housing and specialist residential care (e.g. for dementia). The use of Council owned land will increase the supply of extra care housing, thus reducing costly placements in care homes. The development of specialist residential care on Council owned land should reduce development costs and the care fees paid by the Council		-165	-400	-935	-1,500
SCS1-1A	17SCS3	The Council will review and renegotiate the contracts to provide residential care placements, including the council's contract with the Oxfordshire Care Partnership, to reduce the rates for existing placements and lower the rates for future placements. This would include forming strategic partnerships with providers and developers, and introducing a dynamic purchasing system whereby all care homes on an overall contract are guaranteed council business but not the level of placements that will be made. Placements would be made on a case by case basis determined by a persons need, and the availability and cost of a placement to meet this need.		-870	-400		-1,270
SCS1-1A	17SCS4	Providing a prescription and information about options to source equipment that helps to meet people's eligible care and support needs rather than just providing the equipment itself. Research suggests that up to 50% of people given a prescription for equipment do not use it and choose to meet their needs in other ways.		-500			-500
SCS1-1A	17SCS5	As it is not a statutory responsibility, council funding for the Falls Service contract with Oxford Health could be stopped. It is jointly funded by the council and the Oxford Clinical Commissioning Group. Assessments will be offered to anyone with eligible needs for care and support providing tailored information and advice to help people identify other sources of support, including working closely with NHS partners to link to other services.	-273				-273
SCS1-1A	17SCS6	Reduce the amount of money allocated to how we assess and support prisoners requiring social care. This was a new responsibility from April 2015 and demand has not been as high as originally anticipated, so the budget can be reduced.	-207				-207

Adult Social Care - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Detail	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS1-1A	17SCS7	Reduce duplication and overheads by redesigning emergency response and crisis services by combining the Crisis Response Service, the Emergency Carers Support Service and Telecare monitoring and response services. This will lead to more cost effective and responsive services.	-200				-200
SCS1-1A	17SCS8	A reduction in the contract with Carers Oxfordshire will be made by reducing expenditure on marketing, information, advice and support, training, and the carers partnership board. This will focus resources on continuing to meet statutory responsibilities. The remaining funds would be focused on areas of greatest need such as face to face support and volunteer befriending.	-60	-100			-160
SCS1-1A	17SCS9	Consolidating existing contracts information and advice services whilst maintaining statutory requirements under the Care Act, focusing on specialist advice e.g. accessing benefits, managing debt and finding your own care and support.			-120		-120
SCS1-1A	17SCS10	Review the way respite is provided to focus more on alternatives to bed based respite i.e. increased care at home could provide more effective ways of ensuring carers get the breaks they need.		-100			-100
SCS1-1A	17SCS11	Ensure that large extra care housing schemes have two staff at night time rather than just one, allowing them to provide planned night care as well as reactive response for those people that require it. This would enable people with higher level needs to be placed in extra care housing rather than more expensive residential placements.			-93		-93
SCS1-1A	17SCS12	A reduction in care home admissions and better targeting of services to those who need them most could result from reviewing the placement strategy in extra care housing.	-50	-43			-93
SCS1-1A	17SCS15	We would work closely with NHS partners to review funding for the aphasia communication support service, for people with specific communication difficulties most commonly caused by a stroke or severe head injury. The review would focus on removing duplication and streamlining services.	-17				-17
SCS1-1A	17SCS16	A review of the funding allocated to meeting individuals' care and support needs. This would be through reviewing the costs of meeting care needs used in the Resource Allocation System and introducing panels to review assessment and support planning decisions for mental health, physical disability and older people including continuing healthcare clients. Panels operating in learning disabilities have shown that eligible social care and support needs can be met effectively at lower cost.	-1,600	-750	-750		-3,100

Adult Social Care - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Detail	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS1-1A	17SCS18	Removing the funding for planned support schemes (peripatetic warden schemes). People in these schemes do not generally have eligible care needs and the wardens do not provide statutory eligible care.	-500				-500
SCS1-1A	17SCS21	Full review of all day services for older people		-1,000			-1,000
SCS1-1A	17SCS23	Replacing intermediate care beds with home based intermediate care in the community. A study of people using intermediate care beds compared to those receiving support at home showed that short-term rehabilitative care in a home setting leads to a greater proportion of people needing no on-going care and regaining their independence.			-1,000		-1,000
SCS1-1A	17SCS24	Reviewing and redesigning hospital discharge services to combine a number of existing services into a more streamlined pathway to get people out of hospital as soon as they are ready for discharge.	-440				-440
SCS1-1A	17SCS25	Savings could be achieved by a reduction in funding for the Dementia Support Service once the current contracts expire in 2019/20.				-400	-400
SCS1-1A	17SCS26	A review into other options for delivering money management services for social care clients. Other councils use different approaches which we could learn from. Income generating opportunities such as charging for the service or delivering the service for other councils could be explored. There may be options to merge staff within locality teams and reduce management staff.					0
SCS1-1A	17SCS27	A review and redesign of the reablement service to deliver more effective, lower cost community-based support to help people regain and maintain independence.	-300				-300
SCS1-1A	17SCS28	Introducing charging for carers' services. This would put carers onto the same basis as the people they support, whereby an assessment and support plan would be developed and the cost of meeting their support needs calculated, as well as an assessment of their ability to contribute to the cost of the support they need. This proposal could lead to a rise in income for the council and there could be an opportunity to target available resources more effectively towards more vulnerable carers who need additional help by reviewing what types of support are most supportive and effective for carers.	-200				-200
SCS1-1A	17SCS29	Reducing funding to carers with eligible needs for support could save £200,000. This would create a stronger link between need and funding in line with the Care Act and create an opportunity to improve the targeting of available resources towards more vulnerable carers.	-200				-200
SCS1-1A	14SCS7	Greater use of assistive technology to enable more people to remain in their homes for longer and reduce the need for home support	-250				-250

Adult Social Care - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Detail	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS1-1A	15SCS2	Working closely with providers to generate efficiencies in contracted services	-400	-400			-800
SCS1-1A	15SCS3 17SCS32	Supporting our staff to work more efficiently, reducing bureaucracy and streamlining process – establishing efficiency savings in preparation for increased demand generated by funding reform, which we expect will be funded by central government	-1,000				-1,000
SCS1-1A	15SCS6 16SCS17	Continuing to fund information and advice for people who may need or are eligible for social services, but reducing support for mainstream welfare rights advice and advocacy. A review of information and advice services will be undertaken.	-40				-40
SCS1-1A	15SCS8 14SCS8 16SCS18 14SCS6 16SCS19	£10.000m investment in 2014/15 to help meet increased demand for social care reduces from 2015/16 (also see additional demography under 'All Client Groups')	-1,600	-1,600			-3,200
		Subtotal Older People	-7,337	-5,528	-4,463	-3,035	-20,363
		Learning Disabilities					
SCS1-2C	17SCS17	Developing a payment by results contract financed through a Social Impact Bond for learning disability services to deliver reduced costs in individual care packages over time.			-1,000		-1,000
SCS1-2C	14SCS16	More efficient delivery of care leading to reduced cost of Learning Disabilities Resource Allocation System.	-1,000				-1,000
SCS1-2C	15SCS9	Close working with learning disability service users to find new ways of working whilst ensuring assessed needs continue to be met.	-400	-1,800			-2,200
SCS1-2C	16SCS2 17SCS31	Learning Disabilities - manage pressures by 2017/18 within the resources available in the medium term plan.	-500	-1,000	-2,000	-2,500	-6,000
		Subtotal Learning Disabilities	-1,900	-2,800	-3,000	-2,500	-10,200
		All Client Groups					
Cross Services	17SCS42	Increased income from the Better Care Fund (amount per Provisional Local Government Finance Settlement)			-1,060	-3,817	-4,877
SCS1-4E	17SCS14	Reducing the number of buildings the council's print unit uses from two to one would lead to savings. The council print unit provides employment opportunities to vulnerable people, including people with learning disabilities, to support their independence.	-30				-30

Adult Social Care - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Detail	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS1-4I	15SCS11 17SCS22	Phased reduction in line with central government reductions in Supporting People funding for Housing Related Support. Funding homelessness services through Housing Related support is not a statutory requirement and would be further reduced. The council has continued to subsidise housing support and maintained investment in housing related activity for the past 5 years (even though it is not a county council responsibility) following the government decision to significantly reduce central funding.	-500	-500	-500	-500	-2,000
		Subtotal All Client Groups	-530	-500	-1,560	-4,317	-6,907
		Physical Disabilities					
SCS1-5A	17SCS13	As it is not a statutory responsibility, funding for the HIV day services contract could be stopped.	-50				-50
SCS1-5A	14SCS12	More efficient delivery of care leading to reduced cost of Physical Disabilities Resource Allocation System	-200				-200
		Subtotal Physical Disabilities	-250	0	0	0	-250
		Joint Commissioning					
SCS2-3B	17SCS20	Reducing funding for Healthwatch Oxfordshire by 30%.	-100				-100
SCS2-5	17SCS19	Stopping grants to people through the Oxfordshire Support Fund. People eligible for care and support could still receive support from the council, which could signpost other sources of support such as charities and the voluntary sector.	-381				-381
		Subtotal Joint Commissioning	-481	0	0	0	-481
		TOTAL ADULT SOCIAL CARE	-10,498	-8,828	-9,023	-9,852	-38,201
		Fire & Rescue Service and Community Safety					
SCS3-1	17FRS1	Further financial efficiencies from the combined Control Room with Buckinghamshire & Milton Keynes and Royal Berkshire Fire and Rescue Services, above those originally anticipated.	-75				-75
SCS3-1	17FRS3	The Fire and Rescue Service could remove the second on-call fire appliance from Chipping Norton Fire Station. The on-going availability levels of crewing for the second appliance at Chipping Norton and the reducing number of calls for this appliance has brought into question the continued need for it at the station. Rather than reduce the operational fleet, the vehicle would be held as part of the strategic reserve and eventually be reallocated to Carterton at a later date once the new fire station is built.		-48			-48

Adult Social Care - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Detail	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS3-1	17FRS4	Continuing collaboration with the other two Thames Valley Fire and Rescue Services (Buckinghamshire & Milton Keynes and Royal Berkshire) means it is possible to reduce the number of senior managers across the region. A jointly funded post would carry out work across the Thames Valley to seek further efficiencies while maintaining focus on firefighter and public safety.	-25				-25
SCS3-1	17FRS5	Reduce the number of operational fire station managers across the county by four (from 24 to 20). The incident command rota can be amended without affecting the minimum number of officers available for operational response duty at any one time. In addition, by working more collaboratively across the Thames Valley, the day-to-day management workload can also be shared without significant increases in workload.	-260				-260
SCS3-1	17FRS6	Reduce the number of operational Group Manager posts in the Fire and Rescue Service.				-90	-90
SCS3-1	17FRS7	The on-call firefighter salary budget has been consistently well-managed over time – and in conjunction with the reduction in incidents brought about by the wide range of prevention initiatives delivered by the service across the county. This has resulted in an underspend for the last two years.	-50				-50
SCS3-1	17FRS8	Seek alternative funding for or remove county council funding for the Oxfordshire Fire and Rescue Service cadet schemes could be stopped in 2018 as this is not a statutory service. To ensure the cadet schemes continue, the council could seek to link with the council's Children, Education and Families Directorate to see if there is a different way to deliver the scheme (to further support our looked after children), or potentially seek sponsorship through a private company.			-30		-30
SCS3-1	15SCS27	Agile Working - Full review of administration and support function following the introduction of agile working arrangements		-60			-60
SCS3-1	15SCS28	Development of Commercial Training Unit (Income Generation)	-25	-25			-50
SCS3-1	15SCS29	Collaboration Efficiencies - Revenue reductions associated with implementation of Thames Valley Fire Control Service (TVFCS)	-25	-25			-50
SCS3-1	15SCS30	Collaboration Efficiencies - reconfiguration of Oxfordshire Fire & Rescue's Technical Communications Team following the implementation of TVFCS	-25				-25
SCS3-1	15SCS31	Collaboration Efficiencies - Benefits realisation of collaborative approach to training delivery, leading to the reduction in staffing costs.	-50				-50
SCS3-1	15SCS32	Collaboration Efficiencies - Benefits realisation of collaborative approach to training support, leading to reconfiguration of training administration resources		-50			-50
SCS3-1	15SCS33	Senior Management Restructure and Collaboration - amend operational rota	-30				-30

Adult Social Care - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Detail	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS3-1	15SCS36	Large/Major Incident Command Review - review OFRS resources in conjunction with the other Thames Valley fire & rescue services.		-30			-30
SCS3-1	15SCS39	Change of Staffing to Support County-wide Emergency Cover - Reduction in staffing for one on-call appliance at Bicester - covered by day crewed personnel (see 15SCS19)		-50			-50
SCS3-1	15SCS42	Change of Staffing to Support County-wide Emergency Cover - Banbury Fire Station - staffing model change from 1 appliance full time 24/7 and one on-call appliance to 1 appliance day crewed and one on-call (release 10 Firefighters plus 4 Supervisory Managers)	-360				-360
SCS3-1	15SCS43	Reduction in Full-time Firefighter Support - for new Carterton emergency cover arrangements (see 15SCS21)		-216			-216
SCS3-1	14SCS31	Fire Pension Scheme - changes implemented from April 2016, therefore budget not needed in 2015/16 (one-off)	200				200
SCS3-1	16SCS13	LEAN review of processes across F&RS & Trading Standards	-75				-75
SCS3-1	15SCS19	Delay implementing operational changes to Bicester by two years to 18/19, currently scheduled for 16/17.	-650				-650
SCS3-2	15SCS26	Emergency Planning - Restructure and alignment with Oxfordshire Fire & Rescue in relation to business continuity management.	-20				-20
SCS3-4	17FRS2 17FRS9	Greater integration with Oxfordshire Fire and Rescue and other local authorities and the development of a volunteer co-ordinator post could lead to some functions being supported by volunteers. In the medium term, the council could remove four further enforcement posts, reduce consumer advice and education posts. Greater integration with Oxfordshire Fire and Rescue and other local authorities and the development of a volunteer co-ordinator post could lead to some functions being supported by volunteers. The service could also seek to work closer with Thames Valley Police (including joint funding) especially around cyber-crime and human exploitation.	-270			0	-270
SCS3-4	16SCS10	Review Commercial Trading and increase income	-25				-25
		TOTAL FIRE & RESCUE AND COMMUNITY SAFETY	-1,765	-504	-30	-90	-2,389
		TOTAL SOCIAL & COMMUNITY SERVICES	-12,263	-9,332	-9,053	-9,942	-40,590

Public Health - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Cross Directorate	15PH1	More efficient contract negotiations	-1,250	-1,250			-2,500
		TOTAL PUBLIC HEALTH	-1,250	-1,250	0	0	-2,500

Environment & Economy -Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Strategy & Infrastructure					
EE1-1 to EE1-5	15EE5	Unidentified Savings within Strategy - Delivery being planned	-150				-150
EE1-1 to EE1-5	15EE6	Move to a self funding position for travel planning	-75				-75
EE1-1 to EE1-5	15EE7	Move to a self funding position for Invest in Oxfordshire	-125				-125
EE1-1 to EE1-5	16EE20	Realise opportunities from Growth (including Section 788, capitalisation of staff, pre-application charging and ST model income)	-20	-20			-40
EE1-1 to EE1-5	16EE21	Removal and reduction of services (incl. Trust for Oxfordshire's Environment grant, Travel plan funding and reduction in agency spend)	-12				-12
EE1-1 to EE1-5	17EE13	Joint Working for Planning Regulation services (e.g. minerals and waste, county planning applications, legal agreement negotiations) with other neighbouring county councils. Savings to be achieved through sharing management teams and professional expertise so some reduced service levels in areas such as minerals & waste, and development control.	-25	-125	-25	-44	-219
EE1-1 to EE1-5	17EE14	Co-locate Economy & Skills teams with OxLEP and jointly manage these services with OxLEP through a Service Level Agreement (SLA). The SLA could mitigate risk of perceived reduction in direct control over service and would include a tapering of funding from OCC.	-50	-50	-50	-45	-195
EE1-1 to EE1-5	17EE16	Re-structure management of locality teams and reduce non-staffing budgets used to develop schemes and test development proposals.		-150			-150
EE1-1 to EE1-5	17EE20	Reduce staffing levels. Mitigated through close working relationships & maximising revenue elements of project funding bids.	-50				-50
EE1-1 to EE1-5	17EE21	Further joint working potential with Thames Valley Environmental Resource Centre on environmental information and advice plus minor administration savings through locality joint working. Risk of reduced commitment by other authorities to be mitigated through continued delivery of quality service & assurance of value for additional cost, etc.		-40			-40
EE1-1 to EE1-5	17EE3	Greater levels of residential and commercial development in the county will generate increased fee income for the approval, inspection and adoption of new roads and alterations to the public highway.	-100	-50			-150
EE1-1 to EE1-5	17EE39	Transfer Business & Skills staff to the Local Enterprise Partnership.	-400				-400
EE1-1 to EE1-5	17EE4	Explore further opportunities for generating funding from OCC transport model system.	-25	-25	-25		-75
EE1-1 to EE1-5	17EE43	Reduce the fixed contract fee on the Property Contract.		-100			-100
EE1-1 to EE1-5	17EE44	One-off use of road adaptations/road agreements funding	-1,000	500	500		0
EE1-1 to EE1-5	17EE6	Develop a partnership approach with public and private sector partners - reduced funding and specialist advice for service, with expectation that successful budget bids will provide their own funding.	-25	-25			-50
		Subtotal Strategy & Infrastructure	-2,057	-85	400	-89	-1,831
		TOTAL STRATEGY & INFRASTRUCTURE	-2,057	-85	400	-89	-1,831

Environment & Economy -Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Commercial Services					
		Commercial Services Management					
EE2	17EE9	Savings would be achieved within highways by working more effectively with the councils supply chain and external partners. This would be achieved by the use of LEAN process reengineering but would remove some of the flexibility currently available to address local issues. The service would be less able to react to arising issues above and beyond normal service delivery.				-540	-540
EE2-1	15EE13	Unidentified Saving- within Commercial Services delivery being planned		-535			-535
EE2-1	16EE1	Insufficient Parking Account funding to draw down budgeted contribution to revenue		150			150
		Subtotal Commercial Services Management	0	-385	0	-540	-925
		Property & Procurement					
EE2-2	17EE12	Renegotiation of elements in property contract to deliver further savings.	-50	-190			-240
EE2-2	17EE17	Opportunities to generate income including fitting solar panels to roof tops, investing in property sites etc. Greater utilisation of existing property by reducing the footprint needed by the county council and reviewing how best to utilise any surplus space.		-50	-50	-50	-150
EE2-22	17EE42	Reduction in Leased Accommodation	-230	230	-230		-230
EE2-22	14EE32 14EE15 15EE10	Asset Rationalisation Savings	-250	-640			-890
EE2-22	14EE5	Estimated facilities management contract savings	-20				-20
EE2-22	14EE26	Further savings from Facilities Management contract dependent on experience of phase 1 of contract	-175				-175
EE2-22	14EE34	Reintroduce maintenance 'holiday' to non-school property - suspension of non-statutory property maintenance work	-707				-707
EE2-22	15EE18	Property and Facilities staffing including - reduce facilities management structure/Property & Facilities service stream/Property and Facilities staffing	-60	-400			-460
EE2-22	15EE19	Reduce size of property portfolio therefore reducing the overall size of contract	-100	-100			-200
EE2-22	15EE20	Reduce planned Property Repairs and Maintenance		-400			-400
EE2-22	15EE12	Other staff/staffing facilities reduction	-50				-50
EE2-22	16EE9	Reduction in the funding available to support ad hoc Property Contract work	-444	336			-108
		Subtotal Property & Procurement	-2,086	-1,214	-280	-50	-3,630

Environment & Economy -Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Network & Asset Management					
EE2-31 to 2-34	17EE1	Charge costs to the capital programme of both smaller and larger patching works, reflecting the way other authorities deliver this element of the service.	-2,583	-106			-2,689
EE2-31 to 2-34	17EE2	Remove current proactive programme for cleaning the main pipes that gullies connect into. Any blockages from tree roots, pipe breaks or silting will have to be addressed once identified.	-100			-200	-300
EE2-31 to 2-34	17EE7	Reduce support for events. Requiring charitable events to fund all road closure costs. The council would seek to optimise capacity of the network as far as practicable with remaining budgets. To mitigate, the council would continue to manage events relating to VIP visits, Repatriations, Remembrance Sunday and May Day free of charge with an estimated annual cost to us of £15,000.	-25				-25
EE2-31 to 2-34	17EE8	Adjust performance requirements for new contract as well as capitalisation of some works currently in the revenue budget. Risk of reduced performance.	-820	-100			-920
EE2-31 to 2-34	17EE11	Traffic signals maintenance to be charged to the capital programme.	-250				-250
EE2-31 to 2-34	17EE18	Remove the Real Time Information service. This would remove the electronic displays at bus stops and impact on the provision of information to current traffic monitoring systems as well as the recently developed travel planning page, which is being rolled out as part of the Connecting Oxfordshire agenda. The council will seek increased contribution from bus companies to mitigate or replace ongoing funding.			-140		-140
EE2-31 to 2-34	17EE24	Reduce surveys which are currently undertaken to inform the council on the condition of the highways network and help it prioritise its highways maintenance programme.		-1,094			-1,094
EE2-31 to EE2-35	14EE10	Reduction in road patching work and pre-planned surface maintenance schemes	-310				-310
EE2-31 to EE2-35	15EE27	Reduce Road Survey Budget/other network maintenance/Network management general restructure/joint workings/Further other network maintenance	-102	-281			-383
EE2-31 to EE2-35	15EE28	Street Lighting - Energy Saving plus reduction in inspection frequencies and cleaning regimes	-390	-30			-420
EE2-31 to EE2-35	15EE16	Withdraw contributions to Bus Stop infrastructure information		-57			-57
EE2-31 to EE2-35	16EE8	Changes in Real Time Passenger Information technology leading to efficiencies		-280			-280
EE2-31 to EE2-35	15EE30	Income generated through sponsorship and providing other services	-100	-400			-500
EE2-31 to EE2-35	16EE11	Increase in parking charges	-100	-100			-200

Environment & Economy -Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
EE2-35	17EE22	Reduce funding to managing the county's network of public rights of way although the council would seek to prioritise funds in this area to support the volunteer network as far as practicable. The service currently delivers high value for its budget through innovative engagement with volunteers reflected in operation budgets being a fifth of that in other areas, while customer satisfaction remains one of the highest in the country. A reduction in service may reduce the number of willing volunteers resulting in a significant deterioration of the network and public satisfaction.				-40	-40
Subtotal Network & Asset Management			-4,780	-2,448	-140	-240	-7,608
Delivery							
EE2-4	17EE5	Reduce threshold for callout so that we respond to fewer highway defects reports out of hours, and therefore reduce demand for those teams.	-55				-55
EE2-4	17EE10	Reduce services to safety areas only;targeting visibility displays. Opportunity for parish and district councils to take on more of these responsibilities and self-fund.	-70			-222	-292
EE2-4	17EE15	Reduce the number of roads gritted in the county to achieve the proposed budget reduction. A route optimisation exercise will be required to re-profile the revised network and number of routes.	-180				-180
EE2-4	17EE19	Remove unnecessary barriers (identified through a risk assessment) and therefore reduce ongoing maintenance.				-51	-51
EE2-4	17EE26	Prioritising essential Gully emptying work, meaning a reduction in frequency from once every three years to once every four years.	-220				-220
EE2-4	15EE34	Significant defect correction lines/signs		-175			-175
EE2-4	15EE36	Other Highways Savings	-88				-88
EE2-4	16EE7	Reduction and efficiencies in Roads Maintenance (incl. removal of Locality Area Stewardship based funding, efficiencies in winter maintenance and one-off capitalisation of patching)	1,675				1,675
Subtotal Delivery			1,062	-175	0	-273	614
Highways, Transport & Waste							
EE2-51A	17EE27	On the 21 July 2015 Cabinet agreed to withdraw the non-statutory Green Waste Credit payments to the District Councils from 1 April 2016. This saving replaces and merges with the saving 15EE24 - HWRC Strategy as that saving is unlikely to be realised.	-500	350			-150
EE2-51A	17EE37	The Energy Recovery Facility at Ardley Waste generates electricity for the National grid and this will generate £0.1m of income for the Council.	-100				-100
EE2-51A	15EE23	Commercial Waste & Electrical energy from waste - Third Party Income		-1,300			-1,300
EE2-51A	14EE3	Oxfordshire Waste Partnership -phased withdrawal of non-statutory waste incentives	-213				-213
EE2-51B	17EE23	We are currently consulting on the future of subsidised bus routes. This remaining funding would result in the routes being totally removed, unless they are linked to home to school transport. This option has been included in the current consultation.	-1,220				-1,220
EE2-51B	15EE14 16EE10	Supported Transport Project savings which includes review of: transport contract management, Dial a Ride, bus subsidies, home to school transports including Special Educational Needs (SEN)	-2,100	-1,700			-3,800

Environment & Economy -Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
EE2-51B	15EE14 16EE10	Support Transport Savings shown in CEF as the savings relate to Home to School Transport.	1,432	671			2,103
EE2-51B	15EE15	Highways contract process efficiency		-118			-118
EE2-53	17EE25	Reduce service down to statutory only, i.e. maintain a safe highway, incl. through safety inspections. Area Stewards would no longer be available to discuss and resolve issues on day to day basis – would mean increased use of Fix My Street and empowering parish councils to identify and/or undertake potential work.		-320		-300	-620
EE2-53	17EE45	Bring forward savings in Area Stewards (EE25) to 2018/19 from 2019/20.			-300	300	0
		Subtotal Highways, Transport & Waste	-2,701	-2,417	-300	0	-5,418
		TOTAL COMMERCIAL SERVICES	-8,505	-6,639	-720	-1,103	-16,967
		Oxfordshire Customer Services					
		Management Team					
EE3-1	16EE15	LEAN and reshape the service out of scope from the Hampshire partnership (incl. reshape Senior Management structure and reduce agency spend)	-105				-105
		Subtotal Management Team	-105	0	0	0	-105
		ICT					
EE3-3	14EE22	Removing/ rationalising ICT applications which reduces maintenance costs	-150				-150
EE3-3	14EE28	Removal and recycling of ICT Hardware	-50				-50
EE3-3	15EE39	ICT Rationalisation - including implementation of new telephony technology	-400				-400
		Subtotal ICT	-600	0	0	0	-600
		Business Development					
EE3-4	15CEO13c	Remove 4fte (vacant posts) and reduce Communications spend (Business Development share)	-33	-34			-67
		Subtotal Business Development	-33	-34	0	0	-67
		Customer Services Centre					
EE3-5	16EE17	Self Service	-157				-157
		Subtotal Customer Services Centre	-157	0	0	0	-157
		Cultural Services					
EE3-6	17LCS1	Retention of all 43 libraries (22 core and 21 community libraries) but provide service redesign and changes internally to provide savings, including: (A) Reduction of book fund. (B) Closure of all mobile libraries; 4 general service library vehicles and 2 children's service vehicles. (C) Library Service management and staffing reorganisation in conjunction with the Council's Customer Service Centre and ICT function over the next two years. (D) Retendering of the Library Management Information system.	-300	-400	-300		-1,000
EE3-6	17LCS2	The council could cease funding cultural activities from 2018/19 relating to: (A) Pegasus Theatre (B) Oxfordshire Youth Arts Project (OYAP) (C) Oxford Visual Arts Design Agency (OVADA)			-92		-92

Environment & Economy -Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
EE3-6	17LCS3	Reduce Book Fund on a one- off basis in 2016/17	-340	340			0
EE3-6	17LCS4	Bring forward the savings in Libraries (LCS1)	-222	-200	300		-122
EE3-6	17LCS6	Disposal of Library vehicles (one-off)	-12	12			0
EE3-6	15CEO9	Withdrawal of grant to the Mill Arts Centre		-80			-80
EE3-6	15CEO10	Increased efficiencies to be achieved by Library Service through further review of management support, book procurement & supplies and services	-187				-187
		Subtotal Cultural Services	-1,061	-328	-92	0	-1,481
		TOTAL OXFORDSHIRE CUSTOMER SERVICES	-1,956	-362	-92	0	-2,410
		TOTAL ENVIRONMENT & ECONOMY	-12,518	-7,086	-412	-1,192	-21,208

Corporate Services - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Corporate Services Business Support					
CEO1/Cross Directorate	17CS1	Senior management review of future management structures is under way. Once completed there will be a need to review the way that corporate services are provided to ensure that the approach is efficient and fit for purpose across the organisation. This will include all areas of the centre of the council - policy, data analysis, Freedom of Information requests, communications, finance, legal, HR and democratic services. These savings will be from 2017/18 and are subject to the outcome of the senior management review and the future structure of the council.	-300	-200	-100		-600
CEO1	17CS10	Earlier implementation of Senior Management Review savings.	-200	200			0
CEO1	14CEO7a	Reduce staffing and office costs from Chief Executive's Office	-100				-100
CEO1	17CS11	Previously agreed saving can not be achieved.	100				100
CEO1	15CEO14	Take out military and local grants (Locality Grant to Choose Abingdon and Refugee Resource Grant)	-15				-15
CEO1	17CS8	Reduce chairman's budget, as it was previously underspent. The chairman is the ceremonial head of the council and is always a serving county councillor. Duties include being the politically impartial civic leader for Oxfordshire County Council, acting as an ambassador for the county council and Oxfordshire, presiding over meetings of the full council, hosting civic events and accepting invitations on behalf of the county council to attend events.	-9				-9
		Total Corporate Services Business Support	-524	0	-100	0	-624
		Human Resources					
CEO2	15CEO3	Reduce Human Resources establishment by 2 full time equivalents	-42				-42
CEO2	16CEO5	One-off Learning & Development reduction	250				250
CEO2	17CS2	Reduced learning and development budgets for staff training.	-124	-150			-274
CEO2	17CS4	Reducing money spent on consultations, surveys and campaigns as well as removing one post in the communications team.	-145				-145
CEO2	17CS5	The council could seek to reduce the hours of some senior HR staff following the transfer of services to Hampshire IBC.	-82				-82
CEO2	17CS6	The budget for the Unison union could be reduced by approximately 20%, £30,000. The size of staff is reducing so the number of people the union represents is also reducing.	-30				-30
CEO2	17CS9	Reduce L&D budget on a one-off basis in 2016/17	-230	230			0
		Total Human Resources	-403	80	0	0	-323
		Corporate Finance & Internal Audit					
CEO3	17CS3	Over the medium term, as new ICT systems in Finance and Internal Audit become embedded the need for financial support currently provided by finance should reduce.	-100	-100	-50		-250

Corporate Services - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Total Corporate Finance & Internal Audit	-100	-100	-50	0	-250
		<u>Law & Governance</u>					
CEO4-6	15CEF3	Make Music Service self financing by increasing income and reducing free tuition.	-70	-182			-252
		Total Law & Governance	-70	-182	0	0	-252
		<u>Policy</u>					
CEO5	15CEO13b	Remove 4fte (vacant posts) and reduce Communications spend	-17	-16			-33
CEO5	17CS7	Meetings are held in various localities in Oxfordshire for county councillors to discuss local issues with staff. The proposal is to reduce administration costs linked to these meetings.	-22				-22
		Total Policy	-39	-16	0	0	-55
		TOTAL CORPORATE SERVICES	-1,136	-218	-150	0	-1,504

Division(s):

CABINET – 19 JULY 2016

Proposal for Oxfordshire County Council and Oxford University to establish a new charitable entity for Hill End

Report by Director of Children's Services

Introduction

1. Approval is sought to:
 - a) Obtain agreement to approve the business case for the proposal and provide a mandate to jointly implement and progress the preferred option of establishing a new charitable company/entity for the governance and management of Hill End.
 - b) Confirm that Oxfordshire County Council will support one-off set-up and transition costs and provide project management input which will be resourced from Hill End's ring-fenced business reserve.
2. Senior Councillors previously provided a mandate:
 - a) To engage in development work and undertake a joint public consultation.
 - b) Appoint a council sponsor to join the Joint Project Board to represent the council and support the process.
 - c) Endorse the council's preferred option subject to a more detailed and considered business case.
3. Oxford University has agreed to the business case in principle and wishes to pursue the option of establishing a charitable company/entity, subject to ratification by its Council on 11 July 2016. This commitment has been confirmed in a letter to the Director of Children's Services on 19 May 2016.

Consultation

4. The Joint Project Board undertook a public consultation which was open from 7 January to 5 February 2016. The consultation asked stakeholders for their views about the proposal to set up a charitable company, or similar entity, to secure the future of Hill End.
5. More than 130 responses were received via an online questionnaire which was available on the council's consultation portal.
6. The responses from the consultation overwhelmingly supported the proposal to secure a sustainable model for the future of Hill End by investigating setting up a charitable entity.

Background

7. The Hill End site is owned by Oxford University and has been leased and managed by the county council since 1974. The council is responsible for making repairs to buildings, managing the land and running the outdoor education service.
8. The council continues to need to make savings as a result of reduced Government funding. It is unlikely that the council will be able to continue to provide the future investment needed to improve the service provision at Hill End and meet on-going site maintenance and investment costs.
9. Hill End forms part of the original Wytham estate purchased in the 1920s by Raymond ffennell, a philanthropist. When he died the Wytham estate passed to the university with a 67-acre site set aside for 'delicate young people' based on the principles of outdoor learning being beneficial for health.
10. The ffennell Trust was established upon his death and was set up to support the provision and maintenance of the facilities at Hill End. The council acts as corporate trustee of the fund.
11. Hill End has 160-bed spaces spread over four dormitories with areas for camping and yurts. In 2015/16 more than 15,000 young people and residents from Oxfordshire visited Hill End.
12. The university, as the freeholder of the site, requires a sustainable and economically acceptable arrangement that enables it to manage and discharge its landlord responsibilities in accordance to the various enshrinements and requirements, and in line with the university's Estates Strategy.

Business readiness

13. Over the last three years Hill End has demonstrated that it is a viable service that meets its direct operational costs (excluding repairs and maintenance) and has the potential to operate independently of the council.
14. There is a consistent net surplus from Hill End which demonstrates there is potential to cover all costs under a different operating model, as these would be smaller and more proportionate for a small charitable entity.
15. The service is underpinned by Hill End's business reserve which is currently c£120k and the council could use this to support the cost of setting up a new charitable company/entity, if this option is agreed.
16. The total capital reserves held by the ffennell Trust in 2014/15 was £433,009. This would still be available to the new charitable company/entity, subject to its format.

17. The ffennell Trust's policy is to maintain the capital sum and continue to build up reserves to achieve interest of £30k per annum. Any sum in excess of this has been spent to improve resources and/or facilities at Hill End in line with the centre's development plan. Recently new shower blocks have been installed at the cost of £40k
18. There is a view that the reserve could be built up and used to lever or match significant future investment in Hill End.
19. As a charitable entity Hill End would be in a position to apply for a range of grants and social investment which are not currently available to the council. Such funding would support future investment, but is not critical to the establishment of the new entity or the transition stage.
20. Hill End has secured and sustained business growth through increased bookings by offering services that meet the needs of Oxfordshire schools and other groups. The service is supported by improved business models and practices which are commercially orientated while still focused on educational outcomes and impact.
21. The current pricing strategy is approved each year by the council's Cabinet, with an emphasis on full cost recovery as well as affordability for schools. Price increases have been introduced for non-educational customers.
22. The income reflects a seasonal model with full occupancy from spring to early autumn. Further capacity exists during the autumn and winter months and the current business plan prioritises further investment in facilities and programmes to support this growth.
23. There is a market for corporate and other commercial activities and this is successfully being addressed through a range of business development activities and now generates a sustainable revenue stream.

New Proposed Charitable entity

24. The council and university have explored a number of options and have agreed a preference to establish a new independent charitable entity for the future management and governance of Hill End.
25. The business model proposal is supported by a three year projection of income and expenditure to demonstrate that Hill End can operate as an independent charitable entity.
26. A summary of the proposal and business model is set out below:

- a) The proposal represents realistic growth in line with previous and future planned performance, in conjunction with the opportunities available through the proposed new delivery model.
 - b) The proposal is subject to agreement by the council and university.
 - c) The points below summarise what the Joint Project Board could advocate and recommend to trustees who will be appointed to establish the new charitable entity. The new trustees will need to consider and ratify a number of these areas:
 - i. The council provides a start-up grant of c£75k in year one (subject to affordability).
 - ii. The university issues a lease for a minimum of 21 years.
 - iii. The university provides a minimum two year rent-free period and then reverts to a similar lease model to that currently in place for the council.
 - iv. Existing staff transfer via TUPE, and the new charitable company/entity becomes responsible for staffing costs including Local Government Pension Scheme (LGPS).
 - v. Pre-existing bookings transfer from the council to the new entity
 - vi. Staffing costs could decrease through greater use of approved contractors and through new terms and conditions for new staff.
 - vii. The council addresses dilapidation issues when it exits the university lease which are c£150k.
 - viii. The council will consider transfer of education based assets which supports the operational provision
 - ix. The existing approach will continue in order to secure ffennell Trust investment. Additional, modest levels of grant income and donations in the initial three years of the new company/entity will provide investment in the Hill End service and site.
 - x. Increased occupancy and growth are expected.
 - xi. Increased prices for commercial and non-educational activities.
 - xii. Property and maintenance costs would be more affordable. The volunteer scheme will continue to support site maintenance and management.
 - xiii. The rental income from the cottage on site will continue.
27. The business model is supported by a three year projection of income and expenditure to demonstrate that Hill End can operate as an independent charitable entity. See Appendix 1 for details.

Summary

28. In summary, establishing a new charitable company/entity for the future management and governance of Hill End provides:
- a) Long-term sustainability and financial independence
 - b) Affordable access to local, quality outdoor learning opportunities providing educational and well-being outcomes for Oxfordshire's children and young people

- c) Acceptance by local stakeholders for a model that is solely for the benefit and in the interest of Hill End
- d) Reduction of risk, cost and liability to the council and Oxford University
- e) Appropriate governance and management of the site
- f) Social value particularly for the most vulnerable young people, including looked after children
- g) Alignment to the council and Oxford University's wider priorities
- h) Investment through alternative funding streams that are not currently available to the council
- i) Compliance with the ffennell Trust deed and other enshrinements
- j) Valuable in-kind input from Hill End volunteers and supporters.

Financial and Staff Implications

- 29. The financial implication to the council of establishing a new charitable company/entity would be an on-going annual saving to property of c£56k. Other organisational costs relating to back office and corporate landlord activities will reduce over time.
- 30. The difference between ceasing the service entirely and securing the service are negligible.
- 31. There will need to be consideration of the cost of potential pension liability and strain as it is likely that a 'fair deal' on pensions for staff transferring would apply.
- 32. The cost of the work to establish the new model and support the transition stage can be afforded from the Hill End reserve. However the funding of the property dilapidation costs is yet to be determined. One-off set-up and transition costs are estimated as follows:

Estimated costs	2016/17	2017/18	Total
Project Management	£12,000	£12,000	£24,000
Business Lead	Covered in existing post		
Independent legal/consultancy support for new entity set up	£5,000	£10,000	£15,000
Initial start-up grant		£75,000	£75,000
Dilapidation costs		£150,000	£150,000
Total estimated costs	£17,000	£247,000	£264,000

- 33. The business model is supported by a three year projection of income and expenditure to demonstrate that Hill End can operate as an independent charitable entity.
- 34. It is quite feasible that affordable property repairs and maintenance and back office services can be provided competitively by local suppliers (this has been verified through soft market testing).

35. Further investment in the site would be identified through a stock condition survey and activities planned over a 10 year period. This investment could be achieved through a fundraising strategy/social investment capital.
36. The detailed income and expenditure projections includes all of the known types of expenditure and costs that would need to be paid by the new charitable entity. The income shows realistic levels of growth and takes into account the increased investment needed to support this growth.
37. The proposal makes the assumption that staff would transfer across to a new organisation as TUPE regulations are applicable.
38. There are eight staff, (seven FTE) employed by the council at Hill End.
39. The site manager is a tenant of the council and occupies the cottage onsite. This is reflected in the overall leaseholder tenancy arrangement. It is anticipated that this arrangement would continue.
40. Staff would need to be consulted and unions engaged with.

Equalities Implications

41. As a traded education service, Hill End provides an exciting and diverse outdoor learning programme to schools and the wider Oxfordshire community. There is a focus on supporting Oxfordshire's most vulnerable young people including looked after children.
42. Hill End supports wider priorities such as health, wellbeing, skills and employability. It also supports Oxfordshire's National Citizenship Service programme.
43. The council and Oxford University recognise the value and heritage of Hill End and the benefits it provides to Oxfordshire's young people and wider communities. In line with the charitable objects of the ffennell Trust, Oxford University and the council are seeking to ensure Hill End continues to provide opportunities and access to Oxfordshire's children and young people, supporting their educational, social and emotional health and well-being.

RECOMMENDATION

44. **The Cabinet is RECOMMENDED to:**
 - (a) **Approve the business case for the proposal to establish a new charitable entity;**
 - (b) **Provide a mandate to work jointly with Oxford University to implement and progress the establishment of a new charitable company/entity for the governance and management of the Hill End; and**

- (c) Confirm that the council will support one-off set-up and transition costs and provide project management input which will be resourced from Hill End's ring-fenced business reserve.**

JIM LEIVERS
Director of Children's Services

Contact Officer: Vikki Gledhill, Vikki.Gledhill@Oxfordshire.gov.uk
Tel 07736 184311

July 2016

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Income and Expenditure Projections in support of the proposal

Year ending 31 March

Year ending 31 March					Year 1	Year 2	Year 3
	2013/14	2014/15	2015/16	2016/17 (Estimated)	2017/18	2018/19	2019/20
	Current OCC Model				Proposed Model 2 New Entity		
Income							
1. Current Centre operation income							
Income schools / groups	249,835	221,590	373,183	390,000	412,000	417,000	433,000
2. Income deriving from grants / investments							
Other income (ffennel, DSG, grants, sponsorship, Friends donations)	25,000	50,525	26,000	25,000	75,000	55,000	75,000
Income from higher occupancy from schools / groups					10,000	15,000	20,000
3. New Hill End Entity Income / programmes							
Rental income from staff cottage tenant					7,800	7,800	7,800
Out of school time activities, increased NCS or similar					5,000	8,000	16,000
Total income	274,835	272,115	399,183	415,000	509,800	502,800	551,800
1. Expenditure Centre Operational Costs paid for by current model							
Employees	154,950	165,055	173,844	295,000	300,000	250,000	210,000
Locally Managed Premises & Equipment Costs	26,299	36,267	46,789	6,000	20,000	20,000	20,000
Utilities (water, gas, electricity)	31,439	34,349	36,756	32,000	32,000	32,000	32,000
Supplies and Services	33,980	49,542	69,502	32,231	35,000	45,000	55,000
2. Expenditure OCC Corporately Covered Costs							
OCC Corporately Managed Premises Costs (responsive and planned less tenant rental income)	252	74,107	71,988	70,678			
Refuse collection	-	3,905	4,000	4,000			
Annual Base Rent paid to OU	3,334	3,778	3,778	3,778			
Rates (bungalow and site only - cottage paid by tenant)	2,333	1,746	1,768	1,746			
Corporate Service Overheads (HR/Payroll - notional per employee based on OCC costs - these are paid corporately.	15,597	16,957	17,119	28,000			
3. New Entity Operating Costs (currently part of OCC back office and not charged to Hill End)	21,516	100,493	98,653	108,202			
Rates (80% tax relief)					350	350	350
Annual rent to OU					-		4,000
Planned Site Infrastructure					25,000	25,000	45,000
Repairs and maintenance					28,000	28,000	28,000
Provision for major maintenance / sinking fund (10% of repair budget)					2,500	2,500	2,500
Insurances					400	450	450
Finance system					250	250	250
HR / Payroll system					600	600	600
ICT hardware and software					2,500	3,000	3,000
Accountancy					750	750	750
Contingency					6,000	6,000	6,000
Expenditure on resourcing additional revenue based activity provision					7,000	12,000	22,000
Total Expenditure	289,700	486,199	524,197	581,635	460,350	425,900	429,900
Inclusive of all costs Surplus (+) / Deficit (-)	- 14,865	- 214,084	- 125,014	- 166,635	49,450	76,900	121,900
Surplus (-) / Deficit (+) Excluding OCC Corporate Costs	6,651	- 113,591	- 26,361	- 58,433	N/A	N/A	N/A
					surplus	surplus	surplus

Assumptions / narrative
Assumes realistic growth levels in line with previous and planned performance, and in line with the opportunities available to a new entity and model.
£75 grant to be made by OCC as a start-up grant in support of operational cashflow
Affordability and accessibility for Oxfordshire schools and groups secured through small price increases only, although non-Oxfordshire customers and non-education bookings e.g. weddings will pay higher prices
Rent free period still provided by OU for two year period
£35k from Fennel Trust year 2 plus £20k grant
£75k grant / sponsorship / donations from systemised fundraising strategy year 3
Negligible inflation, so effect ignored except in employees.
*Assumes New Entity to continue 19% ER pension contribution but no other pension liability - this may have to be reviewed as depends on whether TUPE process or not
Property budget is proportional to site and based on soft market testing undertaken on other procurement projects and for more expensive listed property
Staffing costs decrease in year 2 and three as some core staffing provision is replaced with a leaner associate model. No redundancy costs are included at this stage. Additional resourcing costs are shown in line 39.
Assumes as a base line that the New Entity would continue to cover current employee costs - to continue 19% ER pension contribution but no other pension liability (there are alternative options and dependent on affordability and risk view of new trustees) i.e. TUPE or not to TUPE
Expenditure in OCC Model where notably high has been related to one off investments or renewal
Employee costs have increased from OCC model 15/17-16/17 due to restructure and merger of Hill End with Forest School provision - narrative is in the Business Case. Some risk transferred but mitigated with income.

Division(s): all

CABINET 19 July 2016

UNACCOMPANIED ASYLUM SEEKING AND REFUGEE CHILDREN – TRANSFER SCHEME

Report by Director of Children's Services

Introduction

1. The crisis in Syria and events in the Middle East, North Africa and beyond have seen an unprecedented number of migrants and asylum seekers arriving in Europe. Some have gone on to reach the UK via Northern France, including many unaccompanied asylum seeking children (UASC). Other children are still in the Middle East, North Africa and Europe and the Government has committed to resettle a number of these vulnerable children. Across the UK there were over 3,000 asylum applications from UASC in 2015, a 56% rise compared to the year ending March 2015.
2. UASC – is a person who:
 - Is under 18 years of age when the asylum application is submitted.
 - Is applying for asylum in their own right; and
 - Is separated from both parents and is not being cared for by an adult who in law or by custom has responsibility to do so.
3. The Home Office and other central Government Departments have recently sought agreement with local authorities, the South East Strategic Partnership for Migration (SESPM) and South East England Council (SEEC) to agree a voluntary approach to sharing UASC more equally across the UK. If a voluntary approach fails, Government has, under recent legislation and regulations, given itself powers to force councils to accept UASC.
4. The current system means that in most cases UASC stay in the care of the local authority where they claim asylum, resulting in a small number of local authorities looking after the vast majority of the children. Notably Kent which currently looks after 900 UASC whilst many other local authorities look after very few or no UASC (see Annex 2)

Issues

5. The Government is committed to a transfer scheme operating from 1 July 2016. South East county and unitary councils – along with councils in other

parts of the country – are being asked to indicate how many UASC they could accept. No authority will be expected to take more than 0.07% of their existing child population.

6. For Oxfordshire 0.07% would equate to a 99 UASC. Currently Oxfordshire is responsible for 55 UASC under 18years with LAC status and 35 UASC care leavers aged 18-25yrs (these numbers have tripled in the last two years). This would therefore equate to a potential increase of 44 UASC for Oxfordshire. The 0.07% (99) is not a target but will be used to indicate when a local authority has reached the point where it could not be expected to receive any more UASC.
7. The request to Oxfordshire and other South Eastern upper tier authorities is that each should take up to two UASC per month from July 2016. Notwithstanding that local political agreement will need to be sought, this would be the Home Office's de facto expectation. Cabinet will therefore need to take a decision at the earliest opportunity as to whether or not they agree to take part in this scheme.
8. There has for some time been increasing concern from local authorities that the government grant allocation falls far short of the actual cost of accommodating these children. In order to address these concerns and to encourage local authorities to commit to the new scheme the current level of funding has been increased by 20% and 30%. This will be applicable to UASC entering the United Kingdom from the 1st July and UASC who move to other local authorities via the scheme.

The new national rates for local authorities looking after unaccompanied asylum seeking and refugee children will be:

- £41,610 per child per year for children under the age of 16;
- £33,215 per child per year for children aged 16 and 17;
- £200 per child per week for UASC who qualify for leaving care support.

This additional level of funding, whilst welcome, is still significantly less than the actual cost of support.

9. In addition to the above, clarification is currently being sought by South East Strategic Partnership for Migration (SESPM) and South East England Council (SEEC) of the Government in response to the proposed transfer scheme in relation to a number of matters which include:

i) Many UASC are aged 16-17. Current funding does not cover the full cost of supporting care leavers. The definition of education needs to be clarified, along with councils' role in funding vocational courses.

ii) Streamlining of asylum eligibility assessments for UASC when they reach 18 as there is a need to remove duplication, ensure consistent messages to young people and avoid the situation where councils continue to support failed asylum seekers without central government funding.

iii) Government communication is needed to inform communities about UASC. Public expectations are for younger children rather than 16-17 year olds.

iv) The creation of a co-ordinator role within (SESPM) to facilitate the transfer process across the region.

10. Oxfordshire County Council needs to take a formal decision regarding whether it will commit to the scheme. In doing so there are a number of issues that need to be considered.

i) National-level action is needed to ensure supported accommodation for older UASC is available. At present accommodation is only provided in a few locations, forcing some councils to place UASC outside their boundaries.

ii) Should Oxfordshire agree to join the Transfer Scheme formally, we would need to undertake considerable planning to locate suitable placements to meet the needs of these vulnerable children - children who would be additional to the spontaneous UASC currently arriving in Oxfordshire.

iii) Any decision made on joining the proposed scheme would need to take account of the current pressures within Children's Services due to the number of children subject to Children in Need, Child Protection and those who are looked after (LAC). Additional pressure would also impact on services related to the care of these children such as CAMHS and the voluntary sector.

iv) There would be a current shortfall between the actual costs and the government allowance. Currently there is shortfall of £754,000 for the 12 month period for current UASC (LAC and Leaving Care). Should 44 UASC be received into Oxfordshire this would equate to a potential shortfall of £1m. Oxfordshire currently place UASC children in fostering, residential homes and semi-independent accommodation at a cost ranging from £700 to £3000 per week.

v) The costs associated with UASC are also a consideration and can be in the region of £900 per child to complete various assessment and essential meetings such as age assessments and LAC reviews. There are also associated legal costs incurred to the local authority when age assessments are challenged; in 2015/16 these equated to £21,552.39 and within this financial

year equated to £8,717.85. There was one judicial review challenge this financial year and the local authorities age assessors decision was upheld and there are two ongoing reviews.

vi) It is estimated that an additional 2.5 Social Workers would be needed to cope properly with the increase of 44 UASC at a cost of about £110,000 (on the basis of pay at the top of the relevant scale).

vii)Should Oxfordshire agree that further discussion is required within the SE region on an agreed number to transfer as Oxfordshire's current UASC numbers are significantly higher than other SE councils and is the fourth highest in the SE region?

RECOMMENDATION

11. The Cabinet is **RECOMMENDED** to give consideration to the Government proposal regarding the redistribution of UASC and recommend an approach.

JIM LEIVERS

Director of Children's Services

Contact Officer: DELIA MANN, Area Social Care Manager

Tel: 07824498791

July 2016

UASC data Oxfordshire June 2016**Numbers at 31.05.16**

- 55 UASCs under 18years all LAC (looked after children)
- 35 UASC care leavers aged 18-25yrs

Placements include fostering, residential homes and semi-independent accommodation

Growth between March 2012 and March 2016

There has been a tripling in the last two years

UASCs

	31/03/2016	31/03/2015	31/03/2014	31/03/2013	31/03/2012
LAC	59	42	21	28	30
Number new LAC in year	39	38	26	28	25

Cost to Oxfordshire County Council for supporting UASC clients 2016/17

- **The shortfall between the actual costs of UASCs and the government allowances we receive:**

For existing clients we have £1.347m coming in from Government, but we are spending £2.101m, giving a shortfall of **£0.754m** for the 12 month period

- **The shortfall should Oxfordshire receive 44 UACS on the new rates after 1st July would be in the region of £1million.**
- **Staffing cost of the specialist UASC team in Children's Social Care**
£519k included in the spend figures above.

Out of County UASC Placements

13	placed out of county
11	in Independent Fostering Agency
1	in residential
1	in supported accommodation
2	Berkshire
1	Birmingham
2	Bristol
1	Cambridgeshire (missing)
1	Essex
1	Hampshire

1 Hertfordshire
 3 London
 1 Middlesex

Costs of these placements:

£11,850.93 pw

£616,248.36 pa

Nationality of those presenting in 2015/16

2015/16	
Region	Number
Middle East	16
Africa	13
Europe	6
South East Asia	1

In terms of gender the vast majority are male, 3 of current cohort are female.

Annex 2

National UASC Transfer Scheme Date Modelling

The following tables demonstrate provisional data modelling for the National UASC transfer scheme. To note, the data below is HO management information from February 2016 based on submitted financial claims.

Key Definitions:

Number of UASC – The number of UASC per local authority based on financial claims submitted by local authorities to the Home Office (February 2016).

Number of children – The number of children per local authority as published by the Office for National Statistics in the mid-2014 Population Estimates.

Percentage of UASC in Child Population – The percentage of the general child population in each local authority that are UASC.

Number to reach 0.07% of Child Population – The number of UASC each local authority would need to increase to meet their UASC threshold.

South East (Kent Included)

Local Authority	Number of Children	Number of UASC	Percentage of UASC in Child Pop	0.07% of Child Pop	Number to reach 0.07% of Child Pop
South East	1904216	1298	0.0682%	1333	686
Bracknell Forest	27,823	1	0.0036%	19	18
Brighton and Hove	50,951	25	0.0491%	36	11
Buckinghamshire	118,909	19	0.0160%	83	64
East Sussex	105,392	13	0.0123%	74	61
Hampshire	281,459	21	0.0075%	197	176
Isle of Wight	25,542	0	0.0000%	18	18
Kent	328,250	881	0.2684%	230	0
Medway Towns	62,536	3	0.0048%	44	41
Milton Keynes	65,229	38	0.0583%	46	8
Oxfordshire	141,153	53	0.0375%	99	46
Portsmouth	43,360	27	0.0623%	30	3
Reading	35,850	5	0.0139%	25	20
Slough	39,867	8	0.0201%	28	20
Southampton	48,583	4	0.0082%	34	30
Surrey	254,586	124	0.0487%	178	54
West Berkshire	35,631	12	0.0337%	25	13
West Sussex	168,834	55	0.0326%	118	63
Windsor and Maidenhead	33,397	5	0.0150%	23	18
Woking	36,864	4	0.0109%	26	22

South East (Kent Not Included)

Local Authority	Number of Children	Number of UASC	Percentage of UASC in Child Pop	0.07% of Child Pop	Number to reach 0.07% of Child Pop
South East	1575996	417	0.0265%	1103	686
Bracknell Forest	27,823	1	0.0036%	19	18
Brighton and Hove	50,951	25	0.0491%	36	11
Buckinghamshire	118,909	19	0.0160%	83	64
East Sussex	105,392	13	0.0123%	74	61
Hampshire	281,459	21	0.0075%	197	176
Isle of Wight	25,542	0	0.0000%	18	18
Medway Towns	62,536	3	0.0048%	44	41
Milton Keynes	65,229	38	0.0583%	46	8
Oxfordshire	141,153	53	0.0375%	99	46
Portsmouth	43,360	27	0.0623%	30	3
Reading	35,850	5	0.0139%	25	20
Slough	39,867	8	0.0201%	28	20
Southampton	48,583	4	0.0082%	34	30
Surrey	254,586	124	0.0487%	178	54
West Berkshire	35,631	12	0.0337%	25	13
West Sussex	168,834	55	0.0326%	118	63
Windsor and Maidenhead	33,397	5	0.0150%	23	18
Woking	36,864	4	0.0109%	26	22

Yorkshire and Humber – Overview

Local Authority	Number of Children	Number of UASC	Percentage of UASC in Child Pop	0.07% of Child Pop	Number to reach 0.07% of Child Pop
Yorkshire and the Humber	1140971	73	0.0064%	799	726
Barnsley	49,576	0	0.0000%	35	35
Bradford	138,947	4	0.0029%	97	93
Calderdale	45,694	3	0.0066%	32	29
Doncaster	65,158	3	0.0046%	46	43
East Riding of Yorkshire	63,141	0	0.0000%	44	44
Kingston Upon Hull, City Of	55,412	6	0.0108%	39	33
Kirklees	98,348	2	0.0020%	69	67
Leeds	160,470	22	0.0137%	112	90
North East Lincolnshire	34,309	6	0.0175%	24	18
North Lincolnshire	35,220	2	0.0057%	25	23
North Yorkshire	117,379	4	0.0034%	82	78
Rotherham	56,398	0	0.0000%	39	39
Sheffield	115,160	0	0.0000%	81	81
Wakefield	69,136	21	0.0304%	48	27
York	36,623	0	0.0000%	26	26

Local Authority	Number of Children	Number of UASC	Percentage of UASC in Child Pop	0.07% of Child Pop	Number to reach 0.07% of Child Pop
UK	13,254,493	3971	0.0300%	9278	6472
England	11,591,701	3877	0.0344%	8114	5402
Scotland	1,033,183	57	0.0055%	723	666
Wales	629,609	37	0.0059%	441	404
North East	524997	12	0.002%	367	355
North West	1514874	76	0.005%	1060	984
Yorkshire and the Humber	1140971	73	0.006%	799	726
East Midlands	965734	241	0.025%	676	435
West Midlands	1256994	350	0.028%	880	566
East of England	1287537	396	0.031%	901	534
Inner London	701895	350	0.050%	491	192
Outer London	1218077	1003	0.082%	853	247
Outer London (excluding Croydon)	1125727	590	0.052%	788	247
South East	1904216	1298	0.068%	1333	686
South East (excluding Kent)	1575966	417	0.026%	1103	686
South West	1076406	78	0.007%	753	675

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CABINET – 19 JULY 2016

Oxfordshire Joint Targeted Area Inspection of the Multi-Agency Response to Abuse and Neglect in Oxfordshire: Written Statement of Action

Report of the Director of Children's Services

Background

1. In early March Ofsted, The Care Quality Commission, HMI Constabulary and HMI Probation undertook a joint inspection of the multi-agency response to child sexual exploitation, children missing from home, care or education and the front door to children's social care. This resulted in the publication of a detailed letter outlining the findings of the effectiveness of partnership working and the working of individual agencies in Oxfordshire.
2. The Director of Children's Services is required to submit a written statement of action to Ofsted by 15 August 2016, which will be accompanied by the detailed action plan that addresses the areas for improvement identified by the JTAI.
3. The sign up by agencies is outlined in section 5 of Appendix 1.

Issues

4. Overall the letter is positive and the headline judgement that Oxfordshire now has 'a highly developed and well-functioning approach to tackling exploitation' provides an important external judgement on an area of work that has been a key priority for the county council and the Oxfordshire Safeguarding Children Board (OSCB) in recent years. This builds on Ofsted's judgment in their last major inspection of the county council's children's services and the OSCB in 2014, when both were deemed 'good'.
5. The report identified a wide range of key strengths and importantly, recognises that local agencies have learned lessons from recent investigations into child sexual exploitation and have acted effectively to improve performance. Critically it confirms that agencies in Oxfordshire understand the needs of children and young people and help them keep safe. Significantly, in examining the work with children and young people in Oxfordshire the inspectors found that 'no children were identified as at risk from harm'.
6. Key overarching strengths identified by inspectors include:
 - Strategic leadership from individuals, agencies and in the Oxfordshire Safeguarding Children Board (OSCB);
 - The Kingfisher Team which provides specialist multi-agency responses to children at risk of exploitation and its links to MASH – the multi-agency safeguarding hub and with the Youth Justice Services;

- The responsiveness of local authority, police and health services;
 - A high standard of inter-agency working with sexually exploited children and a clear commitment to safeguarding children at risk including listening to children about what works.
7. Strengths outweigh areas for improvement. Critically, areas for development match those identified by partners in their own self-assessment of performance and action plans to address these areas are already well developed. The key focus going forward will be to translate the success with child sexual exploitation into consistently good standards of practice across all services. Most importantly there is a drive to further develop the 'front door' into services.
8. There are three key areas for improvement which are addressed in the Written Statement of Action in Annex 1.
- The Front Door of services and the Multi-agency Safeguarding Hub (MASH);
 - Standards of practice and specifically assessments, recording and timeliness and supervision;
 - Resource implications particularly relating to increased demand whilst social work resources have not kept pace and are unable to meet need with a specific impact on high caseloads for some children's social workers.
9. These points have direct bearing on the current review of the MASH with partners and the remodelling of Children's Social Care with Early Intervention services. The required changes will be addressed as part of this process.

Financial Implications

10. The budgetary implications are considered as part of the remodelling work of Children's Social Care with Early Intervention Services which includes the county council contribution to the MASH. The remodelling work was reported to Cabinet in May 2016 as part of the paper on Future Arrangements for Children's Social Care.

Equalities Implications

11. The equalities implications are considered as part of the remodelling work of Children's Social Care with Early Intervention Services which includes the county council contribution to the MASH.

Risk Management

12. The risks and opportunities are considered as part of the remodelling work.

Communications

13. There has been a consultation with the public and a consultation with staff is currently underway as part of the remodelling work.

Recommendation

14. Cabinet is **RECOMMENDED** to approve in principle the attached Written Statement of Action and Action Plan (Annexes 1&2) prior to submission to Ofsted by 15th August 2016.
15. It should be noted that the Written Statement and Action Plan are still being endorsed by relevant senior officers and boards within the wider partnership.

JIM LEIVERS

Director of Children's Services.

Contact: Tan Lea, Strategic Safeguarding Partnerships Manager,

Telephone contact 0786 7923 287, email tan.lea@oxfordshire.gov.uk

June 2016

Joint Targeted Area Inspection of the Multi-Agency Response to Abuse and Neglect in Oxfordshire: Written Statement of Action

1. Introduction

Partners in Oxfordshire welcome the outcome of the Joint Targeted Area Inspection undertaken in March 2016 which included a deep dive focus on the response to child sexual exploitation and those missing from home, care or education and a focus on the 'front door' of children's services. The letter of 10th May from the four inspectorates outlines the findings and identifies an extensive range of key strengths particularly in relation to the multi-agency response to child sexual exploitation and children missing. It is important recognition that key agencies have learned lessons from recent investigations into child sexual exploitation and have acted effectively to improve performance.

2. Key Strengths

Critically the report confirms that agencies in Oxfordshire understand the needs of children and young people and help them keep safe and has a highly developed and well-functioning approach to tackling exploitation. The report provides reassurance that young people in Oxfordshire are significantly safer from sexual exploitation as a result of all agencies' heightened levels of understanding and investment.

Key overarching strengths identified by inspectors include:

- Strategic leadership from individuals, agencies and in the Oxfordshire Safeguarding Children Board (OSCB);
- The Kingfisher Team which provides specialist multi-agency responses to children at risk of exploitation and its links to MASH – the multi-agency safeguarding hub and with the Youth Justice Services;
- The responsiveness of local authority, police and health services;
- A high standard of inter-agency working with sexually exploited children and a clear commitment to safeguarding children at risk including listening to children about what works.

The report also identified sixteen areas of specific strength which include praise for:

- Significant investment from the local authority, police and health agencies;
- Effective leadership and commitment from senior leaders of all agencies led by the Director of Children's Services, the Council's County Director (formerly Head of Paid Service) and senior politicians;
- Strong collaboration between health providers at all levels to ensure early identification, reporting of concerns and sensitive working with children and families;
- The commissioning of the specialist Child and Adolescent Harmful Behaviour Service, complemented by the Horizon Service providing advice to professionals and a range of therapeutic interventions for children who have experienced sexual abuse.
- The success of the OSCB in leading the development of robust multi-agency services to exploited children;

- Good oversight of practice by professionals across all agencies including effective decision making at all points in the sexually exploited children's journey to safety;
- Clear and coherent disruption activity to identify and tackle perpetrators without always relying on vulnerable victims to make complaints;
- Work with hotels, taxi drivers and the wider community to identify and report signs of child sexual exploitation;
- Work with young people who repeatedly go missing provides robust assessment, monitoring and review of risk and impact for all individual children on a multi-agency basis through the Missing Children Panel.

3. Areas for Improvement

Importantly these areas match those identified by partners in the local self-assessment of performance and action plans to develop these matters are already well developed. The key priority for senior leaders moving forward will be to translate the success with child sexual exploitation and children missing into consistently good standards of practice across all services. There are three key areas for improvement which are outlined in the following sections, with the detail described in the Action Plan. Work is already underway to address these issues but it should be noted that the underpinning progress for a number of areas is dependent on wider systemic and organisational change.

3.1 The Front Door of Services and the Multi-Agency Safeguarding Hub (MASH)

Issues raised

The key findings were that children at lower levels of need or referred for reasons other than exploitation do not always receive the same high quality and timeliness of response at the point of referral as high risk cases. Some referrals lack key information; thresholds for interventions are not generally well understood; responses are inconsistent and it is not always clear how decisions are made; 75% of referrals lead to No Further Action or are stepped down to early help; and communication with schools could be improved.

What we are doing and progress already made

These problems are well recognised and the county council's Performance Scrutiny Committee was informed of the necessity to review the MASH February 2016. This review is already underway with partners and a new model of delivery for the MASH is being agreed and will be implemented by November 2016.

A new referral form for Children's Social Care providing clear links to the Threshold of Needs Matrix and requiring supporting evidence has gone live. The MASH now prioritises lower risk cases where the potential for uncovering hidden harm is greater. High risk cases and those clearly requiring an assessment are fast tracked to Children and Families Assessment Teams where agency checks are completed within the assessment process.

The new model will improve timeliness and reduce the number of enquiries made to the MASH which do not meet the criteria for further work by Children's Social Care. The new service will ensure that quality standards are high and responses are consistent with clear closure plans communicated to the referrer. In particular the introduction of new locality and community support teams will support professionals worried about a child at an earlier stage and triage enquiries before they reach Children's Social Care to ensure thresholds are understood. These teams will work very closely with schools, primary health services

and community groups and will be in place by November 2016. The staff consultation for the new service has been completed. Six monthly audits will take place of the pathway into Children's Social Care and a survey of the new service to schools and community groups will take place after a year.

The Thresholds of Needs Matrix is being revised and will be re-launched in the autumn of 2016 to ensure agencies are clear about what point to involve partners to provide additional support and manage risk.

3.2 Standards of Practice

Issues raised

A number of issues relating to assessments were identified including delays in information sharing on low risk cases and that the quality and analysis of information gathering in Children's Social Care assessment teams is variable. Concerns were raised about recording and timeliness specifically relating to strategy meetings and social care records and action plans. This included the engagement of children in their plans and ensuring that strategy meetings are held at an early enough stage.

It was found that supervision and management sign off of assessments do not always sufficiently challenge poor practice.

What we are doing and progress already made

There is a clear drive to secure consistently good standards of practice across all children's services and a range of actions are planned.

Children's Social Care will be reviewing training, particularly in relation to ensuring that analysis and assessment processes are holistic and of a high quality, leading to clear decisions, plans and interventions that improve outcomes for children. Training will also be provided on chairing of strategy meetings to ensure decision making is robust and action plans are clear. Minimum standards for recording in Children's Social Care will be reviewed and guidance issued to social work staff and managers in relation to the learning from the inspection. Audits of analysis, assessment, action planning, timeliness and engagement of children will be undertaken to assure senior managers that improvements have been embedded across the service. As part of the review of the MASH arrangements, the police and the National Probation Service will review how they respond to requests for information on low risk cases in the MASH to inform assessments. The learning from the inspection has already been disseminated across all social work teams through the 'In the Loop' newsletter and team discussions.

Improvements to supervision and management oversight within Children's Social Care is planned by 2017 as part of the development of the Academy which will include a programme for 'Aspiring Seniors and Aspiring Managers' and a 'Knowledge and Skills Statement' for all supervisors. The county council's Business Development Team are providing project management oversight for the development of the Academy. 'Analysis into Assessment' training has been commissioned and will continue to be integrated within the Children's Social Care Learning and Development programme. Quality assurance audits of supervision with follow through on actions identified will be undertaken in the interim.

3.3 Resources and Performance Management

Issues raised

Inspectors noted evidence of increased demand in the system whilst social work resources have not kept pace and are unable to meet need and that some very high caseloads for children's social workers are adversely affecting quality.

A concern was raised that Oxfordshire Safeguarding Children Board does not set baselines and target to measure against when monitoring partners' performance and the effectiveness of action taken e.g. for the MASH.

What we are doing and progress already made

These demands on social work resources are well recognised across the partnership and by Oxfordshire Safeguarding Children Board. Proposals to remodel early intervention provision and develop an integrated model with Children's Social Care are currently out for consultation and the full model will be implemented by February 2017. The key features of the future service are to ensure that resources are targeted at the most vulnerable children and families through locality based integrated Family Support Services and that there is a stronger interface with communities, schools and community health teams through the new Locality and Community Support Service to provide consultation and advice to professionals who are worried about a child. The service will also allow greater flexibility ensuring the workforce can be responsive to needs and pressure points.

The integration of these services will ensure that there are additional resources to support children in need and subject to child protection planning and thereby reduce caseloads. Caseloads for assessment teams will reduce to meet local standards as part of the service remodelling.

The Oxfordshire Safeguarding Children Board is currently reviewing its multi-agency performance dataset and will be setting targets against key priority measures for implementation from the summer of 2016.

4. Monitoring arrangements for the Action Plan

This statement of action is supported by a more detailed action plan which will be monitored by the Oxfordshire Safeguarding Children Executive Group to ensure that timely progress is made and all partners are held to account for delivering on the actions agreed and that the learning from the Joint Targeted Area Inspection is embedded across all services.

5. Sign up by Partners

This response has been endorsed by the partners identified below.

Jim Leivers, Director of Children's Services

David Smith, Chief Executive Officer, NHS Oxfordshire CCG

Anthony Stansfeld, Police and Crime Commissioner

Jason Hogg, Assistant Chief Constable, Thames Valley Police

Amrik Panaser, Youth Justice Service County Manager

Gabriel Amahwe, CEO, Community Rehabilitation Company

Angela Cossins, Deputy Director National Probation Service, South West and South Central

Paul Burnett, Interim Chair of Oxfordshire Safeguarding Children Board
Stuart Bell, Chief Executive Officer, Oxford Health NHS Foundation Trust
Bruno Holtoff, Chief Executive Officer, Oxford University Hospitals, NHS Foundation Trust

Contributions have also been made by a dedicated Partnership Group:

Catharine Darnton, Head Teacher of Gillotts School
Lynn Knapp, Head Teacher of Windmill School
Annabel Kay, Head Teacher of the Warriner School
Pauline Scully, Service Director, Oxford Health NHS Foundation Trust
Tracy Toohey, Safeguarding Children Lead and Patient Experience, Oxford University Hospitals NHS Foundation Trust
Alison Chapman, Designated Nurse Safeguarding, Oxfordshire Clinical Commissioning Group
Bex Raven, Senior Probation Officer, Thames Valley Community Rehabilitation Company
Val Johnson, Partnership Development Manager, Oxford City Council
Superintendent Christian Bunt, Thames Valley Police
Acting Detective Inspector Jon Capps, Thames Valley Police
Detective Chief Inspector Felicity Parker, Thames Valley Police
Lucy Butler, Deputy Director Children's Social Care, Oxfordshire County Council
Hannah Farncombe, Deputy Director – Safeguarding, Oxfordshire County Council
Roy Leach, School Organisation Planning Manager, Oxfordshire County Council
Lara Patel, Social Care Manager, Oxfordshire County Council
Sue Lingard, Social Care Manager, Oxfordshire County Council
Delia Mann, Social Care Manager/Early Intervention Manager Central, Oxfordshire County Council
Tan Lea, Strategic Safeguarding Partnerships Manager, Oxfordshire County Council

This response has been signed off by the following Boards/Governing bodies:

MASH (Multi-Agency Safeguarding Hub) Steering Group - 5th July 2016
Oxfordshire County Council Management Team – 6th July 2016
Oxfordshire Safeguarding Children Board (OSCB) – 12th July 2016
Oxfordshire County Council Cabinet – 19th July 2016
OSCB's Child Sexual Exploitation Sub Group – 20th July 2016

Oxfordshire Joint Targeted Area Inspection 2016: Action Plan

Issues Raised by Inspectors	Action	What will be different	How will we know	Completion date	Lead
1. Front Door of Services and Multi-Agency Safeguarding Hub (MASH)					
<ul style="list-style-type: none"> Not all children receive a high quality and timely response at the point of referral to children's services. Thresholds for interventions are not generally well understood and responses are inconsistent and it is not always clear how decisions are made. 75% of referrals lead to NFA or are stepped down to early help. Some referrals lack key information. Some schools do not know who their MASH representative is. 	Children's Social Care, Police, Health to lead on the remodeling of the MASH and improved interface with new CSC Assessment Duty Teams.	Referral routes into CSC are clear. Published response times to referrals will be met.	Incremental rise each quarter in timeliness of response over next year.	08/2017	Chair of MASH Steering Group
	6 monthly audits take place of pathway into CSC, including the MASH to assess quality of referral.	High quality referrals with timely response.	Audits of 50 cases demonstrate that cases meet required standards in relation to quality of referral, response and feedback to referrers.	01/2017	Chair of MASH Steering Group
	6 monthly audits of response and feedback to referrers.	Clear feedback to referrer, baseline agreed and monitored with escalation process. All referrals have a clearly recorded outcome	Referrer receives feedback within published response times in 100% of audited cases. 100% referrals have a clear outcome	03/2017	Chair of MASH Steering Group
	Review CSC audit systems in remodelled service.	Audit process including collation and dissemination revised and embedded in new roles.	Monthly audits in place and reported to senior management, informing strategic planning.	02/2017	Principal Social Worker
	Children's Social Care to develop new Locality and Community Support Teams.	Integrated model of early help and CSC in place with fully functioning Locality and Community Support Teams.	See evidence above.	11/2016	Deputy Director CSC
	Termly reminders to be sent to schools about the TON Matrix and how to refer to CSC.	Thresholds are understood and referrals meet required standards.	100% of schools receive termly reminders.	From 09/2016	Deputy Director CSC

2. Standards of Practice

2.1 Assessments

General requests for information from the police on cases that would support assessments are delayed in low risk cases and NPS only responding effectively where risk had been identified.

- The quality of analysis and information gathering within assessments in CSC assessment teams is variable leading to poor decision making and drift.
- Assessments not routinely recording full details and some examples of optimistic assessments seen.

Police and NPS to review information sharing processes and timeliness for low risk cases as part of 1 above.

CSC to revise training on 'Analysis into Assessment' (AiA) and develop Action Learning Sets for seniors and managers.

See 2.3 for audit work and observations.

Information shared in a timely way for all cases, including low risk cases.

High quality holistic assessments; improved decision making; realistic planning; child is involved in the planning.

Incremental rise each quarter in timeliness of information share over next year.

Lunchtime training and Action Learning arrangements in place across social work teams, one in each area to implement AiA.

100% newly qualified social workers completed Analysis into Assessment training during their ASYE.

08/2017

09/2016

Chair of MASH Steering Group

Principal Social Worker/ Best Practice Educators.

Review of Threshold of Needs Matrix.

Launch TON Matrix via multi agency training and local planning days as part of launch of new model.

Survey of schools, health partners and community groups to be undertaken to test out effectiveness of new model and understanding of thresholds and CSC processes

Strategy meetings identified early in accordance with TON criteria.

Thresholds are understood and referrals meet required standards.

Professionals in schools and communities are supported earlier when they are worried about a child, can state what the thresholds are/can reference the document they would refer to in making a referral.

TON matrix relaunched.

Training on TON matrix delivered to 100% of schools.

Survey of schools, health partners and community groups demonstrates effectiveness of new model and understanding of thresholds and CSC processes with 60% response rate

11/2016

04/2017

11/2017

Early Intervention Manager

Early Intervention Manager

Deputy Director CSC

2.2 Recording and Timeliness <ul style="list-style-type: none"> Recording of discussions and actions at some multi-agency strategy meetings are not sufficiently robust and comprehensive and are not held in a timely way. Strategy meetings only held once it was recognised there were partnership issues delaying children receiving full range of services needed. Records not showing how children had been engaged and how they had contributed to assessment and planning processes, including reflecting their views and experiences. Social Care case recording out of date and records not reflecting key information, including from partners which are not reflected in decision making. Action plans requiring named individuals to complete actions and timescales. 	CSC to provide external training for all managers who chair strategy meetings.	Strategy meetings lead to SMART action plans and hold agencies to account for their contributions.	Training delivered to 100% managers who undertake strategy meetings.	11/2016	Principal Social Worker
	Audit of strategy meetings focusing on recording, action planning, interventions and timeliness.	Improved quality, recording, timeliness of strategy meetings.	Audit work of strategy meetings evidences improved recording, action planning, interventions and timeliness in 90% of cases.	01/2017	Independent Reviewing Officers
	FWi database to prompt SMART Action Planning for strategy meetings.	New FWi form in place.	See above.	07/2016	Principal Social Worker
	Definitions of CSC processes issued to schools and community partners.	Clear guidance in place.	CSC processes understood and confirmed through survey in 1.	07/2016	Principal Social Worker
	Effective Recording Working Group set up to review minimum standards of recording including timeliness and form part of training in 2.1.	Records are holistic and include information from partners leading to improved decision making and planning for children.	Working Group established and guidance issued and part of training in 2.1 Audit in 2.3 will demonstrate improvements.	09/2016	Principal Social Worker
	See 2.3 for audit work and observations.				
	'In the Loop' Briefing to social workers includes all learning from section 2.	All social work staff aware of the findings of the inspection and aware of planned changes.	Team managers to discuss in team meetings in 100% teams so all social work staff are aware of the findings and improve practice.	07/2016	Principal Social Worker
2.3 Supervision <ul style="list-style-type: none"> Supervision and management sign off of assessments do not sufficiently challenge poor 	Develop 'Aspiring Seniors and Aspiring Managers' programme.	Academy up and running and Aspiring Managers programme in place and linked to OSCB.	70% managers registered and demonstrate skills in 80% of domains.	11/2016	Principal Social Worker
	Knowledge and Skills Statement in place for all	Knowledge and Skills Statement in place and linked	70% managers registered and demonstrate skills in 80% of	06/2017	Principal Social

practice including gaps, missing information, poor recording, drift and delay particularly in low priority cases.	supervisors as part of the Academy development for social workers.	to OSCB.	domains.		Worker
	Supervision observations and audits undertaken to ensure high standards of practice and minimise drift.	Supervision practice and management oversight meet required standards.	Supervision taking place every 4-6 weeks for 100% practitioners. Required standards met in 100% of bi-annual supervision observations and audits.	07/2016	CSC Area Managers
	20 case audits undertaken focusing on assessments, analysis, action planning, timeliness and engagement of children in place, recording and management oversight and challenge.	Required standard known and auditable.	Annual audit for all domains meet required standard in 75% of cases	11/2016	CSC Area Managers
	Supervision and supervision observation templates revised.	Consistent standard of supervision to new standard.	New templates in place.	09/2016	Principal Social Worker
3.1 Resources and Performance Management					
3.1 Resources <ul style="list-style-type: none"> Some very high caseloads for children's social workers adversely affecting quality. Evidence of increased demand whilst social work resources have not kept pace and are unable to meet need. 	CSC to remodel early intervention provision and develop an integrated model with CSC including the development of integrated Family Support Teams and Locality and Community Support Teams.	Resources are targeted at the most vulnerable children. Integrated model of early intervention and CSC in place. Clear caseload management and reporting to ensure CSC work cases effectively, monitored by senior managers. Caseloads reduced for assessment teams.	Caseload monitoring demonstrates caseloads for assessment teams are meeting local standards as part of service remodeling.	02/2017	Deputy Director CSC
3.2 Performance Management <ul style="list-style-type: none"> The LSCB does not set baselines and targets to measure against 	OSCB to review its multi-agency dataset and set targets against key priority	OSCB identifies key concerns across the safeguarding system early and is able to	New dataset in place and targets effectively monitored and escalated as appropriate and	07/2016	Chair of Performance, Audit

when monitoring partners' performance and the effectiveness of action taken e.g. for the MASH.	measures.	instigate appropriate action to be taken.	benchmarked against statistical neighbours where possible.		and Quality Assurance Sub-Group of OSCB.
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Glossary

- ASYE – Assessed and Supported Year of Employment for newly qualified social workers
- CRC – Community Rehabilitation Company
- CSC – Children’s Social Care
- CCG – Clinical Commissioning Group
- FWi – Frameworki, CSC database
- LSCB – Local Safeguarding Children Board
- MASH – Multi-Agency Safeguarding Hub
- NFA – No Further Action
- OSCB – Oxfordshire Safeguarding Children Board
- SMART – Action Plans that are Specific, Measurable, Attainable, Relevant, Time-Bound
- TON Matrix – Threshold of Needs Matrix
- TVP – Thames Valley Police

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Division(s):

CABINET – 19 JULY 2016

PROPOSED S278 SHORTFORM AGREEMENT

Report by Director of Environment and Economy

Introduction

1. This report presents the proposed approach for enabling small scale infrastructure to be built on the highway, associated with schemes supported by Town and Parish Councils and in certain circumstances where these small scale works are required by developers.
2. Cabinet has previously approved (Cabinet Resolution 15th Sept 2014) the Standard Conditions for the Control of Works on the Highway in Conjunction with Development (“the Standard Conditions”) which are incorporated in highways agreements further to S278 Highways Act 1980 where developers wish to undertake highway works at their expense.

Background

3. For some time it has been recognised that for small scale highway infrastructure works the Standard Conditions are not proportionate.
4. The comprehensive requirements of the Standard Conditions are appropriate for larger scale developments, but less so for smaller scale works promoted by Town and Parish Councils.

Proposal for works promoted by Town and Parish Councils

5. There is a hierarchy of decision making laid out in priority order below with different forms of agreement required depending on the type of work and scale (value) of any proposal. The appendices referred to below are background documents available with the papers for the meeting on the Council’s website.

Table 1 - Once work is identified as a local priority:

Priority Order	Scenario	Action	Outcome
A	Work already planned by OCC as part of a programme	OCC liaise with Town/ Parish (If there is still a local desire/need to fund work, then use B below)	OCC continue as planned and keep enquirer informed.
B	Work not planned by OCC (likely that no budget available [or does not meet an OCC policy criteria])	OCC to check proposal and assess merits. If agreed OCC to prepare estimate of construction costs.	If funding provided by Town/ Parish, then work progressed by OCC contractors.

C	Work not planned by OCC and Town/ Parish wish to proceed retaining control of the scheme (Where they have the statutory powers to do so)	OCC to check proposal and assess merits.	See table 2 below
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Table 2 - If proposed work is agreed with OCC and options A and B have been exhausted then the following table sets out the type of agreement required:

Value of works	Agreement Type	Reference	Who	Fees	Comments
Over £75,000	S278 with full form Standard Conditions	Appendix 1 Revised Standard Conditions	Eligible Town/ Parish Councils	9% of value of works	Existing process already in place
Up to £75,000	S278 Shortform with shortform conditions Appendix 5	Appendix 2 Shortform conditions for Town/ Parish Councils	Eligible Town/ parish Councils	9% of value of works (or minimum of £1,500)	New asset expected to transfer to OCC for maintenance (after guarantee period) with appropriate commuted sums These agreements have reduced conditions and remove the need for Bonds for Town and Parish Councils.
Works that Towns and Parishes have specific powers for and up to a value of £15,000 (excluding electrical works)	Consent Agreement	This is a standard letter consent agreement drafted by legal services	All Town and Parish Councils only	£150	New Asset expected to be retained as the responsibility of the Town/ Parish Council for future maintenance. These agreements require no bonds and have very reduced conditions.

Eligible and Non Eligible Parish Councils

- Town and Parish Councils fall into different categories of eligibility depending on their status. Those Town and Parish Councils who satisfy regulatory

requirements enabling them to exercise general power of competence are able to carry out all categories of works on the highway (as if they were a standard company) using the appropriate agreement. Those Town and Parish Councils who do not qualify to exercise the general power of competence may only fund and as applicable carry out certain works for which they have specific express powers. They do have extended powers to fund works from their portion of Community Infrastructure Levy.

7. Table 3 below sets out a summary of the powers held by Town and parish Councils:

Funding	Authorisation from highway authority required including suitable conditions
<p>1. Contribute towards the expenses of highway authority in constructing, removing or maintaining traffic calming or other works (including signs or lighting) required in connection with traffic calming work if in the opinion of the Parish Council this is of benefit to their area (Section 274A Highways Act 1980).</p> <p>2. Contribute towards reasonable expenses incurred in the provision and maintenance of litter bins in any street or public place Sections 5 & 6 Litter Act 1983</p>	<p>1. Provision and maintenance of bus shelters. - Section 1 Parish Councils Act 1957</p> <p>2. Provision of bus stop signs – signs indicating a stopping place for public service vehicles. - Section 72 Road Traffic Regulation Act 1984.</p> <p>3. Provision of certain street furniture – seats and litter bins. - Section 1 Parish Councils Act 1957 and Section 5 Litter Act 1983 –</p> <p>4. Provision of bicycle and motorcycle parking places including racks and stands. - Section 57 and 63 RTRA 1984.</p> <p>5. Provision and maintenance of street lighting. - Section 3 Parish Councils Act 1957.</p>
<p>3 Funding from Community Infrastructure Levy may be applied towards the provision, improvement, replacement, operation or</p>	<p>6. Provision of following signs in addition to bus stops</p> <p>- sign - warning of the existence of any danger - Section 72 RTRA 1984.</p> <p>- sign indicating name of parish/community/</p>

maintenance of infrastructure (or anything else that is concerned with addressing the demands that development places on an area)	any place in it. Note different provisions regarding footpaths and bridleways.
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8. Provision has been made in the agreements with Town and Parish Councils for OCC to contribute small amounts of money towards schemes conducted by others. This is limited to a maximum amount of £30,000 or no more than 49% of the value of the works. This would be a rare occurrence, but could be in circumstances where the proposed work removes the need for OCC expenditure.

Proposal for works promoted by developers

9. A checklist has been prepared for small work being proposed by developers. This is contained in Appendix 3 and it is proposed as the method used for decisions to be made on small improvement works and their appropriateness for the shortform conditions.
10. Once the checklist has been used to assess the appropriateness of the improvement for a shortform agreement, then the revised conditions will be used (Appendix 4).

Amended 'Standard Conditions'

11. The standard condition revisions (Appendix 1) take care of the following small changes that are required to keep the document up to date:
- (a) Updates to technical standards document referencing,
 - (b) Inclusion of provision for Health and Safety file to be supplied prior to issue of Completion Certificate,
 - (c) Set out more fully Road Safety Audit stage 4 mechanism and when this report is required.

Financial and Staff Implications

12. There are no immediate financial considerations as cost of any work additional to that already planned by OCC through existing budgets is borne by third party. All fees set at appropriate level to enable officer support in the process on a cost neutral basis.
13. There are no immediate staffing implications. Additional number of schemes through this route expected to be small.
14. Where Town or Parish is doing work through option C above, OCC staff only provide checking function, covered by the appropriate fee.

Equalities Implications

15. None

RECOMMENDATION

16. The Cabinet is **RECOMMENDED** to:
- (a) approve the proposed approach and relevant short form conditions for Town and Parish Councils and developers; and
 - (b) approve the revised standard conditions.

MARK KEMP

Deputy Director of Economy and Environment (Commercial)

Background documents: Appendix 1 – S278 Revised Standard Conditions Highway Works 2016

Appendix 2 – S278 Shortform conditions (Town and Parish Councils)

Appendix 3 – S278 Developer Agreement Checklist

Appendix 4 – S278 Shortform Conditions (Developer)

Appendix 5 – S278 Shortform Agreement (Town and Parish Councils)

As background documents the Appendices have not been published with the agenda and are available on website.

Contact Officer Owen Jenkins, Service Manager for Highways, Transport and Waste
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June 2016

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CABINET– 19 JULY 2016

BUSINESS MANAGEMENT AND MONITORING REPORT QUARTER 4 2015-2016

Report by Corporate Services

Introduction

1. This paper provides details of performance for quarter four (January-March 2016) for Cabinet to consider. Performance dashboards are included at Annex 1 for information and discussion.
2. The **key achievements against our Corporate Priorities** in this final quarter are:

A Thriving Economy

- Northern House Special School has retained its Outstanding Ofsted judgement.
- 87% of major planning applications, and 91% of mineral and waste applications, were responded to within the agreed timeframe
- The Better Broadband for Oxfordshire Programme is on track, on budget and on time: during 2015-16 a total of nearly 80,000 premises across Oxfordshire now have access to fibre broadband.
- We continue to repair 100% of highways defects posing an immediate risk of injury within 24 hours.

Thriving People and Communities

- The number of people aged 40-74 who have received a health check since April 2015 has exceeded the year's target.
- The number of people who have received a health check that were identified as having high cardiovascular risk has also exceeded the yearly target.

A Safety Net

- 66% of users say they are very or extremely satisfied with adult social care services. A further 24% saying they are fairly satisfied, making 90% of service users satisfied over all.
- All children the subject of a child protection plan and looked after were allocated.
- Despite an increase of 92 looked after children in the year, the number placed out of county and not in neighbouring authorities has only increased by 5.
- The proportion of children who become subject to a second or subsequent plan within 18 months of the end of a previous plan remains better than target. This had been an issue over a number of years
- Maintained high levels of adult social care direct payment recipients.

- Exceeded the target of numbers of carers identified.
- Maintained the high number of people receiving information and advice as part of community information networks

3. Cabinet is asked to take particular note of these **key issues that are impacting on our ability to deliver against our key priorities**, and consider what action is required:

A Thriving Economy

- 86% of expected capital receipts from property disposal have been delivered.

Thriving People and Communities

- Fire station availability has decreased again this quarter.
- The amount of money saved for consumers through Trading Standards interventions is well behind target.

A Safety Net

- Adult Social Care have implemented a new IT system which is affecting consistency of reporting on a few indicators,
- Social workers prioritising face to face over admin/recording, which can disguise actual performance levels – the reported 80.8% rate of visits completed on time (indicator CEF7) is estimated to be closer to 85% in reality
- The number of schools in Oxfordshire currently judged inadequate by Ofsted is currently at 6 (1 higher than the previous quarter).
- Performance remains a concern across reablement, delayed transfers of care and home care.

Key Performance Issues

4. This section discusses the key performance issues that arise from the performance dashboards. The dashboards can be found in Annex 1. These are all presented by directorate.

Adult Social Care

5. The number of concerns raised about adults needing safeguarding rose by 18% in the year to over 5,000 - or 21 per working day. 1,542 of these went to a formal safeguarding enquiry (6 per working day) a 60% increase in the previous year. This reflects improved awareness of safeguarding amongst other statutory agencies, care providers and the public.
6. In November we changed client systems. All response times are now calculated from the date the information is recorded on the system. This has meant the reported timeliness of initial triage decisions has fallen as workers prioritised the actions necessary to safeguard the person rather than completing the recording.

This issue has been resolved now. The new system has allowed us to send round daily reports on all outstanding safeguarding actions to the teams; area managers and deputy director. There is an agreed escalation process on outstanding actions and with area managers and deputy director auditing cases as necessary and performance reviewed monthly in the directorate performance board. However the increasing level of concerns raised and enquiries undertaken will continue to put performance against these targets at risk.

7. In 2015/16 609 people were permanently placed in care homes (corporate indicator 4) or 12 people per week. This includes individuals coming from hospital or their own home, or who were previously self-funding but their savings have fallen below the threshold for local authority funding. The rate is above target but in line with performance (595) last year when Oxfordshire's performance was in the top quartile nationally. The reason admissions have not reduced more is in part due to capacity issue within the market for home care provision, as care homes are used as an alternative to home care. There has also been a 40% increase in people moving from hospitals directly to care homes - up from 177 last year to 252 this year. This has been particularly noticeable in the last 2 months where 53 people were permanently placed in care homes with the continued focus on delayed transfers of care (see paragraph 4.7)
8. The reported number of people reviewed in the year is below target. The change to the new IT system means additional historical data needs to be recorded to provide an exact figure and teams continue to work on this and have been asked to complete this by the end of May. There remain significant levels of change in the department requiring input from operational staff and vacancy levels in some teams particularly learning disability teams are impacting on performance.
9. The number of people starting reablement (indicator 9) has dropped by 16% from 2,743 last year to 2,315 this year when the plan was to increase uptake to 3,750. This is because of a lack of referrals (90% of recorded referrals translate to service starts); service capacity; delays of people in the reablement service waiting for long term on-going home care and a focus on ensuring that people are discharged from hospital in a timely manner, which means there is limited focus on encouraging community based referrals. Cabinet has agreed to revise the strategic care pathway for non-bed based short term care services. The new pathway will consist of two services: an Urgent Response and Telecare Service; and a Hospital Discharge and Reablement Service. These services will replace all existing short-term community services. The new Hospital Discharge and Reablement Service should be operational from October 2016. This will provide continuity and deliver savings on the current budget, with an improvement trajectory agreed within the contract, such that if the provider failed to meet will allow the contract to be put to the market. (To be updated once we know the position on the agreement for the new service).
10. The high number of delayed transfers of care (indicators 10-12) remains a problem, and provisional figures for 15/16 are higher than last year. In December the local health and social care system implemented a plan to place all the people currently delayed into an intermediate care bed. Additional resources were provided for these people including: social work time to complete

assessments and support long term placements; therapy to ensure people continue to get better and do not become institutionalised whilst in the intermediate care bed; and home care to ensure they can leave the care home for home. All patients who need on-going care have their discharge co-ordinated via a multi-agency hub. The hub is made up of social workers, therapists and nurses from the council, Oxford University Hospital and Oxford Health and they manage each patient from the moment they are identified as needing on-going care to the point where their long term care is in place. Daily teleconferences take place using shared information to prioritise limited resources across patients. Overall delays have dropped to 167 at the end of November to 130 at the end of March. An 8 point plan is in place monitored via weekly meetings of chief operating officers to reduce delays to 65 by the end of 16/17. The main issues for the council are:

- Ensuring that reablement services continue to pick up sufficient cases in a timely manner. This service is currently provided by Oxford Health and commissioned by the council - see paragraph 4.5
- Continuing to develop the home care market
- Supporting timely placements in care homes

11. So far this year only 20% of home care cases started within 3 days of the request to the care agency (indicator 13). New contracts for home care services will start on 1 May 2016. Eight home care providers have been appointed and will provide all new home care packages. Any existing care packages will remain with their current providers until the need for care has ended. The contracts require providers to start care in 3 days. Packages are being redefined as developmental (where the expectation is the person can become more independent) or maintenance (supporting the person to live at home as long as possible). Even with the new contracts and the work on developing the workforce, having a sufficient and capable workforce in social care remains the biggest risk to the council.

Children Education and Families

12. The main issue in children's social care continues to be the increase in activity. The table below shows the increase in activity last year, which varies from 3 to 26%. Activity levels are generally slightly below the national average, but above those of statistical neighbours and higher than we would expect for an authority which is the 14th least deprived in regard to children in the country.

	14/15	15/16	Increase
Referrals	5,663	6,459	14%
Assessments	3,754	4,743	26%
Child Protection investigations	1,577	1,751	11%
Child protection case conferences	721	746	3%
Children starting a CP plan	634	702	11%
Children becoming looked after	288	357	24%

13. These increases have led to falling in timeliness in parts of the system, notably assessments. As reported previously the that recording of visits is not as timely as we would like as social workers prioritise face to face contact above recording. Although the current recorded figure for child protection visits being completed on time is 80.8%, a manual audit exercise undertaken across all areas indicates that our true visiting frequency is close to 85%. Recording is not only affected by increased activities but exacerbated by cuts in admin. Within the MASH, the timeliness of the managers' decision has improved in the year. In March $\frac{3}{4}$ of decisions on the most urgent cases were completed with the target 4 hours.
14. The number of children placed out of county and not in a neighbouring authority is not yet at target level, but needs to be seen in the context of an increase of 92 looked after children in the year. Some of these placements do not reflect increased risk to the child. 6 are placed for adoption and 8 are with family and friends; 32 are in children's homes and 27 with foster carers. The placement strategy remains on track overall; in county foster carers and kinship (family and friends) carers continue to be recruited. Children are now in place in the new Didcot assessment centre; the centre in Thame is due to open in July and the one in Eynsham in September.
15. The two indicators relating to young people not in education, employment or training (NEET) both met the challenging targets set this year. At the end of March 3.9% (725) of young people were NEET with the status of 4.8% (934) young people unknown. There is a slight variation within the county with the proportion of NEETs being 3.4% in Southern Area, 3.6% in Northern Area and 5.1% in Central Area.
16. There are currently six schools that are judged inadequate by Ofsted:
 - Two schools are maintained by the local authority (Rose Hill and West Kidlington Primary Schools). Academy orders have been issued by the Regional School Commissioner (RSC) for both of these schools. OCC is working with the DfE and the schools to identify appropriate sponsors.
 - Chipping Norton School is an academy so the power rests very much in the RSC's court. The RSC has the power to terminate the Funding Agreement and require Chipping Norton to join a Multi Academy Trust, the national presumption increasingly being against stand-alone academies.
 - Orchard Meadow and Windale Primary Schools are both part of the Blackbird Leys Academy Trust. Orchard Meadow was judged inadequate in March 2015 and the most recent monitoring letter (March 2016) states that the school is not making effective progress towards the removal of the serious weaknesses designation. Windale had its third monitoring visit in February 2016 and is making effective progress
 - Abbey Woods Academy is sponsored by CfBT and is making adequate progress.
17. Absence rates from secondary schools continue to be a concern, particularly persistent absence. National data for the 2014/15 academic year that has recently been published by the DfE shows that absence rates from Oxfordshire's secondary schools are amongst the highest 25% nationally.

18. Absence data from schools is monitored on a termly basis. At the end of term 3 (February) there were a number of schools where the absence rates were particularly high compared to other Oxfordshire schools. Letters were sent to these schools, highlighting the issues. As all the schools were academies these letters were copied to the Regional School Commissioner.

Environment & Economy

19. A total of 156 major planning applications were received in Q4. Of these, 135 were responded to within the agreed deadline. This equates to a score of 87% which is comfortably above the target of 60% (Corporate Performance Indicator 2). Similarly, 11 out of 12 Minerals and Waste applications were determined within the timeframe specified, making a score for Q4 of 91%, comfortably above the target of 50% (Corporate Performance Indicator 3).
20. Corporate Performance Indicator 10 sets a target of 80% satisfaction with OCC properties, based on customer surveys. In Q4 the surveys related to a total of 36 sites: 21 schools and 15 corporate sites, which include county council buildings. There was a satisfaction level in Q4 of 76%, slightly below the target. A number of sites have experienced various challenges within their services this quarter, which have impacted on the number of surveys received. The service issues are being addressed with the aim of introducing more surveys in the future which should present a clearer picture of overall satisfaction of all sites.
21. The total capital receipts for 2015/16 from property disposal (Corporate Performance Indicator 11) were estimated at £ 2.573m at the start of the year. However, as a result of a number of changes, this value was re-forecast at £2.442m in November 2015. At the end of Q3 a total of £1,163,595 (48% of target) had been achieved. During Q4 a further £948,000 was received, giving a total capital receipt of £2,111,595 for 2015/16, which equates to 86% of the re-forecast programme (or 82% of the original programme). The remainder is due to be received in the opening weeks of 2016-17.
22. In Q4, 63% of phone calls to Oxfordshire Customer Services were answered within 20 seconds (target is 80%, Corporate Performance Indicator 12). The speed of answer decreased during this quarter due to staff attrition, uncertainty over future Adult Social Care funding and the consequent time that it has taken to recruit and subsequently train new team members. 85% of all calls offered to OCS were answered during the quarter.
23. The Better Broadband for Oxfordshire Programme is on track, on budget and on time. During this Financial Year a total of nearly 80,000 premises across Oxfordshire now have access to fibre broadband. This means that Phase 1 of the programme has been successfully implemented. The programme is now moving into Phase 2 where the aim is to deliver broadband to further communities across Oxfordshire. (Corporate Performance Indicator 15: deliver quarterly broadband target against total homes passed (THP) as per contract).

Public Health

24. Most areas of performance in public health remain strong in Q4, while three activities continue to perform below target.
25. Indicator 3 concerns number of eligible people aged 40-74 who have received a health check since April 2015. The target of 18,939 people has been exceeded – 19,212 in Q4. If presented as a percentage of the eligible population, Oxfordshire ranks 3rd (out of 18) other Local Authorities in the South East region. This is 7.5% vs. 6.4% in the region and 6.5% nationally. As reported in Q2, the number of people who have received a health check who were identified as high cardiovascular risk (indicator 4) has been exceeded (1073 against a target of 385).
26. Data on smoking cessation and numbers of users leaving treatment for opiate and non-opiate drugs are not yet available for Q4. However, in Q3 performance against these indicators (Public Health 5, 6 and 7) was behind target, and this is very likely to remain the case in Q4. A falling trend in national demand for these services is being reflected locally, and the transition to new recording systems has affected performance data.
27. Our smoking cessation provider has an action plan on how to work with GP providers to improve the quit activity in practices. A new provider has been commissioned to provide an integrated community drug and alcohol service which commenced on 1 April 2015. A robust action plan and contract monitoring is in place in order to support the new provider to make the substantial cultural and service changes required to bring about an improvement in performance, and to ensure links to other established services in the treatment pathway are effective. Following a comprehensive transition and implementation phase it is expected that performance will improve in 2016-2017.

Oxfordshire Fire & Rescue Service

28. Performance across the Fire and Rescue Service continues to be strong. The Fire and Rescue Service have improved the response standards across the county and one factor for this improvement is attributed to the successful implementation of the Thames Valley Fire Control Service that exploits technology to ensure that the quickest response is always sent.
29. The original 10 year 365alive vision was completed in April 2016 with all targets exceeded, including some challenging stretch targets set in year 8. Fire and Rescue have now revised the 365 alive Vision for 2016-2022 and the performance is presented to Performance Scrutiny each year.
30. Fire station availability at On Call Stations has reduced. Despite this, the critical measure of response times, i.e. the time taken to reach each emergency, are being met, therefore maintaining our service delivery to the public.
31. In Quarter 4 we did see a slight increase in station availability however as reported in previous quarters, one of the causes of the overall reduced availability is a technological issue affecting the reporting of this. In addition to

this issue the availability of firefighters has been affected in real terms by a number of on-call firefighters being recruited into full-time positions in the last year. Local recruitment initiatives are becoming more challenging due to an ageing population and the changing demography within our towns and villages. In response to this the service has established a resilience appliance which can be moved around the county to respond to dynamic changes in availability. This is also supported by a resource management team, which is designed to monitor and manage all our resources to ensure an effective emergency response in all areas of the County. We are continuing to improve our recruitment and training practices and trialled a joint on-call course at the Fire Service College in 2015. This highlighted the benefits of using social media to attract potential recruits and this learning is now being included into our mainstream processes.

Trading Standards

32. The amount of money saved for consumers by Trading Standards interventions remains below target at Q4 (£277k against a target of £450k). This figure is clearly lower than we would have liked, but is very much dependant on the type and frequency of offences being committed across the county and our awareness of these. There are a number of variables outside of our control. The Service does not currently have the benefit of a seconded Police Officer from Thames Valley Police and there have been recent changes to our consumer advice provision. In addition some improvement could be made by better and more inclusive reporting of money saved, especially on our advice / non-doorstep crime complaints. This would recognise our growing area of work in supporting victims of scams. Nevertheless the £450,000 target – which originally started as a doorstep crime target of £100,000, against which £205,000 was saved or recovered in 2015-16 – is very ambitious and will need to be reviewed going forward.
33. We were just one visit off meeting our target of 100% for high-risk visits for the year. This was an animal gathering (animal market sale). Two visits were planned but both resulted in cancelled markets, one due to poor weather, one due to no animals being submitted to market. This visit will be picked up in early 2016/17.

RECOMMENDATION

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

IAN DYSON

ASSISTANT CHIEF FINANCE OFFICER (ASSURANCE)

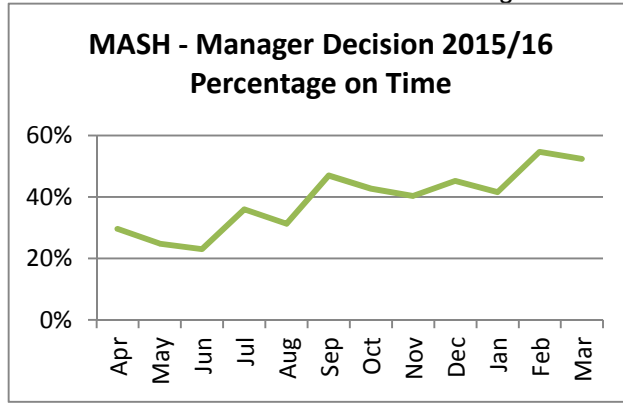
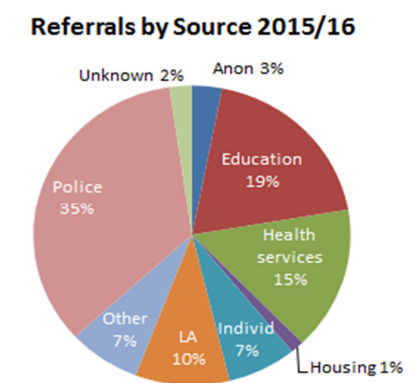
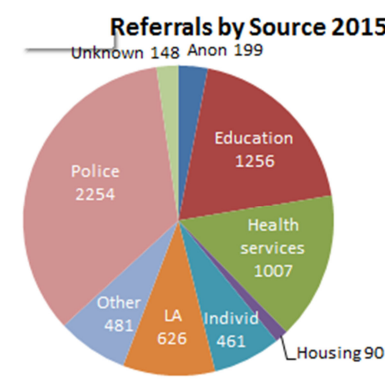
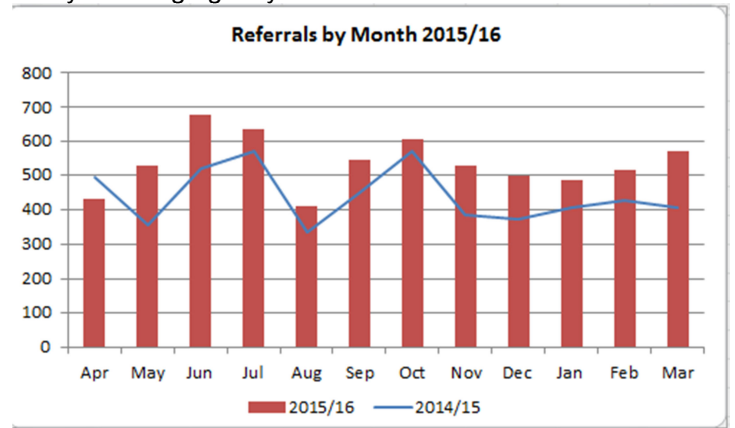
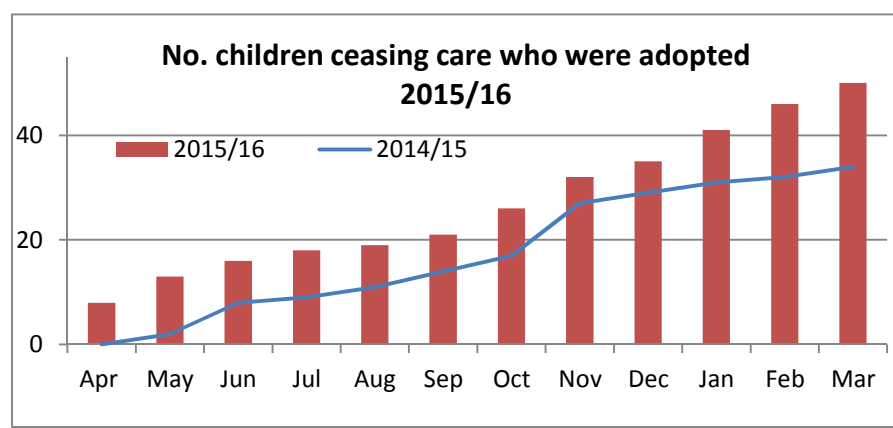
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ANNEX 1 ADULT SOCIAL CARE

		Success Indicator	Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
	1	Number of safeguarding referrals	Monitoring only	Y	4,368	1,101	2,255	3,647	5,162	n/a
	2	Decisions on 75% of safeguarding alerts to be made in one working day	75%	Y	New measure	75%	77%	77%	57%	n/a
	3	Percentage of safeguarding referrals that will have an outcome in 20 working days	75%	Y	New measure	74%	77%	71%	73%	A
	4	Reduce the number of older people permanently placed in a care home and funded by the local authority to 10.5 per week or fewer (<i>Better Care Fund Metric</i>)	10.5	Y	11.4	13.7	12.8	11.6	11.7	R
Supporting People to live at home as long as possible	5	Maintain the high level of eligible people on Self-Directed Support	80%	N	82%	82%	83%	80%	81%	G
	6	Maintain the number of people using social care who receive a direct payment	1,431	N	1,431	1,444	1,479	1,448	1,441	G
	7	Maintain the high proportion of service users who have had a review in the last 12 months	75%	N	71%	70%	67%	Not available	Not available	Not available
Personalisation	8	People will be able to access reablement services within 3 days	80%	Y	54%	45%	52%	56%	44%	R
	9	Increase the number of people accessing reablement	3,750	Y	2,743	618	1,226	1,751	2,315	R
Reable-ment Services	10	Reduce delayed transfers that are the responsibility of social care (<i>average number of people per day</i>)	20	Y	37	44	43	40	39 (to Feb)	R
	11	Reduce delayed transfers that are the responsibility of both social care & health (<i>average number of people per day</i>)	8	Y	26	30	33	35	34 (to Feb)	R
Delayed Transfer of Care	12	The % of people in hospital who may need care on discharge, where social service are told 3 working days or more before their planned discharge date	100%	Y	47%	45%	38%	Not available	Not available	R
	13	Proportion of home care cases where care was started within 3 days of request to the care agency	80%	Y	New measure	25%	18%	23%	20%	R
Waiting Lists	14	Increase the number of carers known	17,000	N	16,265	16,526	17233	17223+	17223+	G
Support to Carers	15	Increase the number of carers receiving a carer assessment	7,000	Y	6,042	1,131	3,337	4,439	8,237	G
	16	Increase the number of carers receiving a service	2,450	Y	2,226	304	948	1,158	2,024	A
Provide Info to all	17	Number of people supported by the Community Information Network	20,000	Y	25,654	9,078	19,808	28,220	Not yet available	G

Success Indicator			Target	Position at end Mar 2016	On Target	Notes
Financial Performance	18	Actual expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget	< 2.0% of net budget	+£0.8m or +0.5%	Yes	Adult Social Care overspent by +£0.8m on non-pool services. There are also overspends of +£0.8m on the Older People and Equipment Pooled budget and +£0.6m on the Physical Disabilities Pooled Budget. The overspends are offset by an underspend of -£1.5m on the Learning Disabilities Pooled Budget and by use of -£0.9m of funding from the Independent Living Fund and Social Care in Prisons Grant on a one-off basis in 2015/16.
	19	Actual expenditure Fire and Rescue, Emergency Planning and Community Safety is in line with the latest agreed budget	<2.0% of net budget	-£1.0m or -4.1%	No	Oxfordshire Fire & Rescue Service underspent by -£1.0m of which -£0.6m relates to Oxfordshire Fire and Rescue. The Fire and Rescue Service position includes +£0.3m of one – off operational costs relating to the incident and subsequent search and recovery operation at Didcot A Power Station in February 2016. The underspend driven primarily by vacancies for whole-time firefighters and retirements during the year. The vacancies have been held ahead of savings planned for 2016/17. There was also an underspend of -£0.3m against the budget for on-call firefighters.
	20	Actual Pooled Budget Reserves (as at 31 March 2016)	-	£2.9m	-	
	21	Other Directorate Reserves (as at 31 March 2016)	-	£0.7m	-	Fire Control and other Fire & Rescue and Community Safety Reserves.
	22	Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy	-	1	-	A virement was requested for the year end underspend in SCS to be offset against the CEF overspend as part of the Provisional Outturn Report.
	23	Planned savings for 2015/16 assumed in the MTFP have been achieved	100% achieved	100%	No	

CHILDREN, EDUCATION & FAMILIES

Success Indicator											
1	Measure on timeliness of decision making in MASH		2	Number of referrals to children's social care– broken down by referring agency							
											
Success Indicator				Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
3	Reduce the proportion of children who become subject to a second or subsequent plan within 24 months of the end of a previous plan			9%	Y	6.20%	5.7%	5.8%	5.5%	6.3%	G
4	No child protection plan cases without an allocated social worker			0	N	0	0	0	11	0	G
5	No looked after children cases without an allocated social worker			0	N	0	0	0	0	0	G
6	Percentage of child protection reviews completed on time			95%	Y	93.30%	95.7%	93.9%	93.7%	94.4%	A
7	Percentage of visits to children on child protection plan completed in line with the plan and within OCC's 28 day standard			85%	N	75%	74.2%	76.3%	69.6%	80.8%	A
8	Percentage of visits to looked after children completed in line with the plan			85%	N	92%	92.0%	85.4%	84.7%	87.5	G
9	Children who go missing from home on two or more occasions, as a percentage of all children who go missing from home			monitoring only	Y	19.00%	11.4%	14.3%	16.1%	18.2%	n/a
10	Number of children subject to both child protection plans and being looked after			monitoring only	N	33	44	31	45	39	n/a
11											
Success Indicator				Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
12	No more than 70 children placed out of county and not in neighbouring authorities			70	N	74	83	83	78	77	A

CHILDREN, EDUCATION AND FAMILIES CONTINUED

	Success Indicator		Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
Raising Attainment	13a	% schools judged good or outstanding by OFSTED to be in top quartile nationally by 2018	Top quartile 89%	Y	88%	2nd quartile 87%	2nd quartile 88%	2nd quartile 88%	2nd quartile 87%	A
	13b	% schools judged outstanding by Ofsted to be in the top quartile nationally by 2018 (currently 26%)	3rd quartile	Y	4th quartile 13%	4th quartile	4th quartile	4th quartile	4th quartile	R
			17%			13%	13%	14%	14%	
	14	Number of schools currently judged inadequate by OFSTED	0	Y	4	4	4	5	6	R
	15	% Early Years settings judged good or outstanding by Ofsted to be in top quartile nationally by 2018 (currently 88%)	2nd quartile 88%	Y	3rd quartile 83%	n/a	3rd quartile 83%	3rd quartile 84%	85%	A
Closing The Gap	16a	Persistent absence rate (primary schools) to remain in top quartile nationally by 2018	Top quartile (no baseline yet)	Y	Top quartile	Definition changed so no baseline data		9.1%	8.3%	Not rated due to changing defn. Internal monitoring
			2nd quartile (no baseline yet)	Y	3rd quartile	Definition changed so no baseline data		13.3%	14.0%	
	16b	Persistent absence rate (secondary schools) to be in top quartile nationally by 2018	2nd quartile (no baseline yet)	Y	3rd quartile	Definition changed so no baseline data		13.3%	14.0%	R
	17	Permanent exclusions will continue to be in the top quartile nationally (<0.03% or 40 exclusions)	<40	Y	53	n/a		28	39	
	18a	Proportion of young people Not in Education, Employment or Training (NEET)	<4%	Y	4.70%	3.6%	5.8%	4.0%	3.9%	G
	18b	Proportion of young people whose NEET status is 'not known'	<5%	Y	5.20%	4.8%	52.9%	16.4%	4.8%	G
	19	Reducing rate of first time entrants to criminal justice per 100,000 10-17 year olds	Monitoring only	N	Rate 304	Rate 298	Rate 293	Not yet available	Not yet available	n/a
					Actual 182	Actual 178	Actual 175			
	20a	Looked after children - overall absence rate to be in top quartile nationally by 2018	<3.2%	Y	4.70%	T5	T1	T2	T3	R
						4.4%	3.5%	4.2%	4.8%	
	20b	Looked after children - persistent absence rate to be in top quartile nationally by 2018	No numeric target as new defn	Y	Definition changed so no baseline data		10	9.1	10.8	Not rated due to changing defn
	21	% Troubled Families Engaged With	434	Y	New indicator			549		G

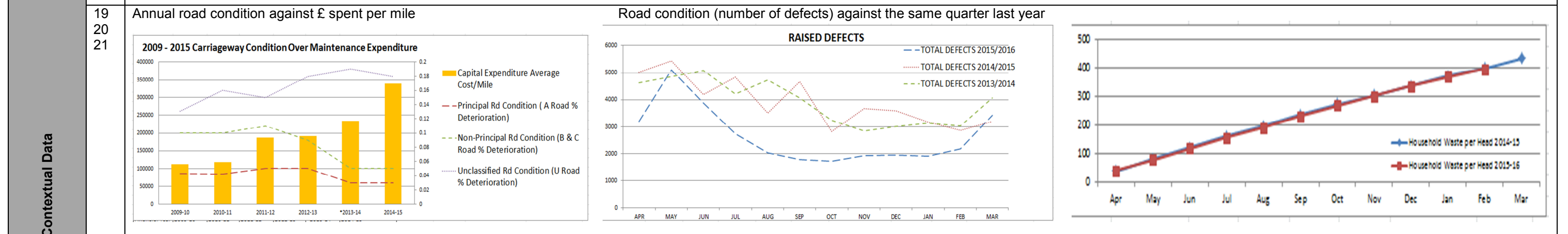
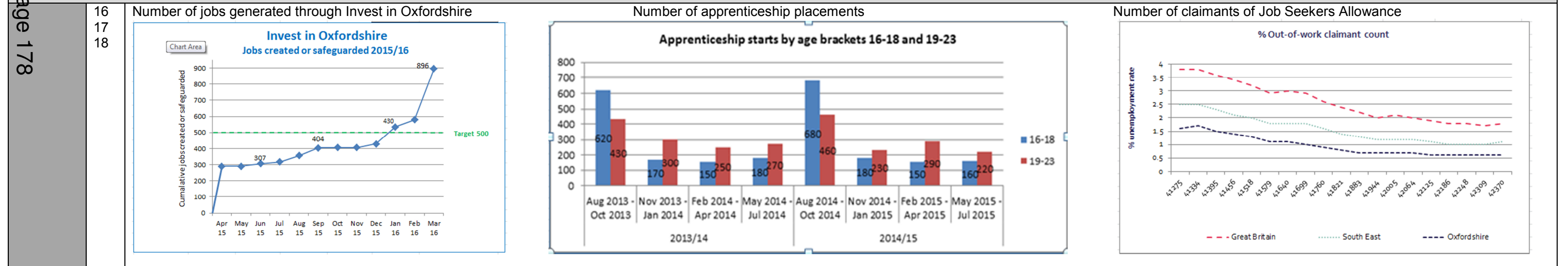
	Success Indicator		Target	Position at end Mar 2016	On Target?	Notes
Financial Performance	22	Actual expenditure for Education & Early Intervention is in line with the latest agreed budget	< 2.0% of net budget	+£1.1m or +5.0%	No	Early Intervention Service has been transferred to Children's Social Care. Includes an overspend of + £1.9m on Home to School Transport.
	23	Actual expenditure for Children's Social Care is in line with the latest agreed budget	<2.0% of net budget	+£3.4m or +4.9%	No	Includes forecast overspends on Service Management and Central Costs (+£1.7m), Safeguarding (+£0.5m), Referral and Assessment (+£0.6m), Looked after Children and Leaving Care (+£0.5m), Asylum (+£0.4m), and Corporate Parenting (+£0.1m).
	24	Actual expenditure Children, Education & Families Central costs is in line with the latest agreed budget	<2.0% of net budget	-£0.1m or -2.1%	No	Underspend relates to Premature Retirement Compensation.
	25	School Reserves (as at 31 March 2016)	-	£20.7m	-	Includes £5.9m new school set up fund which will be used to address expected budget pressures in future years for pupil growth, or basic needs revenue funding for the creation of new schools and academies.
	26	Directorate Reserves (as at 31 March 2016)	-	£3.0m	-	Includes £1.8m for Thriving Families and £0.8m to support commercial services within the directorate.
	27	Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy	-	1	-	A transfer of £1.5m from the Corporate Contingency to CE&F was requested as part of the Provisional Outturn Report although the contingency is held for these purposes.
	28	Planned savings for 2015/16 assumed in the MTFP have been achieved	100% achieved	65% achieved	No	Savings not achieved relate to the reducing use of agency & contracted staff and introduction of a vacancy factor for administration staff. These MTFP savings targets have not been achieved because of the increasing volumes of work in Children's Social Care.

ENVIRONMENT & ECONOMY

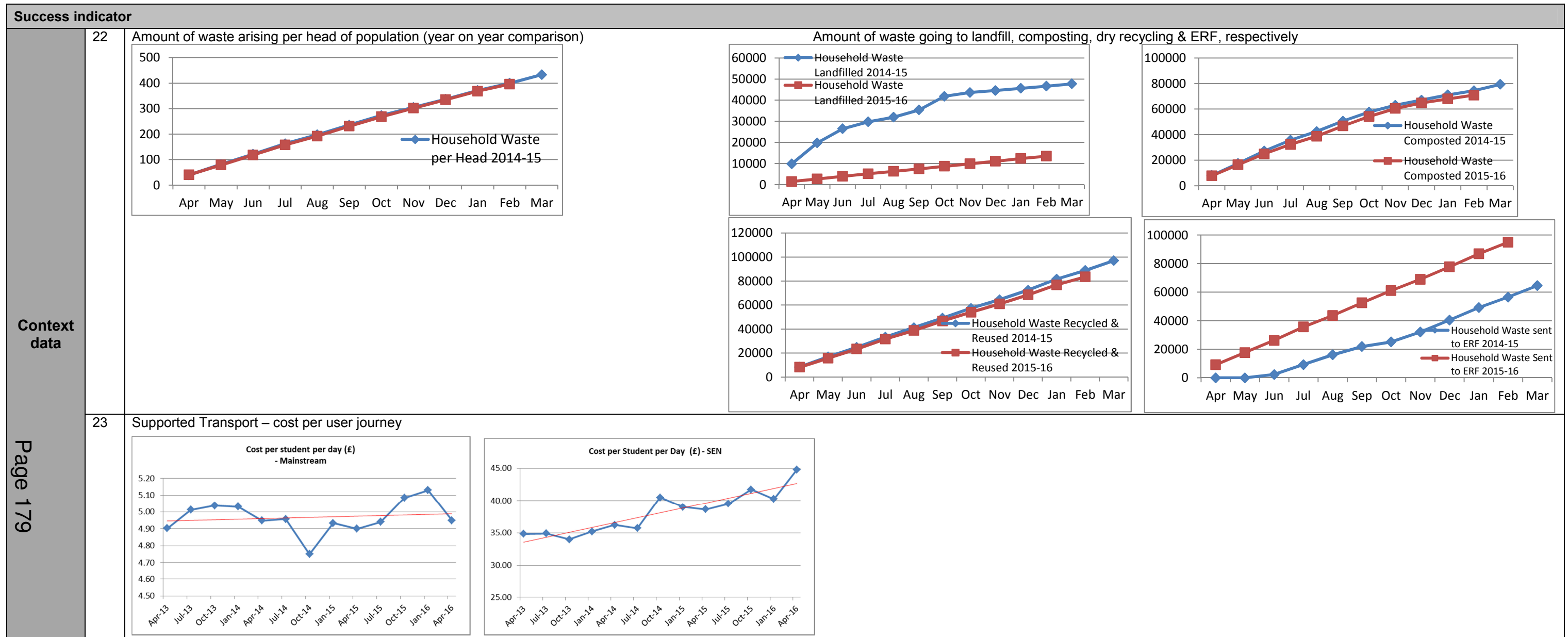
Success Indicator			Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
Strategy & Infrastructure Planning	1	Inward investment: Oxfordshire chosen for 35 re/investments	35	Y	New measure	4	18	23	49%	G
	2	% of major District Council applications responded to within the agreed deadline	60%	Y	84%	86%	95%	92%	87%	G
	3	% of mineral and waste applications determined within 13 weeks	50%	Y	91%	67%	70%	90%	91%	G
	4	Monies secured in S106/S278 agreements as a % of requirements identified through the Single Response process	70%	Y	86%	99%	81%	81%	78%	G
	5	No more than 20% of S106 monies held within 2 years of potential payback	20%	Y	New measure	3%	1.83%	1.42%	1.00%	G
Commercial	6	% of highway defects posing an immediate risk of injury repaired within 24 hours	98%	N	100%	100%	100%	100%	99.78%	G
	7	% of highway defects that create a potential risk of injury repaired within 28 calendar days	80%	N	88.70%	96.80%	99.29%	100%	94.75%	G
	8	Maintain a minimum public satisfaction rate with the highways service	45%	N	53.90%	Measured annually Q3		53%	Measured annually Q3	
	9	% of household waste is reused, recycled or composted	59%	Y	61%	60%	58%	58.50%	58.95%	A
	10	% satisfaction on customer satisfaction surveys received in relation to the facilities and property contract.	80%	N	89%	90%	100%	86%	76%	A
	11	Total capital receipts delivered from property disposal, as a percentage of the target capital receipts baseline (£2.252m) identified in the annual disposals programme	100%	Y	77.70%	4%	28%	48%	86%	A
Customer Services	12	% calls answered within 20 seconds	80%	Y	70%	70%	76%	73%	63%	R
	13	% of calls dealt with at first contact where the CSC has responsibility for a complete solution	90%	Y	99%	99%	97.50%	98.6	95.35%	G
	14	% of calls dealt with at first contact where the CSC has responsibility to pass to a designated officer outside CSC	100%	Y	100%	100%	100%	100%	100%	G
	15	Broadband – deliver quarterly target against total homes passed (THP) as per contract (starting June 2014)	78,655 (Q1: 57,209 Q2: 69,535 Q3&4: 78,655)	Y	42,917	58,615	70,308	78,665	79,294	G

Access Indicator

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ENVIRONMENT & ECONOMY (CONTINUED)



Success Indicator			Target	Position at end of Mar 2016	On Target	Notes
Financial Performance	24	Actual expenditure for Strategy and Infrastructure is in line with the latest agreed budget	< 2.0% of net budget	£0.1m or -1.4%	Yes	
	25	Actual expenditure for Commercial Services is in line with the latest agreed budget	<2.0% of net budget	£1.6m or -2.0%	Yes	Includes a forecast overspend of +£1.5m on Waste Management. This is offset by -£2.3m underspend on the Highways Maintenance Delivery Budget and an underspend of -£1.5m on Property and Facilities Management which mainly relates to underspends on planned repairs and maintenance.
	26	Actual expenditure for Oxfordshire Customer Services is in line with the latest agreed budget	< 2.0% of net budget	+£1.5m or +6.2%	No	Includes a forecast overspend of +£0.7m relating to the underachievement of income from Schools due to a combination of academy transfers and maintained schools' uptake of services. ICT overspent by +£0.7m on the Data Centre and Business Development.
	27	Directorate Reserves (as at 31 March 2016)	-	£4.6m	-	Reduction in reserves relates to the temporary utilisation of reserves to fund one-off costs in the transfer of services to Hampshire County Council and the Supported Transport Programme. This will be repaid over the next seven years.
	28	Number of 2015/16 budget virements requested requiring Council approval as they were larger than £0.500m or a change in policy	-	0	-	
	29	Planned savings for 2015/16 assumed in the MTFP have been achieved	100% achieved	93% achieved	No	Savings were not achieved relating to Waste management, Highways Income Generation, and staffing within Cultural Services.

PUBLIC HEALTH

		Success Indicator	Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
National Childhood Measurement Programme	1	% Primary school children classified as obese in Year 6	16%	N	16.90%	annual measurement		16.20%	annual measurement	
	2	% of primary school children classified as obese in reception	<7%	N	7.30%	annual measurement		6.60%	annual measurement	
Health checks	3	Cumulative number of the eligible population aged 40-74 who have received a health check since April 2015	18,939	Y	21,395	4,059	9,745	14,391	19,212	G
	4	Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes)	385	Y	158	194	550	806	1,073	G
Smoking Cessation	5	Support 3,650 people to become '4 week quitters' per annum	3,650	Y	1,955	477	997	1453	not yet available	not yet available
Drug Treatment & Rehabilitation	6	Number of users of opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of opiate users in treatment.	7.60%	Y	6.70%	6.20%	5.60%	4.7%	not yet available	not yet available
	7	Number of users of non-opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of non-opiate users in treatment.	39%	Y	22%	29.00%	27.90%	27.4%	not yet available	not yet available

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Success Indicator			Target	Position at end Mar 2016	On Target	Notes
Financial Performance	8	Actual expenditure is in line with the latest agreed budget	< 2.0% of gross budget	-£0.1m or -0.3%	Yes	Funded by a ring-fenced grant of £30.4m in 2015/16. On 4 November 2015 the Council received notification that this grant would be reduced in-year by £1.9m. The underspend has been placed in the Grants and Contributions Reserve and will be used to meet public health expenditure in future years.
	9	Actual Directorate Reserves (as at 31 March 2016)	-	n/a (*)	-	(*) 2013/14, 2014/15 and 2015/16 underspends held in Grants and Contributions Reserve.
	10	Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy	-	0	-	
	11	Planned savings for 2015/16 assumed in the MTFP have been achieved	n/a	n/a	n/a	Public Health is wholly grant funded and does not have any savings to achieve in 2015/16.

FIRE AND RESCUE SERVICE

	Success Indicator	Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
1	47 lives saved per year against the OFRS 10 year 365Alive target through emergency response and preventative activity concerning fires and road traffic collisions	47	Y	47	17	31	48	54	G
2	104,000 citizens provided with safety advice/education per year	104,000	Y	102,788	19,460	54,663	87,072	104,465	G
3	£12.5m saved to the economy per year from the reductions in fires involving homes, businesses and road traffic collisions	£12.5m	Y	£17.0m	£5.0m	£9.5m	£15.5m	£21m	G
4	Fire stations in Oxfordshire are available for emergency response 100% of the time	100%	Y	89.16%	84.71%	82.74%	82.45%	82.67%	R

TRADING STANDARDS

	Success Indicator	Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
1	Money saved for consumers as a result of our interventions	£450,000	Y	£507,881	£68,256	£185,281	£217,113	£277,338	R
2	100% of inspections completed of high risk businesses as identified at the start of the year	100%	Y	97.80%	19.20%	44.90%	93.50%	99.08%	G

CORPORATE SERVICES

Success Indicator		Target	Position at end Mar 2016	On Target	Notes
1	Actual expenditure is in line with the latest agreed budget	< 2.0% of net budget	-£0.4m or -2.8%	No	As agreed by Cabinet in April 2015, £0.2m will be available to drawdown from balances in 2016/17 to support restructuring and training activity.
2	Actual Directorate Reserves (as at 31 March 2016)	-	£0.9m	-	Includes £0.4m Registration Service reserves and £0.4m held to fund future County Council elections.
3	Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy	-	0	-	
4	Planned savings for 2015/16 assumed in the MTFP have been achieved	100% achieved	100% Achieved	Yes	

CORPORATE

Success Indicator		Target	Position at end Mar 2016	On Target	Notes
	Actual expenditure for the Council is in line with the latest agreed budget	< 2.0% of net budget	+£0.7m or +0.2%	Yes	
	Cross Directorate Reserves (as at 31 March 2016)	-	£18.8m	-	Includes the Grants and Contributions Reserve (£14.5m), Vehicle and Equipment Reserve (£3.1m), Government Initiatives (£0.9m) and the ICT Projects Reserve (£0.3m).
	Corporate Reserves (as at 31 March 2016)	-	£2.9m	-	Carry Forward and Efficiency Reserves.
Page 181	Capital Reserves (as at 31 March 2016)	-	£34.6m	-	
	Cash Flow Reserves (as at 31 March 2016)	-	£8.7m	-	Being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
	General balances as a proportion of the original gross budget (£831.1m)	-	£19.0m or 2.3%	-	
	Total reserves as a proportion of the original gross budget (£831.1m)	-	£106.1m or 12.8%	-	
	Capital programme use of resources compared to programme agreed in February 2015	90%	99%	Yes	
	Capital programme expenditure realisation rate		99%	-	
	Year to date debtor invoices outstanding - General	33 days	Not available	-	Target as per Financial Strategy.
	Year to date debtor invoices outstanding - Social Care Clients	62 days	Not available	-	Target as per Financial Strategy
	Percentage of debtor invoices cleared in 90 days	97%	Not available	-	Target as per Financial Strategy
	Treasury Management Indicators – Average Interest Rate achieved (In - House) compared to Treasury Management Budgeted Rate	0.70%	0.80%	Yes	Benchmark rate for 3 month LBID is 0.45563%
	Treasury Management Indicators – Average Annualised Return achieved compared to Benchmark Rate (*) (Pooled Fund)	3.528%	3.052%	No	

(*) Composite of 7 Day LIBID, 7 Day LIBID + 50BPS, BofA Merrill Lynch 1-10 Year Non-Gilt Index & BofA Merrill Lynch Euro High Yield ex Financials Index (GBP Hedged), IPD Other Balanced Property Funds index.

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Division(s): N/A

CABINET – 19 JULY 2016

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision

Portfolio/Ref

Cabinet, 20 September 2016

- | | |
|--|---|
| <ul style="list-style-type: none"> ▪ Appointments 2016/17
To consider member appointments to a variety of bodies which in different ways support the discharge of the Council's Executive functions. ▪ Staffing Report - Quarter 1 - 2016
Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report. ▪ Report on the Impact of National Living Wage on Adult Social Care's Contracted Services
To decide whether or not to apply a standard increase in payment rates to Adult Social Care providers from April 2016. ▪ Section 75 Pooled Budget for Children with Disabilities
To seek approval to establish pooled budget arrangements for children with disabilities. ▪ School Crossing Patrol Policy
To seek approval of a new policy. ▪ Major Highway Projects Approvals
To seek approval for Business Case relating to Major Highways Projects. ▪ Service & Resource Planning Report - 2017/18 - September 2016
To provide background and context to the service and resource planning process for 2017/18. | <ul style="list-style-type: none"> Cabinet, Leader
2016/075 Cabinet, Deputy
Leader
2016/041 Cabinet, Adult
Social Care
2016/042 Cabinet, Children,
Education &
Families
2016/053 Cabinet,
Environment
2016/045 Cabinet,
Environment
2016/069 Cabinet, Finance
2016/040 |
|--|---|

Deputy Leader, 26 September 2016

- **Draft Oxfordshire Fire & Rescue Service (OFRS) Community Risk Management Plan 2017-22**

To seek approval of the Draft OFRS Community Risk Management Plan 2017-22.

Deputy Leader,
2016/039

Cabinet Member for Children, Education & Families, 5 September 2016

- **Recommended Sponsor for New Secondary School in South West Bicester**

To formally agree on the County Council's preferred recommended sponsor for the new secondary school in South West Bicester.

Cabinet Member
for Children,
Education &
Families,
2016/062
- **Revised Pupil Place Plan for Oxfordshire**

To formally approve the annual revision of Oxfordshire's Pupil Place Plan.

Cabinet Member
for Children,
Education &
Families,
2016/063

Cabinet Member for Environment, 1 September 2016

- **HS2 - Qualifying Authority Decision**

To seek approval.

Cabinet Member
for Environment,
2016/066
- **Proposed Amendments to Traffic and Access Restrictions - Queen Street, Oxford**

To seek approval of the proposals.

Cabinet Member
for Environment,
2016/035
- **Proposed Toucan Crossing - A423 Southam Road (Harwick Hill), Banbury**

To seek approval of the proposal.

Cabinet Member
for Environment,
2016/064
- **Proposed Disabled Bay Changes in Cherwell, West Oxfordshire and Oxford City and Various Parking Changes on Development Sites**

To seek approval of the proposals.

Cabinet Member
for Environment,
2016/065