

To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 15 December 2009 at 2.00 pm

County Hall, Oxford, OX11ND



Joanna Simons
Chief Executive

December 2009

Contact Officer: **Sue Whitehead**
Tel: (01865) 810262; E-Mail: sue.whitehead@oxfordshire.gov.uk

<i>Councillors</i>	Membership
Mitchell	- <i>Leader of the Council</i>
David Robertson	- <i>Deputy Leader of the Council</i>
Jim Couchman	- <i>Cabinet Member for Adult Services</i>
Ian Hudspeth	- <i>Cabinet Member for Growth & Infrastructure</i>
Louise Chapman	- <i>Cabinet Member for Children, Young People & Families</i>
Michael Waine	- <i>Cabinet Member for Schools Improvement</i>
Rodney Rose	- <i>Cabinet Member for Transport Implementation</i>
Mrs J. Heathcoat	- <i>Cabinet Member for Safer & Stronger Communities</i>

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on 23 December 2009 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: 19 January 2010

Declarations of Interest

This note briefly summarises the position on interests which you must declare at the meeting. Please refer to the Members' Code of Conduct in Section DD of the Constitution for a fuller description.

The duty to declare ...

You must always declare any "personal interest" in a matter under consideration, ie where the matter affects (either positively or negatively):

- (i) any of the financial and other interests which you are required to notify for inclusion in the statutory Register of Members' Interests; or
- (ii) your own well-being or financial position or that of any member of your family or any person with whom you have a close association more than it would affect other people in the County.

Whose interests are included ...

"Member of your family" in (ii) above includes spouses and partners and other relatives' spouses and partners, and extends to the employment and investment interests of relatives and friends and their involvement in other bodies of various descriptions. For a full list of what "relative" covers, please see the Code of Conduct.

When and what to declare ...

The best time to make any declaration is under the agenda item "Declarations of Interest". Under the Code you must declare not later than at the start of the item concerned or (if different) as soon as the interest "becomes apparent".

In making a declaration you must state the nature of the interest.

Taking part if you have an interest ...

Having made a declaration you may still take part in the debate and vote on the matter unless your personal interest is also a "prejudicial" interest.

"Prejudicial" interests ...

A prejudicial interest is one which a member of the public knowing the relevant facts would think so significant as to be likely to affect your judgment of the public interest.

What to do if your interest is prejudicial ...

If you have a prejudicial interest in any matter under consideration, you may remain in the room but only for the purpose of making representations, answering questions or giving evidence relating to the matter under consideration, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

Exceptions ...

There are a few circumstances where you may regard yourself as not having a prejudicial interest or may participate even though you may have one. These, together with other rules about participation in the case of a prejudicial interest, are set out in paragraphs 10 – 12 of the Code.

Seeking Advice ...

It is your responsibility to decide whether any of these provisions apply to you in particular circumstances, but you may wish to seek the advice of the Monitoring Officer before the meeting.

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest – guidance note opposite

3. Minutes (Pages 1 - 10)

To confirm the minutes of the meeting held on 24 November 2009 (**CA3**) and to receive for information any matters arising therefrom.

4. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am on the working day 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. Financial Monitoring - December 2009 (Pages 11 - 82)

Cabinet Member: Leader

Forward Plan Ref: 2009/110

Contact: Kathy Wilcox, Principal Financial Manager (01865 323981)

Report by: Assistant Chief Executive & Chief Finance Office (CA6)

This is the seventh financial monitoring report for the 2009/10 financial year and covers the period up to the end of October 2009 for both revenue, balances, reserves and capital.

The report sets out explanations where the forecast revenue outturn is significantly different from the budget along with proposals to recover the position where

appropriate.

The in – year Directorate forecast is an overspend of £3.238m.

The current position for general balances is set out in Annex 5 and shows an unchanged forecast of £14.088m. After taking into account the forecast Directorate overspend, the consolidated revenue balances forecast is £10.850m.

The report also includes Capital monitoring against the programme agreed last month.

The Cabinet is RECOMMENDED to:

- (a) ***note the report;***
- (b) ***note the use of £0.472m one – off funding from the Highways Agency to offset the overspend in Transport (paragraph 42);***
- (c) ***approve the virements as set out in Annex 2a;***
- (d) ***agree the proposed changes to Adult Learning charges from January 2010 (paragraph 59).***

7. Service & Resource Planning Report for 2010/11 - 2014/15 (Pages 83 - 296)

Cabinet Member: Leader

Forward Plan Ref: 2009/136

Contact: Lorna Baxter, Assistant Head of Finance (01865 323971)

Report by: Chief Executive, Assistant Chief Executive (Strategy) and Assistant Chief Executive & Chief Finance Office (**CA7**)

This is one in a series of reports on the Service and Resource Planning process for 2010/11 to 2014/15, providing councillors with information on budget issues for 2010/11 and the medium term. It follows on from reports to Cabinet on 16 September and to Strategy & Partnerships Scrutiny Committee on 25 November 2009. The report sets out the review of charges, provides an update on the Service and Resource Planning process and includes the Directorate Business Improvement & Efficiency Strategies. The strategies set out the identified pressures and priorities over the medium term and the proposals for savings.

The Council is required under the Local Government Finance Act 1992 to set a budget requirement for the authority and an amount of Council Tax. This report contains information to be considered in leading to the budget requirement and Council Tax being agreed in February 2010.

The Cabinet is RECOMMENDED to:

- (a) ***note the report;***
- (b) ***note those charges prescribed by legislation;***
- (c) ***approve those charges where there is local discretion as set out in Annex***

4; and

- (d) **approve those charges for which an increase will commence before April 2010.**

8. Oxfordshire Children and Young People's Plan 2010-13 (Pages 297 - 340)

Cabinet Members: Children, Young People & Families and Schools Improvement
Forward Plan Ref: 2009/172

Contact: Sian Rodway, Lead Officer, Performance (01865 815142)/Paula Tansley, Interim Head of Commissioning Performance & Quality Assurance (01865 815212)

Report by: Director for Children, Young People & Families (**CA8**)

The report focuses on Oxfordshire's proposed second Children and Young People's Plan. It outlines the outcome of the formal consultation and the priorities, aims and objectives of the plan. The full plan is attached to the report.

Cabinet are asked to approve the plan, alongside all other partners in advance of the final approval by the Oxfordshire Children and Young People's Trust at its meeting in January.

The Cabinet is RECOMMENDED to approve the Children and Young People's Plan, subject to any final editorial adjustments by the Oxfordshire Children and Young People's Trust Board in consultation with the Director for Children, Young People & Families.

9. Performance Management: 2nd Quarter Progress Report Against Priorities and Targets (Pages 341 - 374)

Cabinet Members: Leader & Deputy Leader
Forward Plan Ref: 2009/133

Contact: Alexandra Bailey, Corporate Performance and Review Manager (01865 816384)

Report by: County Council Management Team (**CA9**)

The report shows the council's performance in the four key areas of: customer, projects, finance, and people. Progress against targets is shown by directorate, including a summary of what is going well, what needs to develop, and what requires attention. This is the performance report for Quarter 2, 2009/2010.

The Cabinet is RECOMMENDED to note this report.

10. Establishment Review - December 2009 (Pages 375 - 380)

Cabinet Member: Deputy Leader

Forward Plan Ref: 2009/134

Contact: Sue Corrigan, Strategic HR Manager (01865 810280)

Report by: Head of Human Resources (CA10)

This report gives an update on activity since the implementation of the Establishment Review and associated Recruitment Approval process on 1 August 2005. It provides detail on the overall objectives of the review and summarises progress made against the targets which were agreed to ensure delivery of those objectives. Details of the agreed establishment figure at 30 September 2009 in terms of Full Time Equivalents is provided, together with the detailed staffing position at 30 June 2009. These are shown in the report by directorate and service area.

The report also provides information on current activity and in addition there is information on grant funded posts and those vacancies which are being covered by agency staff and at what cost.

The Cabinet is RECOMMENDED to:

(a) note the report;

(b) confirm that the Establishment Review continues to meet the Cabinet's requirements in reporting and managing staffing numbers.

11. Forward Plan and Future Business (Pages 381 - 384)

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 **CA11**. 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.

Agenda Item 3

CABINET

MINUTES of the meeting held on Tuesday, 24 November 2009 commencing at 2.00 pm and finishing at 3.30 pm

Present:

Voting Members: Councillor Keith R. Mitchell CBE – in the Chair
Councillor David Robertson (Deputy Chairman)
Councillor Jim Couchman
Councillor Ian Hudspeth
Councillor Louise Chapman
Councillor Michael Waine
Councillor Rodney Rose
Councillor Mrs J. Heathcoat

Other Members in Attendance: Councillor M. Altaf-Khan (item 7)
Councillor Dr Peter Skolar (Item 8)
Councillor Carol Viney (item 8)
Councillor Zoe Patrick (item 10)

Officers:

Whole of meeting Chief Executive; Sue Whitehead (Corporate Core)

Part of Meeting

Agenda Item

6

Officer(s) Attending

Kathy Wilcox (Financial Planning)

7

Roy Leach

8

Head of Transport; Owen South (Environment & Economy)

9

Head of Transport; Pat Higgins (Traffic Enforcement)

10

County Solicitor and Monitoring Officer

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.

110/09 DECLARATIONS OF INTEREST

(Agenda Item. 2)

Councillors Mitchell, Robertson, Couchman, Hudspeth, Chapman, Waine, Rose and Heathcoat declared a personal interest in Item 10 on Outside Bodies in relation to insurance and indemnity for Councillors.

111/09 MINUTES

(Agenda Item. 3)

The minutes of the meeting held on 20 October 2009 were approved and signed.

112/09 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Councillor Fooks had given notice of the following 2 questions to the Deputy Leader of the Council

“1. When will the HR module of SAP be implemented? Will its implementation require new staff or extra agency staff or consultants?”

Councillor Robertson:

We already use SAP to support HR operations in the Council. However we do recognise that implementation of Employee and Manager Self Service (ESS/MSS) will further enhance the capability of the organisation to deliver best in class HR services and will be key in supporting culture change across the Council. SAP Employee Self-Service (ESS) supports employees in maintaining their own personal information and to control many administrative transactions and other processes previously handled by HR staff. SAP Manager Self Service (MSS) helps managers by automating many routine managerial tasks and thus increasing managers' productivity.

It is too early to say when ESS/MSS will be implemented as work needs to be completed on producing the business case for these enhancements but, assuming that the business case is proven and that appropriate resources are available, our aim will be to implement as quickly as possible. Benchmarks indicate that a phased implementation can be beneficial and we intend to explore all options available to ensure success. At this stage it is not envisaged that new staff or extra agency staff/consultants will be required for implementation - this will be further tested via the business case production.

Supplementary question:

Any idea of the timescale for implementation?

Councillor Robertson: He would wish to see it happen sooner rather than later but that it was dependent on a business case being made showing that it would provide value for money.

“2. What has happened to the Change Board? Can we have an update on the state of the change agenda now and what is the member involvement?”

Councillor Robertson:

The Change Management Board was established in November 2005 ‘To Take Forward the Change Agenda’ The role of the Change Management Board is ‘to design and drive the overall programme at a strategic level, ensuring cohesiveness between the different elements of the programme, and managing any risks.’ It is also to be responsible for championing change in the authority and making sure that there were appropriate links from the different elements of the programme back to the Council’s Corporate Plan.

The change programmes currently monitored by the Board are:

- Better Offices Programme (ends June 2010)
- Facilities Management (business case being developed)
- Information Management (ends January 2011)
- Customer Contact (business case to be considered, replaced 21st Century customer))
- Lead Oxfordshire (ends April 2010)
- Transforming Adult Social Care (ends September 2011)
- Re-tendering of Transportation Services (ends July 2010)

The Board also monitors the progress of Shared Services’ delivery of its savings targets and has oversight of the business efficiency strategy.

The Board signed off the Children, Young People & Families Directorate Restructuring programme in July 2009.

For four years the Change Management Board has been pivotal in defining and driving the change agenda for the authority, and in transforming the way the Authority goes about its business and delivers its services to all customers. However, taking into account progress made on the change agenda it is timely to consider if the Board is still fit for purpose and whether the change programme can be delivered in a different way.

The Board will be considering the options in the near future.

The current members on the Board are The Deputy Leader of the Council (Chairman) The Portfolio Holder for Finance and the Leader has a standing invitation to attend Board meetings.

Councillor Tanner had given notice of the following question to the Cabinet Member for Growth & Infrastructure:

“Would Cllr Hudspeth accept my congratulations for the reduction of 4% in the County Council’s carbon footprint in 2008/9? Will he say by what percentage the Council’s carbon footprint is likely to be reduced in 2009/10? Will he also say how much money the County Council would have spent had these reductions not been achieved?”

Councillor Hudspeth:

Oxfordshire County Council remains committed to hitting its 18% carbon reduction target by 2012, which was based on a 2005/6 baseline. The plan to achieve that, developed in association with the Carbon Trust, envisaged gross savings of £9.4m (£5.9m net), although the actual savings achieved will obviously depend on such things as future energy prices.

Councillor Mathew had given notice of the following question to the Cabinet Member for Growth & Infrastructure:

“Is the Cabinet Member for Sustainable Development content that the procedures currently being pursued by Oxfordshire County Council Planning Department follow the principles of democracy in view of the recent developments, inter alios, at Finmere, Controlled Reclamation, Longworth and Northmoor?”

Councillor Hudspeth:

He considered that the Planning & Regulation Committee was part of the democratic process and so he felt that the principles of democracy had been shown.

Supplementary Question: Are you aware that at the Stonehenge Farm appeal last week planning officers discussed with Hansons new revised plans that had not been the subject of a planning application? Could this be considered ultra vires?

Councillor Hudspeth: There was always discussion with planning officers and developers about proposals that could come forward at future times.

113/09 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

The following requests to address the meeting had been agreed:

Speaker	Item
Councillor Altaf-Khan	7. European School Culham – Proposal to Replace it with an Academy
Councillor Skolar)

Councillor Carol Viney) 8. Reading Transport Innovation) Fund (TIF) Bid
Mr D Woodward, South Oxfordshire Transport Innovation Group))
Councillor Zoe Patrick	10. Appointments to Outside Bodies

114/09 FINANCIAL MONITORING

(Agenda Item. 6)

The Cabinet received the sixth financial monitoring report for the 2009/10 financial year covering the period up to the end of September 2009 for revenue, balances, reserves and capital.

The current position for general balances showed an unchanged forecast of £14.088m. After taking into account the forecast Directorate overspend the consolidated revenue balances forecast was £10.604m.

Officers drew attention to the supplementary report and additional recommendation contained in the addenda.

The Leader highlighted three areas where he would wish to see further work undertaken:

- Putting more detail on the Children's Young People & Families Action Plan including targets and timescales
- Providing further analysis/information about future Direct Schools Grant
- The ongoing impact with regard to young unaccompanied asylum seekers.

He drew attention to pressures: around pooled budgets in Social & Community Services; on ICT services and on outside County placements for Looked After Children. Cabinet noted the action being taken as detailed by individual Cabinet Members.

RESOLVED: **to:**

- (a) note the report;
- (b) approve the virements as set out in Annex 2a.
- (c) agree the extension of the reduction in payment terms for small to medium sized businesses from 28 to 14 days for a further year and to the replacement of the lost interest by LABGI funding.

At this point it was agreed to vary the order of the agenda.

115/09 READING TRANSPORT INNOVATION FUND (TIF) BID

(Agenda Item. 8)

Cabinet considered a report (**CA8**) updating them on developments in the Reading Area Transport Innovation Fund (TIF) bid, describing proposals for a Low Emission Zone in Reading, which included an element of charging and seeking a decision on whether or not Oxfordshire County Council should enter in to a Partnership Agreement with Reading Borough Council, other neighbouring authorities and the Department for Transport.

It was noted that there was a changed recommendation (a) and an additional recommendation set out in the addenda.

Councillor Dr Peter Skolar, speaking as a local member representing two parishes affected by the proposals, stated that he had had several meetings with Reading Borough Council, the local MP and local parish representatives. There was suspicion over the plans and concern at the impact on roads and traffic congestion. There was concern over the role of Oxfordshire County Council and worry that active participation meant approval of all parts of the bid, he was pleased to see the changed and additional recommendation.

Councillor Carol Viney, speaking as a local member representing several parishes affected, expressed concern that Level 2 participation made the County Council a very junior partner with no right of veto. She referred to concerns over the proposals including a lack of modelling and a lack of local consultation. She felt that the proposed third crossing would result in a challenge to the County's boundaries. The Council should use its land holding to ensure greater influence. Responding to a question she confirmed that she would like Cabinet to defer a decision on participation on the basis that it could participate at a later date.

Mr David Woodward, explained that SOTIG represented 7 parishes likely to be affected. He expressed concern that the third crossing would end on residential roads and feared that there would be pressure for a new major road. He outlined 3 major concerns: there had been little consultation; there had been no adequate traffic modelling and the report to Reading Borough Council Cabinet suggested that there was no right of veto. Responding to questions from Cabinet Members he appreciated the amendment and additional recommendation but felt that it did not address concerns over consultation and traffic modelling. The response rate to the SOTIG questionnaire, a copy of which was appended to the addenda, had been 30%.

The Cabinet Member for Growth & Infrastructure welcomed the contributions and stressed that he was very aware of the concerns from the many meetings he had attended. The recommendations were to clarify the Council's position. He confirmed that the Council could opt out at any time if necessary and that he would continue to negotiate hard to realise the available opportunities.

Responding to questions Steve Howell clarified how the maintenance of bridges was arranged and indicated that the costs were shared.

RESOLVED: to:

- (a) agree in principle that OCC supports Reading BC in its promotion of the Reading Area Transport Innovation Fund by participating as a Level 2 Programme Partner on the understanding that OCC is opposed to congestion charging and to any third bridge unless it is for public transport only.
- (b) to make clear to the other local authorities and the Department for Transport that this is conditional on their agreement that the various elements of the programme, and the bridge specifically, can only go ahead with the agreement of the local authorities in whose areas these are located;
- (c) to authorise the Cabinet Member for Growth and Infrastructure to sign the partnership agreement subject to the agreement in (ii) above and to legal and financial advice; and
- (d) this does not mean that OCC gives unconditional support to all aspects of the Reading TIF bid.

116/09 OXFORDSHIRE COUNTY COUNCIL PARKING POLICY

(Agenda Item. 9)

Cabinet noted that it was intended that West Oxfordshire District Council would be the first District within the County that would undertake Civil Parking Enforcement under an agency agreement. Oxfordshire County Council, as the highways authority, was required to make an application to the Department for Transport to create a Civil Parking Area which would enable civil enforcement of the various parking regulations in the District of West Oxfordshire to be undertaken and as part of this application the Council was expected to have in place a comprehensive parking policy document.

Cabinet considered a report (**CA9**) seeking approval of such a comprehensive parking policy document (attached as an Annex) that indicated how various aspects of the Traffic Management Act 2004 would be implemented and enforced. It contained an enforcement procedures section which would also serve to standardise the enforcement practices throughout the County as and when Civil Parking Enforcement was introduced.

RESOLVED: to approve the Parking Policy Document for use throughout those parts of the County where Civil Parking Enforcement is undertaken.

117/09 EUROPEAN SCHOOL CULHAM - PROPOSAL TO REPLACE IT WITH AN ACADEMY

(Agenda Item. 7)

The Cabinet considered a report (CA7) seeking support for the replacement of The European School at Culham with an Academy and seeking approval for submission of an 'Expression of Interest' to the Schools Minister for his approval of the replacement.

Councillor Altaf-Khan, speaking as Shadow Cabinet Member for Schools Improvement expressed concern at the impact of an Academy on surrounding schools and urged caution.

The Leader highlighted the good attributes of the school including its emphasis on languages its provision of a different type of qualification and the special feel of the school. The Cabinet Member for Schools Improvement added that the proposals fell directly in line with Government legislation aimed at bringing independent schools within the state sector. With regard to the catchment area of surrounding schools the current school already admitted a significant number of pupils from the wider area. Funding would not come from the County Council but from Government who had top sliced funding at a national level.

RESOLVED: to

- (a) note the contents of the draft Expression of Interest;
- (b) support the submission of the Expression of Interest as the basis of a proposal to replace the European School, Culham with an academy subject to the financial guarantees detailed in paragraphs 16, 17 and 18 of the report submitted; and
- (c) request officers to bring a further report on the outcomes of consultations undertaken as part of the 'Feasibility Study'.

118/09 APPOINTMENTS TO OUTSIDE BODIES

(Agenda Item. 10)

Cabinet considered a report (CA10) detailing specific appointments requiring the formal approval of Cabinet; seeking endorsement of an advice note for members and reporting on indemnity and insurance issues for members on outside bodies. It sought approval to the arrangements for strategic partnership Cabinet Member appointments.

Councillor Zoe Patrick, Leader of the Opposition, was broadly welcoming of the advice and guidance contained in the report.

The Leader commented that he would be asking appropriate officers to draw up job descriptions in respect of Member Champions but that they would still allow flexibility to develop the role as needed.

RESOLVED: to:

- (a) agree the procedure for considering appointments to strategic partnerships as set out in the report;
- (b) agree specific appointments as set out in the report and addenda;
- (c) endorse the advice note for councillors serving on outside bodies for issuing to all members appointed to outside bodies; and,
- (d) delegate authority to the Monitoring Officer to put in place appropriate indemnity and insurance to enable members to undertake their functions.

119/09 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 11)

The Cabinet considered a list of items (**CA10**) 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.

120/09 DELEGATED POWERS OF THE CHIEF EXECUTIVE

(Agenda Item. 12)

Paragraph (1)(c)(i) of Section I of the Council’s Constitution requires any executive decision taken by the Chief Executive under the specific powers and functions delegated to her under the terms of that Rule, to be reported to Cabinet.

RESOLVED: to note the decisions taken in the period as set out in the schedule attached to the agenda.

..... in the Chair

Date of signing 2009

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Division(s): N/A

CABINET – 15 DECEMBER 2009

FINANCIAL MONITORING

Report by the Assistant Chief Executive & Chief Finance Officer

Introduction

1. This report sets out the Council's forecast financial position for 2009/10 financial year based on seven months of actuals to the end of October 2009. It includes projections for revenue, balances, reserves and capital. The report sets out explanations where the forecast revenue outturn is significantly different from the budget along with proposals to recover the position where appropriate.
2. The total in – year Directorate forecast is an overspend of £3.238m or 0.86% of the latest budget.

Original Budget 2009/10 £m		Latest Budget 2009/10 £m	Forecast Outturn 2009/10 £m	Variance Forecast Oct 2009 £m ¹	Variance Forecast Oct 2009 % ¹
98.277	Children, Young People & Families	96.863	97.256	+0.393	+0.41%
166.800	Social & Community Services	167.136	167.902	+0.766	+0.46%
68.631	Environment & Economy	70.364	70.369	+0.005	+0.01%
29.908	Community Safety & Shared Services	30.713	30.537	-0.176	-0.57%
9.426	Corporate Core	10.078	12.328	+2.250	+22.33%
373.042	In year Directorate total	375.154	378.392	+3.238	+0.86%

Plus: City Schools Reorganisation		0.775	
Plus: Reallocation of Dedicated Schools Grant (see paragraph 21)		3.322	
Plus: City Council Contract ICT Refresh (see paragraph 52)		1.200	
Total Variation		+8.535	

3. The current position for general balances is set out in Annex 5 and shows an forecast unchanged at £14.088m. After taking into account the forecast Directorate overspend, the consolidated revenue balances forecast is £10.850m. ²

¹ The variance has been calculated as the difference between the latest budget and forecast outturn. The percentage is a measure of variance to latest budget.

² The consolidated revenue balances forecast is the forecast general balances less the forecast Directorate in-year overspend.

4. Figures for each Directorate are summarised within the Annexes and individual Directorate reports setting out the detail have been placed in the Members' Resource Centre.
5. The following Annexes are attached:

Annex 1 (a-e)	Forecast Revenue Outturn by Directorate
Annex 2 (a-f)	Virements and Supplementary Estimates
Annex 3 (a-b)	Specific grants monitoring
Annex 3c	Area Based Grants
Annex 4	Forecast earmarked reserves
Annex 5	Forecast general balances
Annex 6	Treasury Management Lending List
Annex 7 (a-g)	Capital monitoring

Part 1 - Revenue

6. The forecast revenue outturn by Directorate based on the position to the end of October 2009 is set out below. Significant issues or movement in the variances are commented on below along with the management action being taken.

Children Young People & Families: £0.393m or 0.41% in-year Directorate overspend (£4.490m total overspend including £0.775m relating the City Schools Reorganisation and £0.855m on services funded by DSG. The variations by Service Area shown below are net of the DSG reallocation.

Young People & Access to Education

7. The total forecast overspend in Young People & Access to Education is now £0.399m.
8. Special Educational Needs Support Services Autism recoupment is continuing to forecast an income shortfall of £0.185m due to a decrease in the income receivable from other authorities as a result of increased numbers of in-county pupils.
9. Services to Disabled Children is forecasting to overspend by £0.282m, an increase of £0.086m since the last report. The Connexions service is still anticipating an underspend of -£0.188m. This underspend needs to be carried forward to 2010/11 so that a breakeven position can be achieved by the end of the area based grant allocation in 2010/11.

Children and Families

10. The forecast overspend across Children & Families is now £3.352m, a reduction of £0.552m since last month. The Placements budget remains the most significant area of overspending within the Directorate with a forecast pressure of £2.325m, an increase of £0.041m from last month.
11. Adoption and Special Guardianship Orders are forecast to overspend by £0.325m. This reflects additional placements and insufficient base budget to cover the cost of service provision, currently covering 47 orders. It is

anticipated that the projection will increase over the financial year on the basis of additional clients currently moving through the system.

12. The report to Cabinet on 24 July 2009 noted that due to the outcome of a judicial review (the "Southwark Judgement") all authorities will have to consider homeless children as looked after children that previously required more limited support. The forecast overspend relating to this is now £0.300m, reduced by £0.200m since the position reported previously to reflect updated assumptions about costs.
13. The forecast overspend on Asylum Seekers is now £1.466m and has reduced by £0.429m since last month. The forecast still assumes that £1.000m of the expenditure will be funded from the reserve created at the end of 2008/09 for anticipated future pressures.
14. Since last month the Council has been notified that it has been awarded £0.429m Special Circumstances grant for 2008/09. This will be offset against the £1.049m overspend carried forward from 2008/09. Work is continuing to assess the full impact of changes to the grant methodology and an update will be provided in future reports.
15. As noted previously the Directorate has drawn up an action plan to mitigate pressures on the Placements budget. Work to complete this is continuing so updates will be provided in future reports along with requests for virements to offset the overspends against underspends, if appropriate.

Raising Achievement Service

16. The Raising Achievement Service is now reporting an overspend of £0.390m compared to nil reported last month. Outdoor Education Centres are now forecasting to overspend by £0.190m. This is associated with a shortfall in income and pressures relating to staffing and increased transport costs. This area will be monitored closely, particularly in light of savings being put forward as part of the Service & Resource Planning process.
17. The remainder of the service area is forecast to overspend by £0.200m. This pressure relates to changes made to school subscriptions Oxfordshire Quality Schools Association (OQSA). With the change of service priorities, advisers have been spending more of their time on core work and as a result the same level of income generation is no longer achievable.

Commissioning, Performance & Quality Assurance (CPQA)

18. The total underspend for CPQA has increased by -£0.507m from -£0.774m last month to -£1.281m. Within the total, Home to School Transport is now projecting an underspend of -£1.094m. In addition Extended Rights to Free Travel is now forecasting to underspend by -£0.300m.
19. As noted last month the Children's Information & Integration Programme (ChIIP) which will provide improved information about the children in our care, is projecting an overspend of £0.395m. This is associated with ongoing project costs, Framework-i support and contractual payments.

20. Joint Use is projecting an underspend of -£0.052m a change of £0.200m since the last report. Risks associated with repair and maintenance liability at these sites is being quantified and will be available in January/February. The reduction in the forecast underspend also reflects an increase in administrative support in this area as per audit recommendations.
21. Premature Retirement Compensation (Early Retirement) is forecasting an underspend of -£0.303m, as a result of increased clarity about likely retirements in the remainder of 2009/10.

Dedicated Schools Grant (DSG) Funded Services

22. The total overspend on DSG funded services is now £0.855m. Out of County Placements is forecast to overspend by £0.351m, an increase of £0.076m since last month. Nursery Education Funding (NEF) is projecting to overspend by £0.504m. This pressure reflects an increase in the number of 3 year olds together with the full time offer for all children in their final foundation stage year in the private, voluntary and independent sector.
23. As noted last month the allocation of DSG across non-school services has been reviewed. The total available to reallocate to core areas to reduce the overspend stands at £3.322m but includes £0.700m which may be required for Early Years Development projects. £1.471m of the total available relates to one - off carry forward from 2008/09 so is not recurring funding that will be available in future years, whilst the remaining £1.851m is ongoing. To ensure variations by service area remain transparent virements to reallocate the DSG will be requested in the February report.

Social & Community Services: £0.766m overspend

24. Social & Community Services are forecasting an overspend of £0.766m against a budget of £167.136m, a variation of +0.46%.

Community Services

25. The forecast overspend for Adult Learning has decreased from £0.354m to £0.325m. As reported previously radical changes in the Service are required as part of a four year action plan to balance the service to the funding available and repay supplementary estimates of £0.181m.
26. The Music Service is projecting an overspend of £0.065m. A 4 year Music Service Change Programme has been drawn up to bring the service into a break-even position. The intention is that the over spend for 2009/10 will be carried forward into 2010/11 and recovered in future years as part of the programme.

Adult Social Care

27. The overspend in Adult Social Care has reduced by £0.059m to £0.376m since last month and an action plan to balance this by year end is in place.
28. The forecast underspend for Services for all Client Groups has decreased by -£0.020m to -£0.281m. Additional older people residential client income of -£0.400m is forecast and is largely unchanged since last month.

29. The Older People Care Management Teams are forecasting an overspend of £0.625m, an increase of £0.098m since last month. The overspend is associated with costs of additional staff required for safeguarding work and to reduce waiting lists and delayed transfers of care and to meet other key performance targets.
30. Older People Fairer Charing Income is forecasting an overachievement of income of £0.050m. This has improved by £0.150m since last month, due to increased client numbers and improved processes.
31. The pressure within Learning Disabilities Internal Services is forecast at £0.442m compared to £0.428m last month. This is principally associated with the forecast underachievement of income of £0.310m, based on income received to date in 2009/10, along with forecast overspends of £0.040m on Internal Supported Living and £0.092m on Internal Day Services.

Pooled Budgets

Older People, Physical Disabilities & Equipment Pool

32. The forecast outturn on the Older People and Physical Disabilities Pooled Budget is an overspend of £5.778m, an increase of £0.876m since last month. This takes account of the use of the Older People Pooled Budget Reserve of £1.130m created in 2008/09 to fund the extra commitments in 2009/10 resulting from the Continuing Care Framework and additional placements.
33. The Oxfordshire County Council (OCC) element of the Pool is forecast to overspend by £2.869m, an increase of £0.929m from last month. This is mainly due to an increase in client numbers in nursing and residential placements during the month.
34. There is an increase in External Home Support costs due to higher client numbers resulting largely from the pressure to reduce delayed transfers of care and the costs of medication only visits. Action has been taken to review higher cost Home Support packages and procurement strategies and to control the number of additional hours purchased each week by the implementation of a quota system with a view to reducing the overspend to £1.5m by the end of the year.

Latest Budget		Forecast Variance October 2009			Forecast Variance September 2009	Change in Variance
		OP £m	PD £m	Total £m	Total £m	Total £m
2009/10 £m						
89.333	OCC Elements Forecast in-year variance	2.354	0.515	2.869	1.940	0.929
24.880	PCT elements Forecast in-year variance	1.238	1.149	2.387	2.387	0
114.213	Total Older People & Physical Disabilities	3.592	1.664	5.256	4.327	0.929
1.658	Equipment Pool	0.522	0	0.522	0.575	-0.053
115.871	Total - Older People, Physical Disabilities & Equipment Pool	4.114	1.664	5.778	4.902	0.876

35. The forecast overspend on the Primary Care Trust (PCT) element of the pool reflects the year end position which they are planning to achieve in relation to Continuing Health Care. This takes account of the expected reduction in numbers resulting from the on-going reviews of clients currently qualifying for Continuing Health Care and reductions in the number of new placements. The PCT is responsible for any financial risk arising, and the forecast will be monitored monthly to take account of the actual activity levels.
36. No assessment has yet been made of the possible impact on the County Council elements of the pool in the current financial year of the withdrawal of Continuing Health Care funding from clients who may then qualify for social care funding.
37. In the 2008/09 financial year a provision of £1.8m was set up in respect of the estimated back dated costs of 172 named clients awaiting Continuing Care assessments. As only a small proportion of these clients have been awarded Continuing Care funding to date the full amount of the provision may not be required for these cases and so may be available to fund some of the other pressures in this budget. Work is being carried out with the PCT to clarify the position on each of these cases but it has not yet been completed. The outcome will be included in future reports.
38. An overspend of £0.522m is forecast on equipment, a reduction of £53k since last month.

Learning Disabilities Pool

39. The Learning Disabilities Pooled Budget is currently forecasting an overspend of £1.106m, an increase of £0.419m from the previous report. This is due to increased commitments resulting from the October Panel decisions and a previous understatement of commitments in relation the re-commissioning of Supported Living and Supporting People contacts. The forecast does not take into account future panel decisions.
40. The forecast also includes the efficiency savings identified in the 2009/10 budget process which have already been achieved. Further efficiency savings of £1.1m are on track to be made during the year.

Environment & Economy: £0.005m overspend

41. The overall Directorate position is a forecast overspend of £0.005m (or 0.01% of the latest budget). This has decreased by -£0.125m since September.
42. The net overspend position across Transport is £0.553m, an increase of £0.228m since last month. This is principally associated with an in – year staffing pressure of £0.525m where actions to re-balance staffing commitments within the service area have not been possible as a result of service commitments. £0.472m funding received from the Highways Agency a number of years ago will be used to offset this on a one off basis. In addition to the above there is a reduction in the Access to Oxford pressure of £0.200m as this will now be funded through the capital programme.
43. The underspend in Sustainable Development has increased by - £0.107m to -£0.726m. The increase is associated with additional funding for the West End project being underspent by -£0.153m, offset by several smaller variations of £0.046m.
44. In addition to the underspend reported and as noted in the last report if landfill continues to reduce as predicted, the £0.695m budget set aside for the purchase of Landfill Allowance Trading Scheme (LATS) allowances will not be needed. In light of the directorate position later in the year, consideration will be given to transferring this underspend to the Waste Management general reserve to contribute to the funding package required to support the business case for an additional recycling centre in Oxford City. Any further underspends could also be used to support the Waste Recycling Strategy.
45. The forecast overspend within Property Services has reduced by £0.246m to £0.056m. This relates to the reduction of the estimated Better Offices Programme (BOP) pressure to £0.142m and the recognition that a rates overspend of £0.120m will be funded from balances at the end of the year in line with Council Policy.

Community Safety & Shared Services: -£0.176m underspend

46. Community Safety is forecasting an underspend of -£0.176m, or - 0.57%, compared to an underspend of -£0.188m last month, a movement of - £0.012m.

47. Shared Services still expect to deliver £0.422m savings in 2009/10. As noted last month, options are currently being considered and a proposal to repay the £1.4m balance of the loan of £4.2m in 2010/11 will be made in a future report.
48. School meal sales for Food with Thought from April to October were 10.0% higher than the equivalent period last year. Food with Thought and QCS Cleaning Services are forecasting a combined surplus in the region of £0.1m. This trading surplus will transfer to the reserve at year-end.

Corporate Core: £2.250m overspend

49. Corporate Core is forecasting an overspend of £2.250m compared to £1.770m overspend last month, an increase of £0.480m.
50. ICT is now projecting a forecast in year overspend of £2.250m compared to £1.750m last month, an increase of £0.500m.
51. The main areas contributing to the overspend are set out in the table on the following page.

	Forecast Overspend £m
Government Connect; This is a project which will provide an accredited and secure network between central government and local authorities. It is a major project which the council has to complete this year in order to comply with government policy and allow access to the secure government network.	0.480
SAP Upgrade; The upgrade to the new version of SAP was completed successfully in August. The final cost of the upgrade is £0.480m above original budget.	0.480
Better Offices Programme (BOP); ICT has incurred costs associated with the BOP, however, as they do not have a budget for this a variance has arisen.	0.250
Foxcombe Court Re-build is forecasting an overspend of £0.240m associated with a major refresh of IT.	0.240
Oxfordshire Community Network (OCN); The overspend is the result of continuing growth of the OCN network and increasing costs above the rate of inflation. A proposed one off investment of £0.600m next year should reduce future operating costs but will not eliminate this growing pressure in future years without an increase in base budget.	0.400
IT Maintenance; pressure relating to growth in the number of applications supported, quantity of data stored and the number of pc s supported together with inflation above RPI and unfavourable exchange rates.	0.300
Other; There are other smaller pressures within ICT with a forecast overspend of £0.100m, including telephony and the Corporate Information Management Unit (CIMU).	0.100
TOTAL FORECAST OVERSPEND	2.250

52. An action plan has been produced, setting out the measures being taken to reduce costs. Reducing the ICT establishment is unlikely to produce significant savings this year and could lead to redundancy costs if staff cannot be redeployed. Current and planned projects are being reviewed along with the proposal to defer projects until funding is made available. Additional recharges are being considered to charge directorates for enhancements and development of new systems. Any underspends reported by other services within Corporate Core will be used to offset some of the ICT overspend. Currently, these are not expected to be significant.

Provision of ICT Services for Oxford City Council

53. The Oxford City ICT Contract is in two parts – the provision of an IT support service and the supply and installation of replacement equipment to upgrade the council's IT infrastructure. It was agreed that most of the capital investment would take place in the first one of two years of the contract and that ownership of the hardware and software would pass immediately to the City Council at the date of purchase. The contract states that this loan will be spread over the first five years of the contract and included in the annual

contract price. Capital investment of £1.5m is planned for this year but some of this may slip into next year. Assuming the full amount is spent this year it is estimated that around £1.2m will be carried forward and spread over the following four years. The contract with the City is expected to break-even this year as planned.

Virements and Supplementary Estimates

54. The virements requested this month are detailed in Annex 2a with virements previously approved in Annex 2b and 2c and temporary virements to note in Annex 2d. Annex 2e shows the cumulative total virements to date. There are a number of budget book lines in Children, Young People & Families and Social & Community Services where there are cumulative virements over £0.5m this month. These relate to restructuring changes or the movement of an existing service. As these have no impact on the service provided they do not constitute policy changes and do not require Council approval.

Grants Monitoring

55. Annex 3a and 3b set out the movement on specific grants since the original estimate, along with a forecast of the grant funded expenditure in year. £0.065m additional grant has been added to Annex 3a in relation to the Department for Children, Schools & Families (DCSF) National College of Leadership schools. Annex 3b includes adjustments to correct the allocation of Dedicated Schools Grant income. These do not change the service provision and reflect the actual use of the grant funding. Annex 3c details the Area Based Grant.

Bad Debt Write Offs

56. During the first seven months of 2009/10 there were 57 debts written off totalling £5,400. The largest debt was £1,266 so most were very small and uneconomical to recover through the courts. In addition Client Finance wrote off 59 debts in relation to charges for care totalling £20,505. The largest of those was £4,115. Compared to this time last year, the number of write offs is smaller and the aged debt profile has also improved indicating that despite the economic environment we have improved control over collecting income.

Strategic Measures

57. The average cash balance during October 2009 was £201.4m and the average rate of return was 0.79%.
58. The Treasury Management lending list is included at Annex 6. Svenska Handelsbanken (including the call accounts) and the DBS Bank (Development Bank of Singapore), Overseas Chinese Banking Corp, and United Overseas Bank have been removed from the list along with Nordea Bank AB and Skandinaviska Enskilda Banken AB.

Other Financial Issues

Adult Learning Fees and Charges for 2009/10

59. As part of the Adult Learning Skills for Life recovery plan approval is sought to increase the fees for ESOL (English as a Second or Other Language) courses with effect from 1 January 2010. Currently these are £2 per hour - half the standard rate of £4, and aligned to the fees charged for another set of courses targeted at a particular group - Lipreading. Since this rate was set it has emerged that there is a recommended national rate of £3 per hour for this provision. It is recommended that the fee be increased to bring it in line with the national rate.
60. Raising fees to this level at this point in the year will raise around £10,000 and will make a useful contribution to closing the gap between income and expenditure in this area.

Part – 2 Balance Sheet

Reserves

61. Annex 4 shows the forecast movement on earmarked reserves.

Balances

62. Annex 5 sets out the current position for general balances taking into account known changes. Total balances were £14.088m at the end of October, with the position unchanged from the end of September.

Part 3 – Capital Programme and Monitoring

Capital Monitoring

63. The capital monitoring position set out in Annex 7, shows the forecast expenditure for 2009/10 is £90.5m (excluding schools), an overall decrease of -£2.3m when compared to the latest capital programme approved by Cabinet in October 2009. This reflects a further change of -£1.2m compared to the variation reported to Cabinet on 24 November 2009. The table below summarises the variations by directorate and further detail is provided in the following paragraphs.

Directorate	Latest Capital Programme Budget	Forecast Expenditure	Forecast Variation October 2009	Variation Forecast September 2009	Change in Variation Forecast
	(Approved October 2009 Position as at end of August 2009)	(Position as at end of October 2009)			
Children, Young People & Families	£41.3m	£41.0m	-£0.3m	-£0.2m	-£0.1m
Social & Community Services	£7.3m	£6.9m	-£0.4m	-£0.2m	-£0.2m
Environment & Economy	£42.5m	£40.5m	-£2.0m	-£1.1m	-£0.9m
Community Safety & Shared Services	£0.7m	£1.1m	£0.4m	£0.4m	£0.0m
Corporate Core	£1.0m	£1.0m	£0.0m	£0.0m	£0.0m
Sub-total	£92.8m	£90.5m	-£2.3m	-£1.1m	-£1.2m
Schools Capital/Devolved Formula	£11.3m	£12.1m	£0.8m	£0.2m	£0.6m
Earmarked Reserves	£0.1m	£0.1m	£0.0m	£0.0m	£0.0m
Total	£104.2m	£102.7m	-£1.5m	-£0.9m	-£0.6m

Children, Young People & Families

64. The Children, Young People & Families directorate is forecasting to spend £41.0m in 2009/10 compared to the latest capital programme budget of £41.3m, a variation of -£0.3m. This is a change of -£0.1m from the variation reported last month.
65. The replacement of temporary classrooms at Barley Hill, Thame is expected to cost £0.3m more in this financial year than previously estimated.

- 66. The phasing of expenditure on the Flexibility of Childcare Grant has been revised by a further -£0.2m and as a result, a total of £0.7m is now being slipped into later years of the programme.
- 67. £0.150m of spend on the Witney Young People's Centre has slipped beyond 2009/10.
- 68. The variation on schools' capital is due to £1.5m of the 14-19 Diploma programme in the main CYP&F programme now being issued to schools. It is anticipated that £0.6m will be spent in this financial year.

Social & Community Services

- 69. The forecast spend for Social & Community Services is £6.9m, a variation of -£0.4m when compared to the latest capital programme and a movement of -£0.2m from the position reported last month. This is due to slippage of expenditure into 2010/11 on the Headington Library where the scheme has been delayed due to a lease agreement and Watlington Library schemes.

Environment & Economy

- 70. The spend forecast for 2009/10 for Environment and Economy is £40.5m compared to the latest budget of £42.5m, a variation of -£2.0m. This is a movement of -£0.9m from the position reported in November 2009.
- 71. The phasing of expenditure on the Controlled Parking Zones has been revised by -£0.2m as a result of schemes having to go back for public consultation.
- 72. The expenditure on Street Lighting Column replacement has been reduced by £0.5m. This is because there has been a change in the split between capital and revenue expenditure. The revenue contribution to capital has been reduced by the same amount. This is a technical adjustment and does not reflect the programme delivery.
- 73. £0.2m of expenditure for relocating the staff of the Youth Offending Service from the Westgate Centre has been slipped into 2010/11.

Community Safety

- 74. The forecast spend for Community Safety & Shared Services is £1.1m, a variation of £0.4m when compared to the latest capital programme. This is the same position as reported last month.

Actual Expenditure

- 75. As at the end of October actual capital expenditure was £38.8m. This is 38% of the total planned expenditure of £102.7m. This represents a £7.5m increase from last month and is consistent with the position for the same period last year. Total commitments were a further £24.6m, so total committed expenditure was 62% of the total planned expenditure.

Movement on the Overall Capital Programme

76. The forecast expenditure for the capital programme is £481.3m (excluding schools); compared to the latest capital programme update of £491.3m this is a variation of -£10.0m. This is a change of -£3.3m to the variation reported to Cabinet in November 2009. The directorate variations are shown in the table below.

Directorate	Latest Capital Programme Budget	Forecast Expenditure	Variation Forecast October 2009	Variation Forecast September 2009	Change in Forecast Variation
	(Approved October 2009 Position as at end of August 2009)	(Position as at end of September 2009)			
Children, Young People & Families	£298.5m	£287.3m	-£11.2m	-£8.1m	-£3.1m
Social & Community Services	£23.0m	£23.1m	£0.1m	£0.0m	£0.1m
Environment & Economy	£160.2m	£160.8m	£0.6m	£0.9m	-£0.3m
Community Safety & Shared Services	£5.6m	£6.1m	£0.5m	£0.5m	£0.0m
Corporate Core	£4.0m	£4.0m	£0.0m	£0.0m	£0.0m
Sub-total	£491.3m	£481.3m	-£10.0m	-£6.7m	-£3.3m
Schools Capital/Devolved Formula	£62.0m	£64.0m	£2.0m	£0.5m	£1.5m
Earmarked Reserves	£1.7m	£1.4m	-£0.3m	-£0.3m	£0.0m
Total	£555.0m	£546.7m	-£8.3m	-£6.5m	-£1.8m

77. The decrease on Children, Young People & Families is due to £1.5m of revenue funding from the Early Years Development Fund being removed from the Forward Plan. This is likely to have an impact on the programme for the Children's Centres. Work is ongoing to determine the effect on the latter and to identify further resources to deliver the planned programme in 2010/11.
78. The £1.5m increase on the Schools Capital with a corresponding decrease in the CYP&F main programme is due to the 14-19 Diploma funding being issued to Schools as mentioned above.

RECOMMENDATIONS

79. **The Cabinet is RECOMMENDED to:**

- (a) note the report;**
- (b) note the use of £0.472m one – off funding from the Highways Agency to offset the overspend in Transport (paragraph 42);**
- (c) approve the virements as set out in Annex 2a;**
- (d) agree the proposed changes to Adult Learning charges from January 2010 (paragraph 59).**

SUE SCANE

Assistant Chief Executive & Chief Finance Officer

Background papers: Directorate reports

Contact Officer: Kathy Wilcox, Principal Financial Manager
Tel: (01865) 323981

December 2009

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CA6

Contributions to (+)/from (-)reserves	2,082	-2,365	693	-375	410	-2,237
Contribution to (+)/from(-) balances	-5,131			-5,506		-1,187
Capital Financing	37,161			37,161		-1,350
Interest on Balances	-1,034		-65	-1,099		0
Strategic Measures Budget	33,078	-2,365	628	-375	30,966	-4,774
Area Based Grant (income)	-26,950			-26,950		0
Budget Requirement	379,170	0	0	0	379,170	439

Total External Financing to meet Budget Requirement

Revenue Support Grant	19,657				19,657	0
Business rates	85,163				85,163	0
Council Tax	274,350				274,350	0
Other grant income (e.g. LABGI)						439
External Financing	379,170	0	0	0	379,609	439

Consolidated revenue balances position

Forecast County Fund Balance net of City Schools (Annex 5)	14,088
In-year directorate variation to be met from (-) or transferred to (+) Carry Forward Reserve	-3,238
	10,850

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

Budget	On track to be within +/- 1% 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

Ref	Division of Service	BUDGET 2009/10							Outturn Forecast Year end Spend/Income £000 (8)	Projected Year End Variation underspend - overspend + £000 (9)	Profiled Budget (Net) October 2009 £000 (10)	Actual Expenditure (Net) October 2009 £000 (11)	Variation to Budget October 2009 underspend - overspend + £000 (12)	Projected Year end Variance Traffic Light Indicator
		Original Budget £000 (3)	Brought Forward from 2008/09 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to date £000 (6)	Latest Estimate £000 (7)								
(1)	(2)													(13)
CY1	Young People and Access to Education													
	Gross Expenditure	43,068	598	-329		43,337		44,087	750	25,270	23,412	-1,858	A	
	Gross Income	-20,539	-416	-416		-20,955		-20,955	0	-12,224	-3,587	8,637	G	
		22,529	598	-745	0	22,382		23,132	750	13,045	19,825	6,780	A	
CY2	Children and Families													
	Gross Expenditure	63,859	-872	2,694		65,681		69,537	3,856	38,484	43,373	4,889	R	
	Gross Income	-35,773	-2,943	-2,943		-38,716		-38,716	0	-22,407	-13,529	8,878	G	
		28,086	-872	-249	0	26,965		30,821	3,856	16,077	29,843	13,767	R	
CY3	Raising Achievement Service													
	Gross Expenditure	35,433	196	6,917		42,546		42,936	390	24,810	11,834	-12,976	G	
	Gross Income	-25,798	-6,965	-6,965		-32,763		-32,763	0	-19,103	-30,669	-11,566	G	
		9,635	196	-48	0	9,783		10,173	390	5,707	-18,835	-24,542	A	
CY4	Commissioning, Performance and Quality Assurance													
	Gross Expenditure	46,488	580	1,266		48,334		47,053	-1,281	28,184	24,483	-3,701	A	
	Gross Income	-8,680	-1,025	-1,025		-9,705		-9,705	0	-5,658	-194,844	-189,186	G	
		37,808	580	241	0	38,629		37,348	-1,281	22,526	-170,360	-192,886	A	
	<i>Subtotal Non Delegated Budgets</i>	98,058	502	-801	0	97,759		101,474	3,715	57,355	-139,527	-196,882	A	
CY5	Schools													
	Gross Expenditure	321,151	3,566	3,566		324,717		324,717	0	189,417	208,030	18,613	G	
	Gross Income	-321,526	-3,527	-3,527	215	-324,838		-324,838	0	-189,488	-70,071	119,417	G	
	Less City Schools Reorganisation	594	-1,369	-1,369		-775		0	775	-452			R	
	Less recharges within directorate	219	-1,369	39	215	-896		-121	775	-523	137,959	138,030	R	
		-8,591				-8,591		-8,591	0	0	0	0	G	
		8,591				8,591		8,591	0	0	0	0	G	
	Directorate Total Expenditure	502,002	-867	14,114	0	515,249		519,739	4,490	305,713	311,133	4,968	G	
	Directorate Total Income	-403,725	0	-14,876	215	-418,386		-418,386	0	-248,881	-312,700	-63,819	G	
	Directorate Total	98,277	-867	-762	215	96,863		101,353	4,490	56,832	-1,568	-58,852	A	

	-775
	-855
	-2,467
	393

Less: City Schools Reorganisation
Less: DSG funded services overspend (included above)
Less: DSG reallocation to core areas
In-Year Directorate Variation

CA6

DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)

CY1	Children & Young People	14,524				14,524	14,875	351
CY2	Early Years & Family Support	17,310				17,310	17,814	504
CY3	Educational Effectiveness	1,620				1,620	1,620	0
CY4	Strategy & Performance	4,934				4,934	4,934	0
CY5	Schools (incl Non Devolved Schools Costs)	278,766				278,766	275,444	-3,322
Total Gross		317,154	0	0	0	317,154	314,687	-2,467

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

Budget	On track to be within +/- 1% 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

Ref	Division of Service	BUDGET 2009/10						Outturn Forecast Year end Outturn £000 (8)	Projected Year End Variation underspend + overspend + £000 (9)	Profilled Budget (Net) October 2009 £000 (10)	Actual Expenditure (Net) October 2009 £000 (11)	Variation to Budget October 2009 underspend - overspend + £000 (12)	Projected Year end Variance Traffic Light Indicator
		Original Budget £000 (3)	Brought Forward from 2008/09 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)							
(1)	(2)												
SC1	Community Services												
	Gross Expenditure	22,704	88	-840		21,952	22,342	390	12,850	13,531	681	A	
	Gross Income	-10,117		838		-9,279	-9,279	0	-5,437	-5,924	-487	G	
		12,587	88	-2	0	12,673	13,063	390	7,413	7,607	194	A	
SC2	Social Care for Adults												
	Gross Expenditure	171,891	843	243		172,977	173,353	376	101,107	102,395	1,288	G	
	Gross Income	-42,898		-413		-43,311	-43,311		-25,439	-26,527	-1,088	G	
		128,993	843	-170	0	129,666	130,042	376	75,668	75,868	200	G	
SC3	Major Projects (excl Supporting People)												
	Gross Expenditure	357		0		357	357	0	208	176	-32	G	
	Gross Income	-190		0		-190	-190	0	-111	0	111	G	
		167	0	0	0	167	167	0	97	176	79	G	
SC4	Strategy and Transformation												
	Gross Expenditure	28,650	163	-937		27,876	27,876	0	16,263	15,713	-550	G	
	Gross Income	-3,971		351		-3,620	-3,620	0	-2,112	-2,350	-238	G	
	Less recharges within directorate	24,679	163	-586	0	24,256	24,256	0	14,151	13,363	-788	G	
		-10,782				-10,782	-10,782	0	-6,290			G	
		10,782				10,782	10,782	0	6,290			G	
	Directorate Total Expenditure	212,820	1,094	-1,534	0	212,380	213,146	766	124,139	131,815	1,387	G	
	Directorate Total Income	-46,394	0	776	0	-45,618	-45,618	0	-26,810	-34,801	-1,702	G	
	Directorate Sub-Total	166,426	1,094	-758	0	166,762	167,528	766	97,329	97,014	-315	G	
SC3_4	Supporting People												
	Gross Expenditure	12,571		125		12,696	12,696	0	7,562	8,299	737	G	
	Gross Income	-12,197		-125		-12,322	-12,322	0	-7,188	-9,290	-2,102	G	
		374	0	0	0	374	374	0	374	-991	-1,365	G	
	Directorate Total	166,800	1,094	-758	0	167,136	167,902	766	97,703	96,023	-1,680	G	

Pooled Budget Memorandum Accounts

	OCC Contribution	Health Contribution	Gross Budget	Brought Forward from 2008/09	Net Budget	Forecast Outturn	Projected year-end variation	Projected variation OCC	Projected variation PCT
Older People's Pooled Budgets	81,835	20,316	102,151	1,130	103,281	106,873	3,592	2,354	1,238
Physical Disabilities Pooled Budget	7,114	3,818	10,932	0	10,932	12,596	1,664	515	1,149
Equipment Pooled Budget	1,346	312	1,658	0	1,658	2,180	522	216	306
Older People's, Physical Disabilities and Equipment Pooled Budget	90,295	24,446	114,741	1,130	115,871	121,649	5,778	3,085	2,693
Learning Disabilities Pooled Budget	42,812	31,093	73,905	0	73,905	75,011	1,106	641	465

**KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator**

Budget	On track to be within +/- 1% 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

Ref	Directorate	BUDGET 2008/09						Outturn Forecast Year end Spend/Income	Projected Year end Variation	Actual Expenditure (Net) October 2009	Variation to Budget October 2009	Projected Year end Variance Traffic Light Indicator
		Original Budget	Brought Forward from 2007/08 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate	£000					
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
EE1	Transport	49,704	108	1,283		51,095	51,546	451	29,805	28,972	-833	G
	Gross Expenditure	-9,687		-584		-10,271	-10,169	102	-5,991	-3,738	2,253	G
	Gross Income	40,017	108	699	0	40,824	41,377	553	23,814	25,234	1,420	A
EE2	Sustainable Development	27,556	739	121		28,416	27,845	-571	16,576	12,482	-4,094	A
	Gross Expenditure	-2,763		-341		-3,104	-3,259	-155	-1,811	-2,073	-262	A
	Gross Income	24,793	739	-220	0	25,312	24,586	-726	14,765	10,409	-4,356	A
EE3	Property Services	18,293	115	110	160	18,678	18,685	7	10,896	10,796	-100	G
	Gross Expenditure	-19,584		20		-19,564	-19,515	49	-11,412	-10,224	1,188	G
	Gross Income	-1,291	115	130	160	-886	-830	56	-517	572	1,089	R
EE4	Business Support	5,224	4	-4		5,224	5,348	124	3,047	3,093	46	A
	Gross Expenditure	-112		2		-110	-112	-2	-64	-110	-46	A
	Gross Income	5,112	4	-2	0	5,114	5,236	122	2,983	2,983	0	A
	Less recharges within directorate	-2,342				-2,342		2,342	-1,366		1,366	R
		2,342				2,342		-2,342	1,366		-1,366	R
	Directorate Expenditure Total	98,435	966	1,510	160	101,071	103,424	2,353	58,958	55,343	-3,615	A
	Directorate Income Total	-29,804	0	-903	0	-30,707	-33,055	-2,348	-17,912	-16,145	1,767	R
	Directorate Total Net	68,631	966	607	160	70,364	70,369	5	41,046	39,198	-1,848	G

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

Budget	G
On track to be within +/- 1% of year end budget	A
On track to be within +/- 5% of year end budget	R
Estimated outturn showing variance in excess of +/- 5% of year end budget	

Ref	Directorate	BUDGET 2009/10						Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation underspend - overspend + £000 (9)	Profilled Budget (Net) October 2009 £000 (10)	Actual Expenditure (Net) October 2009 £000 (11)	Variation to Budget October 2009 underspend - overspend + £000 (12)	Projected Year end Variance Traffic Light Indicator (13)
		Original Budget £000 (3)	Brought Forward from 2008/09 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)							
(1)	(2)												
CS1	Fire & Rescue Service												
	Gross Expenditure	24,174	279	-29		24,424	24,398	-26	14,247	13,373	-874	G	
	Gross Income	-616		1		-615	-615	0	-359	-567	-208	G	
	Net Expenditure	23,558	279	-28	0	23,809	23,783	-26	13,888	12,806	-1,082	G	
CS2	Emergency Planning Service												
	Gross Expenditure	384	15	-1		398	398	0	232	201	-31	G	
	Gross Income					0	0	0	0		0	G	
	Net Expenditure	384	15	-1	0	398	398	0	232	201	-31	G	
CS3	Safer Communities Unit												
	Gross Expenditure	886	15	-1		900	910	10	525	543	18	A	
	Gross Income					0	0	0	0	-7	-7	A	
	Net Expenditure	886	15	-1	0	900	910	10	525	536	11	A	
CS4	Traveller Sites												
	Gross Expenditure	496		448		944	884	-60	551	410	-141	R	
	Gross Income	-283		-449		-732	-732	0	-427	-333	94	G	
	Net Expenditure	213	0	-1	0	212	152	-60	124	77	-47	R	
CS5	Trading Standards												
	Gross Expenditure	2,656	75	-10		2,721	2,721	0	1,587	1,689	102	G	
	Gross Income	-206				-206	-206	0	-120	-168	-48	G	
	Net Expenditure	2,450	75	-10	0	2,515	2,515	0	1,467	1,521	54	G	
CS6	Shared Services												
	Gross Expenditure	28,956	436	305		29,697	29,597	-100	17,323	16,461	-862	G	
	Gross Income	-26,539		-279		-26,818	-26,818	0	-15,644	-26,500	-10,856	G	
	Net Expenditure	2,417	436	26	0	2,879	2,779	-100	1,679	-10,039	-11,718	A	
	Less recharges within directorate	-3,528				-3,528	-3,528	0	-2,058		2,058	G	
		3,528				3,528	3,528	0	2,058		-2,058	G	
	Directorate Expenditure Total	54,024	820	712	0	55,556	55,380	-176	32,407	32,677	270	G	
	Directorate Income Total	-24,116	0	-727	0	-24,843	-24,843	0	-14,492	-27,575	-13,083	G	
	Directorate Total Net	29,908	820	-15	0	30,713	30,537	-176	17,915	5,102	-12,813	G	

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

Budget	G
On track to be within +/- 1% of year end budget	A
On track to be within +/- 5% of year end budget	R
Estimated outturn showing variance in excess of +/- 5% of year end budget	

Ref	Directorate	BUDGET 2009/10							Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend - overspend + £000 (9)	Profiled Budget (Net) October 2009 £000 (10)	Actual Expenditure (Net) October 2009 £000 (11)	Variation to Budget October 2009 underspend - overspend + £000 (12)	Projected Year end Variance Traffic Light Indicator
		Original Budget £000 (3)	Brought Forward from 2007/08 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)								
(1)	(2)													(13)
	TRANSFORMATION													
CC1	Business Support	1,361	32	-6		1,387		1,387	0	809	749	-60		G
	Gross Expenditure	-179				-179		-179	0	-104	-106	-2		G
	Gross Income	1,182	32	-6	0	1,208		1,208	0	705	643	-62		G
CC2	ICT	18,428		-29		18,399		21,849	3,450	10,733	16,777	6,044		R
	Gross Expenditure	-18,783		339		-18,444		-18,444	0	-10,759	-9,452	1,307		G
	Gross Income	-355	0	310	0	-45		3,405	3,450	-26	7,325	7,351		R
CC3	Strategic Human Resources & Organisational Development	2,657	17	-133		2,541		2,541	0	1,482	1,459	-23		G
	Gross Expenditure	-2,622		221		-2,401		-2,401	0	-1,401	-1,502	-101		G
	Gross Income	35	17	88	0	140		140	0	81	-43	-124		G
CC4	Finance & Procurement	3,555	44	51		3,650		3,650	0	2,129	1,743	-386		G
	Gross Expenditure	-3,499		-17		-3,516		-3,516	0	-2,051	-2,003	48		G
	Gross Income	56	44	34	0	134		134	0	78	-260	-338		G
	Gross Expenditure	26,001	93	-117		25,977		29,427	3,450	15,154	20,728	5,575		
	Gross Income	-25,083	0	543		-24,540		-24,540	0	-14,315	-13,063	1,252		
	SUBTOTAL TRANSFORMATION	918	93	426	0	1,437		4,887	3,450	839	7,665	6,827		

Ref	Directorate	BUDGET 2009/10					Latest Estimate	Projected Year end Variation	Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend - overspend + £000 (9)	Profiled Budget (Net) October 2009	Actual Expenditure (Net) October 2009	Variation to Budget October 2009 underspend - overspend + £000 (12)	Projected Year end Variance Traffic Light Indicator
		Original Budget	Brought Forward from 2007/08 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	£000 (3)								
(1)	(2)													(13)
	STRATEGY													
CC5	Legal & Democratic Services													
	Gross Expenditure	5,546	102	-7			5,641	5,641	0	3,291	4,278	987	G	
	Gross Income	-2,522					-2,522	-2,522	0	-1,471	-1,978	-507	G	
		3,024	102	-7	0	3,119	3,119	3,119	0	1,820	2,300	480	G	
CC6	Partnerships													
	Gross Expenditure	913	66	34			1,013	1,013	0	591	603	12	G	
	Gross Income	-833					-833	-833	0	-486	-486	0	G	
		80	66	34	0	180	180	180	0	105	117	12	G	
CC7	Policy Unit													
	Gross Expenditure	1,652	64	127			1,843	1,843	0	1,075	1,179	104	G	
	Gross Income	-1,472					-1,472	-1,472	0	-859	-1,047	-188	G	
		180	64	127	0	371	371	371	0	216	132	-84	G	
CC8	Communication & Public Affairs													
	Gross Expenditure	844	27	138			1,009	1,009	0	589	503	-86	G	
	Gross Income	-824					-824	-824	0	-481	-478	3	G	
		20	27	138	0	185	185	185	0	108	25	-83	G	
	Gross Expenditure	8,955	259	292			9,506	9,506	0	5,546	6,563	1,017	G	
	Gross Income	-5,651	0	0			-5,651	-5,651	0	-3,297	-3,989	-692	G	
	SUBTOTAL STRATEGY	3,304	259	292	0	3,855	3,855	3,855	0	2,249	2,574	325		

Ref	Directorate	BUDGET 2009/10					Latest Estimate	Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend - overspend + £000 (9)	Profiled Budget (Net) October 2009	Actual Expenditure (Net) October 2009	Variation to Budget October 2009 underspend - overspend + £000 (12)	Projected Year end Variation underspend - overspend + £000 (13)
		Original Budget	Brought Forward from 2007/08 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	£000 (3)							
(1)													
CC9	Change Fund												
	Gross Expenditure	806		-440		366	366	0	214		-214	G	
	Gross Income	806	0	-440	0	366	366	0	214	0	-214	G	
CC10	Corporate & Democratic Core												
	Gross Expenditure	4,398		22		4,420	4,420	0	2,578	2,536	-42	G	
	Gross Income	4,398	0	22	0	4,420	4,420	0	2,578	2,536	-42	G	
	Less recharges within directorate	-4,948				-4,948	-4,948	0	-2,886		2,886	G	
		4,948				4,948	4,948	0	2,886		-2,886	G	
	Directorate Expenditure Total	35,212	352	-243	0	35,321	38,771	3,450	20,605	29,827	9,222	R	
	Directorate Income Total	-25,786	0	543	0	-25,243	-25,243	0	-14,726	-17,052	-2,326	G	
	Directorate Total Net	9,426	352	300	0	10,078	13,528	3,450	5,879	12,775	6,896	R	

City Council Contract - ICT Refres	-1,200
In-Year Directorate Variation	2,250

City Council Contract - ICT Refres	-1,200
In-Year Directorate Variation	12,328

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

G
A
R

On track to be within +/- 1% of year end budget
On track to be within +/- 5% of year end budget
Estimated outturn showing variance in excess of +/- 5% of year end budget

Shared Services: Cash Flow Forecast (2009/10 Prices)

October 2009

Latest Position (2008/09 prices)	2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	Total £000
Budget Savings	0	1,281	3,752	4,641	4,599	4,599	4,599	4,599	4,599	32,669
Project Costs	1,189	2,453	478	1,090	349					5,559
Additional Operating Costs	264	1,118	1,595	1,970	2,491	2,003	1,990	1,993	1,993	15,417
Net Saving / (Cost)	-1,453	-2,290	1,679	1,581	1,759	2,596	2,609	2,606	2,606	11,693
Cumulative Net Saving / (Cost)	-1,453	-3,743	-2,064	-483	1,276	3,872	6,481	9,087	11,693	

Budget Savings - Business Case (2005/06 prices)	2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15* £000	Total £000	Total 2009/10 Prices
Budget Savings	724	2,592	3,808	4,001	4,001	4,001	4,001	4,001		27,129	29,653
Project Costs	4,303	1,693	54							6,050	6,050
Additional Operating Costs	806	1,483	1,572	1,569	1,569	1,569	1,569	1,569		11,706	12,612
Net Saving / (Cost)	-4,385	-584	2,182	2,432	2,432	2,432	2,432	2,432		9,373	10,991
Cumulative Net Saving / (Cost)	-4,385	-4,969	-2,787	-355	2,077	4,509	6,941	9,373			
Variance	2,932	1,226	723	-128	-801	-637	-460	-286	11,693		

Original Business Case (revised 2009/10 prices)	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	Total
Variance at comparable prices (2009/10 prices)	10,991						10,991
	-1,904						-1,904
	702						702

* original business case only went up to 2013/14

On-going annual savings of £2.7m, compared to business case (at 2009/10 prices) of £2.6m
Savings per Business Case achieved by Dec 2014, target March 2014

October Financial Monitoring Report
CABINET - 15 December 2009

Annex 2a

Virements

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/Temporary (P/T)	Council Approval Required (✓)	Details	Expenditure		Income	
							From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
VIREMENTS RECOMMENDED THIS REPORT										
Intradirectorate Virements										
Children, Young People & Families										
	Dec-09	CYPF2-24	Childrens Centres and Childcare Development Area Teams	T		Creation of Roundabout Centre income and expenditure budget		336		-336
	Dec-09	CYPF2-24	Childrens Centres and Childcare Development Area Teams	T		Creation of Roundabout Daycare income and expenditure budget		420		-420
Environment & Economy										
	Dec-09	EE1.4	Oxfordshire Highways	T		Moving from road maintenance to revenue contribution for the Access to Oxford capital scheme	-200	200		
Corporate Core										
	Dec-09	CC3.3	Strategic HR & OD - Unison	P		Transfer of budget to create a central budget for Unison branch officers funded by OCC.		3		
	Dec-09	CC2.1	ICT - Personnel	P						
	Dec-09	CC5.2	Legal & Democratic - Democratic Services	P						
	Dec-09	CC4.1	Finance & Procurement - Service Management	P						
Total Intradirectorate Virements Recommended							-203	959	0	-756
Interdirectorate Virements										
	Dec-09	SC1_3	Cultural & Community Development	P		Transfer of budget from SCS to create central budget for Unison branch officers funded by OCC.	-3			
	Dec-09	SC1_6	Registration Service	P		Transfer of budget from SCS to create central budget for Unison branch officers funded by OCC.	-1			
	Dec-09	SC4_1A	Recharges	P		Transfer of budget from SCS to create central budget for Unison branch officers funded by OCC.	-22			
	Dec-09	CS6.1	Shared Services - Management Team	P		Transfer of budget to Corporate Core to create a central budget for Unison branch officers funded by OCC.	-2			
	Dec-09	CS5	Trading Standards	P						
	Dec-09	CS1.1	Fire & Rescue Service	P						
	Dec-09	CC3.3	Strategic HR & OD - Unison	P		Transfer of budget from S&CS to create a central budget for Unison branch officers funded by OCC.		26		
	Dec-09	CC3.3	Strategic HR & OD - Unison	P		Transfer of budget from Community Safety & Shared Services to create a central budget for Unison branch officers funded by OCC.		4		
	Dec-09	SC4_1a	Strategy & Transformation - Recharges	P		Childcare Checks		2		
	Dec-09	SM	Strategic Measures	P						
Total Interdirectorate Virements Recommended							-32	32	0	0
TOTAL VIREMENTS RECOMMENDED THIS REPORT							-235	991	0	-756

Virements requiring Cabinet approval are:

- All permanent virements.
- Temporary virements between £250,000 and £500,000.

NB: All virements greater than £500,000 and deemed to constitute a change in policy, will be recommended by Cabinet for approval by Council. This includes the cumulative total of virements that have previously been

Virements

VIREMENTS REQUIRING CABINET APPROVAL ACTIONED THIS REPORT

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-)	To / Increase (+)	From / Decrease (+)	To / Increase (-)
						£000	£000	£000	£000
			Intradirectorate Virements						
Oct-09		CYPF1-41	Children, Young People & Families	P	Budget for the Admissions team to be moved following the CPYF restructure	-441	441		
Oct-09		CYPF4-5	CPQA - School Organisation	P					
Oct-09		CYPF2-5	Central Costs	P	Reallocate Post Baby P additional funding to appropriate teams in South	-200			
Oct-09		CYPF2-32	Family Support Team South	P	Reallocate Post Baby P additional funding to appropriate teams in South		200		
			Social & Community Services						
Oct-09		SC2_1H	Adult Protection & Mental Capacity	P	Contract inflation savings in the OP Pool transferred to Safeguarding budgets.		150		
Oct-09		SC2_3a	OCC Contribution to Mental Health pool	P	Contract inflation savings in the OP Pool transferred to Mental Health budgets.		234		
Oct-09		SC2_2a	Contribution to OP Pooled Budget	P	Contract inflation savings in the OP Pool transferred to Safeguarding and Mental Health budgets.	-384			
Oct-09		SC2_4B	Care Management & Social Work	P	Transfer of budget for Information & Commissioning from Care Management & Social Work to Commissioning & Contracts.	-56		56	
Oct-09		SC2_4A	Commissioning & Contracts	P	Re-positioning of Information and Commissioning within the LD Service.		56		-56
			Environment & Economy						
Oct-09		EE1.4	Oxfordshire Highways	T	Moving from road maintenance to revenue contribution for the Access to Oxford capital scheme	-450	450		
			Corporate Core						
Oct-09		CC7.1	Corporate Performance	P	Move pay budget to Policy	-41			
Oct-09		CC7.2	Policy	P	Move budget from non-staffing to pay	-41			
Oct-09		CC7.2	Policy	P	Increase pay budget in Policy to match establishment		82		
Oct-09		CC5.2	Democratic Services	P	Correction of negotiable service support income budgets			57	
Oct-09		CC5.1	Legal Services	P	Correction of negotiable service support income budgets				-57
Oct-09		CC4.1	Finance & Procurement - Service Management	P	Transfer of Salary budget from Service Management to Corporate Finance	-8			
Oct-09		CC4.2	Finance & Procurement - Corporate Finance	P	Transfer of Salary budget from Service Management to Corporate Finance		8		
Oct-09		CC4.1	Finance & Procurement - Service Management	P	Increase in the recharge to the pension fund				-7
Oct-09		CC4.2	Finance & Procurement - Corporate Finance	P	Increase in the recharge to the pension fund		7		
			Total Intradirectorate Virements			-1,621	1,628	113	-120
			Interdirectorate Virements						
Oct-09		CYPF4-4	CPQA	P		-38			
Oct-09		CYPF4-7	CPQA	P	Budget for Unison to be moved to Corporate Core as agreed by CCMT.	-32			
Oct-09		CYPF1-51	Youth Offending Service	P		-1			
Oct-09		CC3.3	Strategic HR & OD - Unison	P	Transfer of budget from CYPF to create a central budget for Unison branch officers funded by OCC.		71		
Oct-09		CYPF4-5	Transport	P	Transfer of staffing budgets to Integrated Transport Unit (E&E)	-493			
Oct-09		EE1.2.1	Integrated Transport Unit	P	Transfer of staffing budgets to Integrated Transport Unit from CYPF		493		
Oct-09		CYPF4-7	CPQA	P		-6			
Oct-09		CS6.1.4	Shared Services - HR	P	Transfer of CRB funding to Shared Services		6		
			Total Interdirectorate Virements			-570	570	0	0
			TOTAL VIREMENTS approved and on SAP			-2,191	2,198	113	-120

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Annex 2c

Virements

MEMORANDUM VIREMENTS REQUIRING CABINET APPROVAL PREVIOUSLY APPROVED BUT NOT YET ACTIONED DUE TO TIMING OF DECISION AND MONTH END

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
			Intradirectorate Virements						
	Nov-09	CYPF3-21	Professional Development	P	Ensure budgets are in line with current management structure	-428			
	Nov-09	CYPF3-22	Educational Achievement & Service Monitoring	P	Ensure budgets are in line with current management structure	-168		49	
	Nov-09	CYPF3-23	Curriculum Learning & Inclusion	P	Ensure budgets are in line with current management structure	-622			
	Nov-09	CYPF3-24	Partnership Development & Extended Learning	P	Ensure budgets are in line with current management structure	-432		41	
	Nov-09	CYPF3-25	Secondary School Improvement	P	Ensure budgets are in line with current management structure	-530			
	Nov-09	CYPF3-31	Strategic Management	P	Ensure budgets are in line with current management structure		2,180		-90
	Nov-09	CYPF4-3	CPQA-Organisational Development	P	1.0fte transferred to the Family Information Service from CYPF General Office (w.e.f. Sept 2009)	-12		12	
	Nov-09	CYPF4-1	CPQA-Performance	P					
	Nov-09	CYPF2-5	Central Costs	P	Reallocate additional funding in relation to 4fte social workers		160		
	Nov-09	CYPF2-32	Family Support	P	Reallocate additional funding in relation to 4fte social workers	-160			
	Nov-09	CYPF2-22	Early Years and Childcare Area Teams	P	Tidy Early Years budget to reflect 2009/10 restructure				-43
	Nov-09	CYPF2-21	Early Years and Childcare County wide	P	Tidy Early Years budget to reflect 2009/10 restructure			43	
	Nov-09	CYPF2-21	Early Years and Childcare County wide	P	Tidy Early Years budget to reflect 2009/10 restructure			16	
	Nov-09	CYPF2-22	Early Years and Childcare Area Teams	P	Tidy Early Years budget to reflect 2009/10 restructure				-16
	Nov-09	CYPF2-21	Early Years and Childcare County wide	P	Tidy Early Years budget to reflect 2009/10 restructure			9	
	Nov-09	CYPF2-22	Early Years and Childcare Area Teams	P	Tidy Early Years budget to reflect 2009/10 restructure				-9
	Nov-09	CYPF2-24	Childrens Centres & Childcare Development Area Teams	T	Creation of Blackbird Leys Childrens Centre income and expenditure budget		666		-666
	Nov-09	CYPF2-24	Childrens Centres & Childcare Development Area Teams	T	Creation of Bicester Childrens Centre income and expenditure budget		317		-317
	Nov-09	SC2_2A	Social & Community Services OCC Contribution to OP Pool	P	To move cost centre SKE701 (Service Agreement - Carers) out of OPPD pooled budget to SC2_1i (One off Funding Projects)	-684		684	
	Nov-09	SC2_1i	One Off Funding Projects	P	To move cost centre SKE701 (Service Agreement - Carers) out of OPPD pooled budget to SC2_1i (One off Funding Projects)		684		-684
	Nov-09	SC2_2B	OP Care Management Team	P	To Move cost centre SKT493 OP (MH) Care Management out of Older People into Mental Health.	-533			
	Nov-09	SC2_3A	OCC Contribution to MH Pool	P	To Move cost centre SKT493 OP (MH) Care Management out of Older People into Mental Health.		533		
	Nov-09	SC2_1D	Employment Services	P	Restructure Cost Centre		347		-347
	Nov-09	SC4_3A	Leadership Team	P	Early retirements budget moved from contingency.		8		
	Nov-09	SC4_3B	Contingency	P	Early retirements budget moved from contingency.	-8			
	Nov-09	CC3.4	Corporate Core Strategic HR & OD - OD	T	Transfer of part of the Lead Oxfordshire funding from Change Fund. The funding level has now reached £280k in total	-100			
	Nov-09	CC9	Change Fund	T			100		
			Total Intradirectorate Virements			-3,677	5,007	842	-2,172
			Interdirectorate Virements						
	Nov-09	CC3.1	Strategic HR & OD - HR	P	Transfer of Job Finder Service to Shared Services	-52			
	Nov-09	CS6.1.4	Shared Services - HR	P	Transfer of Job Finder from Strategic HR		52		
	Nov-09	CC3.4	Strategic HR & OD - OD	P	Transfer of Apprenticeship post to Organisational Development from Shared Services		50		
	Nov-09	CS6.1.4	Shared Services - HR	P	Transfer of Apprenticeship post to Strategic HR&OD	-50			
	Nov-09	CC3.3	Strategic HR & OD - Unison	P	Transfer of budget from E&E to create a central budget for Unison branch officers funded by OCC.		4		
	Nov-09	EE4.1	Business Improvement	P	Funding Unison	-4			
	Nov-09	CC4.2	Finance & Procurement - Corporate Finance	P	Transfer of Capital Management Accounting budget from Shared Services		55		
	Nov-09	CS6.1.3	Shared Services - FMA	P	Transfer of Capital Management Accounting budget to Corporate Core	-55			
			Total Interdirectorate Virements			-161	161	0	0
			TOTAL VIREMENTS approved but not on SAP			-3,838	5,168	842	-2,172

Virements requiring Cabinet approval are:

- All permanent virements.
- Temporary virements between £250,000 and £500,000.

NB: All virements greater than £500,000 will be recommended by Cabinet for approval by Council. This includes the cumulative total of virements that have previously been reported and approved.

Virements

NEW VIREMENTS FOR CABINET TO NOTE AND VIREMENTS NOTED IN PREVIOUS REPORTS

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
			VIREMENTS TO NOTE THIS REPORT						
			Children, Young People & Families						
	Dec-09	CYPF3-13	Branch Administration	P	2.0fte transferred to RAS w.e.f. 1/4/08. Virement agreed in 2008/9 but not previously reflected in 2009/10.		26		
	Dec-09	CYPF4-3	Information Management & Business Support	P		-26			
	Dec-09	CYPF4-5	Property & Assets	T	Tidying up Home to School Transport budgets between different areas of the service	69			-69
	Dec-09	SC2_1C	Social & Community Services Service Agreements	T	Witney Resource Centre modernisation funding carried forward transferred to OP Pool		129		
	Dec-09	OP Pool	Older People's Pool	T	Witney Resource Centre modernisation funding carried forward transferred to OP Pool	-129			
	Dec-09	OP Pool	Older People's Pool	T	Witney Resource Centre modernisation funding carried forward transferred to OP Pool			129	
			Community Safety & Shared Services						
	Dec-09	CC1.1	Corporate Core Business Support	T	Transfer of Chairman's Assistant budget for part-year	-11			
	Dec-09	CC5.2	Democratic Services	T			11		
			Interdirectorate Virements		Total Intradirectorate Virements	-97	166	129	-69
	Dec-09	CYPF3-31	Strategic Management	P	Green Book Pay Inflation Adjustments	-1			
	Dec-09	CYPF4-1	Planning & Performance	P	Green Book Pay Inflation Adjustments	-3			
	Dec-09	CYPF2-23	Childrens Centres and Childcare Development	P	Green Book Pay Inflation Adjustments		1		
	Dec-09	CYPF2-24	Childrens Centres and Childcare Development Area Teams	P	Green Book Pay Inflation Adjustments		2		
	Dec-09	CYPF4-5	Property & Assets	T	Transfer of CRB funding to Shared Services - Transport	-8			
	Dec-09	CS6.1.4	Shared Services HR	T	Transfer of budget from CYPF -ITU for the increase in the number of CRB's		8		
			Total Interdirectorate Virements		Total Interdirectorate Virements	-12	11	0	0
			TOTAL VIREMENTS TO NOTE THIS REPORT		TOTAL VIREMENTS TO NOTE THIS REPORT	-109	177	129	-69

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Cumulative Virements to Date

Budget/Book Ref	Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested in this Report	Cumulative Total of Permanent Virements Approved and Requested	Total virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic Light Indicator - negative
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Children, Young People & Families														
CYPF1-14 Expenditure	0	0	0	0	-42	0	0	-42	0	0	0	0		
CYPF1-14 Income	0	0	0	0	37	0	0	37	0	0	0	0		
CYPF1-14 Net	0	0	0	0	-5	0	0	-5	-5	0	0	-5	G	G
CYPF1-21 Expenditure	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF1-21 Income	0	0	0	0	-37	0	0	-37	-37	0	0	-37	G	G
CYPF1-21 Net	0	0	0	0	-37	0	0	-37	-37	0	0	-37	G	G
CYPF1-22 Expenditure	0	0	0	0	257	0	0	257	0	0	0	0		
CYPF1-22 Income	0	0	0	0	-262	0	0	-262	-262	0	0	-262	G	G
CYPF1-22 Net	0	0	0	0	-5	0	0	-5	-5	0	0	-5	G	G
CYPF1-25 Expenditure	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G
CYPF1-25 Income	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF1-25 Net	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G
CYPF1-26 Expenditure	0	0	0	0	42	0	0	42	42	0	0	42	G	G
CYPF1-26 Income	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF1-26 Net	0	0	0	0	42	0	0	42	42	0	0	42	G	G
CYPF1-3 Expenditure	291	0	0	291	-611	0	0	-611	-611	0	0	-611	G	G
CYPF1-3 Income	-278	0	0	-278	461	0	0	461	461	0	0	461	G	G
CYPF1-3 Net	13	0	0	13	-150	0	0	-150	-137	0	0	-137	G	G
CYPF1-41 Expenditure	0	0	0	0	-455	0	0	-455	-455	0	0	-455	G	A
CYPF1-41 Income	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF1-41 Net	0	0	0	0	-455	0	0	-455	-455	0	0	-455	G	A
CYPF1-51 Expenditure	0	0	0	0	194	0	0	194	194	0	0	194	G	G
CYPF1-51 Income	0	0	0	0	-207	0	0	-207	-207	0	0	-207	G	G
CYPF1-51 Net	0	0	0	0	-13	0	0	-13	-13	0	0	-13	G	G
CYPF2-12 Expenditure	0	0	0	0	-10	0	0	-10	-10	0	0	-10	G	G
CYPF2-12 Income	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF2-12 Net	0	0	0	0	-10	0	0	-10	-10	0	0	-10	G	G
CYPF2-13 Expenditure	100	0	0	100	-8	0	0	-8	-8	0	0	-8	G	G
CYPF2-13 Income	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF2-13 Net	100	0	0	100	-8	0	0	-8	92	0	0	92	G	G
CYPF2-14 Expenditure	-125	0	0	-125	-11	0	0	-11	-11	0	0	-11	G	G
CYPF2-14 Income	-104	0	0	-104	0	0	0	0	0	0	0	0		
CYPF2-14 Net	-229	0	0	-229	-11	0	0	-11	-240	0	0	-240	G	G
CYPF2-15 Expenditure	25	0	0	25	0	0	0	0	0	0	0	0		
CYPF2-15 Income	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF2-15 Net	25	0	0	25	0	0	0	0	25	0	0	25	G	G
CYPF2-21 Expenditure	15	0	0	15	793	0	0	793	793	0	0	793	G	G
CYPF2-21 Income	-15	0	0	-15	-1,041	68	0	-973	-180	0	0	-180	G	G
CYPF2-21 Net	0	0	0	0	-248	68	0	-180	-180	0	0	-180	G	G
CYPF2-22 Expenditure	0	0	0	0	45	0	0	45	45	0	0	45	G	G
CYPF2-22 Income	0	0	0	0	-68	0	0	-68	-23	0	0	-23	G	G
CYPF2-22 Net	0	0	0	0	-23	0	0	-23	-23	0	0	-23	G	G
CYPF2-23 Expenditure	176	0	0	176	-9	0	0	-9	-9	0	0	-9	G	G
CYPF2-23 Income	-72	0	0	-72	8	0	0	8	8	0	0	8	G	G
CYPF2-23 Net	104	0	0	104	-1	0	0	-1	103	0	0	103	G	G
CYPF2-24 Expenditure	1,668	983	756	3,407	141	0	0	141	132	0	0	132	G	G
CYPF2-24 Income	-1,668	-983	-756	-3,407	-9	0	0	-9	-2	0	0	-2	G	G
CYPF2-24 Net	0	0	0	0	132	0	0	132	132	0	0	132	G	G
CYPF2-31 Expenditure	0	0	0	0	-2	0	0	-2	-2	0	0	-2	G	G
CYPF2-31 Income	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF2-31 Net	0	0	0	0	-2	0	0	-2	-2	0	0	-2	G	G
CYPF2-32 Expenditure	0	0	0	0	224	-160	0	64	64	0	0	64	G	G
CYPF2-32 Income	0	0	0	0	-160	0	0	-160	64	0	0	64	G	G
CYPF2-32 Net	0	0	0	0	-27	0	0	-27	18	0	0	18	G	G
CYPF2-33 Expenditure	0	0	0	0	18	0	0	18	18	0	0	18	G	G
CYPF2-33 Income	0	0	0	0	-9	0	0	-9	-9	0	0	-9	G	G
CYPF2-33 Net	0	0	0	0	-9	0	0	-9	-9	0	0	-9	G	G
CYPF2-34 Expenditure	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G
CYPF2-34 Income	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G
CYPF2-34 Net	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G

Budget/Book Ref	Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total Virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic Light Indicator - negative
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
CYPF2-4	0	0	0	0	155	0	0	155	0	0	0	0		
CYPF2-4	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF2-5	0	0	0	0	155	0	0	155	155	0	0	155	G	G
CYPF2-5	-150	0	0	-150	-365	160	0	-205	0	0	0	0		
CYPF2-5	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF2-5	-150	0	0	-150	-365	160	0	-205	-355	0	0	-355	G	G
CYPF3-12	8	0	0	8	-1	0	0	-1	0	0	0	0		
CYPF3-12	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF3-12	8	0	0	8	-1	0	0	-1	7	0	0	7	G	G
CYPF3-13	0	0	0	0	24	0	0	24	0	0	0	0		
CYPF3-13	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF3-21	0	0	0	0	24	0	0	24	24	0	0	24	G	G
CYPF3-21	0	0	0	0	0	-428	0	-428	0	0	0	0		
CYPF3-21	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF3-21	0	0	0	0	0	0	0	0	-428	0	0	-428	G	A
CYPF3-22	25	0	0	25	-63	-168	0	-231	0	0	0	0		
CYPF3-22	-25	0	0	-25	-8	49	0	41	0	0	0	0		
CYPF3-22	0	0	0	0	-71	-119	0	-190	-190	0	0	-190	G	G
CYPF3-23	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF3-23	0	0	0	0	0	-622	0	-622	0	0	0	0		
CYPF3-23	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF3-23	0	0	0	0	0	0	0	0	-622	0	0	-622	G	R
CYPF3-24	0	0	0	0	-1	-432	0	-433	0	0	0	0		
CYPF3-24	0	0	0	0	0	41	0	41	0	0	0	0		
CYPF3-24	0	0	0	0	-1	-391	0	-392	-392	0	0	-392	G	G
CYPF3-25	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF3-25	0	0	0	0	0	-530	0	-530	0	0	0	0		
CYPF3-25	0	0	0	0	0	0	0	0	-530	0	0	-530	G	R
CYPF3-31	-8	0	0	-8	-1	2,180	0	2,179	0	0	0	0		
CYPF3-31	0	0	0	0	0	-90	0	-90	0	0	0	0		
CYPF3-31	-8	0	0	-8	-1	2,090	0	2,089	2,081	0	0	2,081	R	G
CYPF4-1	0	0	0	0	372	12	0	384	0	0	0	0		
CYPF4-1	0	0	0	0	-351	0	0	-351	0	0	0	0		
CYPF4-1	0	0	0	0	21	12	0	33	33	0	0	33	G	G
CYPF4-2	164	0	0	164	241	0	0	241	0	0	0	0		
CYPF4-2	-164	0	0	-164	-11	0	0	-11	0	0	0	0		
CYPF4-2	0	0	0	0	230	0	0	230	230	0	0	230	G	G
CYPF4-3	0	0	0	0	-28	-12	0	-40	0	0	0	0		
CYPF4-3	0	0	0	0	0	0	0	0	-40	0	0	-40	G	G
CYPF4-4	51	0	0	51	-42	-12	0	-42	0	0	0	0		
CYPF4-4	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF4-4	0	0	0	0	-42	0	0	-42	9	0	0	9	G	G
CYPF4-5	48	0	0	48	-141	0	0	-141	0	0	-493	0		
CYPF4-5	-69	0	0	-69	6	0	0	6	0	0	0	0		
CYPF4-5	-21	0	0	-21	-135	0	0	-135	-156	0	-493	0		
CYPF4-7	0	0	0	0	-143	0	0	-143	0	0	0	0		
CYPF4-7	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF4-7	0	0	0	0	-143	0	0	-143	-143	0	0	-143	G	G
CYPF4-10	150	0	0	150	271	0	0	271	0	0	0	0		
CYPF4-10	0	0	0	0	-183	0	0	-183	0	0	0	0		
CYPF4-10	0	0	0	0	88	0	0	88	238	0	0	238	G	G
Total CYP&F	2,337	983	756	4,076	-293	0	0	-293	3,783	0	0	0		
Income	-2,294	-983	-756	-4,033	-489	0	0	-489	-4,522	0	0	0		
Net	43	0	0	43	-782	0	0	-782	-739	0	0	0		

Budget Book Ref	Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total Virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic Light Indicator - negative
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Social and Community Services														
SC1_1 Expenditure	41	0	0	41	-30	0	0	-30	0	0	0			
SC1_1 Income	-1	0	0	-1	0	0	0	0	0	0	0			
SC1_1 Net	40	0	0	40	-30	0	0	-30	10	0	0	10	G	G
SC1_2 Expenditure	0	0	0	0	-220	0	0	-220	0	0	0			
SC1_2 Income	0	0	0	0	209	0	0	209	0	0	0			
SC1_2 Net	0	0	0	0	-11	0	0	-11	-11	0	0	-11	G	G
SC1_3 Expenditure	20	0	0	20	-3	0	-3	-6	0	0	0			
SC1_3 Income	0	0	0	0	0	0	0	0	0	0	0			
SC1_3 Net	20	0	0	20	-3	0	-3	-6	14	0	0	14	G	G
SC1_4 Expenditure	0	0	0	0	-10	0	0	-10	0	0	0			
SC1_4 Income	0	0	0	0	0	0	0	0	0	0	0			
SC1_4 Net	0	0	0	0	-10	0	0	-10	-10	0	0	-10	G	G
SC1_5 Expenditure	0	0	0	0	-1	0	0	-1	0	0	0			
SC1_5 Income	0	0	0	0	0	0	0	0	0	0	0			
SC1_5 Net	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G
SC1_6 Expenditure	0	0	0	0	-5	0	-1	-6	0	0	0			
SC1_6 Income	0	0	0	0	0	0	0	0	0	0	0			
SC1_6 Net	0	0	0	0	-5	0	-1	-6	-6	0	0	-6	G	G
SC2_1a Expenditure	0	0	0	0	-3	0	0	-3	0	0	0			
SC2_1a Income	0	0	0	0	0	0	0	0	0	0	0			
SC2_1a Net	0	0	0	0	-3	0	0	-3	-3	0	0	-3	G	G
SC2_1b Expenditure	0	0	0	0	-10	0	0	-10	0	0	0			
SC2_1b Income	0	0	0	0	0	0	0	0	0	0	0			
SC2_1b Net	0	0	0	0	-10	0	0	-10	-10	0	0	-10	G	G
SC2_1c Expenditure	129	0	0	129	0	0	0	0	0	0	0			
SC2_1c Income	0	0	0	0	0	0	0	0	0	0	0			
SC2_1c Net	129	0	0	129	0	0	0	0	129	0	0	129	G	G
SC2_1d Expenditure	18	0	0	18	-3	347	0	344	0	0	0			
SC2_1d Income	0	0	0	0	-347	0	0	-347	0	0	0			
SC2_1d Net	18	0	0	18	-3	0	0	-3	15	0	0	15	G	G
SC2_1e Expenditure	0	0	0	0	-3	0	0	-3	0	0	0			
SC2_1e Income	0	0	0	0	0	0	0	0	0	0	0			
SC2_1e Net	0	0	0	0	-3	0	0	-3	-3	0	0	-3	G	G
SC2_1g Expenditure	0	0	0	0	-30	0	0	-30	0	0	0			
SC2_1g Income	0	0	0	0	0	0	0	0	0	0	0			
SC2_1g Net	0	0	0	0	-30	0	0	-30	-30	0	0	-30	G	G
SC2_1h Expenditure	0	0	0	0	150	0	0	150	0	0	0			
SC2_1h Income	0	0	0	0	0	0	0	0	0	0	0			
SC2_1h Net	0	0	0	0	150	0	0	150	150	0	0	150	G	G
SC2_1i Expenditure	-21	0	0	-21	504	684	0	1,188	0	0	505			
SC2_1i Income	0	0	0	0	-684	0	0	-684	0	0	0			
SC2_1i Net	-20	0	0	-20	504	0	0	504	484	0	505	-21	G	G
SC2_1j Expenditure	0	0	0	0	-3	0	0	-3	0	0	0			
SC2_1j Income	0	0	0	0	0	0	0	0	0	0	0			
SC2_1j Net	0	0	0	0	-3	0	0	-3	-3	0	0	-3	G	G
SC2_2a Expenditure	129	0	0	129	-968	-684	0	-1,642	0	0	-505			
SC2_2a Income	0	0	0	0	684	684	0	684	0	0	0			
SC2_2a Net	129	0	0	129	-968	0	0	-968	-829	0	-505	-324	G	G
SC2_2b Expenditure	0	0	0	0	-22	-533	0	-555	0	0	0			
SC2_2b Income	0	0	0	0	0	0	0	0	0	0	0			
SC2_2b Net	0	0	0	0	-22	-533	0	-555	-555	0	0	-555	R	R
SC2_2f Expenditure	-258	0	0	-258	0	0	0	0	0	0	0			
SC2_2f Income	0	0	0	0	0	0	0	0	0	0	0			
SC2_2f Net	-258	0	0	-258	0	0	0	0	-258	0	0	-258	G	G
SC2_2j Expenditure	0	0	0	0	-4	0	0	-4	0	0	0			
SC2_2j Income	0	0	0	0	0	0	0	0	0	0	0			
SC2_2j Net	0	0	0	0	-4	0	0	-4	-4	0	0	-4	G	G
SC2_3a Expenditure	0	0	0	0	234	533	0	767	0	0	0			
SC2_3a Income	0	0	0	0	0	0	0	0	0	0	0			
SC2_3a Net	0	0	0	0	234	533	0	767	767	0	0	767	R	R

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
SC2_3b	Expenditure	0	0	0	14	0	0	14	0	0	0	0		
SC2_3b	Income	0	0	0	16	0	0	16	0	0	0	0		
SC2_3b	Net	0	0	0	30	0	0	30	30	0	0	30	G	G
SC2_4a	Expenditure	0	0	0	49	0	0	49	0	0	0	0		
SC2_4a	Income	0	0	0	-30	0	0	-30	0	0	0	0		
SC2_4a	Net	0	0	0	19	0	0	19	19	0	0	19	G	G
SC2_4d	Expenditure	0	0	0	-19	0	0	-19	0	0	0	0		
SC2_4d	Income	31	0	0	0	0	0	31	0	0	0	0		
SC2_4d	Net	31	0	0	-19	0	0	-19	12	0	0	12	G	G
SC2_4f	Expenditure	0	0	0	-50	0	0	-50	0	0	0	0		
SC2_4f	Income	0	0	0	0	0	0	0	0	0	0	0		
SC2_4f	Net	-31	0	0	-50	0	0	-50	-81	0	0	-81	G	G
SC4_1a	Expenditure	113	0	0	-603	0	-20	-623	0	0	0	0		
SC4_1a	Income	0	0	0	-603	0	-20	-623	0	0	0	0		
SC4_1a	Net	113	0	0	-113	0	-20	-133	-510	0	0	-510	G	R
SC4_1b	Expenditure	0	0	0	-4	0	0	-4	0	0	0	0		
SC4_1b	Income	0	0	0	0	0	0	0	0	0	0	0		
SC4_1b	Net	0	0	0	-4	0	0	-4	-4	0	0	-4	G	G
SC4_1c	Expenditure	0	0	0	-15	0	0	-15	0	0	0	0		
SC4_1c	Income	0	0	0	0	0	0	0	0	0	0	0		
SC4_1c	Net	0	0	0	-15	0	0	-15	-15	0	0	-15	G	G
SC4_2a	Expenditure	0	0	0	-4	0	0	-4	0	0	0	0		
SC4_2a	Income	0	0	0	-4	0	0	-4	0	0	0	0		
SC4_2a	Net	0	0	0	-4	0	0	-4	-4	0	0	-4	G	G
SC4_2c	Expenditure	0	0	0	-4	0	0	-4	0	0	0	0		
SC4_2c	Income	0	0	0	0	0	0	0	0	0	0	0		
SC4_2c	Net	0	0	0	-4	0	0	-4	-4	0	0	-4	G	G
SC4_3	Expenditure	-40	0	0	-31	0	0	-71	0	0	0	0		
SC4_3	Income	0	0	0	-40	0	0	-40	-71	0	0	-71	G	G
SC4_3	Net	-40	0	0	-71	0	0	-71	-71	0	0	-71	G	G
Total SCS	Expenditure	131	0	0	-1,153	347	-24	-830	-699	0	0	0		
Total SCS	Income	0	0	0	264	-347	0	-83	-83	0	0	0		
Total SCS	Net	131	0	0	-889	0	-24	-913	-782	0	0	0		
Environment and Economy														
EE1.1	Expenditure	434	0	0	-60	0	0	-60	0	0	350	0		
EE1.1	Income	0	0	0	0	0	0	0	0	0	0	0		
EE1.1	Net	434	0	0	-60	0	0	-60	374	0	350	0		
EE1.2	Expenditure	414	0	0	50	0	0	50	0	0	398	24		
EE1.2	Income	0	0	0	0	0	0	0	0	0	0	0		
EE1.2	Net	414	0	0	50	0	0	50	464	0	398	66		
EE1.2.1	Expenditure	0	0	0	493	0	0	493	0	0	493	0		
EE1.2.1	Income	0	0	0	0	0	0	0	0	0	0	0		
EE1.2.1	Net	0	0	0	493	0	0	493	493	0	493	0		
EE1.3	Expenditure	141	0	0	0	0	0	141	0	0	141	0		
EE1.3	Income	0	0	0	0	0	0	0	0	0	0	0		
EE1.3	Net	141	0	0	0	0	0	141	141	0	141	0		
EE1.4	Expenditure	-905	0	0	21	0	0	21	0	0	-889	0		
EE1.4	Income	0	0	0	0	0	0	0	0	0	0	0		
EE1.4	Net	-905	0	0	21	0	0	21	-884	0	-889	5		
EE2.1	Expenditure	23	0	0	-19	0	0	-19	0	0	0	0		
EE2.1	Income	0	0	0	0	0	0	0	0	0	0	0		
EE2.1	Net	23	0	0	-19	0	0	-19	4	0	0	4		
EE3.1.1	Expenditure	13	0	0	-12	0	0	-12	0	0	0	0		
EE3.1.1	Income	0	0	0	-12	0	0	-12	0	0	0	0		
EE3.1.1	Net	13	0	0	-12	0	0	-12	1	0	0	1		
EE3.1.3	Expenditure	0	0	0	33	0	0	33	0	0	0	0		
EE3.1.3	Income	0	0	0	0	0	0	0	0	0	0	0		
EE3.1.3	Net	0	0	0	33	0	0	33	33	0	0	33		
EE3.1.4	Expenditure	0	0	0	-21	0	0	-21	0	0	0	0		
EE3.1.4	Income	0	0	0	0	0	0	0	0	0	0	0		
EE3.1.4	Net	0	0	0	-21	0	0	-21	-21	0	0	-21		
EE4.1	Expenditure	2	0	0	-2	0	0	-4	0	0	0	0		
EE4.1	Income	0	0	0	0	0	0	0	0	0	0	0		
EE4.1	Net	2	0	0	-2	0	0	-4	-2	0	0	-2		
Total EE	Expenditure	270	0	0	469	-4	0	465	735	0	0	0		
Total EE	Income	-146	0	0	14	-4	0	-132	-132	0	0	0		
Total EE	Net	124	0	0	483	-4	0	479	603	0	0	0		

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Community Safety & Shared Services														
CS1.1	0	0	0	0	-12	0	-1	-13	0	0	0	0		
CS1.1	0	0	0	0	0	0	0	0	0	0	0	0		
CS1.2	0	0	0	0	-12	0	-1	-13	-13	0	0	-13	G	
CS1.2	0	0	0	0	-820	0	0	-820	-820	0	0	0		
CS1.4	0	0	0	0	-820	0	0	-820	-820	0	-820	0	G	
CS1.4	0	0	0	0	-345	0	0	-345	-345	0	-568	0		
CS1.4	0	0	0	0	9	0	0	9	9	0	0	0		
CS1.5	0	0	0	0	-336	0	0	-336	-336	0	-568	232	G	
CS1.5	0	0	0	0	1,140	0	0	1,140	1,388	0	1,388	0		
CS3	0	0	0	0	1,140	0	0	1,140	1,140	0	1,388	-248	G	
CS3	0	0	0	0	-1	0	0	-1	-1	0	0	0		
CS4	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	
CS4	0	0	0	0	447	0	0	447	0	0	0	0		
CS4	0	0	0	0	-449	0	0	-449	0	0	0	0		
CS5	0	0	0	0	-2	0	0	-2	-2	0	0	-2	G	
CS5	0	0	0	0	-10	0	-1	-11	-2	0	0	0		
CS5	0	0	0	0	0	0	0	0	0	0	0	0		
CS6.1	0	0	0	0	-10	0	-1	-11	-11	0	0	-11	G	
CS6.1	0	0	0	0	0	0	-2	-2	0	0	0	0		
CS6.1	0	0	0	0	0	0	-2	-2	-2	0	0	-2	G	
CS6.1.1	0	0	0	0	322	0	0	322	0	0	0	0		
CS6.1.1	0	0	0	0	-215	0	0	-215	-2	0	0	0		
CS6.1.1	0	0	0	0	107	0	0	107	107	0	0	107	G	
CS6.1.2	0	0	0	0	6	0	0	6	0	0	0	0		
CS6.1.2	0	0	0	0	59	0	0	59	0	0	0	0		
CS6.1.3	0	0	0	0	65	0	0	65	65	0	0	65	G	
CS6.1.3	-6	0	0	-6	-40	-55	0	-95	0	0	0	0		
CS6.1.3	0	0	0	0	-1	0	0	-1	-102	0	0	-102	G	
CS6.1.4	-185	0	0	-185	-41	-55	0	-96	-102	0	0	-102	G	
CS6.1.4	-37	0	0	-37	301	2	0	303	0	0	0	0		
CS6.2	-222	0	0	-222	216	2	0	218	-4	0	0	-4	G	
CS6.2	0	0	0	0	-93	0	0	-93	0	0	0	0		
CS6.2	0	0	0	0	0	0	0	0	-93	0	0	-93	G	
CS6.2	0	0	0	0	-93	0	0	-93	0	0	0	0		
Total CS&SS	-191	-37	0	-191	903	-53	-4	846	0	0	0	0	0	0
Income	-191	-37	0	-191	-690	0	0	-690	-72	0	0	-72		
Net	-228	0	0	-228	213	-53	-4	156	0	0	0	0		

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Corporate Core														
CC1.1	79	0	0	79	-91	0	0	-91	0	0	0	0		
CC1.1	0	0	0	0	0	0	0	0	0	0	0	0		
CC2.1	79	0	0	79	-91	0	0	-91	-12	0	0	-12	G	G
CC2.1	0	0	0	0	-21	0	-1	-22	0	0	0	0		
CC2.1	0	0	0	0	-21	0	-1	-22	-22	0	0	-22	G	G
CC2.2	0	0	0	0	5	0	0	5	0	0	0	0		
CC2.2	0	0	0	0	5	0	0	5	5	0	0	5	G	G
CC2.7	0	0	0	0	-2	0	0	-2	0	0	0	0		
CC2.7	0	0	0	0	-2	0	0	-2	0	0	0	0		
CC2.8	0	0	0	0	-2	0	0	-2	-2	0	0	-2	G	G
CC2.8	0	0	0	0	95	0	0	95	0	0	0	0		
CC2.8	0	0	0	0	95	0	0	95	95	0	0	95	G	G
CC2.9	0	0	0	0	0	0	0	0	0	0	0	0		
CC2.9	0	0	0	0	-868	0	0	-868	0	0	-868	0		
CC2.9	0	0	0	0	-868	0	0	-868	-868	0	0	0	G	G
CC2.10	0	0	0	0	-3	0	0	-3	0	0	0	0		
CC2.10	0	0	0	0	-3	0	0	-3	0	0	0	0		
CC2.10	0	0	0	0	-3	0	0	-3	-3	0	0	-3	G	G
CC2.11	0	0	0	0	-1	0	0	-1	0	0	0	0		
CC2.11	0	0	0	0	-1	0	0	-1	0	0	0	0		
CC2.11	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G
CC2.12	0	0	0	0	0	0	0	0	0	0	0	0		
CC2.12	0	0	0	0	1,112	0	0	1,112	0	0	868	0		
CC2.12	0	0	0	0	1,112	0	0	1,112	1,112	0	868	244	G	G
CC3.1	0	0	0	0	-11	0	0	-11	0	0	0	0		
CC3.1	0	0	0	0	-11	-52	0	-63	0	0	0	0		
CC3.1	0	0	0	0	-11	-52	0	-63	-63	0	0	-63	G	G
CC3.2	0	0	0	0	-224	0	0	-224	0	0	0	0		
CC3.2	0	0	0	0	221	0	0	221	0	0	0	0		
CC3.2	0	0	0	0	-3	0	0	-3	-3	0	0	-3	G	G
CC3.3	0	0	0	0	71	4	33	108	0	0	0	0		
CC3.3	0	0	0	0	71	4	33	108	108	0	0	108	G	G
CC3.4	35	-100	0	-65	-2	50	0	48	0	0	0	0		
CC3.4	0	0	0	0	0	0	0	0	0	0	0	0		
CC3.4	0	0	0	0	-2	50	0	48	-17	0	0	-17	G	G
CC3.5	0	0	0	0	-2	0	0	-2	0	0	0	0		
CC3.5	0	0	0	0	-2	0	0	-2	-2	0	0	-2	G	G
CC4.1	50	0	0	50	-22	0	-1	-23	0	0	0	0		
CC4.1	0	0	0	0	47	0	0	47	0	0	0	0		
CC4.1	0	0	0	0	25	0	-1	24	74	0	0	74	G	G
CC4.2	50	0	0	50	48	55	0	103	0	0	0	0		
CC4.2	0	0	0	0	-39	0	0	-39	64	0	0	64	G	G
CC4.3	-18	0	0	-18	-4	0	0	-4	0	0	0	0		
CC4.3	0	0	0	0	-13	0	0	-13	0	0	0	0		
CC4.3	0	0	0	0	-17	0	0	-17	-35	0	0	-35	G	G
CC4.4	0	0	0	0	-3	0	0	-3	0	0	0	0		
CC4.4	0	0	0	0	-12	0	0	-12	0	0	0	0		
CC4.4	0	0	0	0	-15	0	0	-15	-15	0	0	-15	G	G
CC5.1	0	0	0	0	-8	0	0	-8	0	0	0	0		
CC5.1	0	0	0	0	-57	0	0	-57	0	0	0	0		
CC5.1	0	0	0	0	-65	0	0	-65	-65	0	0	-65	G	G
CC5.2	14	0	0	14	-37	0	-1	-38	0	0	0	0		
CC5.2	0	0	0	0	57	0	0	57	0	0	0	0		
CC5.2	0	0	0	0	20	0	-1	19	33	0	0	33	G	G
CC5.5	0	0	0	0	2	0	0	2	0	0	0	0		
CC5.5	0	0	0	0	2	0	0	2	2	0	0	2	G	G
CC5.6	0	0	0	0	-1	0	0	-1	0	0	0	0		
CC5.6	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G
CC5.6	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G

Budget Book Ref	Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total Virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic Light Indicator - negative
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
CC6.1	Expenditure	21	0	0	406	0	0	406	0	0	0	0		
CC6.1	Income	0	0	0	0	0	0	0	0	0	0	0		
CC6.1	Net	21	0	0	406	0	0	406	427	0	0	427	A	G
CC6.2	Expenditure	0	0	0	-194	0	0	-194	0	0	0	0		
CC6.2	Income	0	0	0	0	0	0	0	0	0	0	0		
CC6.2	Net	0	0	0	-194	0	0	-194	-194	0	0	-194	G	G
CC6.3	Expenditure	0	0	0	157	0	0	157	0	0	0	0		
CC6.3	Income	0	0	0	0	0	0	0	0	0	0	0		
CC6.3	Net	0	0	0	157	0	0	157	157	0	0	157	G	G
CC6.4	Expenditure	15	0	0	-211	0	0	-211	0	0	0	0		
CC6.4	Income	0	0	0	0	0	0	0	0	0	0	0		
CC6.4	Net	15	0	0	-211	0	0	-211	-196	0	0	-196	G	G
CC6.5	Expenditure	0	0	0	-160	0	0	-160	0	0	0	0		
CC6.5	Income	0	0	0	0	0	0	0	0	0	0	0		
CC6.5	Net	0	0	0	-160	0	0	-160	-160	0	0	-160	G	G
CC7.1	Expenditure	0	0	0	-43	0	0	-43	0	0	0	0		
CC7.1	Income	0	0	0	0	0	0	0	0	0	0	0		
CC7.1	Net	0	0	0	-43	0	0	-43	-43	0	0	-43	G	G
CC7.2	Expenditure	101	0	0	136	0	0	136	0	0	0	0		
CC7.2	Income	0	0	0	0	0	0	0	0	0	0	0		
CC7.2	Net	101	0	0	136	0	0	136	237	0	0	237	G	G
CC7.4	Expenditure	51	0	0	-43	0	0	-43	0	0	0	0		
CC7.4	Income	0	0	0	0	0	0	0	0	0	0	0		
CC7.4	Net	51	0	0	-43	0	0	-43	8	0	0	8	G	G
CC7.5	Expenditure	22	0	0	-96	0	0	-96	0	0	0	0		
CC7.5	Income	0	0	0	0	0	0	0	0	0	0	0		
CC7.5	Net	22	0	0	-96	0	0	-96	-74	0	0	-74	G	G
CC7.6	Expenditure	0	0	0	-1	0	0	-1	0	0	0	0		
CC7.6	Income	0	0	0	0	0	0	0	0	0	0	0		
CC7.6	Net	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G
CC8.1	Expenditure	0	0	0	139	0	0	139	0	0	0	0		
CC8.1	Income	0	0	0	0	0	0	0	0	0	0	0		
CC8.1	Net	0	0	0	139	0	0	139	139	0	0	139	G	G
CC8.2	Expenditure	0	0	0	-1	0	0	-1	0	0	0	0		
CC8.2	Income	0	0	0	0	0	0	0	0	0	0	0		
CC8.2	Net	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G
CC8.9	Expenditure	-440	100	0	0	0	0	0	0	0	0	0		
CC8.9	Income	0	0	0	0	0	0	0	0	0	0	0		
CC8.9	Net	-440	100	0	0	0	0	0	-340	0	0	-340	G	G
CC10.1	Expenditure	0	0	0	14	0	0	14	0	0	0	0		
CC10.1	Income	0	0	0	0	0	0	0	0	0	0	0		
CC10.1	Net	0	0	0	14	0	0	14	14	0	0	14	G	G
CC10.2	Expenditure	0	0	0	7	0	0	7	0	0	0	0		
CC10.2	Income	0	0	0	0	0	0	0	0	0	0	0		
CC10.2	Net	0	0	0	7	0	0	7	7	0	0	7	G	G
Total CC	Expenditure	-70	0	0	-196	57	30	-109	-179	0	0	0		
Total CC	Income	0	0	0	543	0	0	543	543	0	0	543		
Total CC	Net	-70	0	0	347	57	30	434	364	0	0	364		
Total Directorate Virements	Expenditure	2,477	983	756	-270	347	2	79	4,295	0	0	0		
Total Directorate Virements	Income	-2,477	-983	-756	-358	-347	0	-705	-4,921	0	0	0		
Total Directorate Virements	Net	0	0	0	-628	0	2	-626	-626	0	0	292		

		Measures		Transfers from Strategic	
		Net		Net	
Cumulative Permanent Virements	G	0	0	0	0
Cumulative virements (permanent and temporary) below £400,000	A	0	0	0	0
Cumulative virements (permanent and temporary) above £400,000 - close to requiring Council approval	A	0	0	0	0
Cumulative virements (permanent and temporary) above £500,000 - requires Council approval	R	0	0	0	0

KEY TO TRAFFIC LIGHTS

**October Financial Monitoring Report
CABINET - 15 December 2009
Supplementary Estimates**

CA6

Annex 2f

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Details	£000	Repayable/ Non-repayable
13 4 & 16b	Jul-09	CYFP5-2	Non devolved school costs	DSG inflation imbalance	215	Non-repayable
	Sep-09	EE3	Property Services	Third Party legal costs	160	Non-repayable
	TOTAL SUPPLEMENTARY ESTIMATES PREVIOUSLY REPORTED				375	
			SUPPLEMENTARY ESTIMATES ACTIONED THIS REPORT			
				TOTAL SUPPLEMENTARY ESTIMATES THIS REPORT	0	
				TOTAL SUPPLEMENTARY ESTIMATES ANNEX 1 (Col 6)	375	

			<u>SUPPLEMENTARY ESTIMATES REQUESTED THIS REPORT</u>			
			TOTAL SUPPLEMENTARY ESTIMATES THIS REPORT		0	

P a g e

MEMORANDUM

SUPPLEMENTARY ESTIMATES PREVIOUSLY APPROVED BUT NOT ACTIONED DUE TO TIMING OF DECISION AND MONTH END

					0	

Ringfenced	Notification	Directorate	Unused Grant Income carried forward from 2008/09	2009/10 Grant Income per Budget Book Original Estimate	Previously Reported changes to existing grants	New Grants/Changes to existing grants this MMR	Total Grant Funding Available in 2009/10	Total variation to 2009/10 Grant Income per Budget Book	Grant Funded to Date	Balance Remaining	% Remaining	Forecast Expenditure to 31 March 2010	Balance that can be carried forward (subject to approval from grant body)
			£000	£000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
		Children, Young People & Families											
R	F	Dedicated Schools Grant (DSG)	1,188	317,154	4,523		322,865	5,711	161,433	161,432	50%	322,865	0
R	F	Standards Fund	3,461	18,555	7,503		29,519	10,964	14,759	14,759	50%	29,519	0
R	F	School Standards	0	12,298	5,406		17,704	8,852	8,852	8,852	50%	17,704	0
R	F	Sure Start General	28	14,706	-2,067		12,667	-2,039	6,334	6,333	50%	12,667	0
R	F	Patfinder	0	0	776		776	776	388	388	50%	776	0
OS	P	Learning & Skills Council	541	28,919	-41		29,419	500	7,151	22,268	76%	29,419	0
R	C	Asylum Seekers		1,285			0	0	902	383	30%	1,627	342
R	C	Transformation Fund		211			0	0	106	106	50%	211	0
R	P	Workforce Modernisation & Development		183	1		184	1	46	138	75%	184	0
R	P	School Support Staff training and qualifications		0	210		210	0	20	190	90%	210	0
R	P	Golden helios for newly qualified teachers		0	341		341	0	302	39	11%	341	0
R	P	DCSF - National College for Leadership of Schools		0	65	65	65	0	0	65	100%	32	-33
R	P	Parenting Strategy Support Grant	17	353	0		370	17	114	256	69%	370	0
R	P	Contact Point	263	230	0		493	263	154	339	68%	493	0
R	P	Youth Opportunity Fund	37	346	0		383	37	274	109	28%	383	0
R	FC	DCSF - Family intervention project	379	943	183		1,126	183	782	344	31%	1,126	0
R	FC	DCSF - MIFC	30	0	113		113	0	0	113	100%	113	0
R	C	DCSF - KEEP PROJECT	11	0	305		684	684	140	544	80%	400	-284
R	C	Environmental arts project	11	0	0		30	30	0	30	100%	30	0
R	P	CLG - PSA Pump Priming Grant	105	0	0		105	105	53	52	50%	105	0
R	P	Probation (Home Office)	57	427	99		427	0	80	347	81%	598	171
R	F	DFA - Young Victims	63	0	156		156	0	156	0	0%	156	0
R	F	Huntercombe Young Offenders Institution	0	0	135		135	0	63	12	19%	63	0
R	F	Thames Valley Police	0	0	145		145	0	145	0	0%	145	0
R	F	Oxford PCT Partnership Funding	0	0	15		15	0	15	0	0%	15	0
R	F	DCSF - Play Patfinder	0	0	162		162	162	11	151	93%	162	0
R	F	DCSF - V Programme	0	0	143		143	143	59	84	59%	143	0
		Social & Community Services											
R	F	AIDS & HIV Training	63	132			195	63	40	155	79%	120	75
OS	U	Learning & Skills Council - Adult Education	344	4,241	-628		3,957	-284	2,308	1,649	42%	3,957	0
R	F	New Deal	0	135	-135		0	-135	0	0	0%	0	0
R	F	Social Care Reform Grant	454	1,853			2,307	454	711	1,596	69%	2,307	0
OS	C	General Registrars Office	0	8	8		8	8	5	3	38%	8	0
R	P	Standards Fund (Music Service)	0	736	0		736	0	429	307	42%	736	0
R	F	Supporting People	1,364	17,019			18,383	1,364	10,874	7,509	41%	18,383	0
OS	C	Workstep	0	312	-64		248	-64	110	138	56%	248	0
R	F	LD Campus Closure	29	0	29		29	29	17	12	41%	29	0
U	C	Information Advice Guidance	12	0	12		12	12	7	5	42%	12	0
R	F	Adult Stroke Services	213	0	111		213	213	68	145	68%	171	42
R	F	Minor Repairs and Adaptations "Handyperson" Funding	102	0	125		125	125	0	125	100%	125	0
R	F	National Dementia Strategy	0	0	39		39	39	2	37	95%	9	30
		Environment & Economy											
OS	P	Countrywide Agency	23	234			257	23	150	107	42%	257	0
		Community Safety & Shared Services											
R	C	New Burdens Grant*	144	107	8		259	152	151	108	42%	259	0
R	C	Milk Grant	0	25			25	0	15	10	40%	25	0
		Corporate Core											
		MKOB Improvement Grant	36	0	232		268	268	161	107	40%	268	0
		TOTAL SPECIFIC GRANTS	8,710	420,404	17,689	65	446,868	26,464	217,514	229,352	51%	446,917	343

* The timing of when New Burdens Grant is spent is dependent on the progress of the Regional Fire Control project

Ringfenced
R
U
OS
Notification
P
F
C

Ringfenced
Un-ringfenced
Outside Aggregate External Finance therefore RU not applicable. Assume conditions attached therefore ringfenced
Provisional Notification Received
Final Notification Received
Claim Required

CHANGES TO SPECIFIC GRANTS FOR CABINET TO NOTE

Cabinet Date	Ringfenced	Notification	Budget Book Ref	Service Area	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
				Children, Young People & Families					
Dec-09	R	F	CYPF1-12	Special Educational Needs (SEN)	DSG Grant Income into correct cost centres			1,834	-1,295
Dec-09	R	F	CYPF1-13	SEN Support Services	DSG Grant Income into correct cost centres			436	-15
Dec-09	R	F	CYPF1-14	Services for Disabled Children	DSG Grant Income into correct cost centres				-60
Dec-09	R	F	CYPF1-21	Psychological Services	DSG Grant Income into correct cost centres				-7
Dec-09	R	F	CYPF1-23	Alternative Education	DSG Grant Income into correct cost centres				
Dec-09	R	F	CYPF1-27	Centrally Managed Services	DSG Grant Income into correct cost centres				
Dec-09	R	F	CYPF1-41	Operations	DSG Grant Income into correct cost centres			518	
Dec-09	R	F	CYPF3-22	Educational Achievement & Service Monitoring	DSG Grant Income into correct cost centres			317	
Dec-09	R	F	CYPF3-23	Curriculum Learning & Inclusion	DSG Grant Income into correct cost centres				-152
Dec-09	R	F	CYPF3-24	Partnership Development & Extended Learning	DSG Grant Income into correct cost centres			9	
Dec-09	R	F	CYPF3-25	Secondary School Improvement	DSG Grant Income into correct cost centres				-312
Dec-09	R	F	CYPF4-3	Information Management and Business Support	DSG Grant Income into correct cost centres			767	
Dec-09	R	F	CYPF4-4	Human Resources & Workforce Development	DSG Grant Income into correct cost centres			154	
Dec-09	R	F	CYPF4-5	Property & Assets	DSG Grant Income into correct cost centres			167	
Dec-09	R	F	CYPF4-7	Central Costs	DSG Grant Income into correct cost centres				-2,362
Dec-09	R	F	CYPF5-2	Non Devolved School Costs	DSG Grant Income into correct cost centres			2	-1
Dec-09	R	F	CYPF5-4	Capitalised Repairs & Maintenance	DSG Grant Income into correct cost centres				-65
Dec-09	R	F	CYPF3-21	Professional Development	Notification of extended grant				
					TOTAL CHANGES TO SPECIFIC GRANTS	0	65	4,204	-4,269

Ringfenced

R Ringfenced

U Un-ringfenced

OS Outside Aggregate External Finance therefore R/U not applicable. Assume conditions attached therefore ringfenced

Notification

P Provisional Notification Received

F Final Notification Received

C Claim Required

Ringfenced	Notification	Directorate	Grant Income per Budget Book Original Estimate	Grant	Previously Reported	New Grants/ Changes to Existing Grants this MMR	Current Grant Amount Revised Estimate	Current Variation to Budget Book Original Estimate	Grant Expenditure to Date	Balance Remaining	% Remaining	Forecast Expenditure to 31 March 2010
			£000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
		Children, Young People & Families										
U	F	Child & Adolescent Mental Health Grant	739				739	0	0	739	100%	739
U	F	Carers Grant (Children)	449				449	0	331	118	26%	449
U	F	Children's Fund	869				869	0	716	153	18%	869
U	F	Connexions	4,669				4,669	0	2,973	2,073	44%	4,669
U	F	Positive Activities for Young People	306				306	0	306	0	0%	306
U	F	Young People Substance Mis-Use	107				107	0	0	107	100%	107
U	F	Young People Substance Mis-Use Partnership Grant	81				81	0	80	1	1%	81
		Former Standards Fund:										
U	F	School Development Grant - LA element	1,835				1,835	0	29	1,806	98%	1,205
U	F	Extended Schools Start Up costs	1,593				1,593	0	98	1,495	94%	1,593
U	F	School Improvement Partners	289				289	0	166	123	43%	289
U	F	Education Health Partnerships	120				120	0	38	82	68%	120
U	F	Choice Advisers	37				37	0	5	32	86%	37
U	F	School Intervention	189				189	0	53	136	72%	189
U	F	Flexible 14-19 Partnership Funding	159				159	0	95	64	40%	159
U	F	Extended Rights to Free Travel	329				329	0	0	329	100%	29
U	F	Sustainable Travel	52				52	0	0	52	100%	52
U	F	Secondary National Strategy - Behaviour & Att	183				183	0	53	130	71%	183
U	F	Secondary National Strategy - Central Co-ordination	267				267	0	105	162	61%	267
U	F	Primary National Strategy - Central Co-ordination	320				320	0	172	148	46%	320
U	F	Teenage Pregnancy	160				160	0	119	41	26%	160
U	F	Care Matters White Paper	345				345	0	173	173	50%	345
U	F	Child Death Review Processes	56				56	0	28	28	50%	56
U	F	Child Trust Fund	6				6	0	0	6	100%	6
U	F	Designated Teacher Funding	44		44		44	44	0	44	100%	44
		Social & Community Services										
U	F	Carers Grant	1,795				1,795	0	956	839	47%	1,795
U	F	Mental Health Advocacy grant	283				283	0	165	118	42%	283
U	F	Mental Health Grant	1,233				1,233	0	719	514	42%	1,233
U	F	Preserved Rights	2,794				2,794	0	1,630	1,164	42%	2,794
U	F	Supporting People Administration	374				374	0	238	136	36%	374
U	F	Learning Disabilities Development Fund	367				367	0	214	153	42%	367
U	F	Local Involvement Networks	223				223	0	130	93	42%	223
U	F	Social Care Checks	0		0		0	0	0	0	0%	0
		Environment & Economy										
U	F	Rural Bus Services Grant	1,634				1,634	0	953	681	42%	1,634
U	F	School Travel Advisers Grant	92				92	0	54	38	42%	92
U	F	Deinking of Non-Core Routes	1,703				1,703	0	993	710	42%	1,703
U	F	Road Safety Partnerships	1,190				1,190	0	694	496	42%	1,190
		Community Safety										
U	F	Stronger Safer Communities Fund	652				652	0	326	326	50%	652
U	F	Adult Social Care Workforce (transferred from S&CS to Shared Services)	1,373		-105		1,268	-105	740	528	42%	1,268
U	F	Children's Social Care Workforce	137		137		137	137	80	57	42%	137
		Total Area Based Grants	26,873		76	0	26,949	76	13,055	13,894	52%	26,019

October Financial Monitoring Report
 CABINET - 15 December 2009
 Earmarked Reserves Forecast 2009/10

CA6

Annex 4

	2009/2010 as at October - 09					Change in closing balance forecast £000	Commentary
	Balance at 1 April 2009 £000	Forecast Movement		Forecast Balance at 31 March 2010 £000	October-09 Forecast Balance at 31 March 2010 £000		
		Contributions from Reserve £000	Contributions to Reserve £000				
Children Young People & Families							
Primary	9,097			9,097	9,097	0	
Secondary	2,515			2,515	2,515	0	
Special	1,827			1,827	1,827	0	
Sub total schools' revenue reserves	13,439	0	0	13,439	13,439	0	
School Loans	-1,488			-1,488	-1,488	0	
Capital	770			770	770	0	
Total schools' reserves	12,721	0	0	12,721	12,721	0	
Food with Thought/Quest	1,203			1,203	1,203	0	
Schools Contingency	-24			-24	-24	0	
Schools Partnerships	805			805	805	0	
Schools Insurance	265			265	265	0	
Youth Management Committee	374			374	374	0	
Supply Cover	2,800			2,800	2,800	0	
Maternity Leave	-2,892			-2,892	-2,892	0	
CYP general reserve	1,000		523	1,523	1,523	0	Remainder of carry forward placed in CYP&F Reserve to cover directorate pressures
Children & Families Reserve	0			0	0	0	
Directorate Total	16,252	0	523	16,775	16,775	0	
Social & Community Services							
Registration Service	115			115	115	0	
Cultural Services General	106		59	165	165	0	
ICT/Digitisation projects	707	-22	131	816	816	0	
Vehicle Renewals	119		52	171	171	0	
Donations	25			25	25	0	
Adult Learning (CECs accumulated Surplus)	117			117	117	0	
Materials Development Reserve	76			76	76	0	
Learning Disabilities Pooled Budget	-480		480	0	0	0	Transfer of 2008/09 LD Pool Budget overspend
Older People Pooled Budget Reserve	1,130	-1,130		0	0	0	Transfer of 2008/09 OP Pool Budget underspend
OSJ Client Income	64			64	64	0	
S117 Reserve	760			760	760	0	
Directorate Total	2,739	-672	242	2,309	2,309	0	

	2009/2010 as at October - 09			Forecast Balance at 31 March 2010 £000	Change in closing balance forecast £000	Commentary
	Balance at 1 April 2009 £000	Forecast Movement Contributions from Reserve £000	Contributions to Reserve £000			
Environment & Economy						
Countryside Ascot Park	16			16	0	
Countryside Publications	0			0	0	
Highways Winter Maintenance	18			18	0	
Dix Pit WRC Development	13			13	0	
Landfill Allowance Trading Scheme	0			0	0	
Vehicle Renewals	61			61	0	
On Street Car Parking	1,847	-1,038	623	1,432	0	On-street parking contract costs now based on the new contract values, which are lower than originally estimated. Park and Ride sites also estimated to be £250k less than originally thought, offset by unrealised additional income targets.
Dix Pit Engineering Works	532			634	0	
Waste Management	835	-65	167	835	0	
Better Working Initiatives	69			69	0	
Oxfordshire Waste Partnership Joint Reserve	487			487	0	
Directorate Total	3,878	-1,103	790	3,565	0	
Community Safety						
Fire & Rescue						
Protective Clothing	38	-33		5	0	
Breathing Apparatus Equipment	76			76	0	
Rescue Equipment	33	-10		23	0	
Communications Fund	59	-50		9	0	
Vehicles	368	-725	815	458	0	
IT	35	-35		0	0	
Fire Control/Fire Link	532	-65		467	0	
Emergency Planning	20			20	0	
Trading Standards						
Vehicles	7			7	0	
Trainee Reserve	12			12	0	
Gypsy & Traveller Services - Refurbishment	73		50	123	0	
Shared Services						
Shared Services Funding Reserve	2,024	-3,060	4,641	3,605	190	Revisions to cash flow forecast
Money Management Reserve	20			20	0	
Directorate Total	3,297	-3,978	5,506	4,825	190	

	2009/2010 as at October - 09				Forecast Balance at 31 March 2010 £000	Change in closing balance forecast £000	Commentary
	Balance at 1 April 2009 £000	Forecast Movement		Forecast Balance at 31 March 2010 £000			
		Contributions from Reserve £000	Contributions to Reserve £000				
Corporate Core							
Change Fund	1,055	-1,055		0	0	Assumes the balance currently unallocated (£0.194m) will be used	
SAP for Schools	332	-332		0	0	Final election costs not yet known	
Council Elections	356	-356		0	0		
FMSIS Audit	132	-132		0	0		
Schools ICT	1,811	-1,811		0	0		
Sims Support Service	81	-81		0	0		
SAP Competency Centre	298	-298		0	0		
IT Development Fund	807	-807		0	0		
Directorate Total	4,872	-4,872	0	0	0		
Corporate							
Insurance Reserve	4,604			4,604	0		
Carry Forward Reserve	2,535	-7,578		-5,043	1,234	Carry forwards from 2007/08 and 2008/09 agreed for use in 2009/10 by Cabinet on 23 June 2009.	
Capital Reserve	8,027			8,027	0		
Other Reserves	-2			-2	0		
LABGG Reserve	944	-629	439	754	0		
Budget Reserve - Agreed 2007	3,849	-3,849		0	0		
Budget Reserve - Agreed 2009	0		5,931	5,931	0		
Efficiency Savings Reserve			1,880	1,880	693	Transfer excess over £19.0m at 2008/09 year end to Efficiency Savings Reserve in 2009/10	
Prudential Borrowing Reserve	1,350		1,350	2,700	0		
Corporate Total	21,307	-12,056	9,600	18,851	1,927		
Total	52,345	-22,681	16,661	46,325	2,117		

**October Financial Monitoring Report
CABINET - 15 December 2009
Forecast Year End Revenue Balances**

CA6

Annex 5

Date	Forecast 2009/10		Budget 2009/10
	£m	£m	£m
Provisional outturn 2008/09 net of City Schools	20.187		19.000
City Schools Reorganisation brought forward from 2008/09	1.369		1.369
County Fund Balance		21.556	20.369
Planned Use of Balances		-5.131	-5.131
Less City Schools Reorganisation to be carried forward		-0.775	-0.775
Original forecast outturn position 2009/10		15.650	14.463
Additions			
May-09 Surplus grant repaid in May 2009 in respect of a company liquidation	0.078		
Oct-09 Correction to grant repayment - this is a capital grant	-0.078		
		0.000	0.000
Calls on balances deducted			
Apr-09 Transfer excess over £19.0m at 2008/09 year end to Efficiency Savings Reserve in 2009/10	-1.187		
May-09 Supplementary Estimate for DSG inflation imbalance	-0.215		
Jul-09 Supplementary estimate for third party legal fees	-0.160		
		-1.562	-2.000
Net forecast		14.088	12.463

Total budget requirement	379.170	379.170
Provisional balances as a % of budget requirement	3.72%	3.29%

Net Forecast	14.088
Calls on balances agreed but not actioned	
	0.000
Calls on balances requested in this report	
	0.000
Revised forecast position	14.088

Consolidated Revenue Balances

Provisional outturn 2008/09 net of City Schools	20.187
Less forecast year end balances as at September 2009 net of City Schools	-14.088
Add 2009/10 City Schools repayment	0.594
Forecast movement on County Fund Balance	<u>6.693</u>

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Oxfordshire County Council's Treasury Management Lending List
As at 2 December 2009

Counterparty Name	Lending Limits			
	Standard Limit	Overnight Limit	Group Limit	Period Limit
	£	£	£	
<u>Call Accounts / Money Market Funds</u>				
Abbey plc - Capital A/c	22,000,000	5,000,000	27,000,000	3 years
Abbey plc - Main A/c	22,000,000	5,000,000	27,000,000	3 years
Bank of Scotland Plc - Base Plus A/c	15,000,000	5,000,000	20,000,000	3 mths
Bank of Scotland Plc - Business Current A/c	15,000,000	5,000,000	20,000,000	3 mths
Clydesdale Bank Base Rate Tracker Plus A/c	10,000,000	0	27,000,000	3 mths
Lloyds TSB Bank plc - Callable Deposit A/c	15,000,000	5,000,000	20,000,000	3 mths
Royal Bank of Scotland - Call A/c	15,000,000	5,000,000	20,000,000	3 mths
<u>Money Market Deposits</u>				
Abbey plc	22,000,000	5,000,000	27,000,000	3 years
Abbey Time Deposit Facility	22,000,000	5,000,000	27,000,000	3 years
Alliance and Leicester plc	10,000,000	0	27,000,000	3 mths
Bank Nederlandse Gemeenten N.V.	30,000,000	5,000,000	0	3 years
Bank of New York Mellon	22,000,000	5,000,000	0	2 years
Bank of Nova Scotia	22,000,000	5,000,000	0	2 years
Bank of Scotland Plc	15,000,000	5,000,000	20,000,000	3 mths
Bank of Scotland Plc (Through Broker)	15,000,000	5,000,000	20,000,000	3 mths
Barclays Bank Plc	22,000,000	5,000,000		2 years
Barclays Bank Plc (Direct)	22,000,000	5,000,000		2 years
Bilbao Bizkaia Kutxa	10,000,000	0	0	3 mths
Bradford and Bingley plc	15,000,000	0	0	Check government guarantee prior to lending
Clydesdale Bank	10,000,000	0	27,000,000	3 mths
Credit Industriel et Commercial (CIC)	15,000,000	0	0	364 days
Crown Agents Bank Ltd	10,000,000	0	0	3 mths
Debt Management Account Deposit Facility	100% Portfolio	0	0	6 mths
DnB NOR Bank	10,000,000	0	0	3 mths
DZ Bank AG Deutsche Zentral-Genossenschaftsbank	10,000,000	0	0	3 mths
EFG Bank S.A. (ex-EFG Private Bank)	10,000,000	0	0	3 mths
English, Welsh and Scottish Local Authorities	30,000,000	5,000,000	0	3 years
HSBC Bank plc	22,000,000	5,000,000	0	3 years
JP Morgan Chase Bank	22,000,000	5,000,000	0	2 years
Lloyds TSB Bank plc	15,000,000	5,000,000	20,000,000	3 mths
National Australia Bank	22,000,000	5,000,000	27,000,000	3 years
National Bank of Canada	10,000,000	0	0	3 mths
Northern Rock plc	15,000,000	0	0	Check government guarantee prior to lending
Rabobank Group	30,000,000	5,000,000	0	3 years
Royal Bank of Canada	30,000,000	5,000,000	0	3 years
Royal Bank of Scotland	15,000,000	5,000,000	20,000,000	3 mths
Toronto-Dominion Bank	22,000,000	5,000,000	0	2 years

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Capital Monitoring Report
Consolidation
October 2009

Ref (1)	Scheme (2)	Budget				Expenditure				Variations		
		Budget (as per February capital programme) 2009/10 (3) £'000	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2007/08 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Revised Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000
	CYP&F Main Programme	34,754	9,701	36,956	60,012	96,968	13,825	38,600	61,055	99,655	1,644	2,687
	CYP&F Forward Plan	5,141	0	4,341	197,146	201,487	433	2,390	185,258	187,648	-1,951	-13,839
	Sub-total CYP&F	39,895	9,701	41,297	257,158	298,455	14,258	40,990	246,313	287,303	-307	-11,152
	Social & Community Services	7,946	16,635	7,248	15,735	22,983	1,362	6,898	16,194	23,092	-350	109
	Environment & Economy	43,526	46,530	42,481	117,770	160,251	18,193	40,478	120,365	160,843	-2,003	592
	Community Safety	243	494	745	4,878	5,623	320	1,086	5,037	6,123	341	500
	Corporate Core	1,000	0	1,000	3,000	4,000	0	1,000	3,000	4,000	0	0
	TOTAL	92,610	73,360	92,771	398,541	491,312	34,133	90,452	390,909	481,361	-2,319	-9,951
	CYP&F Schools Capital	1,392	0	1,742	2,465	4,207	0	2,542	3,692	6,234	800	2,027
	Devolved Formula Fund	9,867	0	9,564	48,256	57,820	4,692	9,564	48,256	57,820	0	0
	Earmarked Reserve Allocations (including Disbursements)	286	0	86	1,555	1,641	0	86	1,305	1,391	0	-250
		104,155	73,360	104,163	450,817	554,980	38,825	102,644	444,162	546,806	-1,519	-8,174

NOTE: the scheme totals represent the value of schemes from 2009/10.

Capital Monitoring Report
Children, Young People & Families - Main
October 2009

Ref (1)	Scheme (2)	Budget				Expenditure				Variations		
		Budget (as per February 2009/10 capital programme) £'000 (3)	Pre 2009/10 £'000 (4)	Current Year Estimate per latest capital programme) 2009/10 £'000 (5)	Post 2009/10 £'000 (6)	Original Total scheme cost £'000 (7)	Actual expenditure to date 2009/10 £'000 (9)	Projected expenditure to year end 2009/10 £'000 (10)	Post 2009/10 £'000 (11)	Total Revised scheme costs £'000 (12)	Variation on Current year budget £'000 (13)	Total Scheme variation £'000 (14)
	Primary Capital Programme											
1	Combe - Hall & Classrooms	350	934	241	0	1,175	150	241	0	1,175	0	0
2	Charlton-on-Otmoor - Repl of Temporary Classrooms	400	23	400	782	1,205	126	600	582	1,205	200	0
3	Thame, Barley Hill - Repl of Temporary Classrooms	300	37	300	1,213	1,550	104	600	913	1,550	300	0
4	Marcham (Phase 2) - Classrooms	350	0	344	0	344	344	344	0	344	0	0
5	Launton - Hall & Classroom	0	0	0	0	0	2	250	625	875	250	875
5	Harwell - 2 Classroom extension	0	0	0	0	0	31	100	750	850	100	850
	Secondary Capital Programme											
6	Wantage, Fitzwaryn - Phase 1	1,725	472	1,756	0	2,228	1,278	1,756	0	2,228	0	0
7	Woodstock, Marlborough - Science & Repl Temporary Buildings	2,978	220	2,300	795	3,315	620	2,300	795	3,315	0	0
8	Witney, Wood Green - Changing Rooms	0	135	157	0	292	148	157	0	292	0	0
9	Oxford Academy Project	12,700	705	15,000	17,645	33,350	6,340	15,000	17,645	33,350	0	0
10	Oxford Academy Project - Environmental Works	0	146	0	0	146	0	0	0	146	0	0
11	Chipping Norton - Science	1,200	12	600	3,788	4,400	170	600	3,788	4,400	0	0
	Provision of School Places											
12	Banbury, Hanwell Fields -	643	1,355	722	0	2,077	623	722	0	2,077	0	0
13	Witney, Tower Hill - Extensions	569	104	565	0	669	455	565	0	669	0	0
14	Cuttislowe - Foundation Stage Classroom	0	0	250	0	250	222	250	0	250	0	0
15	Witney, Henry Box - Music	600	22	780	604	1,406	57	780	604	1,406	0	0

Capital Monitoring Report
Children, Young People & Families – Main
October 2009

Ref (1)	Scheme (2)	Budget				Expenditure				Variations		
		Budget (as per February 2009/10 capital programme) (3)	Pre 2009/10 (4)	Current Year Estimate (as per latest capital programme) 2009/10 (5)	Post 2009/10 (6)	Original Total scheme cost (7)	Actual expenditure to date 2009/10 (9)	Projected expenditure to year end 2009/10 (10)	Post 2009/10 (11)	Total Revised scheme costs (12)	Variation on Current year budget (13)	Total Scheme variation (14)
16	Children's & Family Centres Flexibility of Childcare 08/09 - 10/11	2,900	117	2,000	5,655	7,772	387	1,300	6,355	7,772	-700	0
17	Children Centres 08/09 - 10/11 Phase 3	1,000	7	560	5,484	6,051	371	660	4,972	5,639	100	-412
18	North East Abingdon - Children's Centre	0	16	424	0	440	86	424	0	440	0	0
19	Bloxham - Children's Centre	0	0	0	0	0	3	200	252	452	200	452
	Improvements to Young People's Centres											
20	Farringdon Young People's Centre	0	105	120	0	225	45	120	0	225	0	0
21	Wallingford Young People's & Children Centres	190	22	150	1,035	1,207	10	200	985	1,207	50	0
22	Witney Young People's Centre (Phase 1)	145	92	8	0	100	8	8	0	100	0	0
23	Berinsfield Young People's Centre	175	6	244	0	250	22	244	0	250	0	0
24	Chill Out / Youth Capital Fund	399	528	470	399	1,397	336	470	399	1,397	0	0
25	Witney Young People's Centre (Phase 2)	0	0	0	0	0	0	75	1,045	1,120	75	1,120
26	Kidlington Young People's Centre	0	0	0	0	0	4	250	48	298	250	298
26	Back on Track - Mill & Vehicles	0	0	0	0	0	62	381	0	400	381	400
27	Children Homes Development Thornbury House Children's Home - Repl of building	750	31	100	1,323	1,454	56	100	1,323	1,454	0	0

Capital Monitoring Report
Children, Young People & Families - Main
October 2009

Ref (1)	Scheme (2)	Budget				Expenditure				Variations		
		Budget (as per February capital programme) 2009/10 (3)	Pre 2009/10 (4)	Current Year Estimate (as per latest capital programme) 2009/10 (5)	Post 2009/10 (6)	Original Total scheme cost (7)	Actual expenditure to date 2009/10 (9)	Projected expenditure to year end 2009/10 (10)	Post 2009/10 (11)	Total Revised scheme costs (12)	Variation on Current year budget (13)	Total Scheme variation (14)
	Annual Programmes											
28	Schools Access Initiative	1,042	825	942	4,568	6,335	197	942	4,568	6,335	0	0
29	Health & Safety - CYP&F	285	331	119	1,265	1,715	54	119	1,265	1,715	0	0
30	Kilvrough Manor	0	74	241	0	315	198	241	0	315	0	0
31	Health & Safety - Corporate	554	270	400	1,600	2,270	0	400	1,600	2,270	0	0
32	Temporary Classrooms - Relocation & Removal	500	302	548	2,650	3,500	485	548	2,650	3,500	0	0
	Other Schemes / Programmes											
33	Small Projects	1,146	0	1,068	1,007	2,075	358	908	1,031	1,939	-160	-136
34	Minor Works	165	150	181	0	331	96	181	0	331	0	0
35	Loans to Foster/Adoptive Parents	150	158	150	592	900	0	90	652	900	-60	0
36	Special Schools (16-19)	0	567	0	0	567	360	333	0	900	333	333
37	14 - 19 Rural Areas	0	0	370	730	1,100	0	370	730	1,100	0	0
38	14-19 Diploma	415	0	415	2,285	2,700	307	355	836	1,191	-60	-1,509
39	Play Pathfinder	0	291	955	864	2,110	236	955	864	2,110	0	0
40	Short Breaks (AHDC)	0	0	299	698	997	0	299	698	997	0	0
40	Woodlands Outdoor Education Centre	0	0	0	0	0	17	259	50	385	259	385
	ICT											
41	Harnessing Technology Grant	1,283	944	1,283	1,225	3,452	0	1,283	1,225	3,452	0	0
42	Home Access for Targeted Groups	0	0	213	0	213	211	213	0	213	0	0

Capital Monitoring Report
Children, Young People & Families – Main
October 2009

Ref (1)	Scheme (2)	Budget				Expenditure				Variations		
		Budget (as per February capital programme) 2009/10 (3)	Pre 2009/10 (4)	Current Year Estimate (as per latest capital programme) 2009/10 (5)	Post 2009/10 (6)	Original Total scheme cost (7)	Actual expenditure to date 2009/10 (9)	Projected expenditure to year end 2009/10 (10)	Post 2009/10 (11)	Total Revised scheme costs (12)	Variation on Current year budget (13)	Total Scheme variation (14)
	Retentions & Oxford City School Reorganisation											
43	Retentions	576	0	1,323	205	1,528	-728	1,323	205	1,528	0	0
44	Oxford City Schools Reorganisation	0	0	58	0	58	-26	58	0	58	0	0
	Sub-Total CYP&F	33,490	9,001	36,056	56,412	101,469	13,825	37,574	57,455	104,125	1,518	2,656
	School Capital											
45	Devolved Formula	9,867	0	9,564	48,256	57,820	4,692	9,564	48,256	57,820	0	0
46	Harnessing Technology Grant	1,392	0	1,392	2,465	3,857	0	1,392	2,465	3,857	0	0
47	Specialist Sports College	0	0	350	0	350	0	350	0	350	0	0
48	Kitchen & Dining improvements	0	0	0	0	0	0	200	318	518	200	518
49	14-19 Diploma	0	0	0	0	0	0	600	909	1,509	600	1,509
	Sub-Total Schools	11,259	0	11,306	50,721	62,027	4,692	12,106	51,948	64,054	800	2,027
	Capital Adjustments & Funding											
	Provisions											
50	Efficiency Savings	300	140	300	1,200	1,640	0	300	1,200	1,640	0	0
51	Property Client Fee	640	560	600	2,400	3,560	0	600	2,400	3,560	0	0
52	Fees	324	0	0	0	0	0	0	0	0	0	0
52	Tugwell Fields	0	0	0	0	0	0	126	0	126	126	126
	Sub-Total Other	1,264	700	900	3,600	5,200	0	1,026	3,600	5,326	126	126
	Total	46,013	9,701	48,262	110,733	168,696	18,517	50,706	113,003	173,505	2,444	4,809

Capital Monitoring Report
Children, Young People & Families - Forward Plan
October 2009

Ref (1)	Scheme (2)	Budget					Expenditure				Variations		
		Budget (as per February capital programme) 2009/10 (3) £'000	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Pre 2009/10 (8) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000
(1)	Primary Capital Programme												
	Primary School Review	0	0	0	35,773	35,773	0	0	0	35,273	0	0	-500
	- Bayards	300	0	300	7,900	8,200	0	49	300	7,900	0	0	0
	- Wood Farm		0	300	11,200	11,500	0	124	300	11,200	0	0	0
	- Rose Hill												
	- St Andrew's, Chinnor												
	- ICT Programme												
	Primary Replacement of Temps												
	- The Grange	0	0	0	1,500	1,500	0	21	100	1,900	100	500	
	- Great Milton												
	- Tackley	0	0	25	575	600	0	0	25	575	0	0	0
	- Mill Lane			200	550	750	79	200	200	550	0	0	0
	- Cumnor												
	- Garsington												
	Eynsham	100	0	0	400	400	0	0	0	400	0	0	0
	Launton	900	0	250	625	875	0	0	0	0	-250	-875	
	Peppard	200	0	100	500	600	0	0	50	550	-50	0	
	Harwell	350	0	100	750	850	0	0	0	0	-100	-850	
(2)	Secondary Capital Programme												
	Burford - Phase 3 Drama & Classroom Block	350	0	200	2,300	2,500	0	72	200	2,300	0	0	0
	Faringdon Community College - Phase 3	0	0	0	1,500	1,500	0	0	0	1,500	0	0	0
	Warriner	0	0	0	250	250	0	9	0	250	0	0	0
	Secondary Schools Modernisation	0	0	0	1,500	1,500	0	0	0	1,500	0	0	0
	- Bartholomew												
	- Henry Box												

Capital Monitoring Report
Children, Young People & Families - Forward Plan
October 2009

Ref (1)	Scheme (2)	Budget					Expenditure				Variations		
		Budget (as per February capital programme) 2009/10 (3) £'000	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000	
	Special Schools Modernisation - Northern House	0	0	0	1,450	1,450	0	0	1,450	1,450	0	0	0
	- Wood Eaton Manor	0	0	200	0	0	0	200	0	200	0	0	0
	Lord Williams - Autism Unit	50	0	50	1,370	1,420	0	1	1,370	1,420	0	0	0
	Frank Wise	40	0	40	0	40	0	0	40	40	0	0	0
	Fitzwaryn Phase 2	600	0	200	2,250	2,450	0	2	3,100	3,200	-100	750	0
	St Birinus - Food Technology	100	0	0	300	300	0	2	300	300	0	0	0
	Iffley Mead - Food Technology	0	0	0	300	300	0	0	300	300	0	0	0
	Secondary Modernisation	0	0	0	4,748	4,748	0	0	4,338	4,338	0	-410	0
	Provision of School Places												
	Didcot, Great Western Park - Primary No.1	0	0	0	6,250	6,250	0	0	6,250	6,250	0	0	0
	Didcot, Great Western Park - Primary No.2	0	0	0	6,250	6,250	0	0	6,250	6,250	0	0	0
	Didcot, Great Western Park - Secondary (Phase 1)	0	0	0	20,800	20,800	0	0	20,800	20,800	0	0	0
	Didcot, Ladygrove (New Primary) - 7 classroom	0	0	0	3,000	3,000	0	0	3,000	3,000	0	0	0
	Carterton Community College - Hall	350	0	50	300	350	0	7	300	350	0	0	0
	Bodicote, Bankside - 10 classroom	0	0	0	4,000	4,000	0	0	4,000	4,000	0	0	0
	Bicester, Gavray Drive - 7 classroom	0	0	0	4,000	4,000	0	-18	4,000	4,000	0	0	0
	Bicester - Secondary P1 (incl existing schools)	0	0	0	11,000	11,000	0	0	11,000	11,000	0	0	0
	Bicester - Secondary P2 (including existing schools)	0	0	0	11,000	11,000	0	0	11,000	11,000	0	0	0
	Bicester, South West - 14 Classroom	0	0	0	6,250	6,250	0	0	6,250	6,250	0	0	0
	Upper Heyford	0	0	0	6,250	6,250	0	0	6,250	6,250	0	0	0

Capital Monitoring Report
Children, Young People & Families - Forward Plan
October 2009

Ref (1)	Scheme (2)	Budget				Expenditure				Variations			
		Budget (as per February capital programme) 2009/10 (3) £'000	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Pre 2009/10 (8) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000
	Wantage / Grove - Secondary (option c)	0	0	0	14,000	14,000	0	0	0	14,000	14,000	0	0
	Witney, Madley Brook - 3 classroom extension	0	0	50	825	875	0	50	0	825	875	0	0
	Existing demographic pupil provision	0	0	0	1,453	1,453	0	0	0	1,453	1,453	0	0
	- The Cherwell Primary Areas	0	0	250	500	750	0	250	0	500	750	0	0
	- Oxford	0	0	0	75	75	0	0	0	75	75	0	0
	St Nicholas	0	0	0	0	0	0	0	0	0	0	0	0
	SS Philip & James	0	0	0	0	0	0	0	0	0	0	0	0
	- Henley	0	0	0	0	0	0	0	0	0	0	0	0
	- Faringdon	0	0	0	0	0	0	0	0	0	0	0	0
	- Wantage	0	0	0	0	0	0	0	0	0	0	0	0
	- Wallingford	0	0	0	0	0	0	0	0	0	0	0	0
	Secondary	200	0	200	3,800	4,000	0	200	200	3,800	4,000	0	0
	- Bicester, Cooper	0	0	0	0	0	0	0	0	0	0	0	0
	- Wheatley Park (Hall)	0	0	0	0	0	0	0	0	0	0	0	0
	- Cherwell (Hall)	0	0	0	0	0	0	0	0	0	0	0	0
(4)	Risk / Contingency	0	0	0	1,974	1,974	0	0	0	1,974	1,974	0	0
	- General Programme	0	0	0	1,500	1,500	0	0	0	1,500	1,500	0	0
	- Early Years Development Fund	0	0	0	0	0	0	0	0	0	0	0	-1,500
(5)	Children's & Family Centres												
(6)	Early Years Development Funding												
(7)	Halls & Kitchens	0	0	0	750	750	0	0	0	750	750	0	0
	Hornton - Hall	150	0	150	0	150	0	150	150	0	150	0	0
	Windmill - Hall	0	0	0	0	0	0	0	0	0	0	0	0
(8)	Special Education Needs												

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Ref (1)	Scheme (2)	Budget					Expenditure				Variations			
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(9)	<u>Locally Co-ordinated Voluntary Aided Programme</u>													
(10)	<u>Risk Management Programme</u>													
(11)	<u>Opportunity Development</u> King Alfred's - Consolidation Larkmead - AWP & Sports Facilities	0	0	0	12,000	12,000	0	0	0	0	0	0	0	-12,000
(12)	<u>Outdoor Education Service</u> Woodlands - NOF - Refurb Annex	375	0	375	0	375	0	0	0	0	0	0	0	-375
(13)	<u>Improvement of Young People's Centres</u>													
	Witney Young People's Phase 2	250	0	225	895	1,120	0	0	0	0	0	0	0	-1,120
	Didcot Young People's Centre	300	0	0	300	300	0	0	0	0	0	0	0	-300
	Back on Track Programme	400	0	650	600	1,250	0	0	0	0	0	0	0	-1,250
	- Kidlington					0	0	0	0	0	0	0	0	0
	- Abingdon					0	0	0	0	0	0	250	0	250
	- Didcot					0	0	0	0	0	0	550	0	550
	Banbury New Futures Centre					0	0	0	0	0	50	2,950	50	3,000
	Chipping Norton Young People & Adult Learning Centre					0	0	0	0	0	25	975	25	1,000
(14)	<u>Children Homes Development</u>					0	0	0	0	0	0	0	0	0
(15)	<u>Annual Programmes</u>					0	0	0	0	0	0	0	0	0

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(16)	Specific / Delegated Funding Targeted Capital - SEN	0	0	300	3,033	3,333	18	50	2,700	2,750	-250	-583
	Tugwell	126	0	126	0	126	0	0	0	0	-126	-126
(17)	ICT											
	Total	5,141	0	4,341	197,146	201,487	433	2,390	185,258	187,648	-1,951	-13,839

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	Community Services											
	Libraries											
1	Banbury Library & Arts Centre	50	0	50	5,625	5,675	0	25	5,760	5,785	-25	110
2	Bicester Library	20	16	20	834	870	0	20	834	870	0	0
3	Central Library Refurbishment	69	268	20	159	447	268	8	159	447	0	0
4	Chalbury Library	0	0	0	130	130	0	0	130	130	0	0
5	Headington Library	196	7	150	63	220	7	1	219	246	-130	26
6	Thame Library	1,344	145	1,290	257	1,692	145	257	257	1,692	0	0
7	Watlington Library	450	130	600	40	770	130	67	90	770	-50	0
8	Library Improvement Programme	100	71	100	101	272	71	0	101	272	0	0
9	General Library Refurbishment	150	31	90	479	600	31	40	502	653	30	53
	County Heritage & Arts											
10	Abingdon Museum (Contribution)	100	0	0	300	300	0	0	300	300	0	0
11	Museums Resource Programme	423	41	100	494	635	41	48	494	635	0	0
12	Development Project - SOFO	0	0	15	15	30	0	15	15	30	0	0
13	Pegasus Theatre (Contributions)	541	335	540	0	875	335	257	0	875	0	0
14	Cogges Manor Farm	65	0	65	185	250	0	0	185	250	0	0
		3,508	1,044	3,040	8,682	12,766	1,044	693	9,046	12,955	-175	189

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	Social Care for Adults												
	Mental Health												
15	Mental Health Projects	177	177	177	531	177	125	177	177	177	531	0	0
	Residential												
16	Bicester Care Home (Forward Funding)	895	1,007	717	1,724	1,007	131	717	0	0	1,724	0	0
17	Homes for Older People - Extra Care Housing	250	14	236	900	14	0	236	650	650	900	0	0
	Homes for Older People - Extra Care Housing (Banbury)												
	Homes for Older People - Extra Care Housing (Banbury)	0	0	675	1,350	0	0	675	675	675	1,350	0	0
	Learning Disabilities - Supported Living *Prudential Borrowing	480	4	350	1,200	4	0	350	846	846	1,200	0	0
20	OP Care Home Improvements DAAT	0	0	0	107	0	0	0	107	107	107	0	0
	Day Centres												
21	Abingdon, Resource Centres (Phase 1-3)	997	208	692	1,250	208	199	692	350	350	1,250	0	0
22	Banbury Day Centre (OP)	50	4	50	1,000	4	0	50	946	946	1,000	0	0
23	Rural Day Centres (OP)	30	81	30	170	81	0	30	59	59	170	0	0
24	Wantage Day Centre (OP & LD)	0	0	0	500	0	0	0	500	500	500	0	0
25	Day Centre (OP)	100	0	100	200	0	0	0	100	200	200	-100	0
26	Day Centres (LD)	100	0	100	200	0	2	50	150	200	200	-50	0
		3,079	1,495	3,127	9,132	1,495	457	2,977	4,660	9,132	9,132	-150	0

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Ref (1)	Scheme (2)	Budget				Expenditure				Variations			
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Strategy & Transformation													
ICT													
27	Supporting People	48	81	48	0	129	81	0	48	0	129	0	0
28	Time to Change	0	2,074	57	0	2,131	2,074	12	57	0	2,131	0	0
29	Adult Social Care - IT Infrastructure	268	0	100	363	463	0	0	100	363	463	0	0
30	New Adult ICT Services System	580	0	50	1,950	2,000	0	33	50	1,950	2,000	0	0
31	Mobile Working Project	50	26	24	50	100	26	3	24	50	100	0	0
		946	2,181	279	2,363	4,823	2,181	48	279	2,363	4,823	0	0
Retentions (Including Fees) & Retentions													
		201	0	383	80	463	0	94	383	0	383	0	-80
Minor Works													
		202	0	319	50	369	0	105	319	50	369	0	0
34	HOP's Externalisation	0	11,915	100	50	12,065	11,915	-35	75	75	12,065	-25	0
		403	11,915	802	180	12,897	11,915	164	777	125	12,817	-25	-80
35	Property Client Fees	10	0	0	0	0	0	0	0	0	0	0	0
SERVICES		7,946	16,635	7,248	15,735	39,618	16,635	1,362	6,898	16,194	39,727	-350	109

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Scheme (2)	Budget			Expenditure				Variations			
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Transport											
Retentions from LTP1 schemes		201	0	201	0	10	197	0	197	-4	-4
LTP2											
Network Development											
Chornton P & R	15	15	0	2,933	2,918	-33	26	0	2,944	11	11
40 Green Road Roundabout		15	0	5,411	5,396	14	15	0	5,411	0	0
Congestion Monitoring ANPR		2	0	796	794	2	2	0	796	0	0
ANR Routing	62	50	0	63	13	1	50	0	63	0	0
Oxford VMS	250	200	0	641	441	-1	200	0	641	0	0
Chipping Norton AQMA	290	287	0	363	76	29	129	250	455	-158	92
Wallingford AQMA	248	248	0	248	0	6	56	9	65	-192	-183
Oxford P & R extensions	450	22	4,282	4,581	277	16	22	4,282	4,581	0	0
Access to Oxford		0	856	856	0	0	0	656	656	0	-200
TMC Network Improvements	0	0	0	72	72	1	103	0	175	103	103
Road Safety	965	825	540	1,365	0	503	757	540	1,297	-68	-68
Oxford Transport Strategy	229										
High St (contribution to HM scheme)	34	50	0	1,341	1,291	19	50	0	1,341	0	0
Summertown	205	0	180	185	5	0	0	180	185	0	0
Fairfax Rd/Purcell Rd Cycle Link	116	20	96	116	0	0	5	111	116	-15	0
Highfield Area Traffic Management	30	51	0	51	0	14	33	20	53	-18	2

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Controlled Parking Zones	376	134	371	0	505	79	138	233	505	-233	0
Central AQMA	100	31	53	0	84	0	53	0	84	0	0
London Rd corridor - phase 2	554	1,746	600	0	2,346	522	600	0	2,346	0	0
London Rd corridor - phase 3	520	112	180	1,743	2,035	72	180	1,743	2,035	0	0
New Inn Hall Street (West End)	164	128	506	0	634	437	446	0	574	-60	-60
Speedwell Street/St Aldate's (West End)		85	41	0	126	40	121	0	206	80	80
Transform Oxford Queens Street	825	9	985	0	678	0	0	678	678	0	0
Frideswide Square (West End)	135	64	136	1,100	1,300	744	985	0	994	0	0
Towns Programme						2	136	1,100	1,300	0	0
Abingdon											
Abingdon Town Centre	540	2,491	540	150	3,181	32	540	150	3,181	0	0
Abingdon secondary cycle routes		3	35	0	38	0	35	0	38	0	0
Marcham Rd Ph 2	185	95	185	0	280	4	210	0	305	25	25
Banbury											
Western Corridor		261	1	0	262	2	1	0	262	0	0
Merton Street One way scheme		0	41	0	41	5	41	0	41	0	0
Hanwell Fields Mineral Railway		0	0	150	150	0	0	150	150	0	0
Henley											
Town Centre	134	1,164	280	0	1,444	179	280	0	1,444	0	0
Witney											
Cogges Link Road	1,033	1,541	650	15,613	17,804	399	650	15,613	17,804	0	0
Woodgreen/West End Ped Cycle Route		25	85	0	110	1	90	0	115	5	5
Downs Road		43			43	23	9	0	52	9	9

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Bicester											
Bicester central area improvement		0	750	750	0	0	0	1,000	1,000	0	250
Roman Road				0	0	0	2	48	50	2	50
Wantage/Grove											
Limborough Road				0	0	0	0	45	45	0	45
Carterton											
NE Carterton Cycle Links	33	19	0	53	34	2	5	0	39	-14	-14
Carterton B4477 upgrade	421	23	0	25	2	2	23	0	25	0	0
Other Towns											
Ambroden pedestrian refuge		3	0	39	36	3	3	0	39	0	0
Sutton Courtney Footpath				0	0	0	15	0	15	15	15
Public Transport											
Yarnton-Pear Tree Bus Priority	33	421	304	725	0	46	429	296	725	8	0
Premium Routes upgrade	421	222	0	223	1	125	226	0	227	4	4
Iffley Rd donnington bridge jn	288	288	232	1,191	671	226	288	232	1,191	0	0
Public Transport Information Project	176	125	134	259	0	71	125	134	259	0	0
Rail Station Development	3,943	536	4,150	5,629	943	181	536	4,150	5,629	0	0
Didcot Station Forecourt											
Smarter Choices (BWTS)											
	850	787	400	1,187	0	255	751	455	1,206	-36	19
Salaries											
	638	638	651	1,289	0	0	632	635	1,267	-6	-22
Abbey Centre (Abingdon Depot)	100										
Integrated Transport FP		0	20,158	20,158	0	0	0	20,158	20,158	0	0
Preparation Pool		0	900	900	0	0	0	900	900	0	0
TOTAL ITS	13,909	9,737	53,067	83,706	20,902	4,018	9,195	53,768	83,865	-542	159

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Structural Maintenance	12,497									
Carriageways		2,030	7,424	9,454	0	-8	1,746	7,424	9,170	-284
Footways		2,140	6,900	9,040	0	971	2,255	6,900	9,155	115
Surface Treatments		3,061	13,747	16,808	0	1,461	3,202	13,747	16,949	141
Structural Patching		281	2,179	2,460	0	51	368	2,179	2,547	87
Bridges		2,360	15,480	17,840	0	549	2,172	15,620	17,792	-188
Drainage		806	2,650	3,456	0	441	806	2,650	3,456	0
St Lighting Column replacement		1,028	0	1,028	0	238	550	0	550	-478
Cumnor Hill		411	0	829	418	233	350	0	768	-61
A420 Lower Bourton Junction		620	0	620	0	493	620	0	620	0
A420 (Headington - M40)		0	935	935	0	0	100	835	935	0
St Aldates Phase 2		100	0	973	873	84	100	0	973	0
High Street Phase 3		1,666	384	2,427	377	510	1,878	384	2,639	212
Principle Roads		20	4,947	4,967	0	19	143	5,047	5,190	223
Other HQ Items		905	0	905	0	117	420	0	420	-485
Capital funding of capitalisable HM		650	0	650	0	0	850	0	850	200
TOTAL STRUCTURAL MAINTENANCE	12,497	16,078	54,646	72,392	1,668	7,522	15,560	54,786	72,014	-518
TOTAL E&E (TRANSPORT)	26,406	25,815	107,713	156,098	22,570	11,540	24,755	108,554	155,879	-1,060

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Property Services											
Environmental advice/consultancy		11	9	0	20	11	9	0	20	0	0
Carbon Management											
Energy Conservation (Prudentially funded)	200	341	150	1,033	1,524	341	150	1,033	1,524	0	0
Street Lighting (Prudentially funded)	300	226	0	0	226	226	0	0	226	0	0
SALIX		291	309	0	600	291	323	0	614	14	14
Energy Bus		0	101	0	101	0	105	0	105	4	4
Automated Monitoring & Targeting		61	56	0	117	61	56	0	117	0	0
Bulk Fuel Storage		0	17	0	17	0	0	0	0	-17	-17
Carbon Management Fund	100	0	0	147	147	0	0	160	160	0	13
BOP											
Southern Area Offices		269	0	0	269	269	0	0	269	0	0
Storage		225	0	0	225	225	0	0	225	0	0
Banbury Office	3,108	2,796	3,213	0	6,009	2,796	3,278	0	6,074	65	65
County Hall	1,526	1,463	1,208	0	2,671	1,463	1,318	0	2,781	110	110
East Oxford Office - Knights Court		742	85	0	827	742	84	0	826	-1	-1
Oxford Options	1,091	85	750	115	950	85	826	39	950	76	0
Oxford Options - Laundry	0	9	148	0	157	9	148	0	157	0	0
Youth Offending Service	150	0	150	0	150	0	0	150	150	-150	0
Trading Standards		0	480	0	480	0	480	0	480	0	0
Macclesfield House ICT node		0	0	500	500	0	0	500	500	0	0
BOP Capital Revenue Switch	233	0	907	280	1,187	0	795	280	1,075	-112	-112
BOP Contingency		0	0	437	437	0	0	375	375	0	-62
Contributions to Chipping Norton Town Partnership Programme	120	0	120	206	326	0	120	206	326	0	0
Oxford Castle Education Centre	66	0	66	0	66	0	0	0	0	-66	-66
Redbridge Hollow - Fly Tipped Waste	1,170	12	1,168	0	1,180	12	427	741	1,180	-741	0

Capital Monitoring Report
Environment & Economy
October 2009

Scheme (2)	Budget				Expenditure				Variations		
	Current Year Budget (as per Feb 09 capital programme) 2009/10 £'000 (3)	Pre 2009/10 £'000 (4)	Current Year Estimate (as per latest capital programme) 2009/10 £'000 (5)	Post 2009/10 £'000 (6)	Original Total scheme cost £'000 (7)	Actual expenditure to date 2009/10 £'000 (9)	Projected expenditure to year end 2009/10 £'000 (10)	Revised Post 2009/10 £'000 (11)	Total Revised scheme costs £'000 (12)	Variation on Current year budget £'000 (13)	Total Scheme variation £'000 (15)
Relocation of Countryside Services Bampton Community Facility	500	2	358	0	360	2	358	0	360	0	0
		0	0	0	0	0	20	888	908	20	908
Annual Programmes											
Backlog Maintenance (Prudentially funded Minor Works)	4,653	17,352	5,656	1,992	25,000	17,352	5,656	1,992	25,000	0	0
	500	0	613	1,490	2,103	0	568	1,490	2,058	-45	-45
Health & Safety (Non-Schools)	28	0	28	0	28	0	28	0	28	0	0
Contingency - staff delivery	50	0	50	100	150	0	50	100	150	0	0
Opportunity Purchase Fund		0	0	343	343	0	0	343	343	0	0
Whole Life Value Pool-Budget Provision	100	0	100	400	500	0	0	500	500	-100	0
Sub-Total Property Services	13,895	23,885	15,742	7,043	46,670	23,885	14,799	8,797	47,481	-943	811
Waste Management											
Oakley Wood WRC Redevelopment	500	71	679	0	750	71	674	0	750	0	0
Redbridge WRC	1,000	4	56	940	1,000	4	0	940	1,000	0	0
Kidlington WRC	625		15	610	625	0	15	610	625	0	0
Alkerton WRC	750		0	750	750	0	0	750	750	0	0
Stanford in the Vale WRC	350		0	350	350	0	0	350	350	0	0
Oxford Waste Partnership PRG allocation		0	174	364	538	0	174	364	538	0	0
Sub-Total Waste Management	3,225	75	924	3,014	4,013	75	674	3,014	4,013	0	0
Total E&E Other	17,120	23,960	16,666	10,057	50,683	23,960	15,723	11,811	51,494	-943	811

Capital Monitoring Report
Community Safety & Shared Services
October 2009

Scheme (2)	Budget				Expenditure				Variations		
	Current Year Budget (as per Feb 09 capital programme) 2009/10 (3) £'000	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Actual expenditur e to date 2009/10 (9) £'000	Projected expenditur e to year end 2009/10 (10) £'000	Revised Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (15) £'000
Fire & Rescue Service											
Banbury Fire Station - New Dimension	20	61	1	0	62	61	1	0	62	0	0
Radio Replacement Scheme		144	6	0	150	144	6	0	150	0	0
Critical Works - HQ Power Supply	59	50	0	0	50	50	0	0	50	0	0
Critical Works - W.C./Shower Facilities			61		61		61		61		
Minor Works - Day Crewing Houses		0	30	0	30	0	30	0	30	0	0
Flood Defence Works											
Minor Works - Slade Incident Command Suite			32		32		32		32		0
Bicester Fire Station Upgrade	35	26	159	250	435	26	200	209	435	41	0
Bicester Fire Station		0	0	0	0	0	0	0	0	0	0
Wallingford Fire Station	10	12	10	2,378	2,400	12	10	2,378	2,400	0	0
T hame Fire Station	50	0	50	2,250	2,300	0	50	2,250	2,300	0	0
Gypsy & Traveller Sites											
Redbridge Hollow Additional Pitch		0	126	0	126	0	126	0	126	0	0
Redbridge Hollow Traveller Site Refurbishment of Amenity Units	69	0	69	0	69	0	69	0	69	0	0
Safer Stronger Communities											
Safer Stronger Communities Grant		201	201	0	402	201	201	0	402	0	0
Shared Services - Food With Thought											
School Kitchen & Dining Improvements		0	0	0	0	0	300	200	500	300	500
TOTAL COMMUNITY SAFETY & SHARED SERVICES	243	494	745	4,878	6,117	494	1,086	5,037	6,617	341	500

	Budget				Expenditure				Variations		
	Current Year Budget (as per Feb 09 capital programme) 2009/10 (3) £'000	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Revised Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000
Scheme (2)											
ICT Hardware & Software	1000		1,000	3,000	4,000		1,000	3,000	4,000	0	0
TOTAL CORPORATE CORE	1,000	0	1,000	3,000	4,000	0	1,000	3,000	4,000	0	0

Capital Monitoring Report
Grant Applications
October 2009

Ref.	Scheme/Programme Area	Status	Description	Amount £000	Year
(1)	Children, Young People & Families Building Schools for the Future - 4 schools	1	Included within a group of Authorities to develop a Strategy for Change (July 2010) and Readiness to Delivery. Outline business case by Dec 2010. King Alfred's consolidation, possible contribution from sale of asset.	80,000	2013/14 onwards
(2)	Bicester	1	LSC application	9,000	2013/14 onwards
(3)	Performance Reward Grant	3	Individual Service Target Areas	3,000	2010/11 & 2011/12
(4)	Chipping Norton Young People & Adult Centre	1	Chipping Norton Town Council	525 200	
	Sub-Total CYP&F			92,725	
(5)	Social & Community Services				
(6)	Banbury - Adult Learning Centre Oxfordshire Record Office	1 1	Bid - expression of interest Jan 09 Archive Storage for Oxfordshire Primary Care Trusts	350 180	2009/10 2010/11
	Sub-Total Community Safety			530	
(7)	Environmental & Economy				
(8)	Highways Maintenance Access to Oxford - Improvements to Oxford Rail Station	1 1	Allocation to be made to two county's from each region. Indicative allocation by Regional Transport Board. Business case to be submitted Oct/Nov 2009.	tbc 6,000	2009/10 2010/11
(9)	Access to Oxford - Remaining Elements	1	Indicative allocation by Regional Transport Board. Business cases for individual projects to be submitted.	56,000	£20m 2013/14 £20m 2014/15 £16m 2015/16
(10)	Performance Reward Grant	3	Key Workers Loans	626	
(11)	Hanwell Mineral Railway	1	Match funding from Sustrans towards increase in project scope.	150	2010/11
	Sub-Total Environmental & Economy			62,776	
(12)	Community Safety				
	Redbridge Hollow Travellers Site - extension of amenity blocks	1	Bid resubmitted June 09. Total project cost is £565k. 25% (£141k) revenue match funding and £56k grant funding carried forward from previous project.	368	2009/10-2010/11
(13)	Redbridge Hollow Travellers Site - 8 additional pitches	1	Bid submitted June 09.	1,163	2009/10-2010/11
(14)	Safer Stronger Communities Fund	1	Indicative allocation.	201	2010/11
	Sub-Total Community Safety			1,732	
	Total			157,763	

Key:

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

Division(s): N/A

CABINET – 15 DECEMBER 2009

SERVICE AND RESOURCE PLANNING 2010/11 – 2014/15

Report by Chief Executive, Assistant Chief Executive (Strategy) and Assistant Chief Executive & Chief Finance Officer

Introduction

1. This is one in a series of reports on the Service and Resource Planning process for 2010/11 to 2014/15, providing councillors with information on budget issues for 2010/11 and the medium term. It follows on from reports to Cabinet on 16 September and to Strategy & Partnerships Scrutiny Committee on 25 November 2009. The report sets out the review of charges, provides an update on the Service and Resource Planning process and includes the Directorate Business Improvement & Efficiency Strategies.
2. The following annexes are attached:

Annex 1:	Financial Strategy
Annex 2:	Summary of Identified Pressures and Proposed Savings
Annex 3a:	Children, Young People & Families Business Improvement & Efficiency Strategy
Annex 3b:	Social & Community Services Business Improvement & Efficiency Strategy
Annex 3c:	Environment & Economy Business Improvement & Efficiency Strategy
Annex 3d:	Community Safety Business Improvement & Efficiency Strategy
Annex 3e:	Corporate Core & Shared Services Business Improvement & Efficiency Strategy
Annex 4a:	Review of Charges
Annex 4b & c:	Current and proposed charges
Annex 5:	Specific Grants 2010/11
Annex 6:	Creating a Healthy Oxfordshire Programme
Annex 7 :	Draft Asset Management Plan (to follow)
Annex 8 :	Draft Capital Strategy (to follow)
Annex 9 :	Capital Project Proposals

Service and Resource Planning process 2010/11 – 2014/15

3. The report to Cabinet in September set out that since the budget was agreed in February 2009, the financial position has been under continuous review. Pressures relating to the medium term were identified which required changes to the planning assumptions. These reflected the scale of the national and global recession, changes in legislation and pressures in the cost of services. The impact of these was spread across the timeframe of the business plans, but with a significant impact in 2011/12.

4. In total pressures of £60.0m were identified, £21.0m relating to reduced funding, £34.0m relating to pressures and £5.0m relating to previously agreed budget changes in the Medium Term Financial Plan (MTFP). The level of reduced funding being a real reduction in the level of expenditure, however, the remaining savings identified being recycled to fund continuing or new pressures.
5. In July 2009, savings targets rising to £60m over the medium term were issued to Directorates to ensure that the identified pressures could be managed across the medium term and allow adequate time for options and plans to be worked up before the budget is agreed in February 2010.
6. In addition to the £60.0m savings target, the existing MTFP already includes £30.0m of planned savings over the period 2009/10 – 2013/14.

Identified Pressures and Proposed Savings

7. Directorate Business Improvement & Efficiency Strategies alongside draft business plans were completed in September in order that financial pressures and savings over the medium term could be considered by the relevant Star Chamber as part of the Service & Resource Planning process.
8. Through this process pressures totalling £83.5m have been identified, an increase of £23.5m from the estimate in July. The total of savings proposed is £81.1m, after deducting £5.0m already required in the existing MTFP, is £16.1m more than planned. The pressures and savings include £7.5m which have already been agreed as part of the existing MTFP (and form part of the £30m referred to in paragraph 6), but for which specific savings had not previously been identified. The new pressures and savings should therefore exclude these figures and become £76.0m and -£68.6m respectively. The table below sets out the position, with a summary by Directorate set out in Annex 2.
9. When taking the £30.0m in the existing MTFP, set out in paragraph 6, the total pressures become £106m. Of this, £75m will be reinvested in services; the remainder is a reduction in funding.

Year on Year	2010/11 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m	TOTAL £m
Total Pressures Identified	19.4	20.0	10.8	21.4	11.9	83.5
Less : Previously agreed but unidentified savings now shown as a pressure		-1.1	-3.1	-3.3		-7.5
NEW PRESSURES	19.4	18.9	7.7	18.1	11.9	76.0
Total Savings Proposed	-30.1	-17.6	-15.8	-15.4	-2.2	-81.1
Less: Savings required in existing MTFP	2.5	2.5				5.0
Less : Previously agreed but unidentified savings now shown as a pressure		1.1	3.1	3.3		7.5
NEW SAVINGS	-27.6	-14.0	-12.7	-12.1	-2.2	-68.6
NET POSITION	-8.2	4.9	-5.0	6.0	9.7	7.4

10. The table shows that over the medium term there is still a shortfall of £7.4m. This assumes that in 2010/11 and 2012/13 the surpluses are carried forward to future years to cover or contribute towards the deficits.
11. The individual Directorate Business Improvement & Efficiency Strategies which include identified pressures and proposed savings are set out in Annexes 3a to 3e.
12. The financial risk of not achieving the savings is set out in proposed savings tables of the Business Improvement & Efficiency Strategies categorised into high, medium or low. This does not refer to the service risk. The types of savings proposed are also set out in the strategies. These are categorised into: efficiency savings (which count as Government Value for Money savings), income generation and service reduction. In addition a category of 'other' has been used where the proposed saving is delivered by different funding stream (e.g. use of reserves or grants, alternative use of previously agreed funding etc). An efficiency saving means that the budget of the service is reduced but the same amount and quality of service is provided. Income generation is receiving a higher level of income whilst containing expenditure. A service reduction means that a lower level of service will be provided and/or a lower level of quality for the less money.

13. Based on the current savings proposals summarised in Annex 2, £23.1m of the £81.1m savings in Annex 3's are classified as efficiency savings for Value for Money purposes. In addition there is £29.6m of savings classified as a combination of efficiency savings and another savings category, this is where there will be an element of efficiency, but either some service reduction or income generation associated. This does not include efficiencies already built in to future years of the current medium term plan (as part of the £30m referred to in paragraph 6 above). The Government target of 3% annual efficiency or value for money savings equates to £11.3m for the Council in 2010/11 or £32.7m over the three year Comprehensive Spending Review period, 2008/09 to 2010/11. The 2009 government Budget added savings of another 1% of the base figure in the third and final year 2010/11, £3.5m for Oxfordshire, taking the total target to £14.8m.

Scrutiny Committees

14. Strategy & Partnerships Scrutiny Committee met on 25 November 2009 to comment on the overall Council position and the balance of pressures and savings across the directorates. The Committee was also asked to consider whether the Council tax increase in the existing MTFP of 3.75% is still appropriate, given the current low level of inflation, recognising that any reduction would require further savings to be identified.
15. Each Scrutiny Committee will then consider the strategies for their programme areas with comments from each being passed back to Strategy & Partnerships Scrutiny Committee in January 2010, in order that the committee can then feed back to Cabinet in time for consideration as part of their budget proposals.

Review of Charges

16. As part of the work in completing the business plans, service managers have reviewed their charges. Annex 4a sets out the Councils charging policy and an analysis of the changes in income. The proposed charges are set out in detail in Annex 4b & 4c.
17. Where new charges are proposed or the proposed increase in charges is more than 0.5%¹, these will contribute towards the savings set out in the Business Improvement & Efficiency Strategies.
18. The information in the review of charges reflects, where appropriate, the increase in VAT back to 17.5% from April 2010. Whilst the reduction in VAT was effective for 13 months to 31 December 2009, it was agreed by Cabinet in November 2008 that the increase in relevant fees from the VAT rate reverting back to 17.5% from 1 January 2010 would be absorbed in order to keep charges constant for whole of 2009/10.

¹ Inflation included on income budgets for 2010/11

Provisional Local Government Finance Settlement and Pre Budget Report

19. The provisional 2010/11 Local Government Finance Settlement was announced on 26 November. The consultation announcement confirms the Formula grant figure for 2010/11 of £106.3m. This is a 1.5% increase from our adjusted 2009/10 figure (of £104.8m). Oxfordshire receive the minimum increase of 1.5% as a result of having been given £6.7m of Damping Grant. As expected, this confirmed the provisional 2010/11 settlement as originally announced on 6 December 2007 as part of the first three-year settlement for 2008/09 to 2010/11.
20. The provisional Local Government Finance Settlement also provided information on specific grants. Many of the grants were announced for three years to 2010/11 in December 2007 aligned to the three year settlement. Attached at Annex 5 is the estimated revenue grant income for 2010/11. The Dedicated Schools Grant (DSG) is based on the pupil number count in January 2010 and the final grant is expected to be lower than the estimate of £333.4m.
21. Funding of £210m nationally has been added to Area Based Grant (ABG) for 2010/11 to fund personal care at home. Whilst allocations by authority are not yet available, the consultation paper sets out three options for distribution. These options produce between £2.2m and £2.4m for Oxfordshire and represent grant for half a year. The Personal Care Grant will fund the impacts of the Personal Care Bill which guarantees free personal care for the people with the highest needs, such as those with serious dementia or Parkinson's disease and protects the savings of the people who currently get free care, saving them from having to pay future charges. It is anticipated that, subject to the passage of the Bill and the introduction of regulations, it could be introduced from 1 October 2010. The consultation document sets out that in addition to the £210m funding provided through ABG for half a year, the remainder of the funding required, £125m, will be found from local government efficiency savings. The cost is estimated to be £670m in the first full year of operation, made up of £420m central funding and £250m in local government efficiency savings. This is the first occasion on which local government efficiency savings have been used to explicitly fund a new government initiative. Oxfordshire's share of the efficiencies required to meet part of the cost are estimated to be £1.4m in a part year, rising to £2.8m in a full year.
22. The Chancellor, Alistair Darling, will deliver his pre-budget report on 9 December 2009. This is expected to include more details of the Fiscal Responsibility Bill, set out in the Queen's speech on 18 November 2009, which provides a "firm and binding statutory basis" for the government's promise to halve its budget deficit within four years. The report will also set out the Treasury's latest predictions for the UK economy's recovery after the recession. An addendum to this report setting out the key issues will be published following the announcement.

Further areas under review

Strategic Measures

23. The report to Cabinet in September set out the changes in assumptions for interest earned on cash balances due to the impact of the recession. Interest rates received on deposits set out in the Treasury Management Strategy and upon which the MTFP was based, were estimated to be 1.8% in 2010/11, up from 1.3% in 2009/10. The forecast for 2010/11 was revised down to 1.3% in September on the assumption that the rate of deposit remained more in line with the base rate. A reduction in income of £0.5m was estimated linked to this. The average rate of deposits made in the first seven months of the financial year was 0.80% compared to a bank rate of 0.5%. It is still anticipated that the average rate of return for 2009/10 will be achieved. However this is due to some longer term deposits being made when rates were higher, ameliorating the effect of the lower rates currently being offered.
24. Latest economic forecasts predict that base rate will remain at 0.5% until the end of 2010, rising thereafter and reaching 2% by the end of 2011. These predictions of a lower bank rate for longer mean that further revisions to the forecast are necessary to take account of the reduction on interest earned on cash flows. More work is needed on this budget particularly in respect of borrowing costs and the strategy to be adopted over the medium term. This, plus estimates of interest rates for cash deposits will be set out in the Treasury Management Strategy which will form part of the Service & Resource Planning Report to Cabinet on 19 January 2010.

Function Changes

25. Concessionary Fares: The report in September set details of a consultation on administering the national scheme under which people who are elderly or disabled are given free travel on local bus services. It set out that the potential transfer of responsibility from District Councils to County Councils could result in additional costs. Currently around £3.0m of the cost of concessionary fares is funded by council tax in Oxfordshire due to insufficient funding through specific grants and revenue support grant. A recent consultation document issued by the Department for Transport proposed changes to the distribution of the specific grant paid to District Councils for Concessionary Fares based on actual spend rather than by formula. The result of this would be an additional £2.1m of grant funding, which would reduce the amount funded through Council tax and the related pressure, should the transfer to County Councils take place, to around £1m.
26. Learning and Skills Council (LSC): The Apprenticeships, Skills, Children and Learning Bill received Royal Assent on 12 November 2009. This bill dissolves the Learning and Skills Council on 31 March 2010, transfers the responsibility for funding education and training for 16-18-year-olds² to local authorities and creates, from 1 April 2010, the Young Person's Learning Agency (YPLA). A number of new duties and powers for local authorities will also be created. On

² and up to 25 with learning difficulties, and for those young people in youth custody aged 10 to 18.

the same date, the Skills Funding Agency (SFA) will be created to take on the post-19 functions of the LSC. The role of the YPLA is to provide funding to local authorities for the education and training of young people and to support local authorities in its' new commissioning role. The overall 14-19 reform programme includes a number of other requirements including; the raising of the age of participation in education, training or work with training to 17 by 2013 and 18 by 2015, through the Education and Skills Act 2008; the transfer of staff and assets of the LSC to the successor agencies, including local authorities; and the creation of a new and distinct legal identity for sixth form colleges who will remain as independent institutions, but with closer links to their local authority. The full implications of the bill are still being assessed and will only become transparent once detailed guidance has been issued.

Taxbase and Collection Fund

27. Some preliminary figures have been received from several of the district councils on the Taxbase for 2010/11. The Taxbase represents the number of properties Council Tax can be collected from. The figures indicate that there might be a very small increase from 2009/10. The existing MTFP includes an increase of 0.5% for 2010/11 but this was revised to a zero increase in the report to Cabinet in September 2009 reflecting the continued lack of new house build due to the recession. Final figures from the district councils will not be confirmed until January 2010.
28. The county council receives annually a share of the district councils Council Tax Collection Fund surpluses or deficits. The amount can vary considerably and will not be confirmed until January 2010. Due to rising unemployment and the possibility that it may take some time to recover from the recession the forecast was reduced from a £0.8m surplus in the MTFP, to no surplus in September.

Partnership working with NHS – Creating a Healthy Oxfordshire Programme

29. The NHS in Oxfordshire faces very significant financial pressures. Details are set out in the attached report which went to the Primary Care Trust Board in November (see Annex 6). This report describes the work programme which is proposed under the general heading "Creating a Healthy Oxfordshire". The purpose of this work programme is to ensure services are efficient and getting best value for money whilst meeting the health and social care needs of local people. Six workstreams are proposed which are described in Annex 6. This work programme has been developed in conjunction with County Council officers. All of the workstreams will have some impact on the County Council (to a lesser or greater extent) and two of them are led jointly by County Council officers (Integrated Community Services Provision and Integrated Commissioning). It is likely that they will produce efficiency savings that will benefit the County Council (Adult Social Care in particular) as well as the NHS. This will help Social & Community Services to achieve their unidentified savings targets from 2011/12 onwards. Progress will be reported to the Cabinet at the appropriate time. Any significant changes will, of course, be subject to formal approval by either Cabinet or the Council.

Building Schools for the Future (BSF)

30. On 30 November 2009, the Secretary of State for Children, Schools and Families, Ed Balls and Schools Minister, Vernon Coaker, announced the next phase of the Building Schools for the Future (BSF) Programme; eleven more authorities are joining in this phase. Oxfordshire is not in this group but a resubmission will be made for a later entry to the programme. Ongoing funding of £0.16m (£0.8m over the five years of the MTFP) and £3.4m one-off funding was included in the MTFP agreed in February 2009 to enable the preparation work and the development of the Strategy for Change. The Children, Young People & Families Business Improvement & Efficiency Strategy (Annex 3a) includes a pressure of £2.1m in 2014/15 relating to the potential PFI affordability gap for those schools included in Oxfordshire's priority project.
31. An element of the one-off expenditure for the development of the Strategy for Change will still be required. However, the remainder is being re-assessed to take account of a later entry to the programme. This would also move the potential PFI affordability gap beyond the life of the proposed MTFP.

Capital Programme

The Current Position

32. The Council has a capital programme, set on a five year basis, which totals around £555m for the period from 2009/10 – 2014/15. The programme is made up of three elements, Transport, Schools and Other Services.
33. There are pressures on the current programme, arising from a combination of improved delivery, increasing costs and reducing funding. The latest estimates show that by 2015 the programme will be in deficit by £5.3m, but will have significant cash flow deficits in 2010/11 and 2011/12 rising to £16.1m. These cash flow difficulties will cause a loss of interest income to the revenue account.
34. This position assumes that no new capital schemes are added to the programme before 2015. However, there are a large number of new proposals coming forward each year. There is also an expectation that given the national financial position there are likely to be significant cuts in capital funding from next year. These cuts could lead to a 30% – 50% reduction in the size of the larger programmes.
35. Of the £555m total programme, the majority is within the Transport and Schools programmes. While in theory all of the Capital Programme operates through the Single Capital Pot and could be allocated at the Council's discretion, in practice the funding for Transport and Schools comes from the Departments of Transport and Children Schools & Families respectively. They would be unlikely to continue to provide the current levels of funding if it were not allocated to their areas.

36. During the last 18 months, the County Council Management Team took important steps to bring these programmes together and to ensure that they were owned corporately. Work is ongoing to ensure that the Cabinet can make proposals influence these programmes more fully and that the determination of priorities for these programmes is more transparent. Mechanisms are currently being developed to ensure broader member engagement in the next Local Transport Plan and the development of the Schools Asset Management Plan. This is particularly important given the fact that funding in both these areas is likely to be cut back significantly in the future.

The Capital Budget Setting Process 2010/11

37. The Capital Investment Board (CIB), acting as the Capital Star Chamber met on 24 November 2009 to understand and challenge the existing capital programme priorities and emerging capital investment proposals and bring the Capital Programme to a balanced position with sufficient level of contingency.
38. In order to facilitate this process, a review of all programme items currently not legally committed has been carried out. Given that it is harder to restrict or reallocate the funding for Transport and Schools programmes in the short term, in order to bring the Capital Programme back within its envelope, it was agreed to review, in detail, the uncommitted schemes under the Other Services Programme.
39. There are then further proposals which have been identified through the asset management planning and capital investment need identification process. Of these new proposals a number are proposed for revenue funding through the Business Improvement & Efficiency Strategies.
40. The Capital Investment Board (CIB) considered all of these schemes and agreed to bring a revised proposal for wider consultation to the Strategy and Partnership Scrutiny Committee on 17 December 2009, to which all chairmen of the Scrutiny Committees are invited. These will be considered along with drafts of the Capital Strategy (CS) and the Corporate Asset Management Plan (AMP).
41. The results of all these consultations will be reported back to the CIB on 5 January 2010 to formulate final recommendations on capital investment priorities to the Cabinet. In the same meeting, the CIB will consider the revised versions of the CS and the AMP. Final versions of the CS and the AMP will be considered by Cabinet as part of the Service & Resource Planning report in January 2010. This report will also include a fully updated Capital Programme which will capture any new inclusions and any changes to the programme.
42. When the final list of recommended priorities is agreed, a further assessment will be conducted regarding each scheme's deliverability by the Capital Programme Manager. This assessment will then determine in which year and with what profile agreed priorities will be included in the programme.

Prudential Indicators

43. As part of the Service & Resource Planning process for 2010/11, Council will have to approve a set of Prudential Indicators which show that the Council's use of borrowing is prudent, affordable and in line with the Council's Treasury Management Strategy. These indicators will be taken to Council for approval in February 2010. Some of these indicators are around the Treasury Management Strategy and will be included in the Service & Resource Planning report to Cabinet in January 2010.
44. The remaining indicators are dependant upon either the final agreed budget position or the notified supported borrowing allocations and cannot be calculated at this time.

Financial and Legal Implications

45. This report is mostly concerned with finance and the implications are set out in the main body of the report. The Council is required under the Local Government Finance Act 1992 to set a budget requirement for the authority and an amount of Council Tax. This report provides information on the financial position for the authority which forms a basis for those requirements, leading to the budget requirement and Council Tax being agreed in February 2010.

RECOMMENDATION

46. **The Cabinet is RECOMMENDED to:**
 - (a) **note the report;**
 - (b) **note those charges prescribed by legislation;**
 - (c) **approve those charges where there is local discretion as set out in Annex 4; and**
 - (d) **approve those charges for which an increase will commence before April 2010.**

JOANNA SIMONS
Chief Executive

STEPHEN CAPALDI
Assistant Chief Executive - Strategy

SUE SCANE
Assistant Chief Executive & Chief Finance Officer

Background papers: Nil

Contact Officers: Lorna Baxter – Assistant Head of Finance
Tel. 01865 323971

November 2009

Financial Strategy 2010/11 to 2014/15

1. Purpose

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

2. Introduction

The County Council first approved a Financial Strategy in October 2002. The strategy has been updated on an annual basis to reflect the five year medium term planning period, with the last major revision in 2005/06 reflecting the start of the previous administration. This refreshed strategy covers the period 2010/11 to 2014/15 and co-incides with the new administration.

3. Corporate Plan

The financial strategy underpins the development of the Medium Term Financial Plan (MTFP) which in turn forms an integral component of the Corporate Plan. Our forward planning process, the Service & Resource Planning process, ensures resources are allocated in accordance with the Council's objectives and priorities.

The Council objectives of Low Taxes, Real Choice and Value for Money drive the Service & Resource Planning process.

4. How we will manage our finances?

Our financial planning reflects:

- the allocation of sufficient funding to resource our key strategic priorities;
- the need to fund adequately our core service requirements;
- our commitment to council tax payers;
- the financial resources forthcoming from Government;
- our ongoing commitment to achieve efficiency savings to ensure improved value for money and service provision.

5. Meeting our pressures and priorities

- Savings targets will be issued by Directorate for each year of the MTFP. This will provide resource (which may be reallocated) to fund priorities and any unavoidable financial pressures which arise in this period;
- Additional spending arising from policy choices will be funded from compensating savings;
- Additional one-off income generated will be used to fund one-off spending pressures or priorities.

6. Efficiency savings and efficiency strategies

- Oxfordshire's Business Efficiency Strategy (at Appendix 1) sets out the overarching strategy.
- Each Directorate has produced a Business Improvement & Efficiency Strategy which sets out their broad approach to business improvement and efficiency.
- We will continue to identify claimable efficiency savings to meet the Government's Value for Money indicator (National Indicator 179) equivalent to 3% annually (plus 1% in 2010-11).

7. Balances

- Balances will be maintained at a level commensurate with identified risks, based on an annual risk assessment. The risks reflect unplanned or unforeseen events such as severe weather.
- Any income which is fortuitous to the Council will be added to balances.

8. Reserves

- Reserves will be held for specified purposes only and reviewed on an annual basis.
- New reserves require approval by the Cabinet.

9. Use of grant funding

- The use of general grant funding for both revenue and capital will be maximised.
- Where grant bids are required, these need to be linked to council objectives.
- Exit strategies are required for grant bids and relevant grant funding;

10. Carry Forward arrangements

- Revenue overspends will only be allowed to be carried forward where there is a clear plan or rationale for recovering the overspend and should be the first call against any underspends within the Directorate.
- Requests to carry forward revenue underspends which can not be demonstrated to be an acceptable use or where there is no clear timetable for spend will not be approved.
- Carry forwards which are not approved will be added to balances.

11. Invest to Save

- Resources provided through the Change Fund are available to provide pump-priming resources for change management initiatives.
- Invest to save opportunities for capital projects offered through Prudential Borrowing will be accepted.

12. Managing our Resources Effectively

- Continue to ensure that Directorates manage their budgets effectively in-year.
- Financial management roles and responsibilities are transparent and embedded across Directorates.
- Financial literacy is actively promoted throughout the organisation.
- Effective financial controls are in place in all areas of financial management, risk management and asset control.

13. Effective Procurement

- Pursue further improvements in the way we procure goods and services to maximise corporate value for money and achieve identifiable savings.

14. Related Strategies

Strategies related directly to the Financial Strategy are the Capital Strategy and the Corporate Asset Management Plan, the Treasury Management Strategy Statement and Annual Investment Statement and the Minimum Revenue Provision policy statement:

- The Capital Strategy sets out our capital investment plans and explains how capital investment contributes to the Council's Vision and Priorities within the Corporate Asset Management Plan. It demonstrates how the Council prioritises, targets and measures the performance of its limited capital resources. It also shows how the Council intends to maximise the value of its investment to support the achievement of its vision and priorities. It provides the framework for determining capital spending plans and the effective use of the Council's limited capital resources.
- In accordance with the Local Government Act 2003, the Treasury Management Strategy sets out the Authority's strategy for borrowing to ensure that the Council's capital investment plans are affordable, prudent and sustainable. The Annual Investment Strategy sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- The Council is required by statute to charge a Minimum Revenue Provision (MRP) to the General Fund Revenue account each year for the prudent repayment of debt. The MRP Policy Statement sets out our policy on the annual MRP.

Oxfordshire's Business Efficiency Strategy

Context

The council has become much more efficient in recent years. It is useful to remind ourselves of efficiencies already in the pipeline as a result of the Council's prudent management of resources over recent years. In the life of the last administration alone we have delivered £40m efficiency savings. A further £13m of efficiencies is planned in the current year.

We have also moved from a position a few years ago where the council's accounts were being qualified, to one where we are highly regarded by auditors for our financial management and efficient use of resources.

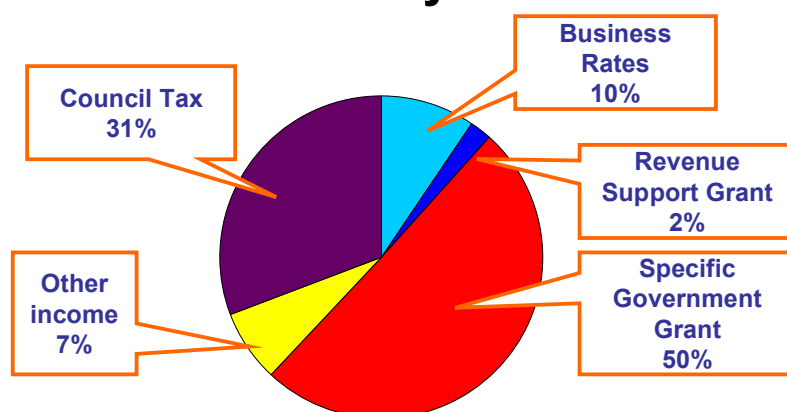
Council wide we have slimmed down management, reduced support service costs (by introducing a Shared Services centre) and improved productivity/cost effectiveness, whilst improving performance year on year.

Our Scope for Manoeuvre

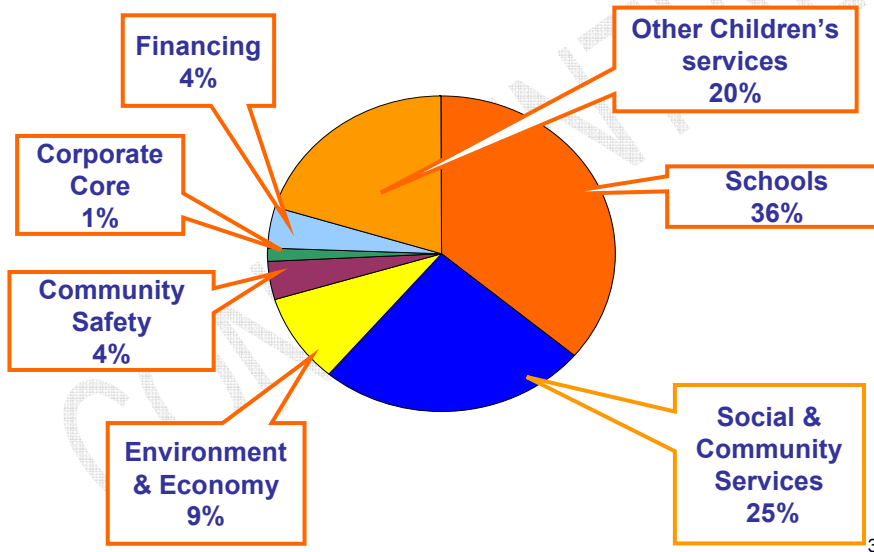
Although our gross budget is almost £900m per annum, half of this is ring fenced by the government for specific purposes, (principally for schools, but also for the careers service, early years & adult education), and cannot therefore be used for other purposes.

This puts more pressure on the remaining areas of expenditure to bear the full impact of our savings targets. This is graphically shown in the following charts

Where the money comes from

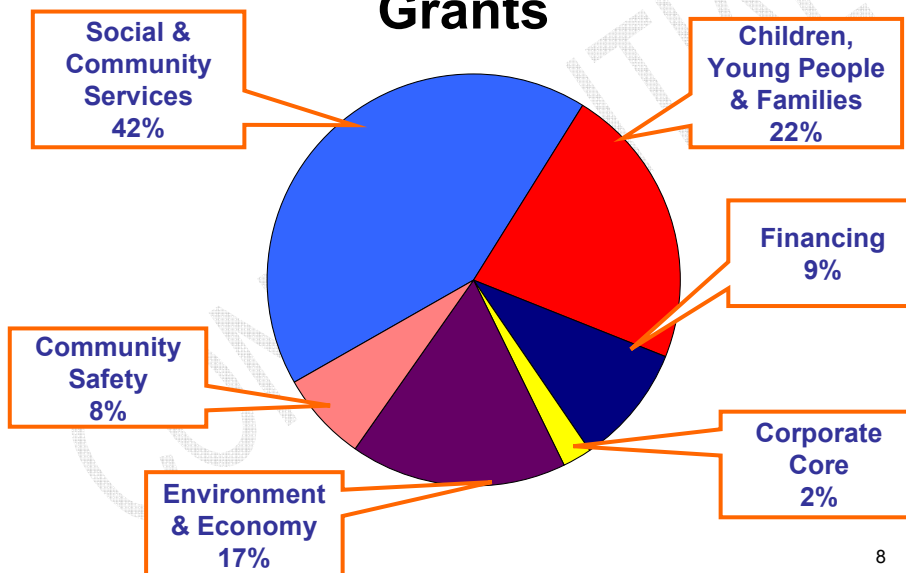


What is it spent on?



The bulk of our overall spending is for children's services. However, once the Dedicated Schools Grant (DSG) and other specific grants are taken out, the balance of spending (and therefore focus for savings) changes dramatically towards adult social care:

Services Funded excl. Specific Grants



Financing = Cost of financing capital programme (debt repayment and interest)

The way in which services are delivered varies across the council too, with the majority of Environment and Economy's costs, and adult social care being delivered via external contracts, whereas other services are more reliant on directly employed staff. This means that the extent to which savings will be found from procurement, as opposed to direct staff reductions and internal re-engineering of services, will vary.

The Challenge Ahead

In July 2009 we decided that to prepare for the difficult years ahead we needed to get ahead of the game by a radical efficiency drive to deliver £60m savings over the next 5 years. This £60m is on top of £30m already in the Medium Term Financial Plan, with most savings planned for the early years. The efficiency target for 2010/11 is £19m.

Since July a number of additional pressures have emerged and so effectively the savings target for 2010/11 – 2014/15 has grown from £90m to closer to £106m. This is 24% of our controllable budget (once the DSG and other specific grants are excluded). In the four months since July directorates have identified savings which exceed the original savings target. The scale of savings found to date is impressive and the effort to sustain the drive for further efficiencies must be sustained in the months ahead.

Most importantly the 2010/11 position is largely balanced so we can now concentrate on subsequent years and in particular on 2011/12 which is the most difficult year.

Some of the additional pressures have only surfaced in recent weeks and whilst we are confident that savings can be found, we need to recognise that we are now moving into more difficult territory, and a period when hard choices will need to be made.

This is a rather different environment to the last few years when we have been able to focus more on choices for reinvestment, rather than for savings and cuts.

Given the level of public debt at a national level, resources for local government can only get tighter so there is also a need for us to reposition thinking across the board to prepare our staff and customers for a radically different approach in the medium term.

This puts an increasing emphasis on the importance of clear priorities and political guidance on both **which** service areas members wish to protect, and on **the way** in which we should provide them in the future.

Our Strategic Approach

Our efficiency strategy is based around the council's objectives of *Low Tax, Real Choice and Value for Money*.

Low tax

The last council delivered our commitment to reduced levels of council tax increases two years ahead of schedule.

The current financial strategy proposes a 3.75% increase for the period of this council although the administration has made it clear that should a Conservative government be elected in 2010, then council tax would be frozen for two years (2011/12 and 2012/13) whilst a major review of the funding formula is carried out.

Councils will be given additional grant equivalent to 2.5% per annum for two years to facilitate this. In practice this means that we would need to contain our rise in those years to 2.5%. In light of this the current schedules have been revised to incorporate a 2.5% council tax rise in 2011/12 and 2012/13.

Real Choice

Delivering “Real Choice” in services has been a political commitment of the council for the past four years and this fits well with an ethos that promotes community self help and local diversity. Increasingly, we have been moving towards a preventative rather than reactive response in different services, and to commissioning services rather than directly providing them, which enable more flexibility. The different elements relating to real choice include:

Giving individuals and communities more control and influence

- the Personalisation agenda in adult social care
- community led planning
- the focus on localities in the next highways contract

Increasing Self Help

- Improvements in the website and self service functionality
- Encouraging “Pride in Place”, community self help and increased promotion of volunteering to support service delivery

Commissioning of services

For the future we will make our priority the commissioning of the right service rather than the delivery. This will lead to an increasingly mixed economy of provision.

Integration with other providers

We will look at opportunities to share specialist services with other organisations (neighbouring counties, districts, police etc) and in particular we will work closely with the NHS to exploit opportunities for joint commissioning of services to reduce duplication and improve ease of access and flexibility.

Value for Money

Minimising Back Office costs

Ongoing work to streamline all back office functions is our first priority. We want to maximise these savings but we must be careful not to reduce support costs which impact adversely on sharp end services or damage corporate capacity to meet the needs of the administration.

Back office savings can make a significant contribution to our overall efficiency target but we cannot look exclusively in this area. The total gross expenditure budgets for Corporate Core and Shared Services only amounts to £64m and most of this is spent supporting the sharp end services and providing the tools to enable them to operate, which they cannot manage without e.g. ICT and legal support.

Lean Services

Reducing service costs without significant impact for service users is our second priority. With the magnitude of savings required it isn't possible to completely avoid impact on service users but managers have worked hard to avoid this wherever possible. Where there are proposed reductions in services the proposals are made because current service standards are not considered to be financially viable over the medium term. Where this is so the advice of CCMT is that early action to change services is preferable to delaying the inevitable.

Within the proposals from all services there are examples of savings in back office costs. Within Corporate Core significant savings (100 posts) are proposed: the effect will be to reduce costs by 23% over 5 years. This is a major reduction but there is more potential for savings from: -

- Reducing management costs (fewer managers with fewer layers of management)
- Developing a One service approach for communications and possible for performance management activities
- better use of telephone and video conferencing to avoid travel time and travel costs

Rationalising our assets

- Rationalising our asset base (less office space, in fewer more energy efficient centres)
- looking at the scope for more shared services with other organisations e.g. shared training and recruitment
- Standardisation of ICT systems and maximising the potential of existing ICT technology to reduce costs

Less bureaucracy in how we work

- reducing the number of internal meetings
- less process in our procedures
- shortening chains of command for decision making
- encouraging a "can do" and problem solving culture throughout the council
- Reshaping HR/ Shared Services to avoid duplication and modernise HR practices

Going forward

Invest to Save

There are a number of areas, such as the introduction of the SAP HR module to reduce the cost of recruitment, improvements to Customer Contact, and areas in Adult Social Care where investment in infrastructure could deliver future savings.

There are some one-off funds available which should be allocated to the delivery of projects which can achieve the greatest returns.

Communicating our approach

The position nationally and locally has changed since the early part of the summer when we communicated our increased efficiency programme. Given the scale of the challenge going forward it is important that careful thought is given to future communication, and to the way in which we monitor our performance and work on the changes to the culture that will be needed.

Capacity

All of these options require more detailed analysis and discussion with all directorates. Project teams are being established and we anticipate firming up on potential savings and timescales for delivering during 2010. As part of this we will need to ensure that we have the capacity to deliver and I would anticipate that a fair amount of lower priority work will need to be stopped.

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Service & Resource Planning 2010/11 - 2014/15Summary of Identified Pressures & Proposed Savings

		2010/11 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Corporate and Cross Directorate (details set out in Annex 1a)	Pressures	1.7	2.5	2.5	5.2	6.6
	Savings	0.0	0.0	0.0	0.0	0.0
	Net Pressures	1.7	2.5	2.5	5.2	6.6
Children, Young People & Families	Pressures	5.1	5.4	6.6	7.7	10.1
	Savings	-5.9	-9.7	-13.3	-16.6	-18.3
	Net Pressures	-0.8	-4.3	-6.8	-8.9	-8.2
Social & Community Services	Pressures	2.1	3.8	5.6	7.6	12.7
	Savings	-10.2	-19.2	-27.0	-33.6	-33.4
	Net Pressures	-8.1	-15.4	-21.4	-26.0	-20.8
Environment & Economy	Pressures	5.3	11.0	12.8	16.9	18.8
	Savings	-8.6	-12.6	-15.5	-19.8	-20.3
	Net Pressures	-3.3	-1.6	-2.7	-2.9	-1.4
Community Safety	Pressures	0.4	0.5	0.8	0.9	0.9
	Savings	-0.9	-1.4	-1.9	-2.6	-2.6
	Net Pressures	-0.5	-0.9	-1.1	-1.6	-1.6
Shared Services	Pressures	0.0	0.0	0.1	0.2	0.2
	Savings	-0.8	-1.0	-1.1	-1.1	-1.1
	Net Pressures	-0.8	-1.0	-1.0	-0.9	-0.9
Corporate Core	Pressures	2.6	2.2	2.7	3.2	3.4
	Savings	-3.8	-3.9	-4.7	-5.2	-5.5
	Net Pressures	-1.1	-1.7	-1.9	-2.1	-2.1
TOTAL	Ongoing Pressures	17.2	25.4	31.2	41.7	52.6
	Savings	-30.2	-47.8	-63.6	-78.9	-81.1
	Net Pressures	-12.9	-22.4	-32.4	-37.2	-28.4
Year on Year		-12.9	-9.4	-10.0	-4.8	8.8

Summary of Overall Funding Position

	Savings Identified	Saving in MTFP	Total Savings	Identified Pressures	Tax and Grant Funding Pressures	Total Pressures	Net Savings and Pressures	Cumulative Balance	Minimum further Savings to be found
	£m	£m	£m	£m	£m	£m	£m	£m	£m
2010/11	-30.1	2.5	-27.6	17.2	2.2	19.4	-8.2	-8.2	
2011/12	-17.6	2.5	-15.1	8.2	11.8	20.0	4.9	-3.3	
2012/13	-15.8		-15.8	5.8	5.0	10.8	-5.0	-8.3	
2013/14	-15.4		-15.4	10.5	10.9	21.4	6.0	-2.2	
2014/15	-2.2		-2.2	10.9	1.0	11.9	9.7	7.4	7.4
Total	-81.1	5.0	-76.1	52.6	30.9	83.5	7.4		

Totals excluding £7.5m of previously agreed but unidentified savings recorded now as a pressure and a saving

Total	-73.6	5.0	-68.6	45.1	30.9	76.0	7.4
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Business Improvement and Efficiency Strategy 2010/11 – 2014/15

Children Young People and Families

Context for Children Young People and Families

The Children Young People and Families (CYPF) Directorate is one of the largest directorates with a gross budget of £511m and staffing of over 14,000, of which 11,000 work in our schools and nurseries. The Directorate operates within an overall budget as follows:

Total 2009/10 Gross Budget	£511m
<i>which includes:</i>	
Dedicated Schools' Grant (DSG)	£317m
Grants for specific purposes only	£92m
Area Based Grant	£13m
Other	-£9m
Local Authority Base Budget Funding	£98m

Cumulative	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
Total Pressures (including previously agreed savings not identified)	5,145	5,430	6,589	7,746	10,056
Total Savings Proposed	-5,902	-9,689	-13,340	-16,642	-18,272
Net Position	-757	-4,259	-6,751	-8,896	-8,216

Savings Target	-4,377	-8,283	-11,523	-14,000	-14,000
Position compared to target	3,620	4,024	4,772	5,104	5,784
Less Pressures included in £60m	-3,845	-3,995	-4,095	-4,195	-4,395
Net Position compared to target	-225	29	677	909	1,389

Staffing Changes in Full Time Equivalentents (FTEs)	-52.1	-106.8	-219.9	-267.8	-272.4
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There are about 155,700 children and young people aged 0-19 years living in Oxfordshire, out of a total population of about 639,800 (mid 2008 data).

Some overview statistics:

- Over 14,000 full and part-time employees work within the directorate
- About 11,000 of these are in our schools and nurseries
- We have 289 schools
- We have 341 private, voluntary and independent (PVI) early years and childcare settings
- We have 45 children's and family centres

We want Oxfordshire to be the best place in England for children and young people to grow up, by working with every child and young person to develop the skills, confidence and opportunities they need to achieve their full potential.

The directorate has three priorities, as set out in the Children and Young People's Plan 2010-2013:

1. Keeping all children and young people safe

In partnership with the Primary Care Trust and National Health Service, Thames Valley Police, local schools and voluntary and community groups we support and deliver services to keep children and young people safe and protect them from harm. We provide services including prevention and early intervention, anti-bullying support, support for children and young people in care, in custody, who live in households with domestic abuse or who are involved in harmful risk-taking and behaviour, including substance misuse and sexual risk.

2. Raising achievement for all children and young people

CYPF aims to raise the levels of educational aspiration, achievement and enjoyment of all children and young people in Oxfordshire, whilst particularly ensuring support for those with the greatest level of need. A key part of the directorate's work is to continue to raise the achievement of all children and young people living and learning in Oxfordshire so that our children and young people do as well as or better than those living in similar areas. Services include support and challenge to schools to raise

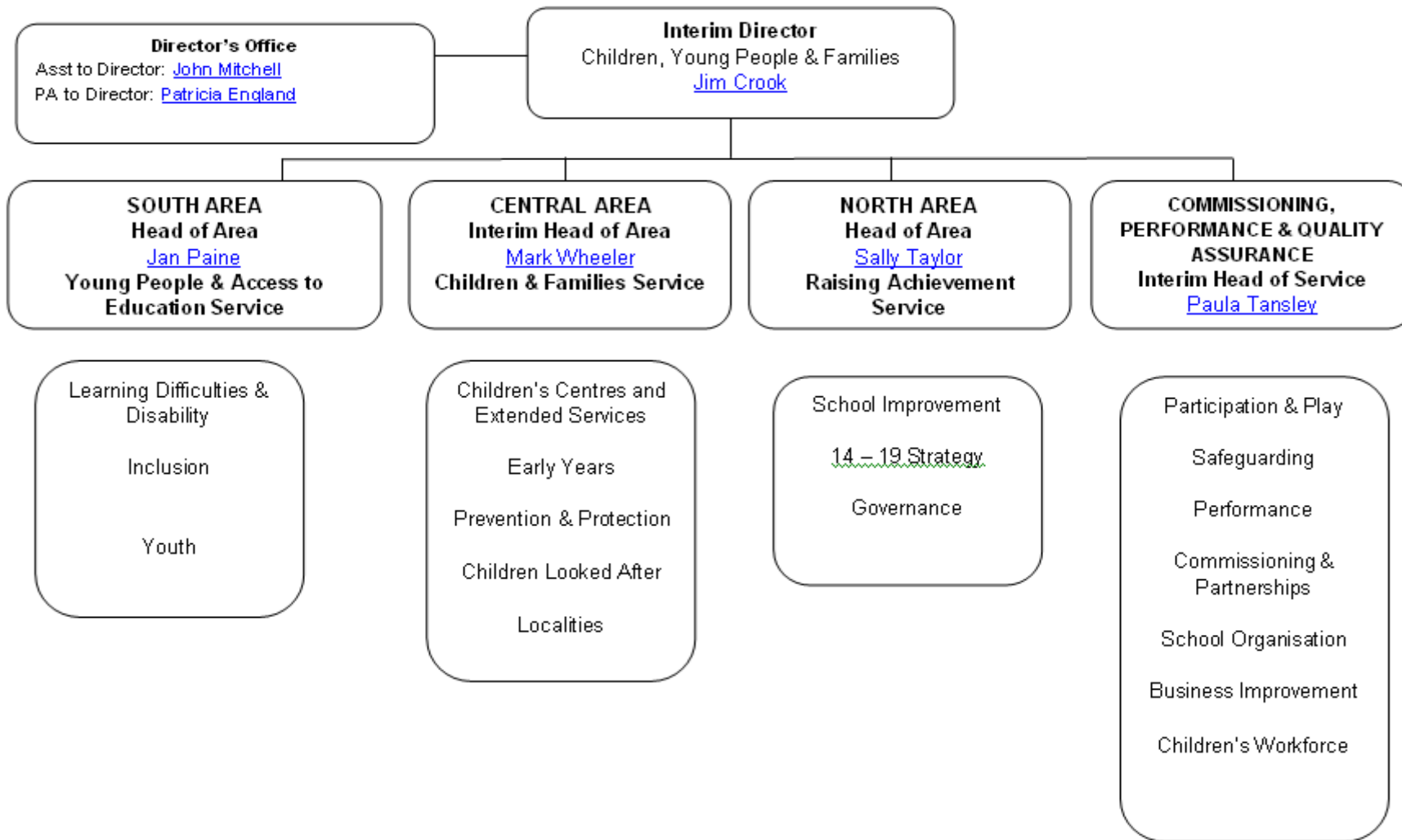
achievement, extended services, improving attendance, positive and fun activities, provision of volunteering and community involvement, Primary Capital Programme, Building Schools for the Future and 14-19 activities including engagement of business.

3. Narrowing the gap for our most disadvantaged and vulnerable groups

Our most vulnerable groups of children and young people, at risk of being less healthy and achieving less well than their peers often face additional challenges. Through ensuring the provision of tailored education programmes, alternative education for children and young people with challenging behaviour, volunteering and community schemes, building capacity in schools to support children and young people at risk of exclusion we aim to reduce the number of young people not currently engaged in employment, education or training. We also provide parenting programmes, Children's Centres and support for children and young people with mental health needs and with autistic spectrum disorders. We are determined to give children and young people in vulnerable groups a better chance to succeed in life through focusing on prevention and early intervention, working with them to build resilience, minimizing the risks they face, and providing more targeted support.

Over the past year the structure has been re-organised to provide an integrated approach and greater responsiveness at local level by the development of three areas which each provide the full range of services. Each Area Head of Service manages a functional area alongside their area responsibilities. The Head of Service for the South Area also manages the Young People & Access to Education Service; the Head of Service for the Central Area also manages the Children and Families Service; and the Head of Services for the North Area also manages the Raising Achievement Service. The Head of Commissioning, Performance and Quality Assurance manages an extended range of cross-directorate services including performance management, commissioning, school organisation and planning and business improvement.

Management Structure of Children Young People and Families



Broad approach to improvement and efficiency

The directorate has a large overall budget but much of this is made up of specific grants and scope for efficiencies is consequently reduced. In putting together our efficiency plan we have taken into account the need to protect safeguarding and, where possible, front line services and to maintain statutory services. Some efficiencies already undertaken in previous years' plans include:

- Restructuring of Directorate
- First phase of Administrative Review
- Rationalisation of Raising Achievement Service
- Benchmarking against similar councils
- Deletion of unfilled posts
- Introduction of vacancy control

The current Medium Term Financial Plan identifies already agreed pressures and savings of +£2.4 million and -£5.3 million respectively for 2010/11 to 2013/14. In addition to this, the directorate efficiency target for the period of 2010/11 to 2014/15 is £14 million.

Our approach to efficiencies has been to take a directorate wide perspective rather than focusing on specific functional areas. This has enabled us to take a more considered view and make savings across service areas as well as target specific areas of work. Our strategy for further service improvement and efficiency is focused within the following categories:

1. Cutting bureaucracy and streamlining services

We will undertake a series of efficiency savings across the directorate, to reduce bureaucracy and minimise back-office functions. This includes some directorate-wide efficiencies/savings which are planned against budgets which are not held in one particular service, but are spread across multiple services within the directorate.

2. Rationalisation and re-structuring

Over the next four years we will rationalise and restructure some functions to enable both the delivery of our efficiency targets and leaner services / operational structures. The changes should reduce the overall establishment figure.

3. Reduction in subsidies and increased income generation

We have reviewed the opportunities to increase self-help and to generate increased income through fees and charges. There are a limited number of opportunities to do this, as our key focus is on 'core business' rather than generating income. However, where there are opportunities, e.g. to make Outdoor Education Centres self-sufficient financially, these are being pursued. We are also increasingly seeking to commission or re-tender services rather than make direct provision. Other examples of proposals for reductions in subsidies are a review of the basis of PRC arrangements (for redundancies and premature retirements) and of Schools Repairs and Maintenance.

4. Prioritisation of our services – major rationalisations and reductions

While the efficiencies gained through commissioning/re-tendering and some re-structuring will go a long way towards meeting our savings targets, we have also had to consider the priority afforded to some of our services. All service managers have considered service categories where they could stop or reduce non-statutory services or reduce the level of delivery to the statutory minimum.

The rationalisations will be managed to generate maximum efficiency which, if greater than anticipated, would then be re-invested in services as appropriate.

The efficiencies issues are addressed in the efficiency planning for the directorate. We have additionally provided an analysis of the type of saving, categorised as follows:

ES	Efficiency Savings (achieve the same outputs for less resource or additional outputs for the same resource)
IG	Income Generation (increased charges or increased volume, or new charge)
SR	Service Reduction (providing a lower level of service and/or a lower level of quality for the same/less money)
O	Other Types (e.g. alternative use of previously agreed funding, changes to funding streams)

CA7

Annex 3(a)
(Revised 2011/2009)

In addition to these categorisations, we have provided an overall risk assessment of each saving based on the likelihood of achieving the saving. More details about the savings proposals are shown later in this document.

Directorate Pressures

The next five years will see the directorate face significant challenges and demands on our services. Overall the population of children and young people is likely to rise as new houses are built, with associated demand for school places, particularly at the younger age range. Whilst Oxfordshire is a relatively affluent county, there are several small areas of serious deprivation where children and young people experience ill health, are less successful at school, are more likely to become involved or experience crime, may become teenage parents, face higher unemployment, lower earning capacity and, ultimately, an earlier death than their peers. Specific pressures include the following challenges and opportunities:

Challenges/ Opportunities

- Placements – this is a demand led service with an increasing number of children and young people with complex needs requiring care. There has been a 30% rise in the number entering care in the first quarter in 2009-10. There has also been a rise in the number of placements for those with complex needs.
- Asylum seekers – the Council has a responsibility to provide services for Unaccompanied Asylum Seeking Children (UASC) and for former UASCs under the Leaving Care Act. The Council receives different levels of funding for different ages of clients which don't fully meet the full costs of providing services.
- Southwark Judgement – (May 2009, the Court of Appeal) - this has significant implications for the way children's services are delivered to homeless 16 and 17 year olds. The judgement extends the LA's duty of care for this group.
- Transfer of funding for 16-19 year olds from the Learning and Skills Council (LSC) from April 2010 and realising efficiencies and opportunities this brings.
- Raising the participation age in learning to 17 by 2013 and reducing numbers Not in Education, Employment and Training (NEET)
- Increasing access to early intervention and prevention services so as to reduce the development of more complex needs at a later stage but within the context of pressures to deliver efficiencies in the short term.
- Ensuring all children and young people are safe in the light of 'Baby P' taking into account raised expectations and the increasing numbers of children and young people who are vulnerable and who have complex needs.
- Developing the commissioning role of the Children's Trust to provide greater efficiencies and better outcomes.
- Embedding the Area Structure to respond to local needs
- Raising achievement, including for vulnerable groups, to meet the Council's aim and so that children and young people living in Oxfordshire do as well as, or better than those living in similar areas.
- Delivery of the ambitions of the Children and Young People's Plan in the context of economic challenges for the Council and its partners.

Changes in legal requirements and duties

- There is new legislation currently going through Parliament - the Apprenticeships, Skills, Children and Learning (ASCL) Bill - with impacts for the Children and Young People's Plan (CYPP) and the Oxfordshire Children and Young People's Trust (OCYPT).

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	<u>Young People & Access to Education</u>					
CYPFP1	Increased numbers of LDD (Learning Difficulties & Disabilities) children and young people arriving in county especially with ASC (Autistic Spectrum Conditions) preventing meeting recouplement targets and adding to local pressures	200	210	220	230	240
	<u>Children & Families</u>					
CYPFP2	Placements – Increase in the number of children & young people with complex needs requiring care.	2,295	2,245	2,145	2,045	2,045
CYPFP3	Unaccompanied Asylum Seeking Children (UASC) – Pressure arising from difference between grant funding and full cost of providing service	550	550	550	550	550
CYPFP4	Southwark ruling - increased costs for homeless 16 & 17 year olds who now have to be financed in the same way as care leavers	1,000	1,200	1,400	1,600	1,800
CYPFP5	Transport for children in care. A historical income target was set which has not been met due to increase in the numbers of complex contact arrangements made during care proceedings this includes transport for children to go to school, attend therapy and for contact with friends and family.	167	167	167	167	167
CYPFP6	"no recourse" cases, i.e. where the Council has responsibility to provide for families who are not eligible for other funding where failure to do so would result in children having to be taken into Local Authority care.	100	100	100	100	100
CYPFP7	Legal costs for children's cases. There has been a 33% rise in the number of legal proceedings and a corresponding rise in the number of private proceedings that the Local Authority has a duty to help with in certain cases e.g. supporting prospective adopters with their legal fees. There has also been an increase in the number of specialised assessments being undertaken before court proceedings due to changes in Court Procedures, i.e. the introduction of the Public Law Outline.	60	60	60	60	60

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	Commissioning, Performance & Quality Assurance (CPQA)					
CYPFP8	Children's Information & Integration Programme (ChiIP). There is a DCSF requirement for all Local Authorities to have an ICT system to support electronic management of children's social care case records and requirements of the Integrated Children's System (ICS). Until 2009/10 costs have been met from project funds and Capital Steering Funds.	275	275	275	275	275
CYPFP9	Building Schools for the Future - Tranche 1 schools: PFI unitary charge potential 'affordability gap' between the PFI unitary charge and PFI grant based tranche 1 schools. This is the gap prior to any contribution from schools.	0	0	0	0	2,100
	Across Directorate					
CYPFP10	Directorate wide pressures for functions where there is insufficient budget	294	419	419	419	419
CYPFP11	Additional resources for the expansion of the CYP&F Management Accounting Team to provide greater support and specialist expertise across the Directorate and schools.	204	204	204	204	204
CYPFP12	Unallocated savings previously agreed - This pressure represents the directorate 'cancelling out' this saving and replacing it with specified savings for 2010/11	0	0	1,049	2,096	2,096
	TOTAL CYPF PRESSURES	5,145	5,430	6,589	7,746	10,056

Despite these pressures, we anticipate that Children Young People and Families will achieve significant efficiency savings over the next five years and deliver against its priorities.

Savings Proposals

The savings proposals have not been divided by service. The Directorate Leadership Team reviewed all opportunities together and classified them into broad headings (as above). The details of the savings are given below, followed by a summary table.

1. Cutting bureaucracy and streamlining services

City Schools

This completes repayment of the major investment the authority undertook in the City Schools Reorganisation that was implemented several years ago. The final repayment is due to be made by the authority in respect of funding. This will release £413k of funding for other projects and pressures, the savings rising to £594k in a full year.

Reduction in venue/refreshment/conference costs through:

- Better procurement/negotiated rates
- Better guidance to staff on venues available, using minimum acceptable venue standard etc
- Area offices to seek local value for money (VFM) opportunities

Reduction in publications costs and improved information: through existing directorate working group to achieve short-term savings by:

- Switch from paper to electronic wherever possible
- Develop in-house design capacity (in place of external contracts) – like invest-to-save
- Review remaining external contracts for VFM
- Improve information on School Admissions

Streamline performance functions

Streamline performance functions, redistribution of essential tasks and cessation/rationalisation of other functions.

Planned expenditure chargeable to DSG

CA7

Annex 3(a)
(Revised 2011/2009)

Review of the conditions associated with use of the Central Dedicated Schools Grant (DSG) funding suggests that some expenditure which has, to date, been funded from OCC core budget could, in future, be chargeable against this central element of DSG. This will not affect schools directly.

2. Rationalisation and restructuring

Conclusion of locality development phase

Completion of set up phase of Locality Working, including conclusion of locality co-ordinator contracts and introductory support arrangements for common assessment framework and team around the child.

Rationalisation of strategic functions

Rationalisation of management functions and charging of core funded salaries to grant funding for inclusion and general strategic activities.

Reduction in subsidy for outdoor centres

It is proposed to move towards a self financing model for Outdoor Education Centres over the next four years. Proposals are being developed which would enable this to happen over the next 3 years.

Early years and children's centres: ongoing efficiencies and grant maximisation

Amalgamation and consolidation of OCC support costs to DSG and Surestart funding and further efficiencies, including reduction in centrally commissioned training.

Restructuring of targeted education support services

Restructuring of targeted education support services, including ASET (Advisory Service for Education of Travellers) and EMAS (Ethnic Minority Achievement Service) to improve efficiency. The eventual conjoining of ASET and EMAS will provide greater savings and a more efficient service. Review charges to schools for excluded pupils.

3. Reduction in subsidies and increased income generation

Youth - Chill Out fund

End Council revenue contribution to Youth Chill Out Fund, some activity will still be covered by Youth Opportunities Fund. Any remaining activities would need to be capital projects funded from capital fund if continued.

Services for disabled children

Re-negotiation and reduction in value of contract. Aiming High grant will pick up delivery so no drop in service.

Income generation - Governors and Educational Psychology Services

Council ceases to provide some support services and charges or commissions from elsewhere, recharge to grant funding for SEN work instead of core budget. Review arrangements for schools to pay for non statutory educational psychology services and governor services.

Home to school transport

Maintain rigorous monitoring of expenditure. Consistent application of minimum home to school transport entitlements, including phasing out of non-statutory subsidies. Reduce level of subsidy for concessionary fares. Increase take-up of concessionary fares on buses with spare capacity.

Rationalisation of some school improvement functions and income generation

This includes a realignment of an existing budget for Excellence in Cities. There will be a small amount of income generation.

Review of respite care

Review of respite care for children with disabilities with a view to streamlining and supplying more cost effective provision.

Severance Panel/PRC

Review policy and tighten criteria for school redundancies and early retirement.

4. Prioritisation of our services – major rationalisations and reductions

Council ceases to provide some School Improvement Services over the next 5 years

This is against a changing background for school improvement services with the Local Authority functions becoming those of a facilitator, SIP manager and commissioner but not a provider. From April 2011 the funding for National Strategy support will cease and will go directly into school budgets.

Phase 2 of Admin review

Admin staffing savings to be allocated against each of the 4 services proportionally to number of admin FTEs

Rationalisation of Integrated Youth Support Service (non –statutory)

Review of non statutory elements of Integrated Youth Support Services and consideration of a range of alternative options for changing the service delivery model. In order to make significant savings we would need to make hard decisions that could include reviewing provision and then re-commissioning prioritised aspects. This would require a more flexible delivery model which could mean that services may not be provided by OCC in future but for example may be bought from other providers including private and voluntary sector. There would be significant capital implications and we would need to take into account existing capital programmes and grants for capital projects that may need to be re-paid. It may be that a mixed model could emerge. The savings represented here assume there will be significant changes and reductions in spending from the current £3.7million budget to £1.4 million. This would require a large scale piece of work to be undertaken and would affect all areas of the county during the process. Savings are unlikely to be made before 2012/13.

Tight vacancy management and reduction in agency and consultancy staff

Removing funding for vacant posts by:

- Freezing posts when they become vacant and requiring Directorate Leadership Team (DLT) scrutiny and approval for reinstatement. This would be rigorously but judiciously applied i.e. front line social worker posts would be exempt but all others would be subject to re-appraisal;
- Establishing a 3 months vacancy rule before any agreed posts are filled;

- Reduction and where possible elimination of agency and consultancy staff.

EFFICIENCIES & SAVINGS (CUMULATIVE)

REF	DESCRIPTION	TYPE	RISK	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
CYPF1	Inflation savings	O	L	-1,256	-1,882	-1,882	-1,882	-1,882
	<u>Cutting bureaucracy and streamlining services</u>							
CYPF2	Completion of payments of major investments in City Schools and consequent release of funding	O	L	0	-413	-594	-594	-594
CYPF3	Reduction in venue/refreshment/conference costs	ES&SR	M	-310	-460	-610	-700	-700
CYPF4	Reduction in publications costs and improved information	ES	M	-120	-230	-340	-360	-360
CYPF5	Efficiencies in performance functions	ES	L	-60	-120	-120	-120	-120
CYPF6	Planned expenditure chargeable to Central Dedicated Schools Grant (DSG) funding	O	M	-720	-970	-1,040	-1,040	-1,040
	<u>Rationalisation and restructuring</u>							
CYPF7	Concluding set up phase of locality working	ES	M	-48	-193	-193	-193	-193
CYPF8	Rationalisation of strategic functions	ES&SR	M	-260	-486	-712	-938	-938
CYPF9	Reduction in subsidy for outdoor centres	ES & IG	M	-100	-200	-400	-600	-878
CYPF10	Early years and children's centres: ongoing efficiencies and grant maximisation.	ES	M	-280	-445	-555	-600	-600
CYPF11	Restructuring of targeted education support services	ES&SR	M	-200	-440	-530	-580	-580

EFFICIENCIES & SAVINGS (CUMULATIVE)

REF	DESCRIPTION	TYPE	RISK	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	<u>Reduction in subsidies and increased income generation</u>							
CYPF12	Youth - Chill Out fund	SR	M	-100	-100	-100	-100	-100
CYPF13	Services for disabled children - renegotiation of contract	ES	M	-50	-50	-50	-50	-50
CYPF14	Income generation - Governors and Educational Psychology Services	IG	M	-70	-163	-258	-263	-263
CYPF15	Reduction in home to school transport costs	ES&SR	H	0	0	0	-500	-500
CYPF16	Rationalisation of some school improvement functions and income generation	ES & IG	M	-735	-805	-825	-875	-875
CYPF17	Review of respite care provision for children with disability		M	-200	-200	-200	-200	-200
CYPF18	Severance Panel/Premature Retirement – review of policy and criteria	SR	M	-500	-525	-550	-575	-1,575
	<u>Prioritisation of our services – major rationalisations and reductions</u>							
CYPF19	Council ceases to provide some School Improvement Services	ES & IG	H	0	-192	-534	-602	-954
CYPF20	Phase 2 of Admin review	ES&SR	M	-193	-385	-577	-770	-770
CYPF21	Rationalisation of Integrated Youth Support Service (non – statutory)	ES&SR	H	0	-30	-1,170	-2,300	-2,300
CYPF22	Tight vacancy management and reduction in agency and consultancy staff	ES	H	-700	-1,400	-2,100	-2,800	-2,800
	TOTAL CYPF SAVINGS			-5,902	-9,689	-13,340	-16,642	-18,272

Summary

The Directorate is fully committed to making efficiencies, cutting bureaucracy and streamlining services and has a track record of delivering efficiencies. However, as highlighted above, the majority of our budget is made up of specific grants and scope for efficiencies is consequently reduced. We have, however, gone through a rigorous challenge process to meet our targets. We have prioritised the need to protect safeguarding and maintain statutory services and have identified ways to streamline services and minimise back office services wherever possible. We are also seeking to increase our commissioning of services and reduce direct provision of services where this will have least impact on service delivery but will improve cost effectiveness and lead to improved outcomes for children and young people. We have had to make some difficult choices and have put forward some tough proposals. Some of the savings proposed are high risk and we may face challenge from national and local responsible bodies and partners and from service users. Nevertheless, we believe the savings are deliverable and will ultimately lead to better value for money and improved outcomes.

Jim Crook
Interim Director for Children, Young People & Families



Business Improvement and Efficiency Strategy

2010/11 – 2014/15

Social and Community Services

Context for Social and Community Services

Social and Community Services (SCS) has a gross revenue budget of £225m including £141m in pooled budgets with the Oxfordshire Primary Care Trust (PCT). The total value of the pooled budgets (including PCT contributions) is £228m. The Directorate employs 1,794 ftes (this does not include those employed by externally purchased services).

Director	John Jackson
2009/10 Gross Budget	£225.4m
2009/10 FTE	1,794

Cumulative	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
Total Pressures (including previously agreed savings not identified)	2,059	3,756	5,602	7,614	12,655
Total Savings Proposed	-10,187	-19,138	-27,002	-33,614	-33,413
Net Position	-8,128	-15,382	-21,400	-26,000	-20,758
Savings Target	-8,128	-15,382	-21,400	-26,000	-26,000
Net position compared to target	0	0	0	0	-5,242*
Staffing Changes in Full Time Equivalent (FTEs)	-15.0	-37.4	-51.9	-70.4	-72.4

Analysis of Savings Proposed by Service Area:

Community Services	-326	-508	-730	-1,376	-1,399
Adult Social Care	-6,610	-9,057	-9,773	-9,915	-10,052
Strategy & Transformation	-259	-501	-630	-655	-655
Across Directorate	-2,992	-9,072	-15,869	-21,688	-21,307
TOTAL	-10,187	-19,138	-27,002	-33,614	-33,413

*The shortfall relates to new demographic pressures for 2014/15 which will be funded.

The directorate has two primary functions:

1. The delivery of targeted services to the most vulnerable adults in Oxfordshire.

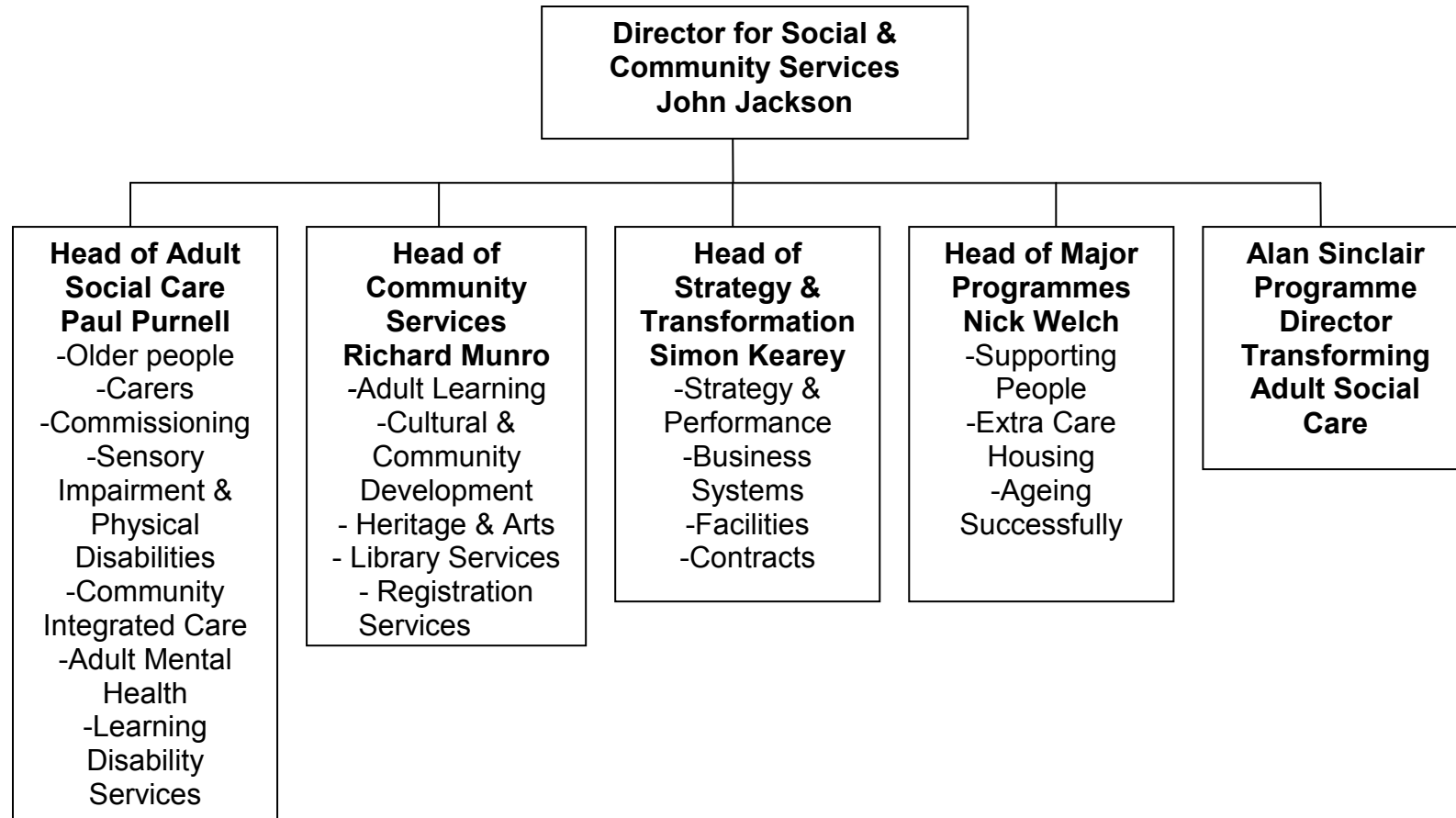
In increasing partnership with the PCT, Social & Community Services delivers critical social services to the adult population of the County; we support the health and wellbeing of the entire community by managing, designing and delivering\procuring vital adult care services – including services for older people, adults with learning disabilities, adults with mental health problems, those with sensory impairments, and adults with physical disabilities,

2. The delivery of universal community services to the whole population in Oxfordshire.

Through the provision of libraries, adult learning, heritage and arts, music, community development and registration services, SCS aims to improve the quality of cultural and community life by creating more and better opportunities for people of all ages to participate in and enjoy cultural and community activity.

The Social & Community Services vision is to: Support and promote strong communities so that people live their lives as successfully and independently as possible. We will also provide effective and efficient support to the most vulnerable.

Management structure of Social and Community Services



Broad approach to improvement and efficiency

In the last three years, SCS has achieved annual savings of £20m. The directorate efficiency target for the period 2010/11 to 2014/15 is £53m. Because we deliver so many services in partnership, we also need to consider the £240m to be saved by the NHS in Oxfordshire by 2013/14.

The savings identified so far ensure that the Directorate has achieved its target for next year (2010/11) and made a significant contribution to the target for the following year (2011/12). Most of these savings will continue into 2012/13 and beyond. The Directorate is exploring a number of areas as set out in this strategy to meet fully the savings targets for 2012/13 and 2013/14.

Key elements of our strategy are set out below.

- **Transforming Adult Social Care (TASC)**

The Programme Vision has been agreed by the Programme Board as: “***To inspire people to live successful and independent lives through information, support, communities and real choice***”.

Putting People First, from which the Transforming Adult Social Care programmes was created, outlines the following principles to guide its implementation:

- Live independently
- Stay healthy and recover quickly from illness
- Exercise maximum control over their own life
- Sustain a family unit which avoids children being required to take on inappropriate caring roles
- Participate as active and equal citizens, both economically and socially
- Have the best possible quality of life, irrespective of illness or disability
- Retain maximum dignity and respect

The Transforming Adult Social Care (TASC) programme will deliver elements in a number of areas:

- Prevention

Through targeted investment in support at an early stage in the care pathway (via reablement, falls prevention, continence services, support for families where people have dementia, carer support, equipment and occupational therapy services, and assistive technology), we will reduce the need for more intensive and expensive services later on. We will deliver these savings while keeping people safe and ensuring that the quality of the services in Oxfordshire is maintained

- Personalisation

For eligible service users Self Directed Support (SDS) will be the default model for delivering ongoing adult social care. Self Directed Support is the means by which people are allocated money to exercise choice and control, and to buy their own care. Savings will be delivered by the setting of the Resource Allocation System (RAS) used for allocating personal budgets.

While the level at which the RAS is set will determine the amount of savings, this stream will significantly change both our workforce and our relationship with service providers. As well as providing general downward pressure on the cost of care packages, this will mean both fewer contracts and fewer care managers.

- Extra Care Housing

Through TASC, we will reduce institutional care, replacing residential care with more Extra Care Housing (and, possibly, more specialist nursing care), as well as providing targeted, surgical support to those at risk of losing their independence.

TASC is also about encouraging all agencies to improve access and delivery of all of their services to ageing or vulnerable people. If implemented properly all these can reduce costs and enable us to deal with demands of growing older and disabled population.

Through TASC, we also expect to deliver some merging of operations and a reduction in the number of managers across the directorate. It will also impact on the work of care managers through the externalisation of some support planning functions.

- Contracting and Procurement

Most adult social care services are delivered by providers external to the County Council. The County Council is expected to achieve efficiency savings in the way that we deliver and procure services. It is essential that this is reflected in the amount that we pay for services provided externally. Some of this will come from purchasing less of those services as a result of our

investment in prevention and early intervention, and changes in demand through personalisation. Some of it will come from new methods of procuring services (such as the framework contracts approach that we are introducing for services for adults for learning disabilities). However, we will expect existing providers to achieve efficiency savings as well. This will be reflected in price increases which are below the prevailing inflation rate. This may mean no increase at all in some years.

With a number of other major contracts to be re-provided before 2014/15, we are also meeting with PCT partners to consider future service need, and identify areas where savings can be made. In particular, we are reviewing our high cost Home Support contracts to determine whether or not we can negotiate price reductions. The introduction of Personal Assistants at significantly lower Unit Cost will be part of these savings.

- **Project and Service Efficiencies**

While the above goes some considerable way towards delivery of our efficiencies targets, we have also had to consider savings to each service.

Aside from big-ticket items, therefore, we have identified a series of efficiencies specific to particular projects or services. Full details of these are captured in the savings tables shown in each service area below. The following gives a flavour of these items:

- In tandem with, but separate from, the work on TASC, the Adult Social Care Systems and Process Review will identify ways of improving the productivity of adult social care, and is expected to deliver workforce efficiencies.
- User feedback from the roll-out of personal budgets in the north of the county suggests a need to review, and consider the future of, Day Services for older people and adults with disabilities.
- The introduction of Self Service in libraries will produce staffing efficiencies.
- On-line self assessment will produce staff efficiencies in Access Teams.

The directorate efficiency strategy was tested as part of an inter-directorate peer challenge session, and the areas outlined above reflect the actions identified in the challenge session.

These issues are addressed in the efficiency planning for each service. We have additionally provided an analysis of the type of savings, categorised as follows:

ES	Efficiency Savings (achieve the same outputs for less resource or additional outputs for the same resource)
IG	Income Generation (increased charges or increased volume, or new charge)
SR	Service Reduction (providing a lower level of service and/or a lower level of quality for the same/less money)
O	Other Types (e.g. alternative use of previously agreed funding, changes to funding streams)

In addition to these categorisations, we have provided an overall risk assessment of each saving based on the likelihood of achieving to the saving.

Directorate Pressures

The main pressures facing the Directorate are the demographic changes facing society (an ageing population but also one with more adults with significant disabilities) and the importance of responding to individuals' needs so that they have real choice and can live their lives to the full. Specific pressures are as follows:

- Ensuring that there is a local focus to our work aimed at local communities where we work in partnership with other organisations and local communities.
- Ensuring that we involve service users and the public more generally as well as consulting with them and informing them of changes
- Current uncertainties around future government funding (general and specific) of both social care and the NHS.
- Savings required of the NHS: their cuts of 30% will impact on us, given the amount of services that we deliver in partnership.
- The Government Green Paper on Care and Support and its proposal to create a National Care Service on the model of the National Health Service. In addition, the Government has made an announcement of free personal domiciliary care for those with the highest level of need. They have indicated that local authorities would need to fund part of this from efficiency savings which would be additional to those we are already planning. The cost of this for Oxfordshire is not known at this stage but might be as much as £3m in a full year (and half of that next year).
- The impact of the recession on our commitment to create the conditions for health and wellbeing in Oxfordshire.
- The prospect of informal carers withdrawing their care and/or fewer informal carers coming forward in the future.
- Demographic changes, and ongoing concerns over the financial impact of a population that is both ageing but also has more people with significant disabilities.

Despite all of this, we anticipate the achievement of considerable savings over the next 5 years whilst delivering against our aims and priorities.

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11	2011/12	2012/13	2013/14	2014/15
		£000	£000	£000	£000	£000
	COMMUNITY SERVICES					
SCP1	Savings to be identified to meet pressures (2009/10 budget)	50	114	297	417	417
SCP2	Library Transformation Programme (2008/09 budget)	140	272	272	272	272
SCP3	Library transformation programme: Introduction of self service (RFID) Potential cost of prudential borrowing to manage the cash flow between necessary capital investment and the receipt of developer funding)	12	42	41	40	39
SCP4	Cost of Prudential Borrowing - Combining Oxfordshire Studies and Oxford Records Office on the Oxfordshire Records Office site.	6	22	22	21	21
SCP5	Loss of internal recharge to Cogges	24	24	24	24	24
SCP6	Renegotiation of partnership with Victoria County History Trust	20	30	30	30	30
SCP7	Loss of government grant to Registration Service	13	13	13	13	13
	TOTAL COMMUNITY SERVICES PRESSURES	265	517	699	817	816

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11	2011/12	2012/13	2013/14	2014/15
		£000	£000	£000	£000	£000
	<u>SOCIAL CARE FOR ADULTS</u>					
	<u>All Client Groups</u>					
SCP8	Savings still to be identified to meet pressures (2009/10 budget)	-108	-93	-31	57	57
	<u>Occupational Therapy & Equipment</u>					
SCP9	Mobile working support as standard	40	5	5	5	5
SCP10	Additional Occupational Therapy hours to improve Telecare take up	45	45	45	45	45
SCP11	Bariatric equipment provision	60	60	30	30	30
SCP12	6 months lead for work development	20	0	0	0	0
SCP13	One off investment in prevention	250	0	0	0	0
	ALL CLIENT GROUPS PRESSURES	307	17	49	137	137
	<u>Older People</u>					
SCP14	Savings still to be identified to meet pressures (2009/10 budget)	160	728	942	1,157	1,157
SCP15	Pressures on Older Persons pool 2009/10 Overspend	58	0	0	0	0
SCP16	Continuing Care - implications of PCT changes in eligibility	1,100	800	500	200	0

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11	2011/12	2012/13	2013/14	2014/15
		£000	£000	£000	£000	£000
	Older People Miscellaneous					
SCP17	Extra Care Housing - additional funding for night care workers. One additional core and cluster ECH scheme from 2010/11. (Subject to capital funding for projects)	18	55	91	109	109
SCP18	Cost of Prudential Borrowing - Core and Cluster Extra Care Housing Services	11	32	53	64	64
SCP19	Future Demography - Older People	0	0	0	0	2,342
	OLDER PEOPLE PRESSURES	1,347	1,615	1,586	1,530	3,672
	Physical Disabilities					
SCP20	Savings still to be identified to meet pressures (2009/10 budget)	69	192	291	391	391
	PHYSICAL DISABILITIES PRESSURES	69	192	291	391	391
	Mental Health					
SCP21	Savings still to be identified to meet pressures (2009/10 budget)	-24	88	150	236	236
	OCC Contribution to Primary Care Trust pool (Service Level Agreements)					
SCP22	Autistic Spectrum Condition strategy development and 50% contribution to service budget	50	75	100	100	100
	MENTAL HEALTH PRESSURES	26	163	250	336	336

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11	2011/12	2012/13	2013/14	2014/15
		£000	£000	£000	£000	£000
	<u>Learning Disabilities</u>					
SCP23	Savings still to be identified to meet pressures (2009/10 budget)	-834	-665	-79	758	758
	OCC Contribution to Learning Disabilities pool					
SCP24	Demography pressure above £2.8m	100	100	100	100	100
SCP25	Contribution to Learning Disability demographic pressure on community equipment budget	20	20	20	20	20
SCP26	Additional safeguarding coordinators to meet requirements in relation to growing number of safeguarding referrals	30	30	30	30	30
SCP27	Develop flexible respite, shared care and training for family carers to enable families to continue to support family members	250	300	350	350	350
SCP28	De-registration of Home Farm Trust residential services at Milton Heights and Banbury and ordinary residence transfer		916	1,476	2,036	2,036
SCP29	Unachievable contribution to recurrent impact of 07/08 overspend	400	400	400	400	400
SCP30	Future Demography - Learning Disability					2,900
	LEARNING DISABILITIES PRESSURES	-34	1,101	2,297	3,694	6,594
	TOTAL SOCIAL CARE FOR ADULTS PRESSURES	1,715	3,088	4,473	6,088	11,130

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11	2011/12	2012/13	2013/14	2014/15
		£000	£000	£000	£000	£000
	<u>Strategy & Transformation</u>					
SCP31	Savings still to be identified to meet pressures (2009/10 budget)	59	131	410	689	689
SCP32	Mental Health Contract - end of agreement of funding from commissioning	20	20	20	20	20
	STRATEGY & TRANSFORMATION PRESSURES	79	151	430	709	709
	TOTAL SOCIAL & COMMUNITY SERVICES PRESSURES	2,059	3,756	5,602	7,614	12,655

Adult Social Care

Head of Service	Paul Purnell
2009/10 Gross Budget	£171.9m

The Adult Services strategy for business improvement and efficiency is focused on the following areas:

Transforming Adult Social Care

Via the delivery of self-directed support, the greater provision of information and advice, and the promotion of independence and prevention services, this programme will fundamentally re-align the way that adult social care services are delivered in Oxfordshire.

By the time of its completion in September 2011, the programme will have dramatically increased the independence of service users in Oxfordshire, and given users a much greater degree of choice and control, while also having become a vehicle for very significant efficiency savings up to 2014/15; we expect the greater part of these savings to be realised towards the latter end of this period.

Enabling users to direct their own support

We will move our care management, commissioning and contracting processes forward so that they support people to direct their own support through personal budgets.

Efficiencies will be delivered via changes to the processes and structures of teams across adult social services, the way we provide information and engage with service users, and the way we commission and contract for services.

Prevention

Through the Transforming Adult Social Care programme all of our adult care services are in the midst of re-designing their service provision towards a host of enabling services that will reduce dependency while improving health and wellbeing at the same time.

For example, in our Older People's service, Telecare and Telehealth, along with a new approach to case management, and a greater investment in health and wellbeing advice, will fundamentally change the way that we interact with older people in Oxfordshire, and introduce reablement strategies that reduce our costs considerably.

Increasing opportunities for people to live at home

The increasing provision of extra care housing along with our investments in adaptive equipment and assistive technology, and our increasing support for occupational therapy and to support carers will generate considerable efficiencies while giving us an opportunity to re-orient our service in line with individual needs, and empower services users with greater choice and control.

Increase support for carers

Throughout our care services, we plan to increase our activities around carer training, shared care and flexible respite. Through prevention we aim to reduce the need for supported living placements by enabling family carers to have enough support to be able to care for their family member at home if they wish to.

Re-design services and support package.

We also plan to deliver savings through more cost effective design of services, and active review of support packages.

For example, in our Learning Disability Service, the Supported Accommodation Review works with housing providers to adapt properties so that more accommodation is available for supported living. This reduces unit costs and increases availability of accessible housing. The team also reviews support arrangements, introduces assistive technology, and seeks more cost effective accommodation and support where necessary. A large proportion of externally contracted services are in the process of being re-tendered and completion of this is also expected to deliver significant savings.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£000	£000	£000	£000	£000
	All Client Groups							
	Occupational Therapy & Equipment							
	Non Pooled budgets:							
SC22	Discontinue service and maintenance of stairlifts	SR	Low	-103	-116	-129	-142	-155
SC23	Reduction in administrative support time for Service and Maintenance contract	ES	Low	0	-20	-20	-20	-20
SC24	Costs to support secondment of Occupational Therapists to housing (contributions from District Councils)	IG	Med	-36	-36	-54	-72	-72
SC25	Paediatric Occupational Therapist transfer to PCT - staffing savings	O	Low	-31	-31	-31	-31	-31
SC26	Encourage self provision of small items of equipment (under £25)	ES	Low	0	-140	-140	-140	-140
	Pooled budget contributions from:							
SC27	Oxfordshire Primary Care Trust to meet increased health activity	O	High	-250	-250	-250	-250	-250
SC28	Learning Disabilities	O	High	-20	-20	-20	-20	-20
SC29	Mental Health	O	High	-20	-20	-20	-20	-20
	Adult Placement Service							
SC30	Reduce block funding to reflect low usage by Older People's Service - replace with individual referrals as required	SR	Low	-130	-130	-130	-130	-130
SC31	Restructure Adult Placement Service	ES	Med	-30	-45	-60	-60	-60
	ALL CLIENT GROUPS SAVINGS			-620	-808	-854	-885	-898

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£000	£000	£000	£000	£000
	Older People							
	Older People Pooled Budget							
	Residential & Nursing Beds							
SC32	Reduce new Care Home placement prices by £25 per week based on 500 new placements per year	ES	Med	-350	-350	-350	-350	-350
SC33	Change Care Home banding rates	ES	Low	-50	-50	-50	-50	-50
SC34	Respite Beds - introduction of vouchers and more direct payments	ES	Med	-160	-160	-160	-160	-160
SC35	Savings in Care Home and home support expenditure resulting from one-off "pump-priming" investment of £250k to develop new prevention services (savings in future years to be incorporated into personal budgets)	ES	Med	-220	-220	-220	-220	-220
SC36	Reduction of OSJ block placement contract costs	ES	Low	-190	-190	-190	-190	-190
SC37	Net savings from buy out of Servite Deficit Funding Agreement (having taken account of the cost of Prudential Borrowing)	ES	Low	-107	-106	-105	-105	-105
SC38	Net savings from Homes for Older People (HOPs) Phase 1 New Build (having taken account of the costs of prudential borrowing)	ES	Low	-82	-218	-162	-164	-167
	Home Support							
SC39	Renegotiate the most expensive prices in large block contracts (top 25%) down to the average for the area.	ES	High	-327	-327	-327	-327	-327
SC40	Renegotiate all block contracts down to the average for the area.	ES	High	-423	-423	-423	-423	-423

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£000	£000	£000	£000	£000
SC41	Convert home support hours to direct payments (employment of personal carers)	ES	Med	-13	-13	-13	-13	-13
SC42	Reduce Home Support Placement Officer time by introducing more efficient ways of working	ES	Med	-15	-30	-30	-30	-30
SC43	Increased income from Fairer Charging	IG	Med	-100	-100	-100	-100	-100
SC44	Increased charges from Home Support (charge full rate)	IG	Med	-500	-500	-500	-500	-500
SC45	Review large packages of home support and actively enable some people to become more independent with a reduced need for care	ES	Med	-350	-350	-350	-350	-350
SC46	Reduce cost of Internal Home Support	ES	High	0	-1,000	-1,000	-1,000	-1,000
	Internal Day Services							
SC47	Rationalisation of day services contracts in line with Self Directed Support	ES	High	-120	-240	-240	-240	-240
SC48	Increased capacity in day services	IG	High	-50	-50	0	0	0
SC49	Increase charge for Day Services to £10 per session, bringing it more in line with market rate	IG	Low	-250	-250	-250	-250	-250
	Integrated Care Services							
SC50	Reduction in staffing levels due to ETMS (Electronic Time Management System)	ES	Low	-40	-40	-40	-40	-40
SC51	Reduce management costs	ES	Low	-30	-30	-30	-30	-30
SC52	Reduce administration support	ES	Low	-22	-22	-22	-22	-22

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£000	£000	£000	£000	£000
	Miscellaneous							
SC53	Section 117 Reassessments - Removal of budget	O	Low	-68	-68	-68	-68	-68
SC54	Extra Care Housing - Additional charging policy for clients in purpose built ECH schemes The charge reflects the fact that an ECH resident gets not only their planned care (subject to orthodox fairer charging) but also 24/7 response/unplanned care service, monitoring visits (previously Supporting People funded/charged), activities and other informal assistance	IG	Low	-22	-74	-130	-130	-130
SC55	Substitute residential / home support costs with new core and cluster Extra Care Housing services (subject to capital funding)	ES	Med	-17	-80	-176	-285	-406
SC56	Savings from increased investment in re-enablement (funded by Transforming Adult Social Care for 2 years). Savings in future years dependent on continuing investment.	ES	Med	-500	-500	-500	-500	-500
SC57	Savings from the establishment of a Prevention Service (funded from Transforming Adult Social Care)	ES	Med	0	-140	-140	-140	-140
	OLDER PEOPLE SAVINGS			-4,006	-5,531	-5,576	-5,687	-5,811

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£000	£000	£000	£000	£000
Physical Disabilities (PD)								
OCC Contribution to the Physical Disabilities Pool								
SC58	Reduce cost of 24 hour packages -renegotiate contracts	ES	Med	-30	-30	-30	-30	-30
SC59	Provide opportunities for people to remain at home with Independent Living Fund contribution and therefore delay/reduce residential care	ES	Med	-70	-70	-70	-70	-70
PHYSICAL DISABILITIES SAVINGS				-100	-100	-100	-100	-100
Mental Health								
OCC Contribution to Primary Care Trust Pool								
SC60	Redesign of services delivered by the voluntary sector in line with Keeping People Well.	SR	Low	-126	-227	-227	-227	-227
SC61	Savings on direct payments	SR	Med	-8	-16	-16	-16	-16
MENTAL HEALTH SAVINGS				-134	-243	-243	-243	-243

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£000	£000	£000	£000	£000
	Learning Disabilities							
SC62	Review of provision of day services	ES	Med	-25	-50	-100	-100	-100
	OCC Contribution to Learning Disabilities pool							
SC63	Supported Accommodation Review (in addition to £300k already in plan)	ES	Med	-200	-200	-200	-200	-200
SC64	Contract Reassessments (in addition to £200k already in plan)	ES	Med	-300	-300	-300	-300	-300
SC65	Spot reassessments	ES	Med	-300	-300	-300	-300	-300
SC66	Delay admission to supported living through enhanced respite and shared care (4 people in year 1)	ES	Med	-250	-300	-350	-350	-350
SC67	Increase Independent Living Fund (ILF) income	IG	Med	-200	-200	-200	-200	-200
SC68	Increase use of assistive technology and reduce need for paid staff	ES	Med	-50	-75	-100	-100	-100
SC69	Reduce demand for day support through proactive employment strategy	ES	Med	-25	-50	-50	-50	-50
SC70	Additional pooled budget contribution for demographic pressure from Primary Care Trust	O	High	-400	-400	-400	-400	-400
SC71	Review Internal Learning Disabilities Service	ES	High	0	-500	-1,000	-1,000	-1,000
	LEARNING DISABILITIES SAVINGS			-1,750	-2,375	-3,000	-3,000	-3,000
	TOTAL SOCIAL CARE FOR ADULTS SAVINGS			-6,610	-9,057	-9,773	-9,915	-10,052

Community Services

Head of Service	Richard Munro
2009/10 Gross Budget	£22.7m (including Adult Learning)

The Community Services considered here are:

- Library Service
- Heritage and Arts Service
- Music Service
- Registration Service
- Cultural and Community Development.

1. As an externally funded and commissioned service, Adult Learning is not included in the County Council's Service and Resource Planning Process.
2. In terms of service outcomes, all Community Services are planned and delivered on the basis of three overarching strategic principles:
 - contribution to the achievement of County Council and directorate objectives, in particular support for strong communities in which people can live as successfully and independently as possible;
 - opportunities for participation in good quality experiences;
 - to deliver our statutory obligations.
3. The strategy put forward for cost reductions, which are detailed in the table below, is based on the following principles.

Service transformation

4. As a result of the Fundamental Service Review of cultural services, some important programmes of change have begun which will radically affect the way services are delivered and funded in future. The most significant are the Library Service transformation programme, merging Oxfordshire Studies and the Archives Service, and repositioning the Music Service to be less dependent upon County Council funding. These programmes of change are intended both to improve services for the user and to reduce costs.

One-off investment to create efficiencies

5. Delivery of revenue savings from both the Library Service change programme and the amalgamation of Oxfordshire Studies and the Archives Service will require capital investment. The proposal with regard to the former is the use of earmarked developer contributions (£1.2m) to install a self-service option in major libraries. Because a proportion of the developer funding has yet to be received, there will be a need for some capital borrowing in the short term. The revenue impact of this borrowing shown in the pressures table is based upon worst-case assumptions. Creation of a History Centre will require an estimated £250k of capital to match external funding of £180k. The revenue impact of borrowing to fund the capital expenditure is included in the pressures table above.

Maximising cost-effectiveness through partnership

6. Many of the outcomes achieved by Community Services rely on using a relatively small financial input from the County Council to attract investment from other parties. Examples in service plans which are particularly pertinent to consideration of pressures and savings are the Music Service, the arts grant fund and the Victoria County History. These are all considered below.

Reduction in management capacity

7. Following a number of structural reorganisations and budget reductions in recent years, Community Services is relatively lean with regard both to layers of management and to administrative support. However, if further costs are to be taken out of services over the next five years, then achieving this with the least profound impact on the quality of services will entail reducing management capacity. There will undoubtedly be some productivity gains which can still be made, but inevitably services' ability to develop flexibly in response to community and user needs and demands will be affected. It will also restrict opportunities to engage in activities such as partnership working, outreach and pursuing external funding.

Other cost-cutting options

8. As far as possible, other spending cuts which result in reductions in service have not been put forward as options. However the option to reduce the bookfund for the first three years and reductions in arts grants are examples which fall into this category.

Service-specific issuesLibrary change programme

9. The programme addresses a range of efficiencies and improvements in the service. It is expected that it will secure existing savings targets in the library service of £140k in 2010/11 rising to £272k in 2011/12, principally through the introduction of a self-service option in larger libraries.

Victoria County History

10. A decision was taken in 2008/09 to withdraw County Council funding (£110k per annum) with effect from 2011/12. A project board was established with partners, notably the Oxfordshire Victoria County History Trust, to consider how the long-term future of the project might be ensured. As things stand, the project will cease on 31 March 2011 and the County Council will incur redundancy costs of some £68k during 2010/11. Following discussion with partners, an alternative option has been identified. This involves a combination of cost reduction (including a voluntary down-grading of posts by the staff) and an offer from the Trust to take on substantially more of the revenue burden. What is proposed is an agreed period of further work, with a reduced County Council contribution of £30k per annum. This would avoid most of the redundancy cost in 2010/11, essentially making this option cost-neutral for the first two years.

County Music Service

11. The Service has begun a programme of change over four years which will enable both the improvement of the offer of music-making for young people and a significant reduction in the financial contribution made by the County Council. Changes include contributions from schools to the costs of teaching and instrument maintenance; charging for Saturday morning activities; restructuring out-of-school and community provision; general efficiency savings. The financial effect is predicted to reduce the cost to the Council from the current £547k per annum to £297k in 2013/14.
12. The potential impact of further reduction in County Council subsidy down to zero has been considered. The consequences include: loss of any Government funding; rises in charges to users (and abolition of remissions) which would present a barrier to many; loss of quality assurance; inability to respond to national initiatives and funding opportunities; lack of continuity of teaching; loss of “flagship” ensembles such as the County Youth Orchestra. The service would effectively become an agency. There would be substantial one-off redundancy costs. All these effects have been seen in the relatively few local authorities where funding has been completely withdrawn.

Arts grants fund

13. The fund (£100k) is used to support key arts partner organisations who offer opportunities for people to participate in and enjoy cultural activities. Grants from this fund represent a small percentage of the actual cost of the activities supported owing to the leverage they help to exert on other funders.

Registration Service: income

14. A significant proportion of Community Services activities rely on external income, and at a time of recession reliance on discretionary spend by the public brings risks. However the Registration Service has a particular challenge with regard to fees it charges for statutory registrations of births, deaths and marriages, in that the charges are set nationally with no local discretion.



These charges have not changed for a number of years. Since the County Council inflates income targets annually, the impact on the service is a hidden pressure which is estimated at £14k per annum.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£000	£000	£000	£000	£000
COMMUNITY SERVICES								
Library Service								
SC1	Library transformation programme: Introduction of self service (RFID)	ES	Low	0	-192	-256	-256	-256
SC2	Pending efficiencies from the introduction of RFID self-service, defer payment into the Mobile Library vehicle replacement fund for one year	O	Low	-65	0	0	0	0
SC3	Pending efficiencies from the introduction of RFID self service, reduce expenditure by 16% on newspapers and periodicals for one year	SR	Low	-11	0	0	0	0
SC4	Pending efficiencies from the review of Library Support Services, hold vacancies	ES	Low	-38	0	0	0	0
SC5	6% reduction in book expenditure falling to 4.9% in 2012/13. Sustaining expenditure on bookstock is a priority for the service and £63k is expected to be built back in by 2013/14.	SR	Low	-69	-52	-56	-6	-6
SC6	Reduction in management and professional capacity, increasing line management spans beyond the optimum and reducing the capacity of the service to contribute to cross cutting corporate objectives	SR/ ES	Low	0	0	-45	-556	-556
SC7	Savings from Mobile Library Review	SR/ ES	Low	0	-21	-21	-84	-84
SC8	Efficiencies achieved as a result of the implementation of the upgrade of People's Network Personal Computers.	ES	Low	0	-57	-57	-57	-57

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£000	£000	£000	£000	£000
	Heritage & Arts							
SC9	Reduction in archives service development activities, such as digitisation of collections and development of the Dark Archivist web site, which would have improved virtual public access to collections	ES	Low	-41	-41	-41	-41	-36
SC10	Combining Oxfordshire Studies and Oxfordshire Record Office on the Oxfordshire Record Office site (Cost of prudential borrowing shown in pressures.)	ES	Med	-17	-34	-63	-63	-80
SC11	Reduction in management capacity (subject to capital investment)	SR	Med	-10	-23	-30	-42	-43
SC12	Increased income from sales at Oxfordshire Museum	IG	Low	-5	-5	-5	-5	-5
SC13	Friends of Oxfordshire Museum additional financial contribution towards the learning activities at the Museum	ES	Low	-1	-1	-1	-1	-1
SC14	Music Service Change Programme - including the raising of fees and charges, increasing administrative efficiency and restructuring the service delivery	ES	Med	-12	0	-63	-163	-163
SC15	Arts consultant - termination of contract	SR	Low	-10	-10	-10	-10	-10
SC16	Reduction in Arts Grants Fund - 10% increasing to 50%. This fund (£100k) is used to support key arts partner organisations who offer opportunities for people to participate in and enjoy cultural activities. Grants from this fund represent a small percentage of the actual cost of the activities supported owing to the leverage they help to exert on other funders	SR	Low	-10	-20	-30	-40	-50

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
	Registration Service							
SC17	Reduction in registrar hours (14hrs)	ES	Low	-14	-14	-14	-14	-14
SC18	Call centre efficiencies	ES	Low	-9	-9	-9	-9	-9
SC19	Reduced cover for sickness and other absence	SR	Low	-11	-11	-11	-11	-11
SC20	Deleted Saturday enhancements	ES	Low	-3	-3	-3	-3	-3
	Cultural and Community Development							
SC21	Reduced Cultural Development capacity	SR	Low	0	-15	-15	-15	-15
	TOTAL COMMUNITY SERVICES			-326	-508	-730	-1,376	-1,399

Strategy & Transformation

Head of Service	Simon Kearey
2009/10 Gross Budget	£28.6m

Strategy and Transformation provide support services for both users of services and the internal services themselves. These services include the Access Team (the first contact point for social care information and advice), Facilities Management, the Performance Unit, Strategy and Business Planning as well as consultation and work around promoting independence and wellbeing. The division also includes the Business Systems team which provides business systems support and advice for the directorate as well as business analysis, project management and change management functions. Another key area is the Contracts team who monitor and manage a majority of the Directorate's contracts. Many of these teams will play a key role in supporting the rest of the directorate to delivery the proposed change and efficiency agenda so maintaining sufficient capacity for this to happen will be key. The efficiency savings planned in this area will therefore need to be carried out in consultation with those customers and are mainly concerned with ensuring that these services are provided as efficiently and effectively as possible as well as constantly reviewing them so that they provide the services required to deliver the strategy of the directorate as a whole.

It is expected that the savings of staff will be achieved through a combination of strategically developing staff into other roles, natural turnover and through providing services in different, more efficient ways

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION	TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15	
SC72	Administrative Support reductions	ES	High	-40	-40	-60	-60	-60
SC73	Printing	ES	Med	-15	-15	-15	-15	-15
SC74	Bicester Office support	ES	Med	-15	-15	-15	-15	-15
SC75	Reception management	ES	High	0	-63	-63	-63	-63
SC76	Providing a more efficient management of offices and their facilities across the county.	ES	Med	-35	-35	-35	-35	-35
SC77	Access Team Efficiencies	ES	Med	-39	-103	-137	-137	-137
SC78	Ensure usage of staff on projects	ES	Med	-50	-50	-50	-50	-50
SC79	Business and Systems Support review	ES	High	0	-50	-110	-110	-110
SC80	Contract Support restructuring	ES	Med	0	-25	-25	-50	-50
SC81	Loss of 50% contracts officer	ES	Med	-20	-20	-20	-20	-20
SC82	Review of the work of the strategy and performance team in line with the priorities of the directorate and work undertaken elsewhere within the council	ES	High	-10	-50	-100	-100	-100
SC83	Stream lead for sustainability Transforming Adult Social Care	O	Med	-35	-35	0	0	0
STRATEGY & TRANSFORMATION SAVINGS				-259	-501	-630	-655	-655

Across Directorate

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
Across Directorate								
SC85	Inflation savings - reduce to 0.5%	ES	Low	-1,674	-2,074	-2,074	-2,074	-2,074
SC86	Contract inflation savings	ES	Low	-1,066	-1,066	-1,066	-1,066	-1,066
SC87	Savings in 2010/11 from 2009 pay award	O	Low	-252	-252	-252	-252	-252
SC88	Staff reductions due to the introduction of Self Directed Support	ES	Low	0	-300	-450	-750	-750
SC89	Savings to be identified			0	-5,380	-12,027	-17,526	-17,165
ACROSS DIRECTORATE SAVINGS				-2,992	-9,072	-15,869	-21,668	-21,307

Summary

The Directorate has an excellent record of planning ahead so that it can anticipate service and resource planning pressures. This has helped us to deliver very significant savings over the last few years (over half the total of the County Council). We have combined this with robust financial management which has been praised recently by the Care Quality Commission. This places us in a strong position to deliver further efficiency savings at the same time as improving the lives of those living in Oxfordshire. We are implementing a number of transformation programmes which will be a challenge for a relatively lean Directorate in terms of management resources. We are committed to applying the highest levels of practice in project and change management to help us to do this. A key element of this is to engage with key stakeholders: service users/customers, carers, employees, the general public and partners.

John Jackson
Director of Social and Community Services



Business Improvement and Efficiency Strategy

2010/11 – 2014/15

Environment and Economy



Context for Environment and Economy

The Environment and Economy directorate (E&E) has an overall budget of £101 million (gross) and employs 592 ftes (27 of which are hosted by OCC but externally funded). Of this £101 million, half is contracts or third party payments, a reflection of the fact that a significant part of what the directorate delivers is delivered through contractors or with partners. The directorate leads in the delivery of 2 of the 4 corporate priorities and 8 of the 14 medium term priorities.

Directorate	Environment and Economy
2009/10 Gross Budget	£101m
2009/10 FTE	592

Cumulative	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
Total Pressures (including previously agreed savings not identified)	5,256	11,020	12,815	16,869	18,830
Total Savings Proposed	-8,571	-12,615	-15,525	-19,763	-20,270
Net Position	-3,315	-1,595	-2,710	-2,894	-1,440

Savings Target	-3,439	-6,508	-9,054	-11,000	-11,000
Position compared to target	124	4,913	6,344	8,106	9,560
Less Pressures included in £60m	0	-4,500	-6,000	-7,500	-9,000
Adjusted Position compared to target	124	413	344	606	560

Staffing Changes in Full Time Equivalentents (FTEs)	-18	-24	-36	-48	-48
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In terms of its key expenditure, the directorate has two primary functions:

1. The delivery of infrastructure critical for Oxfordshire's success

E & E delivers the critical infrastructure necessary for Oxfordshire's economic and social development. We manage the inter-relationship between the economy, housing growth, the environment, transport infrastructure and business.

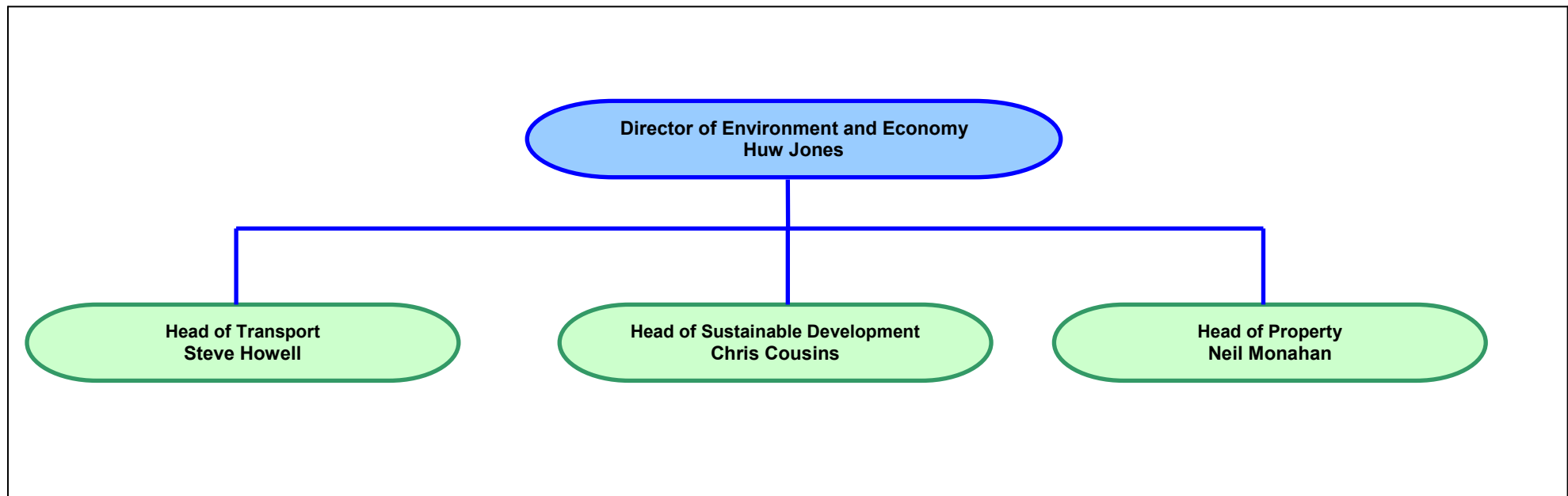


2. The delivery of necessary internal county council infrastructure

Through the strategic management of our property assets, we enable efficient service delivery and shape the presence of the Council in the county.

Management structure of Environment and Economy

The directorate is currently structured into three services, each led by a head of service. There is scope for further rationalisation of our structure to enhance our ability to deliver against our priorities, whilst also delivering further efficiencies. The restructuring will reduce the number of management layers, and the overall establishment figure for the directorate by approximately 10%. The current management structure is set out below



Broad approach to improvement and efficiency

The current Medium term Financial Plan (MTFP) identifies already agreed pressures and savings of +£9.8 million and -£7.0 million respectively. In addition to which, the directorate efficiency target for the period of 2010/11 to 2014/15 is £11 million and we also need to account for 6 million of landfill tax pressures.

Our strategy for service improvement and efficiency is focused on the following areas:

1. Generating efficiencies through procurement

In the next four years we will re-tender all of our high value contracts; Oxfordshire Highways, Residual Waste Management and Property consultancy, construction and Repairs & Maintenance services. In each case we will be seeking contract efficiencies in excess of 15% and will negotiate shared risk partnering arrangements.

2. Re-structuring the directorate

Over the next four years we will re-structure the directorate to enable both the delivery of our efficiency targets and leaner operational structures, but also the development of the strategic capacity necessary to deliver our core objectives. The business re-engineering should reduce the number of management layers, the number of senior service managers and the overall establishment figure.

3. Creating the strategic capacity to deliver critical infrastructure/manage the growth agenda

The challenges of the next five years will create pressure on the directorate to provide the strategic leadership necessary to manage the growth agenda. In the medium term we will create this capacity by re-structuring, which will both create efficiencies and improve our capacity. We will however, also need to invest in these key growth areas. In devising our efficiency strategy we have sought to fund this pressure whilst ensuring that we still meet our overall savings target.

4. Prioritisation of our services

While the efficiencies gained through re-tendering and re-structuring will go a long way towards meeting our savings targets, we have also had to consider the priority afforded to some of our services. All services have considered areas where they could stop/reduce non-statutory services or reduce the level of delivery to the statutory minimum.

Contract savings have been factored in to MTFP forecasts for some time and the additional targets are indeed challenging and only possible due to the more radical approach to integrated delivery and service re-engineering. The new contractual arrangements and re-structuring will be managed to generate maximum efficiency which, if greater than anticipated, would then be re-invested in areas where cuts are planned.

5. Strategic management of property

We will review the strategic management of our property assets. The review will focus on the following areas:

- a. We will conduct a strategic review of our asset and accommodation needs with a view to reducing our footprint and encouraging the co-location of services. The outcome of the review will be a reduction in rents, rates and service charges of approximately 10%.
- b. We will review the balance between delegated and non delegated budgets and responsibilities for repairs and maintenance.

6. Review of Income

We have reviewed the opportunity to generate income through our fees and charges. There are a number of significant opportunities to generate income through initiatives such as the management of charges within the parking account and the maximisation of developer funding.

The directorate efficiency strategy was tested as part of an inter-directorate peer challenge session, and the areas outlined above reflect the actions identified in the challenge session.

These issues are addressed in the efficiency planning for each service. We have additionally provided an analysis of the type of saving, categorised as follows:

ES	Efficiency Savings (achieve the same outputs for less resource or additional outputs for the same resource)
IG	Income Generation (increased charges or increased volume, or new charge)
SR	Service Reduction (providing a lower level of service and/or a lower level of quality for the same/less money)
O	Other Types (e.g. alternative use of previously agreed funding, changes to funding streams)

In addition to these categorisations, we have provided an overall risk assessment of each saving based on the likelihood of achieving the saving.

Directorate Pressures

Oxfordshire is at the centre of a major growth agenda. The next five years will see the directorate face significant challenges and demands on our services. We must ensure that we have the capacity and the resources to manage the following pressures:

Challenges/ Opportunities to develop our critical infrastructure

- The choice of Oxfordshire as a pilot area for the Homes and Community Agency's "single conversation" and the need to develop a "local investment plan" as part of this.
- The impact of the recession and the implications of our duty to create the economic conditions for growth.
- The implications of the Pitt Review (flooding) and the requirement to develop Surface Water Management Plans and fund road drainage alleviation schemes.
- The development of a long term Local Transport Plan 3
- The delivery of Transform Oxford within the wider localities agenda, and the political commitment to reduce congestion.
- Development/growth pressures to provide the transport infrastructure to enable the county's growth through Access to Oxford and Science Vale, Local Development Frameworks and schemes such as North West Bicester.
- Maximising the Council presence throughout the County to deliver local critical services from a rationalised and well maintained property estate.

Fiscal and Taxation challenges

- The implications of the Comprehensive Spending Review and the likely reduction in transport funding
- The change in funding structures; increasing the importance of being able to secure funding at a regional rather than a local level (subject to any change in funding approach post general election).

- Landfill Tax is levied on every tonne of waste sent to landfill. This has been increasing annually and will continue to do so at £8 per year until 2013 reaching £72 per tonne. Implementation of the preferred solution by 2014 will be essential in capturing the savings of the agreed waste management strategy.
- Measures to bring into balance the parking account to fund existing MTFP priorities.
- Investment required to offset carbon reduction commitment taxation (essentially a carbon trading tax), where we will be comparatively ranked and significantly penalised for poor comparative performance.

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<u>TRANSPORT</u>					
	<u>POLICY & STRATEGY</u>					
	Concessionary Fares		3,000	3,000	3,000	3,000
	<u>NETWORK MANAGEMENT</u>					
EEP1	Parking Account pressures to bring into balance			300	550	550
EEP2	Parking Account to generate surplus to redistribute	1,000	1,025	750	525	550
	<u>OXFORDSHIRE HIGHWAYS</u>					
EEP3	Additional Cost of Transferred Responsibility of Tree Management (Property)	80	80	80	80	80
EEP4	Flood and extreme weather pressure	100	290	500	750	1,086
EEP5	Flooding - Surface Water Management Plans	75	75	75	75	75
EEP6	Highways contract mobilisation pressure	250				
TOTAL TRANSPORT PRESSURES		1,505	4,470	4,705	4,980	5,341

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<u>SUSTAINABLE DEVELOPMENT</u>					
	<u>Planning Implementation Group</u>					
EEP7	Single planning policy/implementation team (redundancy)	60				
EEP8	Unfunded post min/waste enforcement	30				
	<u>Economy, Spatial Planning & Climate Change</u>					
EEP9	Local Authority Business Growth Incentive (LABGI) Funding shortfall			63	63	63
EEP10	Supporting Oxfordshire through the Recession initiatives	100	50	25		
EEP11	Programme of Economic Growth initiatives		50	75		
	<u>Waste Management</u>					
EEP13	Landfill Allowance Trading Scheme (LATS) pressure if we continue to landfill (maintaining a Value for Money budget build)				1,156	1,300
	Landfill Tax Pressures		1,500	3,000	4,500	6,000
EEP14	Trade waste enforcement implementation (estimated)	100	20	20	20	20
EEP15	Management staffing pressures - need for one member of staff to strengthen client side to manage contract for recycling centres, plus additional enforcement measures	150	150	150	150	150
TOTAL SUSTAINABLE DEVELOPMENT PRESSURES		440	1,770	3,333	5,889	7,533

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<u>PROPERTY SERVICES</u>					
EEP16	Rent & Service Charges	7	41	58	110	110
EEP17	Unrealised capitalisation of Health & Safety	250	250	250	250	250
EEP18	Restructure of Property Services in accordance with Capital Governance	100	100	100	100	100
EEP19	Re-investment of delegated schools Repairs & Maintenance resulting from review	500	1,000	1,000	1,000	1,000
EEP20	Rates Revaluation	120	120	120	120	120
EEP21	Additional Better Offices Programme (BOP) pressure due to changes from the original business case	180	180	180	500	500
TOTAL PROPERTY PRESSURES		1,157	1,691	1,708	2,080	2,080
	<u>Carbon Management</u>					
EEP22	Carbon Management Schools support	150	150	150	150	150
EEP23	Awards to schools for good performance (technical solutions)	150	150	150	150	150
EEP24	Carbon Management Programme (2 fte)	80	80	80	80	80
EEP25	Carbon Reduction Commitment (purchase of allowances)		679	659	1,491	1,447
EEP26	Carbon Reduction Commitment administration	50	50	50	50	50
EEP27	Automatic Meter Reading	100	100	100	100	100
EEP28	Waste reduction through schools and non- school buildings	12				
TOTAL CARBON MANAGEMENT PRESSURES		542	1,209	1,189	2,021	1,977

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<u>DIRECTORATE INTEGRATION</u>					
EEP29	Upfront investment for directorate restructure	135	170	170	170	170
EEP30	Cost of enhancing Cost Centre manager advice and support (1fte)	42	42	42	42	42
	<u>DIRECTORATE GENERAL</u>					
EEP31	Budget inflation reduction not realised	822	1,055	1,055	1,055	1,055
EEP32	Unrealisable capitalisation of H&S	613	613	613	613	613
EEP33	Unrealised previously agreed savings				19	19
TOTAL DIRECTORATE WIDE PRESSURES		1,612	1,880	1,880	1,899	1,899
TOTAL ENVIRONMENT & ECONOMY PRESSURES		5,256	11,020	12,815	16,869	18,830

Despite these pressures we anticipate that Environment and Economy will achieve significant efficiency savings over the next five years and deliver against its priorities.

Service	Transport
Head of Service	Steve Howell
2009/10 Gross Budget	£50m

The total savings target will not be met by efficiencies alone. To enable us to meet our efficiencies we have looked at :

- Procurement
- Re-shaping the service
- Reprofile income through the parking account
- Possible reductions in services
- Other pressures

Oxfordshire Highways

The Transport service is in the process of re-procuring the Oxfordshire Highways Contract. The financial efficiencies that will be generated by the re-tendering of this contract were factored in to the Medium Term Financial Plan (MTFP) and competitive dialogue with our bidders has confirmed that we are likely to achieve the efficiencies built in to the MTFP.

The contract will fundamentally change the way we deliver our transport services, improving our performance and our relationship with our customers. The contract is likely to result in a reduction in staffing; however some of our bidders have indicated that they may be able to utilise surplus resource on work outside Oxfordshire, which would potentially limit our costs.

Significant efficiencies are already factored in to the MTFP. However more fundamental and integrated delivery proposals may realise additional savings, which, if greater than anticipated, would then be re-invested in areas where service reductions are planned.

Re-shaping the service

The joint venture approach being taken with the remaining bidders will significantly re-profile and reduce management overheads and provide a more flexible structure. This will not only generate efficiencies, but will also provide us with an opportunity to reallocate existing resources to enable us to meet future pressures.



There are a number of significant areas of policy development that will require strategic management and capacity in the coming years. Our service will lead on the strategic development of the Local Transport Plan 3, Access to Oxford and Science Vale, the Local Development Framework(s) and North West Bicester. We will work to improve bus provision, rural transport networks, and park and ride operations. We will secure funding for Access to Oxford and look to ensure that following the Comprehensive Spending Review, and the likely reduction in transport funding, we are in a strong position to secure regional funding. We will resource these pressures from the reallocation of existing resources.

Possible reduction in services

We have reviewed our approach to highways maintenance: both asset management and responsive maintenance. Whilst planned asset management provides greatest value for money, this consideration needs to be balanced against the customer priority afforded to responsive maintenance.

While the majority of our highways asset management is funded by capital, there is still a significant part which is funded by revenue. Through the current Medium Term Financial Plan we are committed to reductions in excess of £0.5 Million in roads maintenance. With less revenue available for asset management we are unlikely to be able to make significant improvements in our highways condition

We will need to reduce the level of responsive maintenance. This will impact: reactive maintenance (pot holes etc); footways and carriageway maintenance; cyclic maintenance; and winter maintenance. As these are the most customer facing forms of maintenance this may impact on customer satisfaction; however, this may be preferable to a significant reduction in our asset management of the highways.

Parking Account

The reduction of on street charging areas and the funding of free parking at the park and rides has led to a reduction in the surplus on the parking account. Corrective action is necessary to bring the parking account back in to balance to enable investment in our priorities.

We need to review on street charging and propose: bringing on street charging in line with off street charges; increasing charges for permits; considering re-instating Sunday and evening charges; and exploring new areas of charging. Once the position on bus lane

enforcement has been clarified by the courts, we will need to put plans in place to ensure that enforcement continues and to identify additional areas for enforcement to maximise our approach to traffic management and reducing congestion.

De-criminalised parking will be introduced in West Oxfordshire in 09/10 and Cherwell is also keen to introduce this. This is unbudgeted and would place further pressures on the parking account going forward.

Additional pressures

In 2009/10 we made a modest increase in additional high profile drainage schemes. However following the Pitt Review and clarifying legislation, the county has significant additional duties (unfunded by government grant) with regard to flood defence. The county has a duty to develop surface water plans and to significantly increase the funding available to implement road drainage alleviation schemes.

Further details of these saving proposals follow below, along with a risk analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
<u>GENERAL</u>								
EE1	Integrated Organisation Structure (Average £32k basic 37fte)	ES	Med	-400	-425	-825	-1,200	-1,200
EE2	Car Allowances saving 10%	ES	Low	-40	-40	-40	-40	-40
EE3	Additional external funding (adoptions)	IG	Med	-100	-100	-100	-100	
EE4	Use of commuted sums	O	Low	-200	-204	-258		
<u>POLICY & STRATEGY</u>								
EE5	Public Transport Contract Efficiencies	ES	Med	-88	-176	-176	-176	
EE6	Reduce Policy & Strategy activity	SR	Med	-24	-155	-155	-155	
EE7	Reduced support for Thames Valley Road Safety Partnership	O	Med	-100	-100			
<u>NETWORK MANAGEMENT</u>								
EE8	Consistency of On-Street Parking against off street charges	IG	Low	-150	-150	-150	-150	-150
EE9	Reintroduce evening and Sunday charging	IG	Med	-600	-600	-600	-600	-600
EE10	New areas of charging Oxford e.g. Summertown	IG	Low	-150	-150	-150	-150	-150
EE11	Increase charge for residents' & other permits	IG	Low	-100	-125	-150	-175	-200
EE12	Drawdown of Parking Account	O	Low	-800	-1,062	-458	-413	

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<u>OXFORDSHIRE HIGHWAYS</u>							
EE13	Contract savings by lower rates	ES	Low	-600	-900	-1,200	-1,200	-1,200
EE14	Carbon Reduction - part night lighting - 14,000 units - up front capital investment £275k	ES	Low		-200	-200	-200	-200
EE15	Reduce s42 payments	SR	Low	-100	-120	-140	-150	-160
	TOTAL TRANSPORT SAVINGS			-3,452	-4,507	-4,602	-4,709	-3,900

Sustainable Development

Service	Sustainable Development
Head of Service	Chris Cousins
2009/10 Gross Budget	£28m

The Sustainable Development Service strategy for business improvement and efficiency is focused on the following areas:

Waste management

In 2008/09 we let a ground-breaking contract to treat food and garden waste. The contract will deliver an increase in recycling rates by approximately 5% and thus reduce the ongoing cost of sending waste to landfill by £300k per year.

Most recent re-procurement of the service at our waste recycling centres has resulted in a £300k annual saving. Offset against this is the need to increase the management resource to ensure excellent contract performance through both staff resources and implementation of enforcement policies. This results in an annual net saving of £150k.

In 2013/14 we will realise the benefits of the residual waste treatment contract which will reduce our expenditure on landfill and generate further efficiencies of £892k per annum. However there is now an increased risk profile to maximising efficiency savings with the potential for project implementation delay which we are working to resolve.

The efficiencies gained through waste management will enable us to meet some of the challenges created by the current economic climate and the challenging growth agenda of the next five years.

Growth and infrastructure

The challenging growth agenda coupled with the economic recession heightens the need for strategic management and leadership from our service

We will lead on the pilot Homes and Communities Agency's 'Single Conversation' and develop the local investment plan to secure the infrastructure needed to support planned growth. We will continue to lead on the development of strategic sites and their contribution to the overall capital strategy.

The recession has heightened the focus on the role of the County council in supporting local businesses. We will continue to deliver measures which tackle the recession including job clubs, business support for market towns and city centre management. As the lead service in delivering the corporate priority of a 'world class economy' we will focus on generating inward investment and supporting the development of specific economic sectors; (eg. Science Vale UK, tourism)

We will meet these challenges by restructuring sustainable development to create improved strategic capacity and to gain economies of scale by merging strategic and operational teams. In addition we are proposing a modest re-instatement of funding for economic growth, a pressure we have met within our service savings.

Carbon management

Any future growth agenda will need to reduce the economy's dependence on carbon. This impetus will significantly increase with the introduction of the "carbon reduction commitment"; a cap and trade mechanism applied to both the public and private sectors.

Notwithstanding our public commitment to reducing carbon emission, there is now a clear business case for reducing carbon.

The carbon reduction commitment has significant financial implications for the council. We will develop a strategic approach for investment to reduce our taxation liability. An essential part of this strategy will be to engage schools, which are responsible for 67% of our total carbon emissions. (Based on the carbon reduction commitment footprint which includes only Property (schools and non-schools) and street lighting).

Further details of these saving proposals follow below, along with a risk analysis which in the case of carbon needs to be taken alongside the potential physical taxation penalty.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	General							
EE16	Staff vacancy management	ES	Low	-70	-70	-70	-70	-70
EE17	Car Allowances (10% target)	ES	Low	-8	-8	-8	-8	-8
	Planning Implementation Group							
EE18	Single planning policy/implementation team	ES	Low	-60	-60	-60	-60	-60
	Economy, Spacial Planning & Climate Change							
EE19	Bid from unallocated LABGI fund	IG	Low	-100	-100	-153		
EE20	Additional income – future LABGI or other funding sources	IG				-10	-63	-63
	Waste							
EE21	Landfill tax not needed (only £72/t announced)	O	Low					-1,500
EE22	Reduction in LATS due to market intelligence	O	Low	-482	-1,700	-2,856		
EE23	Reduction in LATS due to contract award	O	High				-5,800	-5,800
EE24	Trade waste enforcement at WRCs giving rise to saving on cost of disposal	IG	Med	-100	-100	-100	-100	-100
EE25	Abandon vehicles	SR	Low	-40	-40	-40	-40	-40
EE26	Saving from W&S contract/wood	ES	Low	-600	-600	-600	-600	-600
EE27	Closed landfill	ES	Low		-25	-24	-30	-30
EE28	Drawdown on the Waste Management Reserve	O	Low	-384				
EE29	Procurement efficiencies through waste procurement	ES	Med				-978	-978
	TOTAL SUSTAINABLE DEVELOPMENT SAVINGS			-1,844	-2,703	-4,921	-7,749	-9,249

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<u>Carbon Management</u>							
EE30	Schools' contribution (20% top slicing energy eff.)			-33	-66	-99	-132	-165
EE31	Directorate contribution (20% top slicing energy eff.)			-13	-28	-43	-58	-72
EE32	Redeployment of 2 fte to carbon management			-80	-80	-80	-80	-80
EE33	Carbon Management (reduced carbon allowances from 3% reduction)				-21	-41	-46	-44
EE34	Recycled payments (Carbon Reduction Commitment)				-679	-659	-1,491	-1,447
EE35	1% reduction in OCC waste to landfill			-5	-5	-5	-5	-5
	TOTAL CARBON MANAGEMENT SAVINGS			-131	-879	-927	-1,812	-1,813

Service	Property
Head of Service	Neil Monaghan
2009/10 Gross Budget	£18m
2009/10 FTE	57

The Property Services strategy for business improvement and efficiency is focused on the following areas:

Reduction of our property portfolio

Working with directorates, we will review the strategic management of our property assets. The aim of the review will be to reduce the overall size of our property portfolio by exploring co-location and reassessing the property needs of services following likely changes to the establishment. The review will focus on releasing leased accommodation to reduce the revenue costs for rent, rates and service charges. A 10% reduction would produce a saving of circa £580,000.

Contract management

There will be a major opportunity for securing savings in 2012/13 when the current contracts for property consultancy services, construction for capital projects and most of the term contracts for repairs and maintenance will expire. We will seek to secure contract efficiencies of 15% of our revenue spend. In the meantime we will work our current contractor to explore joint staffing arrangements to improve efficiency and achieve short term savings.

Delegated and non delegated budgets

The total Council expenditure on repairs and maintenance is £11.7m per year (comprising £5.9m delegated to schools; £2.82m non-delegated DSG; and £3m held by Property Services). Of the £3m held by property services £1.2m is spent on repairs to comply with our minimum statutory duty, i.e. without which we would face legal challenge. The remaining £1.8m is both planned and urgent response maintenance.

The reduction in repairs and maintenance to make the required efficiencies would mean that only urgent repairs could be possible with the resultant deterioration in capital stock. To ensure that this reduction is managed so as to minimise the impact on our assets we will conduct a fundamental review of repairs and maintenance funding and responsibilities.

We will review the balance between delegated and non delegated budgets, and delegated and non delegated responsibilities to ensure the necessary reduction in the total R&M spend has least impact on service delivery.

Further details of these saving proposals follow below, along a risk analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
EE36	Salary Savings from not filling vacancies (1 fte)	ES	Low	-43	-43	-43	-43	-43
EE37	Staffing savings target (5fte)	ES	Med		-230	-230	-230	-230
EE38	Reduce assessed need surveys	SR	Low	-73	-73	-73	-73	-73
EE39	Car Allowance (10% Target)			-2	-2	-2	-2	-2
EE40	Reduce Repairs & Maintenance (excluding fees) by a further 39% leaving funding only for urgent reactive work	SR	High	-1,127	-1,127	-1,127	-400	-220
EE41	Restructure - reduce consultancy fees	ES	Low	-175	-175	-175	-175	-175
EE42	Re-procurement of contracting & consultancy hard (& possibly soft FM) - Property Services fees budget)	ES	High			-550	-550	-550
	<u>Savings requiring County Council Management Team (CCMT) action</u>							
EE43	Reduce costs of property by between 10% - 15% - reducing size of portfolio	ES	High		-220	-740	-885	-880
EE44	Reviewing schools delegated Repairs & Maintenance budget (amount going to schools)			-500	-1,000	-1,000	-1,000	-1,000
	TOTAL PROPERTY SAVINGS			-1,920	-2,870	-3,940	-3,358	-3,173

CA7
Directorate Wide

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<u>Directorate Integration</u>							
EE45	Integrated Organisational Efficiencies (Management Cost)	ES	Low			-167	-167	-167
EE46	Directorate Integration Efficiencies					-312	-312	-312
	<u>General</u>							
EE47	Budget Inflation Savings	ES	Low	-1,220	-1,652	-1,652	-1,652	-1,652
	TOTAL DIRECTORATE WIDE SAVINGS			-1,220	-1,652	-2,131	-2,131	-2,131

Summary

This medium term financial plan holds very challenging targets and significant pressures. The majority of the Directorate pressures are in terms of uncontrollable taxation and unfunded legislation. All other pressures have been absorbed within the target financial envelope for the Directorate. The six key areas of focus in this strategy will provide for a sharper business model with leaner operation costs and a re-direction of resources only into recognised areas of corporate priority. Some of the proposals will involve a high degree of public impact but are designed to protect critical frontline activity. The key challenge is to preserve adequate levels of investment in critical infrastructure and in particular the key areas of asset management will require strategic review if the target savings are to be successful and achieve the required benefit realisation.

Huw Jones
Director of Environment and Economy



Business Improvement and Efficiency Strategy

2010/11 – 2014/15

Community Safety

Context for Community Safety

Community Safety is one of the smaller directorates with a gross budget in 2009/10 of £28.6m (excluding shared services). This part of the Directorate employs 409 Full Time Equivalents (FTEs), plus 360 retained firefighters who are not FTEs but who offer emergency call out cover for a variable number of hours each week. The savings target for the directorate is £2m in addition to the £230k savings already in the medium term financial plan. This will reduce the gross budget to £26.2m. The primary contribution to Council objectives is focused within healthy and thriving communities and provision of better public services.

Directorate	Community Safety
2009/10 Gross Budget	£28.6m
2009/10 FTE	409 *

*+ 360 retained firefighters

Cumulative	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
Total Pressures (including previously agreed savings not identified)	435	527	825	915	915
Total Savings Proposed	-913	-1,383	-1,892	-2,560	-2,560
Net Position	-478	-856	-1,067	-1,645	-1,645
Savings Target	-624	-1,182	-1,646	-2,000	-2,000
Net Position compared to target	146	326	579	355	355
Staffing Changes in Full Time Equivalents (FTEs)	-4.2	-8.2	-7.7	-4.7	-4.7

Community Safety Directorate has four primary functions:

1. The delivery of fire prevention, reduction and emergency response and the co-ordination of the county's response to major incidents.

Community Safety provides Fire & Rescue and Emergency Planning services for the County. Ensuring that there is a timely and appropriate response to emergency calls to the fire service and individuals and businesses are educated on fire risk prevention. In the event of a major incident such as a flu pandemic or flooding, emergency planning co-ordinates the County's response ensuring that multi-agency activities are focused on returning the situation to normality as soon as practicable.

2. The protection of local business, consumers, universities/colleges and the farming industry from unfair, unsafe and unacceptable trading practices

Trading standards is responsible for the enforcement of a wide range of legislation controlling the advertising, marketing, distribution and supply of goods and services throughout the manufacturing, importation, distribution and service delivery chain. Its remit covers civil, criminal and contract law and includes food standards, product safety, trade descriptions, consumer credit, weights and measures, animal health and welfare, trade mark protection, electronic commerce and unfair trade practices.

3. Helping to reduce crime, antisocial behaviour and the fear of crime and protecting those at greatest risk from doorstep crime and domestic abuse

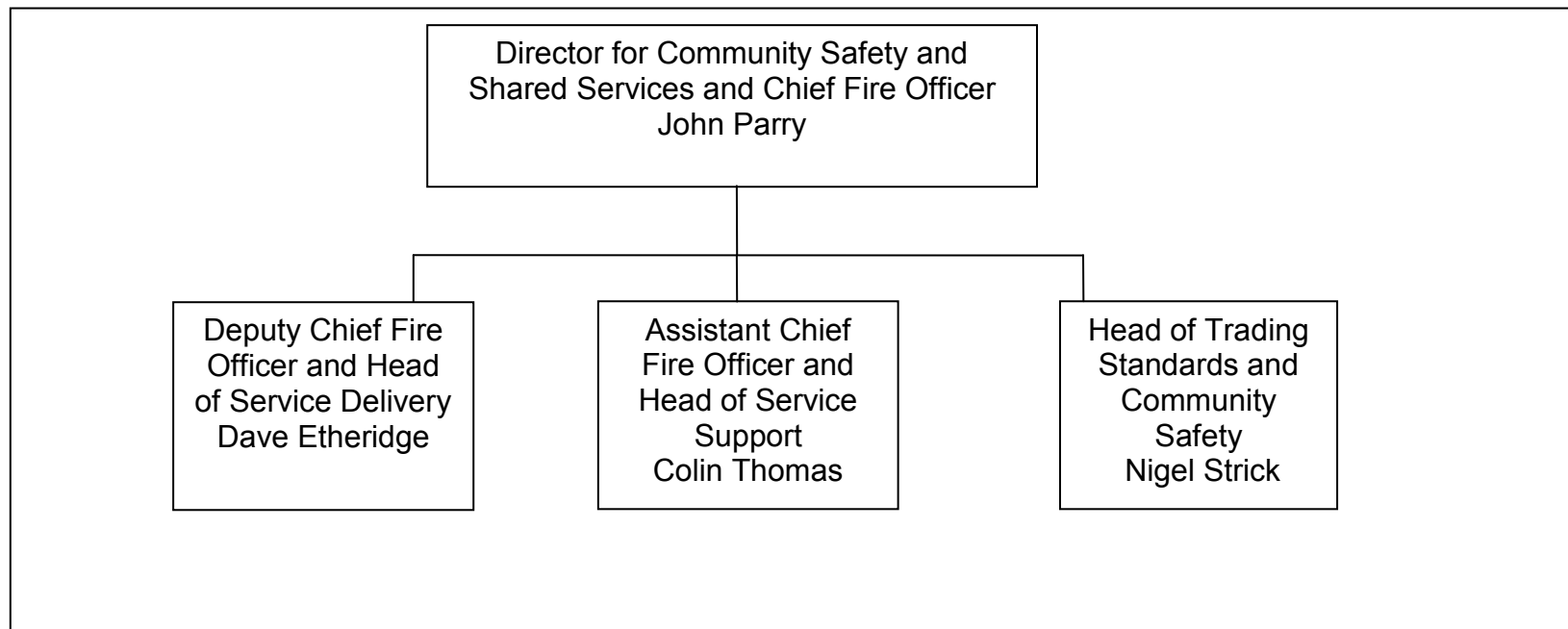
The Safer Communities Unit plays a leading role on behalf of the County Council in making Oxfordshire a safe and supportive place to live, work and visit. Although the Unit's prime focus is around the coordination of partnership working to deliver community safety services to the public, it also acts as a conduit for those who require specific safety, protective or crime related services.

4. Providing positive and effective management of permanent and temporary Traveller sites on behalf of Oxfordshire County Council, Buckinghamshire County Council and other local authorities and public bodies.

The Gypsy & Travellers Service provides landlord services for some 80 families resident on the County Council's six permanent sites as well as safeguarding the county's settled communities from the problems associated with unauthorised encampments.

Management structure of Community Safety

Fire & Rescue has one of the lowest costs per head and lowest benchmarked management costs. Our Trading standards department has restructured in the last year, deleting a senior post and proposes further reduction at senior level within the efficiency programme. The current Management Structure is summarised below.



Broad approach to improvement and efficiency

The nature of the services provided makes some of the savings opportunities high risk and whilst there are some opportunities to consider combining services with other authorities, this depends on their willingness and ability to participate. The diverse nature of the directorate means that a single co-ordinated approach to efficiencies cannot be taken. The relatively small scale of areas such as Fire & Rescue and Trading Standards and their already low cost bases means that substantial savings are unrealistic.

Efficiencies overview

The current Medium Term Financial Plan includes savings not yet identified of £230,000. In addition to which, the directorate efficiency target for the period from 2010/11 to 2014/15 is £2 million. Our strategy for service improvement and efficiency is focused on the following areas:

1. Business efficiency and effectiveness

Business process re-engineering will now become even more important in achieving cross service reductions. We will work closely with Procurement, ICT and others to ensure effective tendering and contract management, maximise the use of technology and ensure that our energy and fuel costs are minimised.

2. Maximising Income

There are small but significant opportunities in the directorate which will be crucial to the efficiency programme. We have reviewed our fees and charges to generate more income.

3. Reprovisioning of service in a small number of areas

It will be necessary to source some services from alternative providers and investigations will be started to ensure that these will be acceptable to the public.

4. Prioritisation of our services

We have also had to consider the priority afforded to some of our services. All services have considered areas where they could stop/reduce non-statutory services or reduce the level of delivery to the statutory minimum.

The directorate efficiency strategy was tested as part of an inter-directorate peer challenge session, and the areas outlined above reflect the actions identified in the challenge session.

The diverse nature of the directorate means that a single coordinated approach to efficiencies cannot be taken. The relatively small scale of areas such as Fire & Rescue and Trading Standards and their already low cost bases means that significant savings are unrealistic.

We have additionally provided an analysis of the type of saving, categorised as follows:

ES	Efficiency Savings (achieve the same outputs for less resource or additional outputs for the same resource)
IG	Income Generation (increased charges or increased volume, or new charge)
SR	Service Reduction (providing a lower level of service and/or a lower level of quality for the same/less money)
O	Other Types (e.g. alternative use of previously agreed funding, changes to funding streams)

In addition to these categorisations, we have provided an overall risk assessment of each saving based on the likelihood of achieving the saving.

Directorate Pressures

There are significant pressures on the directorate and the fire service in particular, in respect of maintaining operational resilience through the retained firefighter duty system and the roll out of national projects. The delay in transferring to a regional control has put considerable pressure on systems in particular the software that underpins our emergency response capability. The service has also recently been inspected by the Health and Safety Executive (HSE) and this could lead to recommendations to ensure that risks continue to be minimised. In Trading Standards and the Safer Communities teams the effects of the continuing recession are impacting on businesses and vulnerable citizens putting additional pressure on demands for our services. Whilst there is the potential to make some savings we must ensure that we have the capacity and the resources to manage the following :

Fire & Rescue Service Operational Resilience

The need to increase support for operational resilience and availability in the retained firefighter duty system through an increase in watch managers. This pressure can be partly addressed by the reallocation of funding in the Medium Term Financial Plan (MTFP) identified for staffing associated with the upgrade to Bicester fire station. Existing firefighter resources will also be reallocated to initiate this action.

The Health and Safety Executive recently inspected the service and until the report has been received we do not know what recommendations will be made and what resources they will require. However, there is potential for the results to create additional pressure in terms of training and competency and resource levels.

National projects, such as the regional control centres to provide ongoing resilience to terror and climate incidents are currently being implemented. However, delays in these projects have placed increasing pressure on systems, which must be addressed to ensure that our response levels can be maintained.

Emergency Planning

The need to maintain our response to the flu pandemic places a containable pressure on the service, both as the lead within the County but also through the continuing support to the local resilience forum and the balancing of resource across Districts and the County as a whole.

Trading Standards and Community Safety

Trading Standards is increasingly using an intelligence led approach to determine priorities from the public. In some areas, such as our response to doorstep crime, demand is rising significantly. A combination of reduction in posts which will not affect front line provision significantly and an increased focus on grant income will be key.

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	20010/11	2011/12	2012/13	2013/14	2014/15
		£000	£000	£000	£000	£000
	COMMUNITY SAFETY – FIRE & RESCUE					
CSP1	Increase the number of Watch Managers to support the Retained Duty System at fire stations and improve the overall operational resilience and availability across Oxfordshire. This pressure can be partially addressed by the reallocation of the £305k within the Medium Term Financial Plan identified for the staffing upgrade associated with Bicester Fire Station.	244	452	660	660	660
CSP2	Maintenance/support and selective replacement of software and hardware systems in current Fire Control / mobilising centre. Despite extensive proactive activities to extend life of existing systems the delay to the National FiReControl project (Oxfordshire transfer now programmed for 2012) has resulted in unacceptable levels of risk of failure. Selective replacement of systems will protect resilience and allow for future redeployment / reconfiguration to support future requirements for the Fire & Rescue Service to locally manage multiple, large or protracted incidents which remain our responsibility.	150				
CSP3	Central government's "New dimensions" project equips Fire and Rescue Services to react to terror and climate change incidents. Ownership and some financial responsibilities of New Dimensions vehicles, including the high volume pumping unit (Banbury), mass public decontamination unit (Oxford) and the detection identification and monitoring unit (Bicester) is intended to transfer from central government to OCC. Costs for staffing, maintenance of training and property are already met by OCC from within existing budgets. Following transfer, vehicle and equipment maintenance costs will be funded by government but not insurance and other associated costs which are the responsibility of OCC.	25	25	25	25	25
TOTAL FIRE & RESCUE PRESSURES		419	477	685	685	685
ADD MTFP 2009/10 – 2013/14 SAVINGS TO BE IDENTIFIED		16	50	140	230	230
TOTAL COMMUNITY SAFETY PRESSURES		435	527	825	915	915

Fire & Rescue

Service Delivery and Emergency planning

Service	FRS- Service Delivery and Emergency Planning
Head of Service	Dave Etheridge
2009/10 Gross Budget	£16.6m

The total savings target will not be met by efficiencies alone. To enable us to meet our target we have looked at :

- Partnership agreements
- Possible reductions in services
- Integrated Risk Management
- Business Efficiencies/Income
- Other pressures

Partnership agreements

We have renegotiated the Co-Responder agreement with South Central Ambulance Service to enable a reduction in OCC budget support (Co-Responding is where the Fire Service is mobilised to cardiac or respiratory 999 calls with the Ambulance Service, in areas where the Ambulance Service is unable to meet their attendance times)

Possible reductions in service

We have considered the possibility of reductions in service, taking into account other higher priority activities and resources. Closure of the Fire Cadet units in Oxfordshire, currently based at Slade Fire Station (Cowley), Banbury, Kidlington, Witney and Watlington, is intended to protect our other youth initiatives including the Phoenix Project where we work with young people who are underachieving in schools and working with young people referred to us from the Oxfordshire County Council Youth Offending Service.

Business Efficiencies/income

There is an opportunity to charge for Emergency Planning training courses and to review contracts and controllable budgets.

Integrated Risk Management

Fire & Rescue authorities are required, under the Fire & Rescue Services Act 2004, to carry out dynamic integrated risk management planning (IRMP). This enables the authority to focus its resource on areas of higher risk to life over property.

As part of preparing our draft Integrated Risk Management Plan (IRMP) we are proposing to alter crewing arrangements at two of our day crewed fire stations (Abingdon and Didcot). This will result in the redeployment of four operational positions to support other Retained Duty System stations. Through this redeployment from Abingdon and Didcot, the establishment over the two stations will go from 28 to 24 operational positions. This will result in our ability to withdraw the payment of a housing allowance. Please note; this proposal will not reduce the amount of fire engines available in Abingdon and Didcot or reduce the number of firefighters crewing those appliances during an emergency call. The delivery of this efficiency is dependent on the outcome of the public consultation on our IRMP which concludes in December 2009.

Our draft Integrated Risk Management Plan in incorporates a project in 2010/11 to examine the operational resilience requirements in terms of fire appliances and equipment and to review the locations of all of our fire stations. An outcome of this review may be an opportunity to remove one fire appliance from the Retained Duty System complement. The delivery of this efficiency will be subject to full public consultation which concludes in December 2009.

Other Pressures

Oxfordshire Fire & Rescue Service relies on the retained firefighter duty system which has significant challenges regarding its sustainability. In order to support the retained firefighter duty system at fire stations and improve the overall operational resilience and availability across Oxfordshire, we need to increase the number of Watch Managers to ensure its viability (and as an alternative to provision of significant additional wholetime firefighter at a cost differential of some 1:6.) cost. This pressure can be partially addressed by the reallocation of the £305k within the MTFP identified for the staffing upgrade associated with Bicester Fire Station.

Further details of these saving proposals follow below, along with a risk analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
Fire & Rescue Service (FRS) Service Delivery				£000	£000	£000	£000	£000
CSP1	Re-direct the funding included in the 2009/10 to 2013/14 MTFP (09CS5) for additional staffing at Bicester to support the CSP1 pressure.						-305	-305
	FRS Inflation saving	O	Med	-404	-617	-617	-617	-617
CS2	10% reduction of non pay controllable & discretionary budgets (supplies & services, employee travel expenses, premises maintenance, operational equipment, public education campaigns)	ES	Low	-56	-56	-56	-56	-56
CS3	Through the Integrated Risk Management Plan (IRMP) it is proposed to alter crewing arrangements at two of our day crewed fire stations (Abingdon and Didcot). This will result in the redeployment of four operational positions to support other Retained Duty System stations. Through this redeployment from Abingdon and Didcot, the establishment over the two stations will go from 28 to 24 operational positions. This will result in our ability to withdraw the payment of a housing allowance. Please note; this proposal will not reduce the amount of fire engines available in Abingdon and Didcot or reduce the number of firefighters crewing those appliances during an emergency call. The delivery of this efficiency is dependent on the outcome of the public consultation on our IRMP which concludes in December 2009.	ES	High	-21	-21	-21	-21	-21

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	20010/11	2011/12	2012/13	2013/14	2014/15
Fire & Rescue Service (FRS) Service Delivery				£000	£000	£000	£000	£000
CS4	Our proposed Integrated Risk Management Plan (IRMP) in 2010/11 incorporates a project to examine the operational resilience requirements in terms of appliances and equipment and to review the locations of all of our fire stations. An outcome of this review may be an opportunity to remove one fire appliance from the Retained Firefighter Duty System complement. The delivery of this efficiency will be subject to full public consultation which concludes in December 2009.	SR	Med	0	-36	-36	-36	-36
CS5	Renegotiation of the Co-Responder agreement with South Central Ambulance Service to enable a reduction in OCC budget support (Co-Responding is where the Fire Service is mobilised to cardiac or respiratory 999 calls with the Ambulance Service, in areas where the Ambulance Service is unable to meet their attendance times).	ES	Low	-26	-26	-26	-26	-26
CS6	A reduction in the hours worked and therefore a reduction in contact and fire safety advice to the black and minority ethnic communities in Oxfordshire. This will require an equalities impact assessment to be completed.	SR	Low	-12	-12	-12	-12	-12
CS7	Closure of all the Fire Cadet units in Oxfordshire currently based at Slade Fire Station (Cowley), Banbury, Kidlington, Witney and Watlington. The closure of these units is intended to protect our other youth initiatives including the Phoenix Project where we work with young people who are underachieving in schools and working with young people referred to us from the Oxfordshire County Council Youth Offending Service. This will require an equalities impact assessment to be completed.	SR	Low	0	-39	-39	-39	-39
TOTAL Fire & Rescue Service – Service Delivery Savings				-519	-807	-807	-1,112	-1,112

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	20010/11	2011/12	2012/13	2013/14	2014/15
Emergency Planning				£000	£000	£000	£000	£000
CS16	Review of communications contract	ES		-5	-5	-5	-5	-5
CS17	Changes to staff conditions of service	ES		-4	-4	-4	-4	-4
CS18	Reduce supplies and services budgets	ES		-7	-11	-11	-11	-11
CS19	Income from training courses	IG			-1	-2	-2	-2
CS20	Delete 0.5 FTE post	SR				-18	-18	-18
TOTAL Emergency Planning Savings				-16	-21	-40	-40	-40

Fire & Rescue Service Support

Service	FRS – Service Support
Head of Service	Colin Thomas
2009/10 Gross Budget	£8m

The Service Support strategy for business improvement and efficiency is focused on the following areas:

- Fuel/travel Costs
- Business Efficiency and effectiveness
- Procurement
- Other pressures

Reducing Fuel/Travel Costs

We are already working to reduce fuel / travel costs by increased managerial control, mileage avoidance via audio and regional video conferencing system and improved fuel efficiency measures via driver training and programmed fleet renewals leading to newer vehicles with higher miles per gallon

Business Efficiency and Effectiveness

Through maximising technology, reviewing business processes and managing training and development on a risk based approach; we will deliver improved efficiency and effectiveness

Procurement

We have delivered a successful, Oxfordshire led South East Regional re-tendering of the work wear (FRS uniforms & clothing) contract, improving quality whilst reducing costs by removal of the managed service fee.

Other Pressures

The implementation of national projects (i.e. the regional control room) remains a challenge due to delays in implementation. Maintenance / support and selective replacement of software and hardware systems in current Fire Control / mobilising centre are needed. Despite extensive proactive activities to extend the life of existing systems the delay to the National FiReControl project (Oxfordshire transfer now programmed for 2012) has resulted in unacceptable levels of risk of failure. Selective replacement of systems will protect resilience and allow for future redeployment / reconfiguration to support future requirements for the FRS to locally manage multiple, large or protracted incidents which remain our responsibility.

Central government's "New dimensions" project equips Fire and Rescue Services to react to terror and climate change incidents. Ownership and some financial responsibilities of New Dimensions vehicles, including the high volume pumping unit (Banbury), mass public decontamination unit (Oxford) and the detection identification and monitoring unit (Bicester) is intended to transfer from central government to OCC. Costs for staffing, maintenance of training and property are already met by OCC from within existing budgets. Following transfer, vehicle and equipment maintenance costs will be funded by government) but not insurance and other associated costs which are the responsibility of OCC.

Further details of these saving proposals follow below, along with a risk analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	20010/11	2011/12	2012/13	2013/14	2014/15
Fire & Rescue Service Support				£000	£000	£000	£000	£000
CS9	Reduce fuel / travel costs by increased managerial control, mileage avoidance via audio and regional video conferencing system and improved fuel efficiency measures via driver training and programmed fleet renewals leading to newer vehicles with higher Mileages Per Gallon.	ES	Low	-30	-30	-30	-30	-30
CS10	10% reduction in selected delegated / discretionary / controllable budgets (including car allowances £1k, staff advertising £1k, contingency funds £5k, subsistence 1k, medical allowances £1k, equipment budgets £4k)	ES	Low	-13	-13	-13	-13	-13
CS11	Successful, Oxfordshire led South East Regional re-tendering of the work wear (FRS uniforms & clothing) contract, improving quality whilst reducing costs by removal of the managed service fee.	ES	Low	-18	-18	-18	-18	-18
CS12	Reduce costs and number of personnel attending the process used to identify individuals' potential for promotion (Assessment & Development Centres).	SR	Low	-10	-10	-10	-10	-10
CS13	Reduction in operational and specialist training. This will be a selective approach, protecting where possible risk critical courses / qualifications. The outcome of the programmed Health and Safety Executive inspection in November could threaten deliverability of this saving if improvement notices or binding recommendations are made in this area.	SR	High		-45	-45	-45	-45

DESCRIPTION		TYPE	RISK	20010/11	2011/12	2012/13	2013/14	2014/15
Fire & Rescue Service Support				£000	£000	£000	£000	£000
CS14	Extend the life of the new style (plastic body) fire appliances from 12 to 14 years. Selectively extend the life of other specialist vehicles including the hydraulic platform, water tanker, incident command unit etc, depending on usage and condition	ES	Med		-30	-30	-30	-30
CS15	Further savings to be identified	ES	High			-351	-661	-661
TOTAL Fire & Rescue Service Support Savings				-71	-146	-497	-807	-807

Trading Standards, Safer Communities Unit, Gypsy and Traveller Services

Service	TS, SCU, GTS
Head of Service	Nigel Strick
2009/10 Gross Budget	£4m

The strategy is focused on the following areas:

- **Business efficiency and effectiveness**

We have reviewed the management structure and identified posts that can be deleted, whilst other posts are created that will focus on increasing performance and generating improved grant funding

- **Income generation**

Fees and charges will be reviewed and resources will be focused on increasing the amount of grant funding. Additionally there is the opportunity to provide services to other councils.

- **Reprovision of Services**

There is an opportunity to provide consumer advice through a national scheme instead of directly through OCC.

Further details of these saving proposals follow below, along with a risk analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
Trading Standards				£000	£000	£000	£000	£000
CS21	Inflation saving	O	Low	-48	-74	-74	-74	-74
CS22	Delete Trading standards Group Manager post	SR	Low	-56	-56	-56	-56	-56
CS23	Delete Trading Standards Community Development Officer post. Cessation of support for the Junior Citizen programme (key life skills for over 5000, 10 year old children - to be supported via Voluntary sector) , and the annual electric blanket safety testing campaign.	SR	Low	-26	-26	-26	-26	-26
CS24	Increase weights and measures fees by 1.5% (allowed inflation 0.5%)	IG	Low	-1	-1	-1	-1	-1
CS25	Delete external conferences budget	SR	Low	-5	-5	-5	-5	-5
CS26	Increase the level of grant funding (net of specialist grants and funding officer post, 1fte). Raising performance of Trading Standards in securing grant funding to a level consistent with other local authorities).	IG	Low	-20	-40	-40	-40	-40
CS27	Additional increase in grant funding. Raising performance in securing grant funding to a level consistent with highest performing authorities. Higher risk strategy that, if unsuccessful, will necessitate further service reductions.	IG	Med			-50	-50	-50
CS28	Replace Trading Standards operational post with an apprenticeship	ES	Med	-2	-4	-4	-4	-4
CS29	Reduce admin support to the Animal Health & Farming Standards Team by 0.4fte	SR	Med	-4	-4	-4	-4	-4
CS30	Reprovision of OCC Consumer Advice Service through redirecting Oxfordshire residents to national provider. Reduction of 3 FTE advisor posts. This will require an equalities impact assessment.	SR	Med			-67	-102	-102
CS31	Delete honoraria payments for emergency call out rota and flexible working etc	SR	Med			-10	-10	-10
CS32	Replace Doorstep Crime Unit police officer secondment.	ES	Med	-7	-7	-7	-7	-7

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
DESCRIPTION		TYPE	RISK	20010/11	2011/12	2012/13	2013/14	2014/15
				£000	£000	£000	£000	£000
CS33	Provision of a petroleum and explosives regulation service for Buckinghamshire County Council	IG	Med	-12	-12	-12	-12	-12
CS34	Provision of petrol station 'vapour recovery' licensing service on behalf of district councils. Avoids duplication of inspection between OCC and Districts. High risk strategy relies upon agreement of all 5 District Councils to achieve the full saving.	IG	Med	-1	-5	-5	-5	-5
CS35	Delete Trading Standards Enforcement Officer post	SR	Med			-12	-30	-30
CS36	Delete head of service post and combine services (£100K saving shared with another directorate)	SR	High		-50	-50	-50	-50
Total Trading Standards Savings				-182	-284	-423	-476	-476
CS37	Safer Communities – Reduction in operating budget	SR	Low	-3	-3	-3	-3	-3
Total Safer Communities Savings				-3	-3	-3	-3	-3
CS38	Buckinghamshire County Council gypsy & traveller service contract fee	IG	Low	-38	-38	-38	-38	-38
CS39	Brent Housing Partnership traveller service contract fee	IG	Low	-48	-48	-48	-48	-48
CS40	Brent Housing Partnership traveller service contribution to overheads	IG	Low	-12	-12	-12	-12	-12
CS41	Oxfordshire traveller sites - increase rents by 1.5% (allowed inflation 0.5%)	IG	Med	-2	-2	2	-2	-2
CS42	Buckinghamshire traveller sites - increase rents by 1.5% (allowed inflation 0.5%)	IG	Med	-2	-2	-2	-2	-2
CS43	Provide an in house repair & maintenance service for all traveller sites managed by Oxfordshire Gypsy & Traveller Services. £40K saving to be shared with Property Services (Environment & Economy).	ES	Med	-20	-20	-20	-20	-20
Total Gypsy and Traveller Services Savings				-122	-122	-122	-122	-122
TOTAL TRADING STANDARDS, SAFER COMMUNITIES UNIT, GYPSY & TRAVELLER SERVICE SAVINGS				-307	-409	-548	-601	-601

Summary

The relatively small scale of areas such as Fire & Rescue and Trading Standards and their already low cost bases means that significant savings are unrealistic. However, we have challenged spending in all areas and identified savings that will meet our targets. Work remains to determine how these outputs will be achieved in relation to Fire & Rescue. Some of the savings proposed are high risk and there will be a need to consider them in light of the outcomes of the recent Health and Safety Inspection when the findings are published.

We continue to face the challenge of implementing the national projects in Fire & Rescue to maintain resilience and the impacts that the delays in implementing those have. Maintaining the numbers and competency of retained duty firefighters is also a significant concern and we have made proposals to address that in this plan.

John Parry
Director of Community Safety and Shared Services and Chief Fire Officer



Business Improvement and Efficiency Strategy

2010/11 – 2014/15

Corporate Core

Context for Corporate Core

Director	Joanna Simons
2009/10 gross budget	£35.2m
2009/10 FTE	443.3

Corporate Core is the council's smallest directorate with a gross budget (including recharges) of £35.2m per annum and a workforce of 443.3 establishment FTEs (June 2009). ICT is the largest unit with a budget of £18.4m and 206.3 establishment FTEs as at 30 June 2009. Our efficiency saving target is £4.0m in the period to 2013/14, with £1.25m to be identified in 2010/11. In addition, there are pressures totalling £1.3m from last years MTFP savings which had not been identified plus £2.0m new pressures arising in ICT.

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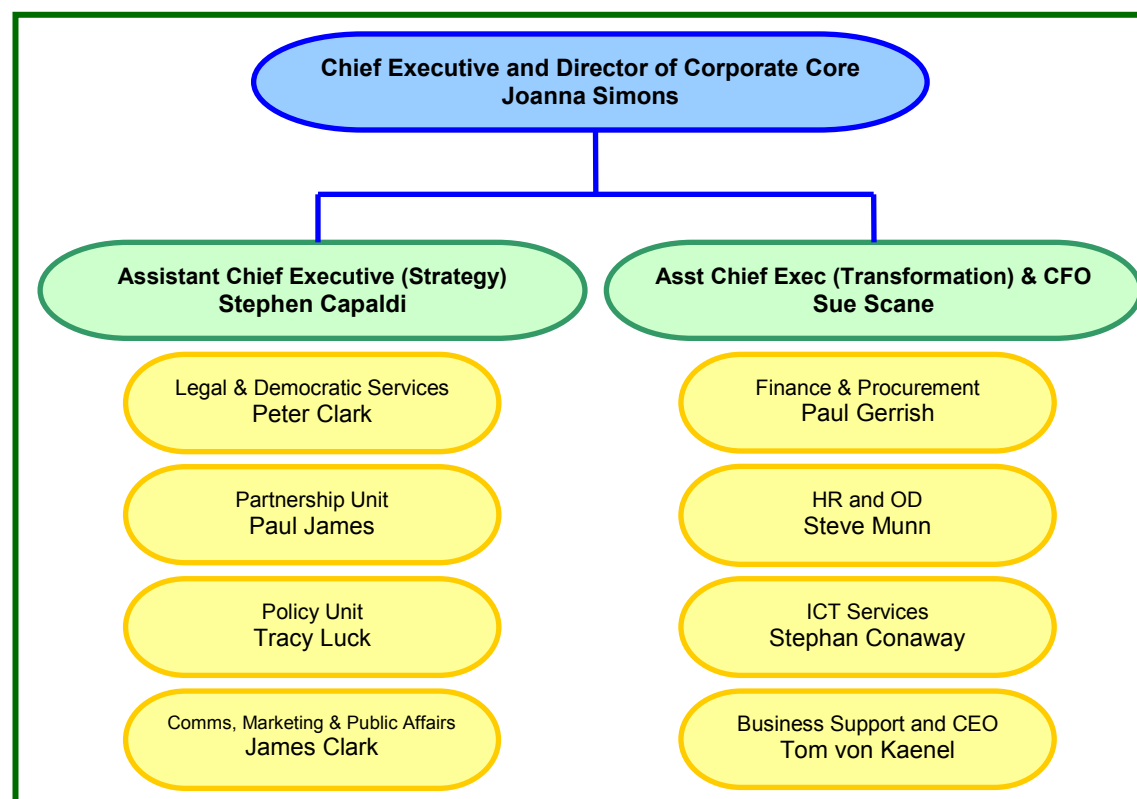
Cumulative	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
Total pressures (see page 7)	2,642	2,175	2,743	3,159	3,371
Total Savings Proposed	-3,768	-3,858	-4,674	-5,242	-5,454
Net Position	-1,126	-1,683	-1,931	-2,083	-2,083
Savings target	-1,250	-2,366	-3,292	-4,000	4,000
Net Position compared to target	124	683	1,361	1,917	1,917
Staffing Changes in Full Time Equivalentents (FTEs)	-55	-74	-90	-106	-106

During the last 3 years the structure has been reorganised from three divisions to two, and from eleven business units to seven. The current structure is set out on page 3. Corporate Core has three primary functions. To:

1. Provide a framework within which the council can function effectively – the planning and regulatory arrangements;
2. Challenge, review, and improve the organisation's effectiveness; and
3. Provide the organisation with specialist support functions. Shared Services will also be involved in the delivery of these services.

Management structure of Corporate Core

The diverse and specialist nature of activities undertaken within Corporate Core limit the opportunities for further rationalisation. There is potential for the Partnerships Unit to become an 'off shore' unit funded by the county, districts, PCT and Police; but negotiating partner funding to achieve this will be extremely difficult. There will be opportunities in 2011 to rethink the senior management in Corporate Core, but workload management requirements mean that a replacement in one shape or another will be required. Some savings are feasible. Current structures (except the ICT Unit) are too hierarchical and flatter matrix management arrangements will be developed in the service areas where work is more project based (e.g. Policy and Partnerships Units). The current management structure is set out below.



Directorate pressures

The following pressures all relate to ICT:

Continuing Trends in ICT Maintenance Cost Increases (CCP1 and P2): The current annual ICT maintenance bill across the 300 plus applications, 80 databases, 7000 PCs, 300 Servers, 75 terabytes of data storage totals some £3.0m. Continuing cost reduction measures that will take effect over the next 18 months will reduce this liability by in excess of £0.4m. After the reductions there will be an on going gap of approximately £0.35m between OCC maintenance liability and the ICT budget to cover it. From that point on, the costs are expected to climb again by approximately 5% per annum. Two pressures have been listed. The first is a one-off increase in the revenue budget to cover the existing gap. The second is a pressure to cover the annual increase in maintenance that is forecast for the next five years.

Increasing Requirement for Oxfordshire Community Network (OCN) Capacity (CCP3, P4 and P5): The Council's broadband facility is one of the leading broadband support facilities in the UK. To some degree it is a victim of its own success in that the business has grown to depend upon it being available and fit for purpose. Legitimate business demands are requiring new capacity to be installed to meet needs. The existing BOP programme has not significantly reduced the number of buildings required on the network, and this has led to an annual deficit of £400k between the contracted price to operate the OCN and the ICT budget available. A one-off investment programme of £0.6m for the reconfiguration of the OCN could lead to annual savings of £0.2m. However, even after the OCN has been reconfigured the annual costs are expected to rise by 3% above inflation for the next five years. Three pressures have been listed for the OCN. The first is the one-off investment to reconfigure the network. The second is to meet the existing budget deficit of £0.4m in the first year and £0.1m in subsequent years. The third is the projected additional annual cost increase of network operations.

Disaster Recovery (DR) (CCP6): Disaster recovery requirements for OCC are currently met through traditional tape backup systems with partial off site availability of secondary computer room facilities. This is a common approach to DR. But with in excess of 300 applications to recover in a failure, it would take weeks to bring back all of the applications using existing standard procedures. It has been planned for the past 3 years to create a mirrored off site recovery site at the Oxford Science Park to allow a much more efficient recovery process to take place and to ultimately lower operational costs. This work has been delayed while other live operational requirements were met. It is now critical that this DR work go ahead. The pressure presented is for £0.25m first year commission costs followed by £0.15m per annum on going operational costs.

Cost of Compliance and Operational Reporting (CCP7): Increasing national trends in ICT compliance and government standards have created a pressure. Some work to address these trends is in progress such as Government Connect, while others are in planning. They include a) Identity Management, b) Network Access Control, c) Applications log management, d) Standards and exception reporting, e) Configuration management of both the infrastructure and of individual user machines, f) encryption, and g) secure networks. Implementation of these requirements is estimated to cost £0.3m per annum for the next three years and then £0.1m per annum in maintenance thereafter.

Telephony Switch Maintenance (CCP8): The ongoing maintenance of the central telephony switch has increased to approximately £0.185m over the existing budget, owing to extension of footprint, extended applications and the refurbishment programme.

Increasing Size and Cost of Data Storage (CCP9): A terabyte is one thousand billion bytes of data. A byte being one character of data. One year ago the Council had 17 Terabytes of data under management. During the year this has risen to over 45 terabytes with a growth rate of 30% per annum. This is a typical profile for local authorities and business in general. During 2009/10 £0.35m was invested to change the technologies used for data storage and to lower the cost from £0.01m per annum to £0.005m per annum per terabyte. With data growing at 30% per year, even at the improved cost of £5k per terabyte for raw storage the total annual increase is expected to average £0.06m per annum for the next five years.

IT Training Requirements (CCP10): Given the increased reliance on ICT across the organisation, the need for training has increased. Inadequate levels of training cause an additional pressure on support. Investment in training is therefore seen as a cost reduction enabler, and the training deficit is estimated at £0.125m per annum.

Corporate Core's pressures are set out on the following page.

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
CCP1	ICT Existing maintenance gap	356	356	356	356	356
CCP2	ICT Maintenance increases	81	164	252	348	444
CCP3	Oxfordshire Community Network (OCN) - existing contract deficit	400	100	100	100	100
CCP4	Reconfiguration of OCN	600	0	0	0	0
CCP5	Increased demand on OCN	62	125	190	260	335
CCP6	ICT Disaster recovery	250	156	160	165	170
CCP7	ICT Internal security & compliance	300	300	300	100	100
CCP8	Telephony maintenance	185	191	196	202	208
CCP9	Growing Cost of Data Storage	60	90	120	150	180
CCP10	IT Training Requirements	125	125	125	125	125
	Total Pressures	2,419	1,607	1,799	1,806	2,018
	MTFP 2009/10 to 2013/14 – savings still to be identified	223	568	944	1,353	1,353
	Total Pressures & previously agreed savings to be identified	2,642	2,175	2,743	3,159	3,371

Broad approach to improvement and efficiency

Our strategy for business improvement and efficiency is based on the following. To:

1. Recognise the rapidly changing nature of activity at the 'centre' and to restructure to allow a flexible and efficient use of resources;
2. Streamline the planning and review activities so as to minimise costs and maximise effectiveness;
3. Ensure that the cost of our services is transparent to members and customer directorates; and
4. Work closely with customers (largely service directorates) to meet their needs as efficiently as possible. It should be recognised that in some instances there will be a demand for increased support from Corporate Core which will inhibit our ability to reduce costs.

The directorate efficiency strategy was tested as part of an inter-directorate peer challenge session, and the areas outlined above reflect the actions identified in the challenge session. Corporate Core was challenged about the following:

- Examine the Corporate Core / Shared Services relationship to see whether more efficient use of resources could be achieved. This might involve changes to management of activities.
- Consider the value added from the existing procurement activities
- Review the funding arrangements for ICT and corporate priority setting processes/ improve budget transparency.
- Review whether there are further opportunities for reducing the number of senior staff and layers of management.
- Focus on streamlining processes in order to reduce staffing requirements

These issues are addressed in the efficiency planning for each service. We have provided an overall risk assessment of each saving based on the likelihood of achieving the saving. We have additionally provided an analysis of the type of saving, categorised as follows:

ES	Efficiency Savings (achieve the same outputs for less resource or additional outputs for the same resource)	SR	Service Reduction (providing a lower level of service and/or a lower level of quality for the same/less money)
IG	Income Generation (increased charges or increased volume, or new charge)	O	Other Types (e.g. alternative use of previously agreed funding, changes to funding streams)

Transformation Division

The division is managed by Sue Scane, Assistant Chief Executive & Chief Financial Officer. There are three business units, each managed by a head of service, and a small business support team which supports the whole directorate, combined with the Chief Executive's Office.

- **ICT Unit** - This service provides a comprehensive ICT service supporting the ongoing delivery and development needs of all of the council's services. Its functional areas include operations, procurement, deployment, project management, network and web services, SAP applications, service support and improvement, and Corporate Information Management Unit (CIMU).
- **Human Resources and Organisational Development Unit** - The team provides the following services and is the client for HR Operations in our shared services centre. Its functions include HR policies & procedures, senior casework, senior leadership development, workforce planning, senior appointments, and customer service.
- **Finance and Procurement Unit** - This unit comprises Corporate Finance, County Procurement, and Internal Audit. Corporate Finance consists of financial planning, treasury management/pensions, and investment & corporate standard. Internal Audit maintains and updates the financial control framework of the County. The Procurement Team ensures that all purchases are driven through the proper process to achieve best value.
- **Business Support and Chief Executive's Office** - The team provides direct support to the Chief Executive, the Assistant Chief Executives, and the Lord Lieutenant, as well as having a key role in improving performance and managing change across the Corporate Core,

ICT Unit

Head of Service	Stephan Conaway
2009/10 gross budget	£18.4m
2009/10 FTE	212

Owing to the heavy contractual weighting of the ICT budget, most savings must come from the salary portion of the budget. The magnitude of the savings required is amplified by the need in 2009/10 to bring the core ICT budget in alignment to compensate for one off expenditures to cover the cost of unfunded work such as Government Connect, higher than expected SAP upgrade costs, preliminary studies for CRM and ESS projects, £0.4m of OCN contractual increases and £0.3m of contract maintenance increases, totalling some £1.8m. This deficit is being made up through staff reductions and a sharp curtailment in other ICT project engagements.

The 4 year savings targets would be met through a combination of internal processes:

- A reduction of staff, both contract and permanent, by upwards of 50 posts. Much of this reduction is scheduled for the second half of 2009/10 in preparation for the following financial year, to bring the 2009/10 budget into alignment.
- The reduction of application support costs through the termination of some existing support arrangements,
- The redevelopment of the OCN to allow multiple buildings to be serviced from a single installation, and
- Direct Charging to the source directorates and service units for all work and materials provided as part of development projects.

These levels of risk can be associated with this programme:

- That existing service levels can be maintained with the reduction of staff in the direct user facing service delivery areas. There will be a reduction in service to the user groups, although every effort will be made to minimise the impact of these reductions.
- That the changes in maintenance and OCN technical architecture can be made and will be financially successful. As they are developmental changes, the outcome will not be known until the projects are completed.
- That central direction/management is not lost through the unintended devolution of ICT budget management back to the directorates.

Annex 3(e)

In 2012, the current contract for support SAP will end with anticipated savings of £0.4m following the re-tendering of this contract. Although these savings will result from efficiencies, this may result in a significant level of service cut (i.e., future development of new systems and implementation of new technologies funded within the Directorates). Work is being currently carried out to assess the impact of these proposals across OCC. Further details of the saving proposals follow, along with cost centre analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£000	£000	£000	£000	£000
CC1	Review of ICT staff structure	SR/ES	High	-515	-1,097	-1,479	-1,860	-1,860
CC2	Reduced maintenance	SR	Med	-356	-356	-356	-356	-356
CC3	Reduced maintenance costs (renegotiation of contracts, consolidation and standardisation of applications and stripping out of marginal applications)	SR/ES	Med	0	-88	-182	-217	-217
CC4	Oxfordshire Community Network (OCN)	SR/ES	Med	0	-87	-182	-216	-216
CC5	Re-tender SAP support contract (current contract ends 2012)	ES	Med	0	0	-200	-400	-400
CC6	Remove pressure for disaster recovery	SR	High	-250	-156	-160	-165	-170
CC7	Remove pressure for data storage	SR	Med	-60	-90	-120	-150	-180
CC8	Remove pressure for training	SR	Med	-125	-125	-125	-125	-125
CC9	Further reduction on staff and maintenance to balance pressures	SR	High	-1,259	-16	335	752	575
	TOTAL ICT Savings			-2,565	-2,015	-2,469	-2,737	-2,949

Human Resources and Strategic Organisational Development Unit (including customer contact)

Head of Service	Steve Munn
2009/10 gross budget	£2.6m
2009/10 FTE	26.5

The HR service has a key role to play in delivering our efficiency programme - in terms of staff reductions, new ways of working, and supporting managers and staff through the organisational change process. Therefore team workload likely to increase at the very time we look to make efficiencies in the service.

HR & OD will look to reduce staff numbers over the period to achieve its Corporate Core target. Although the service has already reduced headcount by 35% with the move to Shared Services, we intend to propose an "invest to save" approach specifically by:

- Investing in ESS/MSS to enable better information and workflow whilst reducing HR staff numbers which removes duplication of effort, manual intervention (which reduces scope for inaccuracies) and improves timeliness. This will enable individuals across OCC to take personal responsibility for their personal information, and equipping managers to manage their people more effectively resulting in bringing the Council into line with best practice with on-line services (replacing paper based activities).
- Looking at HR in the round (Strategic and Shared Service teams) to optimise the deployment of technology and to achieve maximum cost reductions with enhanced service delivery. We will change the HR operating model as part of this efficiencies programme.

Savings for the first year will be achieved through the reduction of staff with savings in the following years of years being achieved following a review of HR provision in OCC.

Further details of the saving proposals follow below, along with cost centre and risk analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£'000	£'000	£'000	£'000	£'000
CC10	Review of Strategic HR	ES	Low	-68	-68	-68	-68	-68
CC11	Review of HR provision in Strategic HR and Shared Services	ES	Med	0	-31	-112	-180	-180
CC12	Review customer contact	ES	Low	-14	-37	-59	-78	-78
	TOTAL Human Resources and Strategic Organisational Development Unit Savings			-82	-136	-239	-326	-326

Finance and Procurement Unit

Head of Service	Paul Gerrish
2009/10 gross budget	£3.6m
2009/10 FTE	51.5

The Procurement Team has been targeted with achieving contractual savings averaging at about 10%. Based on the current value of contracts this could potentially generate savings of £40m, albeit at a significant risk. Savings on generic goods could potentially amount to £4m per annum and procurement is working closely with Directorates in identifying savings of £36m per annum in total on service specific contracts. These savings fall across the Council and will not count towards Finance & Procurement's target.

Finance & Procurement will achieve their savings through the combination of staff reductions and income generation through the work of audit.

The majority of savings will need to come from staffing reductions which will have some impact on the service provided and increase pressure on the remaining staff. The services that will suffer include procurement advice to directorates, a reduction in the number of audit days and a significant reduction in financial training provision to service managers. As the savings are required over a four year timeframe, it should be possible to make most of the staff reductions through turnover. Further details of the saving proposals follow below, along with cost centre analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£'000	£'000	£'000	£'000	£'000
CC13	Reduce non pay budgets	ES	Low	-8	-16	-16	-16	-16
CC14	Move forward the early retirement saving in the MTFP	ES	Low	-11	-11	-10	0	0
CC15	Restructure Corporate Finance	ES	High	-52	-101	-111	-111	-111
CC16	Provision of audit services to external bodies	IG	Low	-47	-47	-47	-47	-47
CC17	Review of audit services	ES	High	0	-27	-27	-27	-27
CC18	Review of procurement services	ES	Med	0	0	-34	-159	-159
	TOTAL Finance & Procurement Savings			-118	-202	-245	-360	-360

Chief Executive's Office and Business Support

Business Manager	Tom von Kaenel
2009/10 gross budget	£1.4m
2009/10 FTE	12

Savings to be made in year one of £35k will partly be met by a review of subscriptions. A review of the senior management structure will be undertaken in year two. Further details of the saving proposals follow below, along with cost centre and risk analysis.

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EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£'000	£'000	£'000	£'000	£'000
CC19	Review senior management structure	ES	Med	0	-133	-133	-133	-133
CC20	SEER Subscription	ES	Low	-15	-15	-15	-15	-15
CC21	Cancel subscription to ACTVAR	ES	Low	-12	-12	-12	-12	-12
	TOTAL Chief Executive's Office and Business Support Savings			-27	-160	-160	-160	-160

Strategy Division

The division is managed by and Assistant Chief Executive: Stephen Capaldi. There are four business units, each managed by a head of service.

- **Legal and Democratic Services** - The unit provides legal advice and support for councillors and directorates to ensure that they fulfil their statutory obligations and the Authority acts lawfully. Legal Services operates as a self - financing trading unit. The Head of Legal and Democratic Services is also the County Solicitor and the Council's Monitoring Officer.
- **Partnerships Unit** - The unit has responsibility for the fostering of effective partnership working across the public, private and community sectors in order to provide better outcomes, real choice and value for money for local people.
- **Policy Unit** - The Unit's is responsible for helping the organisation to develop a coherent forward strategy and for driving performance improvement.
- **Communications, Marketing and Public Affairs** - this unit is responsible for communication with local residents, media relations, publications, internal communications, the council's website and Print and Design.

The ability of the four units to meet efficiency targets is mixed.

Legal and Democratic Services

Head of Service	Peter Clark
2009/10 gross budget	£4.0m
2009/10 FTE	67.01

Legal Services is a demand-led business. Some areas are growing (child protection) others are declining (section 106); however overall demands are fairly constant and making savings will be difficult. There are, however, some opportunities for cost reduction being pursued and Peter Clark will be discussing customer requirements with key service managers to see whether service demands can be moderated. Savings for Legal Services for the first two years will be achieved by amending the Lexis/Nexis contract for online Legal information (£25k), by reducing Counsel spend by retaining more advocacy work in-house. In years three and four there will be a continuing review of Legal and Democratic Services, including the Coroner's Service to achieve subsequent savings targets.

Democratic Services was the subject of a fundamental service review in 2008/09. New ICT systems and a restructuring have produced savings but these will not fully meet the four year efficiency target. It is unlikely to achieve further staff reductions without reducing the number of meetings to service. That said, savings identified for the first two years will be achieved by reduction in Admin support within Democratic Services for an approximate saving of £82K.

Further details of the saving proposals follow below, along with cost centre and risk analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£'000	£'000	£'000	£'000	£'000
CC22	Early retirement costs cease	ES	Low	-29	-29	-59	-59	-59
CC23	Reduce level of subscription to on line legal information service	ES	Low	-25	-25	-25	-25	-25
CC24	Reduce use of counsel	ES	Low	-25	-25	-25	-25	-25
CC25	Review of Democratic Services	ES	Med	-82	-82	-82	-82	-82
CC26	Review Coroner's Service	ES	Low	0	-12	-12	-12	-12
CC27	Review the legal, democratic and coroner services	ES	Med	0	0	-37	-135	-135
	TOTAL Legal and Democratic Services Savings			-161	-173	-240	-338	-338

Members' budget

Head of Service	Peter Clark
2009/10 gross budget	£1.5m
2009/10 FTE	3

The Members' budget is administered by Democratic Services with limited options for achieving the efficiency savings target of £192K, as Member Allowances accounts for the vast majority of this budget. Further but minor savings can be made from the IT and Training budget but members will need to decide the minimum level of budget required for IT and training over the four year election cycle. The Chairman's budget (£5K) is a possibility subject to the views of members particularly as Council has required additional spending on hospitality for the armed services for the following year.

Further details of the saving proposals follow below, along with cost centre and risk analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£'000	£'000	£'000	£'000	£'000
CC28	Reduce members' services budgets (including IT and training)	ES	Med	-10	-16	-23	-23	-23
CC29	Reduce car allowance and expenses budgets	ES	Med	-5	-5	-5	-5	-5
CC30	Freeze member allowances until next County Council elections	ES	Med	-5	-15	-40	-40	-40
CC31	Reduce Chairman's Allowance from £24K to £19K	SR	Med	-5	-5	-5	-5	-5
	TOTAL Members' Budget Savings			-25	-41	-73	-73	-73

Partnerships Unit

Head of Service	Paul James
2009/10 gross budget	£0.9m
2009/10 FTE	9.65

The County Council currently supports many of the costs of partnership working with the PCT and District Councils. Opportunities for sharing these costs are being explored but partner organisations will also be seeking similar efficiency targets. Re-structuring will take place to reduce staff costs. Contracts and grants with voluntary sector organisations (including ORCC and OCVA) will be reviewed when next due for renewal (2012). Agreements for supporting local partnerships in priority places (for example in Bicester and Abingdon) will be reviewed when current commitments are due for renewal.

Further details of the saving proposals follow below, along with cost centre and risk analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£'000	£'000	£'000	£'000	£'000
CC32	Restructure Partnerships Unit	ES	High	-25	-40	-40	-40	-40
CC33	Sharing partnership costs with key partners	ES	Med	0	-21	-21	-21	-21
CC34	Review of contracted services with the voluntary sector	ES	Med	0	0	-20	-20	-20
CC35	Review of town partnership support	ES	Med	0	0	-20	-20	-20
	TOTAL Partnerships Unit Savings			-25	-61	-101	-101	-101

Policy Unit

Head of Service	Tracy Luck
2009/10 gross budget	£1.7m
2009/10 FTE	30

The Unit's target for 2010/11 is £32k, but £134k has been identified in the coming year by reducing staff numbers in the review and change teams. Subsequent years' savings will be achieved by prioritising activity around the current needs of the council. Further staff reductions for subsequent years will be explored and agreed in the coming fiscal year.

By 2011/12 there will be fewer posts in the Policy Unit due to the end of contracts and by 2013/14 further FTE reductions will be identified from the Unit. Please see the Business Plan for full details of posts and funding. Further details of the saving proposals follow below, along with cost centre and risk analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£'000	£'000	£'000	£'000	£'000
CC35	Rationalise work/staffing levels	ES	Med	-134	-164	-191	-191	-191
	TOTAL Policy Unit Savings			-134	-164	-191	-191	-191

Communications, Marketing and Public Affairs Unit

Head of Service	James Clark
2009/10 gross budget	£0.8m
2009/10 FTE	15

This business unit is growing with a consequential reduction in service directorate based communications activity. As a consequence Corporate Core costs will increase but the council can expect:

- Communications to find its share of efficiency savings across the council;
- Fewer posts;
- Better management of resources;
- Better service to residents and media, and more accessible information; and
- Income generation.

It is anticipated that the new structure will be operational within 2009/10.

Further details of the saving proposals follow below, along with cost centre and risk analysis.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£'000	£'000	£'000	£'000	£'000
CC36	Income generation	IG	Med	-30	-30	-30	-30	-30
CC37	Review of Communications, Marketing & Public Affairs	ES	Med	0	-39	-89	-89	-89
	TOTAL Marketing, Communications and Public Affairs Savings			-30	-69	-119	-119	-119

Memorandum – Children, Young People & Families Communications Related Savings:

CYPF5	Reduction in publications costs and improved information	ES	M	-120	-230	-340	-360	-360
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Summary

Over the next few years demands on Corporate Core resources will grow because of:

- The opportunity for ICT systems to support service streamlining and cost reduction;
- The HR & legal support needs of managers as they deal with downsizing;
- The increased need for challenge and review;
- The accountancy supports needs of managers seeking to understand and use budgets more creatively;
- The expectations of procurement savings; and
- The need to communicate and engage the public more effectively.

Despite these demands we anticipate that Corporate Core will achieve significant efficiency savings over the next 5 years.

Joanna Simons - Chief Executive

Stephen Capaldi - Assistant Chief Executive (Strategy)

Sue Scane - Chief Finance Officer and Assistant Chief Executive (Transformation)

October 2009



Business Improvement and Efficiency Strategy

2010/11 – 2014/15

Shared Services

Context for Shared Services

Director	John Parry
2009/10 gross budget	£28.9m
2009/10 FTE	673.47

Shared Services has an overall budget of £28.9 million (gross) and employs 673.47 ftes. Of this £28.9 million, £26.5m is re-charged out to directorates and other partners, including schools. The primary contribution to Council objectives is focused within healthy and thriving communities and provision of better public services.

Cumulative	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
Total pressures (MTFP 2009/10 – 2013/14 – Savings to be Identified)	0	0	117	233	233
Total Savings Proposed	-814	-1,047	-1,122	-1,122	-1,122
Net Position	-814	-1,047	-1,005	-889	-889
Savings target	-939	-1,776	-2,469	-3,000	-3,000
Net Position compared to target	125	729	1,464	2,111	2,111
Staffing implication	-12	-15	-18	-18	-18

Shared Services has 4 primary functions:

1. The delivery of Financial and Management Accounting (FMA):

This unit provides a professional advisory service to managers in service and resource planning, monitoring and forecasting, offering advice, support and challenge in accordance with the level of risk/complexity of the budget, and with budget setting and preparation of final accounts;

2. The provision of Financial Services

The team provides banking services including reconciliation of corporate bank accounts, set-up/closure of bank accounts and amendments to signatories and encashment facilities, training/guidance to imprest accounts holders and checking of imprest account reconciliations and procurement card administration. In addition the team provides a comprehensive and professional advisory service to managers on taxation issues and coordinates the final accounts process and completes the statement of accounts.

3. Human Resources

This unit provides employment advice and guidance to managers and staff. It also co-ordinates learning and development activities and provides health and safety information and advice. This team undertakes recruitment activity across the authority managing the process of approvals to recruit, advertising posts, undertaking criminal records bureau checks and issuing contracts of employment. The provision of Health and Safety advice also sits in this team along with Occupational Health.

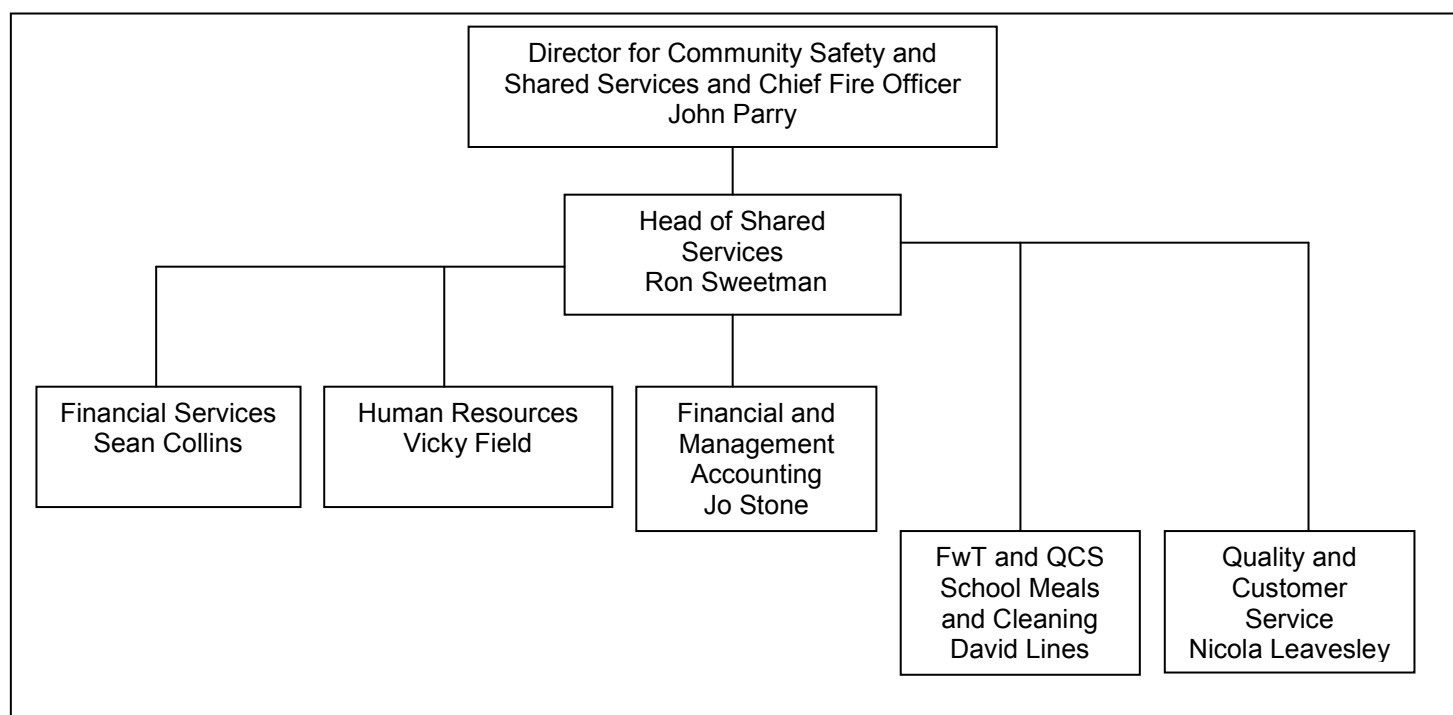
4. Quest Cleaning Services (QCS) and Food with Thought (FwT)

This unit provides cleaning services for council buildings and schools and the provision of school meals.

Management structure of Shared Services

Shared Services delivers a range of specialised HR and Financial services. The nature of the work and risks to the authority of incorrect advice means that there is a need to employ highly qualified professionals in management roles. The Hackett benchmark is the result of an independent survey of Shared Service providers, indicating that 61% of Shared Services achieve a 20% saving. Our business case reflected by our current position of 25% savings compares favourably to this.

Our figures may not be exactly comparable but if we hold this 25% and deliver another £1M of savings our gross reduction will amount to 30% which is 1.5 times the average saving made by Shared Services surveyed by Hackett. The current management structure is summarised below.



Broad approach to improvement and efficiency

The MTFP requires £3.23m up to 2014/15. Our strategy for delivery of savings and overall improvement is focused upon:

Business efficiency and effectiveness

Business process re-engineering has been central to the achievement of the Shared Services business plan to date. It will now become even more important in achieving gross cross directorate reductions in excess of the 25% to date. The quality and customer service team is key to this re-engineering process, developing and implementing projects that deliver continuous improvement.

Maximising Income

Shared Services collects in the region of £14m on behalf of directorates through provision of services to schools. Schools will continue to be able to exercise discretion over the purchase of such services and through the Schools Forum there is an opportunity to better market and communicate the benefits of existing support and to develop other areas.

The Shared Services approach has already delivered meaningful and sustainable savings to the Council. Within the time span of this programme, serious consideration will need to be given to further transference of existing functions in directorates to Shared Services (which are at the transactional level) and an examination of structural change in and across directorates at a corporate level.

The 8-year business plan remains on target albeit due to the late start and other minor factors we are some 9 months behind overall schedule. However, actual savings being delivered to date are higher than the business case (gross £27m over 8 years). The efficiencies programme requires an additional £3m saving. Plans are in development to deliver the first £1m with further work in train to bring this forward in balancing Year 1 of the efficiencies programme. The remaining £2m could only be delivered in support of further corporate projects which are in development.

Food with Thought and QCS Cleaning and Facilities

The Food with Thought School Meals Service has a turnover of £5.3m and serves over two million school meals annually. It is currently underpinned by a £0.4m central government subsidy until 2012. The team is focused on business growth to extend provision of meals service to the 45 schools in the county not currently taking the FwT output (business valued at £2-3m). It is currently over-achieving on income circa. £60k a year which will significantly reduce the need for subsidy. Should central government's grant drop out, a political decision will be required regarding the provision of the service albeit the team's intention is to break even by this point.

The QCS cleaning and facilities function serves 204 OCC buildings and 66 schools. Projected turnover is £2.4m with a current budget surplus of £33k. Further to the corporate Facilities Management project, agreement has been reached for QCS to now bid for further in-house services and to then bid in open competition for provision of new and renewed contracts in two years' time.

The directorate efficiency strategy was tested as part of an inter-directorate peer challenge session, and the areas outlined above reflect the actions identified in the challenge session. These issues are addressed in the efficiency planning for each service. We have provided an overall risk assessment of each saving based on the likelihood of achieving the saving. We have additionally provided an analysis of the type of saving, categorised as follows:

ES	Efficiency Savings (achieve the same outputs for less resource or additional outputs for the same resource)	SR	Service Reduction (providing a lower level of service and/or a lower level of quality for the same/less money)
IG	Income Generation (increased charges or increased volume, or new charge)	O	Other Types (e.g. alternative use of previously agreed funding, changes to funding streams)

Shared Services' savings

Head of Service	Ron Sweetman
2009/10 gross budget	£28.9m
2009/10 FTE	673.47 FTE

Our approach to delivering efficiency savings is based on the following:

Business efficiency and effectiveness

We will undertake a review of the processing and control function to achieve efficiencies in the end to end process. Using technology we will reduce manual intervention when generating data in specialist payment processes. We will automate accounts payable processes to deliver efficiency savings and improve access to invoice information for end to end user.

In HR the focus will be on reviewing and automating processes including Criminal Records Bureau checks (CRB) and health and safety monitoring. Transfer of recruitment activity from Children, Young people and Families Directorate (CYPF) will enable integration of processes and increase efficiency. We will also review the payroll control function and stop monitoring the employment agency contract as this is not a core function.

We will review the general office function, review postage and courier costs and reduce office expenses. We will also use improved procurement for the staff shuttle service.

Maximising Income

Shared Services plans to increase income from schools for the provision of new financial services.

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11	2011/12	2012/13	2013/14	2014/15
				£'000	£'000	£'000	£'000	£'000
SS1	Inflation Savings	ES	Low	-313	-436	-436	-436	-436
SS2	Review of the processing control function	ES	Low	-70	-140	-140	-140	-140
SS3	Additional savings to be identified in financial accounting	ES	Med	-48	-48	-48	-48	-48
SS4	Income from schools for the provision of new financial services	ES	Med	-50	-50	-50	-50	-50
	TOTAL FINANCIAL MANAGEMENT SAVINGS			-481	-674	-674	-674	-674
SS5	Accounts payable – automation of processes	ES	MED	-70	-70	-70	-70	-70
	TOTAL FINANCIAL SERVICES SAVINGS			-70	-70	-70	-70	-70
SS6	Review of the HR function and processes	SR	Med	-135	-175	-250	-250	-250
SS7	Automation of CRB processes	ES	Med	-30	-30	-30	-30	-30
SS8	Electronic recording of health and safety monitoring	ES	Med	-35	-35	-35	-35	-35
	TOTAL FOR HUMAN RESOURCES SAVINGS			-200	-240	-315	-315	-315
SS9	Review of office services			-63	-63	-63	-63	-63
	TOTAL SHARED SERVICES SAVINGS			-814	-1,047	-1,122	-1,122	-1,122

Summary

The 8-year business plan remains on target albeit due to the late start and other minor factors we are some 9 months behind overall schedule. However, actual savings being delivered to date are higher than the business case (gross £27m over 8 years). The efficiencies programme requires an additional £3m saving. Plans are in development to deliver the first £1m with further work in train to bring this forward in balancing Year 1 of the efficiencies programme. The remaining £2m could only be delivered in support of further corporate projects which are in development.

John Parry

Director for Community Safety and Shared Services and Chief Fire Officer

Annex 4(a)**Income from Fees and Charges**

1. The Council adopted its current corporate charging policy in October 2002, following a review by the Best Value Committee. The Policy was designed to ensure that:
 - Charges are levied on a clear and consistent basis across the Council's services;
 - The level of charges is both consistent and fair, and takes proper account of the ability of customers to afford the service; and
 - Charges are imposed and implemented in line with the law, and with the Council's agreed priorities and objectives.

2. Under the Council's Policy, the Council will:
 - Make charges wherever it is lawful to do so;
 - Set charges to recover the full cost of the service wherever it has discretion over the level of charges, except where the service provides a social benefit, is of a commercial nature (where charges should be set to maximise income), or where the charge is designed to achieve a particular income; and
 - Offer concessions on a fair and consistent basis for the services providing a social benefit, or where the charge is set to achieve a particular outcome.

3. The proposed and current charges are set out in detail in Annex 4(b). Changes are shown by grey shading. The table below outlines the expected level of income in 2010/11 from fees and charges by directorate and compares it to the equivalent levels of income in 2009/10.

4. It should be noted that the change in level of income arises from a combination of increases in the volume of payments made, additional income from new charges as well as increases in the charges themselves.

Directorate	2009/10 £000	2010/11 £000	Change £000
Children, Young People & Families	2,673	2,702	29
Social & Community Services	23,393	25,794	2,401
Environment & Economy	5,595	5,998	403
Community Safety	550	563	13
Shared Services	3,529	3,782	253
Corporate Core	163	196	33
TOTAL	35,903	39,036	3,132

5. A breakdown of the above table, which gives more details for each directorate, follows:

Directorate	2009/10 £000	2010/11 £000	Change £000
Children, Young People & Families			
Young people and access to education	938	943	5
Raising achievement	1,456	1,479	23
Commissioning, Performance & Quality Assurance	279	280	1
Social and Community Services			
2. Libraries	740	705	-35
3. Heritage Services	117	25	-92
4. Adult learning	721	769	48
5. Music service	1,255	1,207	-48
6. Registration	1,104	1,138	34
7. Adult social care *	19,446	21,939	2,493
8. Strategy & transformation	10	12	2
Environment and Economy			
9. Transport	4,909	5,271	362
10. Sustainable development	184	214	30
11. Property and Business Support	502	513	11
Community Safety			
12. Fire & Rescue	16	16	0
13. Trading Standards	102	103	1
14. Gypsy & Travellers	432	444	12
Corporate Core			
15. Shared Services	3,529	3,782	253
16. Corporate Core	163	196	33
TOTAL	35,903	39,036	3,132

* Most of this growth is due to there being more people paying charges whilst the majority of charges have risen by 0.5%.

Annex 4(b) gives more complete details.

6. Some explanations and notes about the individual services follow:

1. CYP&F

Recoupment is recovering the costs of pupils educated in Oxfordshire who are funded by other authorities. Autism recoupment income is now shown.

Residential centre fees increase, and a higher income target has been set.

Home to school transport charges are not agreed yet – they will be based on April 2010 prices.

2. Libraries

No increases are planned. Many of the charges are small and it is only appropriate to increase them every few years.

3. Heritage

Fees are not being increased.

Cogges is becoming an independent trust, so this income – £81k in 2009/10 - has been taken out.

4. Adult learning

Fees for renting premises are being increased, but fees for attending courses are generally remaining unchanged.

5. Music service

Fees are generally increased by more than the assumed rate of inflation (0.5%).

6. Registration Services

Fees are being increased above the rate of inflation (0.5%) apart from those set by the government and fees for certificates.

7. Adult social care - Fairer charging – Day care charging

Further review of domiciliary care charges

A further review of the charges for domiciliary care will be carried out during the year to ensure that the full costs are truly met.

Nominal £30 per week charge for day care

Currently, the financial assessment to decide how much people should pay for care is not carried out until some time after they have started receiving the care. Under Department of Health guidelines, charges for care received before the assessment cannot be recovered.

To reduce the amount that cannot be recovered, ensure that financial assessments are carried out in as timely a way as possible and give a clear indication to clients that they may be asked to contribute to their care; a nominal charge is to be introduced. This will apply to clients who receive domiciliary care but are not immediately judged to be responsible for paying the full costs of their care.

The nominal charge is proposed to be £30 a week at this stage and this is planned to start on 1 April 2010.

This is in line with what many other councils charge and it has been discussed with Age Concern and the Citizens Advice Bureau. Work will continue with these two organisations to ensure that this process is fair and acceptable to all.

If the nominal charge turns out to be too high, a refund will be made. If the nominal charge turns out to be too low, no backdating to recover the difference from clients is possible. As a large percentage of clients are assessed as not having to contribute to their care so we will need to ensure that nominal charges for these clients are avoided by clear and helpful information and by establishing a person's situation well before care and charges start.

8. Strategy and Transformation

This consists of fees for translation services.

9. Transport

Fees cover a wide range of activities involving streets, roads and transport.

In Strategy and Development Control, from 1 April 2010, a minimum charge of £1,500 will be added to the charge for administration and supervision of highway works relating to new developments.

As part of the Service and Resource planning process a series of Parking charge increases are being considered by the Council as part of the E&E Directorate Business Improvement and Efficiency strategy.

In particular, for consistency, on street parking charges in Oxford city may be increased to bring them in line with charges for off street

parking; evening and Sunday parking charges may be re-introduced - currently they are free and parking permit charges may be increased, for example from £40 to £50.

Proposals to change parking charges have not yet been agreed. Consultation will be necessary in many cases. It is anticipated that a paper detailing the charges will be presented to Cabinet once the budget has been agreed in February 2010.

10. Sustainable development, Waste management and Countryside

Fees cover planning applications, waste disposal and public path orders.

11. Property and Business Support

This includes rents for various property and sales of prints and plans.

12. Fire and Rescue

Charges are made for use of personnel and vehicles, reporting on fires and for dial in alarm facilities.

13. Trading Standards

A very wide range of charges are made, for poisons licences, performing animals, storing petroleum and explosives, testing weights and measures, to hire a cattle crush and to join the 'By with Confidence' scheme.

14. Gypsy and Travellers

These are rents for plots on our sites.

15. Shared services

This now includes Occupational health which was transferred from Corporate Core and the School meals service (Food with Thought) from CYP&F.

16. Corporate Core

This includes charges for legal services, searches and increased income from advertising in the Council magazine.

6. Three new charges are being introduced:

- **Adult Social Care** – Fairer charging – Day care charging - A nominal charge is proposed for domiciliary care.
- **Adult Social Care** – Fairer charging - Charges will be made for providing additional support for clients going on holiday
- **Transport** - In Strategy and Development Control, from 1 April 2010 a minimum charge of £1,500 will be added.

The table above only includes the amount of additional income from the charge for holiday support (£6k).

Library Service Concessions

7. Concessions offered by the Library service are complex. They are summarised by the matrix shown in Annex 4(c).

VAT rate changes

8. On 24 November 2008, the Chancellor announced that the standard VAT rate would be reduced from 17.5% to 15% from 1 December 2008 for 13 months. Thus the VAT rate is expected to rise back to 17.5% from 1 January 2010. Therefore, these fees and charges have been set using an assumption that the VAT rate will be 17.5% in 2010/11. The effect of this is insignificant overall, adding less than £10k to our charges.
9. The VAT rate may not be 17.5% in 2010/11 - perhaps as a result of the Pre-Budget report announcement due on 9 December 2009. If so, the Assistant Chief Executive & Chief Finance Officer, in consultation with Directors, will revise our fees and charges that include VAT. Other fees and charges have VAT added to them, so the amount added will be changed. These changes will adjust for the difference between the assumed 17.5% and whatever rate (or rates) is in force during 2010/11.
10. Implementing any further unexpected changes in VAT rate will lead to a considerable amount of extra work across the Council at short notice.

1. CHILDREN, YOUNG PEOPLE & FAMILIES - CYP&F - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% increase in fees or charges	Additional Information	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
CY1	Young People & Access to Education													
CY1.1	SEN, Disability & Access	SA	Recover costs of other authorities' children educated in Oxfordshire Schools	Adjustments With Other LEA's	N/A	N/A	N/A	N/A	N/A	557	560	0	NB	
CY1.12	Special Educational Needs Recruitment													
CY1.13	Autism Recruitment	SA			N/A	N/A	N/A	N/A		381	383	0	NB	
	Sub-Total Young People & Access to Education									938	943	0		
CY3	Raising Achievement Service													
CY3.24	Partnership Development & Extended Learning Residential Centres (Outdoor Education Centres)	D	To control provision To control provision	Residential Centres (per pupil wk) Hill End (per night) O.C.C. Schools Blue Dragon Adult Blue Dragon Child Green Dragon Adult Green Dragon Child Staff Rooms Full Day visitors Child Half Day visitors Child Full Day visitors Adult Half Day visitors Adult Other LEA's Blue Dragon Adult Blue Dragon Child Green Dragon Adult Green Dragon Child Staff Rooms Day visitors Child and Adult In County Blue Dragon Adult Blue Dragon Child Green Dragon Adult Green Dragon Child Staff Rooms Full Day visitors Child Half Day visitors Child Full Day visitors Adult Half Day visitors Adult	01/09/2009	£236.25	01/09/2010	£253.25	6.3%	In addition to this £1.75 is charged for insurance.	1,348	1,370	15	NB
					01/09/2009	£9.40	01/09/2010	£9.90	5.3%		108	109	0	NB
					01/09/2009	£9.40	01/09/2010	£9.90	5.3%					NB
					01/09/2009	£8.40	01/09/2010	£8.90	6.0%					NB
					01/09/2009	£8.40	01/09/2010	£8.40	0.0%					NB
					01/09/2009	£10.40	01/09/2010	£10.90	4.8%					NB
					01/09/2009	£4.20	01/09/2010	£5.00	19.0%					NB
					01/09/2009	£2.70	01/09/2010	£3.00	11.1%					NB
					01/09/2009	Free	01/09/2010	Free						NB
					01/09/2009	Free	01/09/2010	Free						NB
					01/09/2009	£13.00	01/09/2010	£13.50	3.8%					EX
					01/09/2009	£10.90	01/09/2010	£11.50	5.5%					EX
					01/09/2009	£11.90	01/09/2010	£12.50	5.0%					EX
					01/09/2009	£9.90	01/09/2010	£10.50	6.1%					EX
					01/09/2009	£12.40	01/09/2010	£14.50	16.9%					EX
					01/09/2009	N/A	01/09/2010	£6.00	New					EX
					01/09/2009	£10.30	01/09/2010	£10.80	4.9%					SREX
					01/09/2009	£9.30	01/09/2010	£9.90	6.5%					SREX
					01/09/2009	£9.30	01/09/2010	£9.80	5.4%					SREX
					01/09/2009	£8.20	01/09/2010	£8.90	8.5%					SREX
					01/09/2009	£10.30	01/09/2010	£11.90	15.5%					SREX
					01/09/2009	£5.60	01/09/2010	£7.00	25.0%					SREX
					01/09/2009	£3.60	01/09/2010	£4.50	25.0%					SREX
					01/09/2009	£7.70	01/09/2009	£9.00	16.9%					SREX
					01/09/2009	£5.60	01/09/2010	£6.60	17.9%					SREX

1. CHILDREN, YOUNG PEOPLE & FAMILIES - CYP&F - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% increase in fees or charges	Additional Information	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class			
					Effective Date	Rate	Effective Date	Proposed Rate									
CY3.24j	Residential Centres (cont'd)			Commercial													
Blue Dragon Adult				01/09/2009	£15.90	01/09/2010	£16.90	6.3%						SREX			
Blue Dragon Child				01/09/2009	£12.80	01/09/2010	£13.80	7.8%							SREX		
Green Dragon Adult				01/09/2009	£12.80	01/09/2010	£15.90	24.2%							SREX		
Green Dragon Child				01/09/2009	£10.80	01/09/2010	£12.80	18.5%							SREX		
Staff Rooms				01/09/2009	£14.40	01/09/2010	£17.90	24.3%							SREX		
Day visitors Adult full day				01/09/2009	£10.80	01/09/2010	£12.50	15.7%							SREX		
Day visitors Adult half day				01/09/2009	£6.10	01/09/2010	£7.50	23.0%							SREX		
Day visitors Child full day				01/09/2009	£6.60	01/09/2010	£8.00	21.2%							SREX		
Day visitors Child half day				01/09/2009	£4.60	01/09/2010	£6.00	30.4%							SREX		
Chalets				01/09/2009	£6.10	01/09/2010	£6.20	1.6%							SREX		
Camping				01/09/2009	£5.10	01/09/2010	£6.20	1.6%							SREX		
Other Day rates																	
Independent Schools - Child				01/09/2009	£6.60	01/09/2010	£7.50	13.6%								NB	
Independent Schools - Accompanying Adult				01/09/2009	Free	01/09/2010	Free									-	
Non School Groups - Accompanying Adult				01/09/2009	Free	01/09/2010	Free									-	
														1,456	1,479	15	
CY4.5				Commissioning, Performance & Quality Assurance Home To School & College Transport	D		Contributions To School										
Transport (Per Term i.e. 3 per year)							01/09/2009	£60.00	01/09/2010	£60.00							
Assisted Travel Charge (return)	01/09/2009	£40.00	01/09/2010				£40.00										
Assisted Travel Charge (One way)	01/09/2009	£74.50	01/09/2010				£74.50										
Out of Catchment (One way)	01/09/2009	£148.00	01/09/2010				£148.00										
Out of Catchment (return)	01/09/2009	No charge	01/09/2010				No charge										
In Catchment (one way)	01/09/2009	No charge	01/09/2010				No charge										
In Catchment (return)	01/09/2009	£40.00	01/09/2010				£40.00										
Post 16 In catchment (one way)	01/09/2009	£80.00	01/09/2010				£80.00										
Post 16 In catchment (return)	01/09/2009	£74.50	01/09/2010				£74.50										
Post 16 out of catchment (one way)	01/09/2009	£148.00	01/09/2010				£148.00										
Post 16 out of catchment (return)	01/09/2009		01/09/2010														
														279	280	0	
														1,456	1,479	15	

These charges will be set at a rate that is 10% lower than the Public Transport Rates. These rates will not be known until April 2010.

TOTAL CHILDREN, YOUNG PEOPLE & FAMILIES		2009/10		2010/11		Expected Income 2009/10 Total £000		Expected Income 2010/11 Total £000		Income rising above 0.5% inflation to meet pressures		VAT Class	
			2,673		2,702		2,673		2,702		15		SR/EX ZR NB EX

Legal Position on charging
 SP Statutory Prohibited
 SA Statutory Arrangements
 D Discretionary (LG Act 2003)

VAT Class
 SR/EX Standard Rate (17.5% 1st Jan 2010) / Charge stated excludes VAT
 ZR Zero Rated
 NB Non Business
 EX Exempt

2. LIBRARIES - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2009/10		2010/11		% Increase in fees & charges	Reasons for Change	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
						Effective Date	Rate	Maximum Charge	Effective Date						
SC1 SC1.1	COMMUNITY SERVICES Library Service	D	To recover costs but remain competitive.	PHOTOCOPIING a) self-service photocopying - per A4 copy - per A3 copy b) by staff on self-serve copier - per A4 copy - per A3 copy - fragile items A4/A3 c) minimum charge for postal requests for copies	A	01/04/1991 01/04/1991	£0.10 £0.20	£0.10 £0.20	01/04/1991 01/04/1991	0.0% 0.0%	Fees held static	35	34.00	-1	SR SR
						01/04/1995 01/04/1995 01/04/1998 01/04/2007	£0.25 £0.50 £1.00 £3.40	£0.25 £0.50 £1.00 £3.40	01/04/1995 01/04/1995 01/04/1998 01/04/2007	0.0% 0.0% 0.0% 0.0%					SR SR SR SR SR
		D	To recover costs but remain competitive.	MICROFORM COPYING a) self service copying b) copying by staff		01/04/1997 01/04/1998	£0.50 £1.00	£0.50 £1.00	01/04/1997 01/04/1998	0.0% 0.0%	Fees held static	1	0.00	0	SR SR
		D	An incentive for the earlier return of borrowed items.	LIBRARY OVERDUE CHARGES a) Static Libraries - Adults - per day library open during first week (daily rate) - maximum per item - Children - per day library open during first week - maximum per item - Children in public care	B	01/04/2007 01/04/2007	£0.16 £7.36	£0.16 £7.36	01/04/2007 01/04/2007	0.0% 0.0%	Fees held static	170	200.00	29	NB NB
		D	An incentive for readers to remember their tickets.	REPLACEMENT OF LIBRARY TICKETS - computer system (per ticket)		01/04/2007	£1.50	£1.50	01/04/2007	0.0%	Fees held static	3	2.00	-1	NB
		D	To cover small element of costs incurred and act as an incentive to collect items when available.	LIBRARY RESERVATION FEES a) Book / Audio Books Reservations: - Standard charge - Concessionary rate - Under 18s (incl children in public care) b) Items supplied from outside Oxfordshire : - Standard charge - Concessionary rate c) Audio Visual Reservations (excluding Audio Books): - Standard charge - Concessionary rate	C D E	01/04/2007 01/04/2006 01/04/2005 01/04/2006 01/04/2006	£0.85 £0.40 Exempt £3.00 £1.50	£0.85 £0.40 Exempt £3.00 £1.50	01/04/2007 01/04/2006 01/04/2005 01/04/2006 01/04/2006	0.0% 0.0% 0.0% 0.0%	Fees held static	55	55.00	0	NB NB NB NB
						01/04/2007 01/04/2007	£0.85 £0.40	£0.85 £0.40	01/04/2007 01/04/2006	0.0% 0.0%					NB NB
						01/04/2007 01/04/2006	£0.85 £0.40	£0.85 £0.40	01/04/2007 01/04/2006	0.0% 0.0%					NB NB

2. LIBRARIES - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2009/10		2010/11		% Increase in fees & charges	Reasons for Change	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class					
						Effective Date	Rate	Maximum Charge	Effective Date							Proposed Rate	Maximum Charge			
SC1.1	Library Service (cont'd)	D	To purchase new items and maximise income for the Service as a whole.	AUDIO VISUAL HIRE CHARGES	F															
				a) Books on Cassette (per 3 weeks / mobiles 4 weeks):																
				- Band 1		01/04/2009	£0.50		01/04/2009	£0.50			0.0%			20	12.00	-8	NB	
				- Band 2		01/04/2004	£0.75		01/04/2004	£0.75			0.0%						NB	
				- Band 3		01/04/2005	£1.50		01/04/2005	£1.50			0.0%						NB	
				- Children in public care		01/04/2003	Exempt		01/04/2003	Exempt									NB	
				b) Video Cassettes (per wk / Mobile Visit)																
				- Band 1		01/04/2006	£1.25		01/04/2006	£1.25			0.0%						NB	
				- Band 2		01/04/2006	£2.50		01/04/2006	£2.50			0.0%						NB	
				- Band 3		01/04/2006	£3.50		01/04/2006	£3.50			0.0%						NB	
				c) DVDs (Per Week / Mobile visit)																
				- Band 1		01/04/2006	£1.25		01/04/2006	£1.25			0.0%						NB	
				- Band 2		01/04/2006	£2.50		01/04/2006	£2.50			0.0%						NB	
				- Band 3		01/04/2006	£3.50		01/04/2006	£3.50			0.0%						NB	
				d) DVDs Late return Charges (Per day Static Library)																
				- Band 1		01/01/2009	£0.20	£3.75	01/01/2009	£0.20	£3.75		0.0%						NB	
				- Band 2		01/01/2009	£0.40	£7.50	01/01/2009	£0.40	£7.50		0.0%						NB	
				- Band 3		01/01/2009	£0.50	£10.50	01/01/2009	£0.50	£10.50		0.0%						NB	
				e) DVDs Late return Charges (Per day Mobile Library)																
				- Band 1		01/01/2009	£0.10	£3.75	01/01/2009	£0.10	£3.75		0.0%						NB	
				- Band 2		01/01/2009	£0.20	£7.50	01/01/2009	£0.20	£7.50		0.0%						NB	
				- Band 3		01/01/2009	£0.25	£10.50	01/01/2009	£0.25	£10.50		0.0%						NB	
				f) Music CD's (per Week / Mobile visit)																
				- Band 1		01/04/1998	£1.00		01/04/1998	£1.00			0.0%						NB	
				- Band 2		01/04/1998	£1.50		01/04/1998	£1.50			0.0%						NB	
				- Band 3		01/04/1998	£2.00		01/04/1998	£2.00			0.0%						NB	
- Taster loans (to try CDs on site)	01/04/2004	£0.25		01/04/2004	£0.25			0.0%						NB						
g) Music CDs Late return Charges (Per day Static Library)																				
- Band 1	01/01/2009	£0.15	£3.00	01/01/2009	£0.15	£3.00		0.0%						NB						
- Band 2	01/01/2009	£0.20	£4.50	01/01/2009	£0.20	£4.50		0.0%						NB						
- Band 3	01/01/2009	£0.30	£6.00	01/01/2009	£0.30	£6.00		0.0%						NB						
h) Music CDs Late return Charges (Per day Mobile Library)																				
- Band 1	01/01/2009	£0.07	£3.00	01/01/2009	£0.07	£3.00		0.0%						NB						
- Band 2	01/01/2009	£0.10	£4.50	01/01/2009	£0.10	£4.50		0.0%						NB						
- Band 3	01/01/2009	£0.15	£6.00	01/01/2009	£0.15	£6.00		0.0%						NB						
i) Books on CD (3 weeks / Mobile 4 Weeks):																				
- Band 1	01/01/2009	£0.50		01/01/2009	£0.50			0.0%						NB						
- Band 2	01/04/2004	£0.75		01/04/2004	£0.75			0.0%						NB						
- Band 3	01/04/2004	£1.50		01/04/2004	£1.50			0.0%						NB						
- Children in public care	01/04/2003	Exempt		01/04/2003	Exempt									NB						
j) Audio Books & Language Packs Late Return Charges (Per day Static Library)																				
- Band 1	01/01/2009	£0.02	£1.50	01/01/2009	£0.02	£1.50		0.0%						NB						
- Band 2	01/01/2009	£0.04	£2.25	01/01/2009	£0.04	£2.25		0.0%						NB						
- Band 3	01/01/2009	£0.08	£4.50	01/01/2009	£0.08	£4.50		0.0%						NB						
k) Audio Books & Language Packs Late Return Charges (Per day Mobile Library)																				
- Band 1	01/01/2009	£0.02	£1.50	01/01/2009	£0.02	£1.50		0.0%						NB						
- Band 2	01/01/2009	£0.03	£2.25	01/01/2009	£0.03	£2.25		0.0%						NB						
- Band 3	01/01/2009	£0.06	£4.50	01/01/2009	£0.06	£4.50		0.0%						NB						

2. LIBRARIES - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2009/10			2010/11			% increase in fees & charges	Reasons for Change	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
						Effective Date	Rate	Maximum Charge	Effective Date	Proposed Rate	Maximum Charge						
SC1.1	Library Service (cont'd)			l) CD-ROM (per Week/ Mobile visit) - Band 1 - Band 2 - Band 3 - Band 4 m) Language Packs (per 3 weeks/ mobiles 4 weeks) - Band 1 - Band 2 n) Play Station Charges (per wk/ mobiles 2 wks) - Band 1 - Band 2	F												
		D	To self finance the service.	VOCAL & ORCHESTRAL SETS a) Booking Fee per 6 month loan - Vocal Scores per set of 10 - per score with performance time of 10 minutes or less - per score with performance time of more than 10 minutes - Orchestral Sets - per set for works with performance time of 10 minutes or less - per set for works with performance time of more than 10 minutes b) Overdue charge (respective of original booking fee) - per week or part week, per loan, vocal or orchestral c) Renewal fee per set for vocal or orchestral													

2. LIBRARIES - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2009/10		2010/11			% increase in fees & charges	Reasons for Change	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
						Effective Date	Rate	Maximum Charge	Effective Date	Proposed Rate						
SC1.1	Library Service (cont'd)	D	To recover costs.	CD ROM / INTERNET SEARCHES a) Searches: - Access to Business Data - printing (per page of text) - printing (digital mapping) - download to disk (floppy) - download to disk (CD)		01/04/2006	Various		01/04/2006	Various		1	0.00	0	SR	
		D		INTERNET SERVICE A4 Colour and B&W prints A4 Colour and B&W prints (Double sided) A3 Colour and B&W prints A3 Colour and B&W prints (Double sided) Sales of diskettes, discs, memory sticks		01/04/2009	£0.20		01/04/2006	£0.20	0.0%				SR	
		D				01/04/2009	£0.30		01/04/2000	£0.50	0.0%				SR	
		D				01/04/2009	£0.40		01/04/2006	£0.50	0.0%				SR	
		D				01/04/2009	£0.60		01/04/2006	£1.00	0.0%				SR	
		D	To recover Costs	FAX TRANSMISSIONS (by staff) Handling charge		01/04/2009	£3.50			£3.50	0.0%		3	3	0	SR
Sub-Total Library Service													740	705	-33	

Legal Position on charging	Notes	VAT Class		
		SR	ZR	NB
SP Statutory Prohibited				
SA Statutory Arrangements				
D Discretionary (LG Act 2003)	A Housebound readers and people with disabilities are exempt from these charges. B Overdue charges will not be charged in the following cases: - books borrowed by housebound readers, people with disabilities, children in public care, registered foster carers, childminders and picture books borrowed by children under 5 yrs old on their own library card. - books borrowed from a mobile library C For all book and audio book reservations (including 'out of county'), housebound readers, people with disabilities, under 18s, and registered foster carers are exempt. Concessionary rates apply to unemployed people. D Includes reservation charges as stated in Library Reservations Fees note a). E Concessionary rates for audio visual reservations apply to the under 18s, people with disabilities and registered foster carers. Housebound readers are exempt. F Differential pricing is used for certain items / times of year to maximise income. All audio visual hire services are free to the housebound. People with disabilities are also entitled to free loans with the exception of DVDs in the highest price band. Children in public care and registered foster carers are exempt for audio books only			

Standard Rates (17.5% 1st Jan 2010)	Standard Rates (17.5% 1st Jan 2010)
Zero Rated	Zero Rated
Non Business	Non Business
Exempt	Exempt

3. HERITAGE SERVICES - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2009/10		2010/11		% Increase in fees & charges	Reasons For Change	Additional Information	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% Inflation to meet pressures	VAT Class	
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)								
SC1 SC1.2	COMMUNITY SERVICES Heritage Services	D	To recover costs but remain competitive.	DIGITAL IMAGING Digital Image Prints (OS) - per copy on A4 (or smaller) - per copy on A3 paper Create Digital Images (ORO) - per copy on A4 (or smaller) paper or electronic format - per copy on A3 paper	F / G		01/04/2007 01/04/2007 01/04/2008 01/04/2008	£7.50 £15.00 £7.50 £15.00	01/04/2007 01/04/2007 01/04/2008 01/04/2008	0.0% 0.0% 0.0% 0.0%			11	6	-5	SR SR SR SR	
		D	To meet costs and income target.	MRC DIGITAL IMAGING Provide digital image - per item - up to 10 on CD Provide print - record print quality up to A4 - replica print quality up to A3 Studio Photography - per hour			01/04/2007 01/04/2007 01/04/2007 01/04/2009 01/04/2008	£6.00 £50.00 £12.00 £40.00 £40.00	01/04/2007 01/04/2007 01/04/2007 01/04/2009 01/04/2008	0.0% 0.0% 0.0% 0.0% 0.0%			0	0	0	SR SR SR SR SR	
		D	To meet costs and income target.	HIRE OF ACCOMMODATION a) Oxfordshire Museum - Exhibition Gallery - per week - per day - Lecture Room - per day - Education Use - per day - Commercial Use - per session (up to 4 hours) Education Use - per session (up to 4 hours) Commercial Use b) Breweryhouse - Exhibition Gallery - per month - 1/2 day Education Use - 1/2 day Commercial Use - per day - Education Use - per day - Commercial Use c) Coachhouse - 1/2 day Education Use - 1/2 day Commercial Use - per day - Education Use - per day - Commercial Use d) Provision of staff to support activities of hirer - during Museum open hours - out of Museum open hours e) Equipment Hire Education Use per session Commercial Use per session	A		01/04/2008 01/04/2006 01/04/2003 01/04/2004 01/04/2007 01/04/2004	£150.00 £30.00 £26.00 £50.00 £18.00 £35.00	01/04/2008 01/04/2006 01/04/2003 01/04/2004 01/04/2007 01/04/2004	0.0% 0.0% 0.0% 0.0% 0.0% 0.0%			10	6	-4	EX EX EX EX EX EX	
			To meet costs		I		01/04/2009 01/04/2009 01/04/2008	£12.00 £18.00 £10.00	01/04/2009 01/04/2009 01/04/2008	0.0% 0.0% 0.0%						SR	
				Commercial Use per session	I		01/04/2008	£20.00	01/04/2008	0.0%							SR

3. HERITAGE SERVICES - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2009/10		2010/11		% Increase in fees & charges	Reasons For Change	Additional Information	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class	
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)								
SC1.2	Heritage Services (cont'd)			f) Charge for use outside normal opening hours - per hour Commercial Use e) The Oxfordshire Record Office (St Luke's) - Lecture Room - per day - per evening		01/04/2008	£35.00	01/04/2008	£35.00	0.0%							EX
						01/04/2008	£50.00	01/04/2008	£50.00	0.0%							
						01/04/2009	£40.00	01/04/2009	£40.00	0.0%							
						01/04/2009	£25.00	01/04/2009	£25.00	0.0%							
						01/04/2008	£40.00	01/04/2008	£40.00	0.0%							
						01/04/2008	£610.00	01/04/2008	£610.00	0.0%							
						01/04/2008	£61.00	01/04/2008	£61.00	0.0%							
						01/04/2009	£305.00	01/04/2009	£305.00	0.0%							
						01/04/2008	£61.00	01/04/2008	£61.00	0.0%							
						01/04/2008	£15.00	01/04/2008	£15.00	0.0%							
						01/04/2009	£320.00	01/04/2009	£320.00	0.0%							
						01/04/2008	£160.00	01/04/2008	£160.00	0.0%							
						01/04/2009	£320.00	01/04/2009	£320.00	0.0%							
						01/04/2008	£160.00	01/04/2008	£160.00	0.0%							
						01/04/2009	£40.00	01/04/2009	£40.00	0.0%							
						01/04/2009	£5.00	01/04/2009	£5.00	0.0%							
01/04/2004	£30.00	01/04/2004	£30.00	0.0%													
01/04/2004	£75.00	01/04/2004	£75.00	0.0%													
01/04/2007	£4.00	01/04/2007	£4.00	0.0%													
01/04/2004	£15.00	01/04/2004	£15.00	0.0%													
01/04/2004	£40.00	01/04/2004	£40.00	0.0%													
01/04/2008	£40.00	01/04/2008	£40.00	0.0%													
01/04/2008	£25.00	01/04/2008	£25.00	0.0%													
01/04/2008	£36.00	01/04/2008	£36.00	0.0%													
		D	To meet income targets which reduced the impact of previous budget cuts.	CONSERVATION AND EXHIBITION SERVICES a) MRC and St Luke's Remedial conservation - per hour b) Storage (per m ² per year) MRC - per year - per month - St Lukes per shelf c) Environmental Monitoring (per month) - for 3 thermohygrographs - for each additional thermohygrograph d) Conservation Advice - per day - per half-day e) Museum Pest Management - per day - per half day - per hour f) Hire of display equipment Cases - per day - per week - per month Screens - per day - per week - per month g) Labour (per hour)	B												
		D	To Meet Costs	RESEARCH ENQUIRIES - written reply to each enquiry per hour (or pro-rata) - higher rate for businesses and profit-making organisations	E												

3. HERITAGE SERVICES - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2009/10		2010/11		% Increase in fees in VAT	Reasons For Change	Additional Information	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% Inflation to meet pressures	VAT Class	
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)								
SC1.2	Heritage Services (cont'd)	D	To recover costs.	CD-ROM CHARGES a) Searches: - charge per search - printing (per page of text) - printing (digital mapping) - conversion to disk b) Current Awareness: - Profile set-up - Annual Subscription		01/04/1999	£5.00	01/04/1999	£5.00	0.0%			1	1	0	SR	
						01/04/1999	£0.25	01/04/1999	£0.25	0.0%					SR		
						01/04/2000	£0.50	01/04/2000	£0.50	0.0%					SR		
						01/04/1999	£1.50	01/04/1999	£1.50	0.0%					SR		
						01/04/1999	£25.00	01/04/1999	£25.00	0.0%					SR		
						01/04/1999	£50.00	01/04/1999	£50.00	0.0%					SR		
						01/04/2008	£0.50	01/04/2008	£0.50	0.0%					SR		
						01/04/2008	£0.75	01/04/2008	£0.75	0.0%					SR		
						01/04/2008	£1.00	01/04/2008	£1.00	0.0%					SR		
						01/04/2008	£2.00	01/04/2008	£2.00	0.0%					SR		
								01/04/1997	£16.00	01/04/1997	£16.00	0.0%					
		01/04/2007	£10.00	01/04/2007	£10.00	0.0%											SR
		01/03/2008	£6.00	01/04/2010	£0.00	-100.0%						81	0	-81		EX	
		01/03/2008	£2.50	01/04/2010	£0.00	-100.0%											EX
		01/03/2008	£5.00	01/04/2010	£0.00	-100.0%											EX
		01/03/2008	£15.00	01/04/2010	£0.00	-100.0%											EX
		01/04/2009	£18.00	01/04/2010	£0.00	-100.0%											EX
		01/04/2009	£7.50	01/04/2010	£0.00	-100.0%											EX
		01/04/2009	£15.00	01/04/2010	£0.00	-100.0%											EX
		01/03/2008	£45.00	01/04/2010	£0.00	-100.0%											EX
		01/04/2005	£1.50	01/04/2010	£0.00	-100.0%											EX

Fees decreased by more than inflation.

Cogges to become an Independent Trust from 1/4/2010.

3. HERITAGE SERVICES - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2009/10		2010/11		% increase in fees & charges	Reasons For Change	Additional Information	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)							
SC1.2	Heritage Services (cont'd)	D	To recover Costs	Photographic Photograph Documents	H	01/04/2008		01/04/2008					0	0		SR
		D	To Recover Costs	LECTURE FEES		01/04/2008	£39.40	01/04/2008	£39.40	0.0%			0	0		SR
		D	To Recover Costs	Use of Oxfordshire Museum Garden for Weddings Photography		01/04/2008	£50.00	01/04/2008	£50.00	0.0%			0	0		EX
	Sub-Total Heritage Services												117	25	-93	

Legal Position on charging

SP Statutory Prohibited
SA Statutory Arrangements
D Discretionary (LG Act 2003)

Remarks

A: 20% Commission is charges on all sales
B: 10% discount offered to Members of OMC, for work committed over £1,000 or more than 2 years.
C: Concessions of 50% proposed for community groups that meet specified criteria.
D: Preventative & Fungigation. Minimum 4 hours labour charged for set up.
E: Transport outside County charged at Mileage / Hourly rate. Materials at cost.
F: standardise rates due to closure of Central Library, OXS moving to ORO temporarily in 08/09
G: ORO & OS have large income targets - charges reflect the need to meet these
H: Photograph Documents with digital cameras - preserve documents from photocopying
I: New way of charging to accurately reflect staff time to set up

VAT Class

SR Standard Rates (17.5%)
ZR Zero Rated
NB Non Business
EX Exempt

4. ADULT LEARNING - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% Increase in fees & charges	Reasons For Change	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
SC1 SC1.4	COMMUNITY SERVICES Adult Learning	D	To recover costs and develop an additional income stream	HIRE OF ADULT LEARNING PREMISES For educational purposes For community groups: Classroom/Adult Learning Lounge (max. 20 learners) Specialist workshop (e.g. woodwork, sewing machines, pottery) ICT Suite - including consumables (max. 12 learners) Hall, Gym, Lecture Theatre, Auditorium Outdoors facilities Outdoors facilities with use of indoor changing facilities For non-community groups: Currently there is a wide range of charges, and some community groups are not charged.	01/09/2008 01/09/2008 01/09/2008 01/09/2008 01/09/2008 01/09/2008	£8.40 £21.00 £12.60 £5.25 £10.50	£8.80 £22.00 £22.00 £13.20 £5.50 £11.00	4.8% 4.8% 4.8% 4.8% 4.8% 4.8%	Fees increased by more than inflation	6	5	-1	EX EX EX EX EX EX	
		D	To contribute towards the cost of the service	ADULT LEARNING COURSE FEES Personal & Community Development Learning: Standard Courses Workshops Lip-Reading ESOL (English Speakers of Other Languages) Further Education: Standard Courses GCSE Overseas Learners - EFL, PCDL, FE Plus Groups - Standard Courses	01/09/2008 01/09/2008 01/09/2008 01/09/2008	£4.00 £5.50 £2.00 £2.00	£4.00 £5.50 £2.00	0.0% 0.0% 0.0%	Fees held static	715	764	45	EX EX EX EX	
					01/01/2010	£3.00	£3.00	50.0%	Recommended national rate				EX	
					01/09/2008 01/09/2008	N/A £3.55	N/A £3.55	0.0%	Fees held static				EX EX	
					01/09/2008 01/09/2008	£6.50 £5.50	£6.50 £5.50	0.0% 0.0%	Fees held static				EX EX	
	Sub-Total Adult Learning									721	769	44		

Legal Position on charging
 SP Statutory Prohibited
 SA Statutory Arrangements
 D Discretionary (LG Act 2003)

VAT Class
 SR Standard Rates (17.5%)
 ZR Zero Rated
 NB Non Business
 EX Exempt

5. MUSIC SERVICE - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% increase in fees & charges	Reason for change	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
SC1 SC1.5	COMMUNITY SERVICES Music Service	D	Fees charged for music tuition, instruments hire and for YMA membership.	Music Tuition YMA Saturday Classes YMA Weekday Evenings Individual Tuition 30 Minutes 20 minutes Group Tuition Group of 2 Group of 3 Group of 4-6 Group of 7 - 9 Group of 10 - 19 Group of 20 or more	01/04/2009 01/04/2009 01/04/2009 01/04/2009 01/04/2009 01/04/2009 01/04/2009 01/04/2009 01/09/2009 01/09/2009 01/04/2009 01/04/2009 01/04/2009 01/04/2009 01/04/2009 01/04/2009 01/04/2009	£69.40 £41.60 £197.60 £132.00 £98.80 £83.10 £59.90 £42.00 £30.70 £19.20	01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010	£71.70 £42.90 £204.60 £136.50 £102.30 £83.10 £61.80 £43.50 £31.80 £19.80	3.3% 3.1% 3.5% 3.4% 3.5% 0.0% 3.2% 3.6% 3.1% 3.2% 3.2% 3.4% 2.5% 2.5% Various Various Various Various	Fees generally increased by more than inflation	26 10 48 201 199 167 215 25 4 93 37 22 17 49		EX EX EX EX EX EX EX EX EX EX EX EX EX EX EX EX EX EX	
											1,166	1,113		
											5	10	5	EX
											84	84	0	EX
Sub-Total Music Service											1,255	1,207	-55	

Legal Position on charging		VAT Class	
SP Statutory Prohibited	SR	Standard Rates (17.5%)	
SA Statutory Arrangements	ZR	Zero Rated	
D Discretionary (LG Act 2003)	NB	Non Business	
	EX	Exempt	

Notes
 Concessions: Children eligible for free school meals, free. Except for instrument hire.
 Adults, as per adult education.
 Hire of instruments by Orchestra - now a range of charges depending on instrument max fee shown above.

6. REGISTRATION SERVICES - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% increase in fees in fees & charges	Reasons For Change	Expected Income 2009/10		Expected Income 2010/11		Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Unit	Total £000	Unit	Total £000		
SC1 SC1.6	COMMUNITY SERVICES Registration Service	D	To raise revenue to cover the costs of the registration service	To licence approved premises for a three-year period	01/04/2008	£1,950.00	01/04/2010	£1,950.00	0.0%	Already above other LAs and in support of local businesses	29	57	29	57	0	NB
		D	To cover a proportion of the costs	Marriage & Civil partnership fees at former Register Office Marriage rooms Monday - Friday and Saturday between 9.15am and 12 noon.												
				Abingdon- Roysse Court (Mon -Fri)	01/04/2009	£150.00	01/04/2010	£160.00	6.7%	Fees increased						EX
				Banbury Bodicote House	01/04/2009	£150.00	01/04/2010	£160.00	6.7%	Fees above inflation						EX
				Bicester - Garth Park	01/04/2009	£150.00	01/04/2010	£160.00	6.7%	Fees above inflation						EX
				Ditcot - Broadway Room	01/04/2009	£150.00	01/04/2010	£160.00	6.7%	Fees above inflation						EX
				Henley - Regatta Court	01/04/2009	£150.00	01/04/2010	£160.00	6.7%	Fees above inflation						EX
		SA		Oxford - Tidmarsh Lane	01/04/2009	£40.00	01/04/2010	£40.00	0.0%	Statutory Fee	164	6	164	6	0	EX
				RO Wed- Fri	01/04/2009	£85.00	01/04/2010	£90.00	5.9%	Fees increased	172	14	172	15	1	EX
				Dexter Room Tues-Fri	01/04/2009	£150.00	01/04/2010	£160.00	6.7%	Fees above inflation	134	20	134	21	1	EX
				Dexter Room Sat AM	01/04/2009	£150.00	01/04/2010	£160.00	6.7%	Fees above inflation						EX
				Wantage - Civic Centre	01/04/2009	£150.00	01/04/2010	£0.00	-100.0%	Office closing Nov. 2009						EX
				Wheatley - Shotover Room	01/04/2009	£150.00	01/04/2010	£160.00	6.7%	Fees increased						EX
				Witley - Windush Rooms	01/04/2009	£150.00	01/04/2010	£160.00	6.7%	Fees above inflation	485	73	485	78	4	EX
				Total for all district Offices	01/04/2009	£365.00	01/04/2010	£380.00	4.1%	Fees above inflation	140	51	140	53	2	EX
				Total for all district Offices	01/04/2009	£450.00	01/04/2010	£470.00	4.4%	Fees above inflation	6	3	6	3	0	EX
			To raise revenue to cover the costs of the Registration Service	Marriages at Approved Venues (9.00am to 5.00pm)												
				Monday - Thursday	01/04/2009	£310.00	01/04/2010	£330.00	6.5%	Fees increased	108	33	108	36	2	EX
				Friday & Saturday	01/04/2009	£365.00	01/04/2010	£380.00	4.1%	Fees increased	860	314	860	327	11	EX
				Sunday & Bank Holiday	01/04/2009	£450.00	01/04/2010	£470.00	4.4%	Fees above inflation	117	53	117	55	2	EX
			To raise revenue to cover the costs of the Registration Service	Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at Registration Offices												
				Monday - Friday	01/04/2009	£150.00	01/04/2010	£180.00	20.0%	Fees increased	0	0	0	0	0	SR
				Saturday	01/04/2009	£180.00	01/04/2010	£200.00	11.1%	Fees increased	24	4	24	5	0	SR
				Sunday & Bank Holiday	01/04/2009	£220.00	01/04/2010	£250.00	13.6%	Fees above inflation	16	4	16	4	0	SR
				Individual Citizenship Ceremonies	01/04/2009	£125.00	01/04/2010	£130.00	4.0%	Fees above inflation	17	2	17	2	0	SR
				Group Citizenship Ceremony at County Hall	01/04/2009	£80.00	01/04/2010	£80.00	0.0%	Fee set by Home Office	926	74	926	74	0	EX
			To raise revenue to cover the costs of the Registration Service	Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at Approved venues												
				Monday - Friday	01/04/2009	£170.00	01/04/2010	£180.00	5.9%	Fees increased	4	1	4	1	0	SR
				Saturday	01/04/2009	£180.00	01/04/2010	£200.00	11.1%	Fees increased	5	1	5	1	0	SR
				Sunday & Bank Holiday	01/04/2009	£220.00	01/04/2010	£250.00	13.6%	Fees above inflation	12	3	12	3	0	SR
				Individual Citizenship Ceremonies	01/04/2009	£150.00	01/04/2010	£180.00	20.0%	Fees above inflation	0	0	0	0	0	SR

6. REGISTRATION SERVICES - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% Increase in fees in fees in charges & charges & charges	Reasons For Change	Expected Income 2009/10		Expected Income 2010/11		Income rising above 0.5% inflation to meet pressures	VAT Class			
					Effective Date	Rate	Effective Date	Proposed Rate			Unit	Total £000	Unit	Total £000					
EE3.2			To raise revenue to cover the costs of the Registration Service	Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at venues not approved by Oxfordshire County Council	01/04/2009	£270.00	01/04/2010	£300.00	11.1%	Fees increased above inflation	16	4	16	5	0	SR			
					01/04/2009	£270.00	01/04/2010	£300.00	11.1%		0	0	0	0	SR				
					01/04/2009	£270.00	01/04/2010	£300.00	11.1%		0	0	0	0	SR				
					01/04/2009	£180.00	01/04/2010	£180.00	0.0%	No increase	32	6	32	6	0	ZR			
	Registration Services (cont'd)	D	To raise revenue to cover the costs of the Registration Service	Nationality Checking Service Adult (single application) Child under 18 who applies separately to parents	01/04/2009	£49.00	01/04/2010	£55.00	12.2%	Fees increased above inflation	668	33	668	37	4	SR			
					01/04/2009	£24.50	01/04/2010	£27.00	10.2%		98	2	98	3	0	SR			
		SA	To raise revenue to cover the costs of the Registration Service	Certificate Fees Births, Deaths & Marriage Certificates from a current register from a deposited register Short Birth Certificate from a current register from a deposited register Searches in indexes General Search Marriages and Civil Partnership Notice of Marriage/Civil Partnership (for 1 person) Commemorative Certificates	01/04/2009	£3.50	01/04/2010	£3.50	0.0%	No increase	39,798	139	39,798	139	-1	EX			
					01/04/2009	£7.00	01/04/2010	£7.00	0.0%		9,012	63	9,012	63	0	EX			
					01/04/2009	£3.50	01/04/2010	£3.50	0.0%		46	1	46	1	0	EX			
					01/04/2009	£18.00	01/04/2010	£18.00	0.0%		4,797	144	4,797	144	-1	EX			
	Sub-total Registration										1,104		1,138	28					
			From Section 2								740		705	-33					
			From Section 3								117		25	-93					
			From Section 4								721		769	44					
			From Section 5								1,255		1,207	-55					
			Total Community Services								3,537		3,844	-108					

Legal Position on charging	VAT Class	Standard Rates (17.5%)
SP	SR	Standard Rates (17.5%)
SA	ZR	Zero Rated
D	NB	Non Business
	EX	Exempt

7. ADULT SOCIAL CARE - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11 Effective Date	Proposed Rate	% increase in fees & charges	Reasons for Change	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate								
SC2	Social Care for Adults			Financially assessed contributions from clients in Care Homes	01/04/2009	Various	Various	As negotiated with the care homes (for full cost clients), or will depend on benefit increases (for supported clients).			12,368	12,831	401	NB
SC2.2	Older People & Physical Disabilities			Supported clients are those which have a capital threshold below £23,000. Contributions are set based on a financial assessment and vary accordingly.										
	Older People	SA	Residents who are financially supported by the County Council in Residential and Nursing Homes are subject to a financial assessment under the National Assistance Regulations 2005. Under these Regs the Dept of Works and Pensions determine the minimum charge	Single Care Assistant - Weekday 15 mins 30 mins 45 mins 1 hour	01/04/2009 01/04/2009 01/04/2009 01/04/2009	£9.73 £12.30 £15.03 £17.68	£9.78 £12.36 £15.10 £17.77	0.5% 0.5% 0.5% 0.5%	Fees increased in line with inflation					
	Fairer Charging	SA	With effect from April 2003, all clients receiving non-residential services are subject to the Fairer Charging Policies for Home Care and Non-Residential Services.	Single Care Assistant - Weekend 15 mins 30 mins 45 mins 1 hour	01/04/2009 01/04/2009 01/04/2009 01/04/2009	£9.86 £14.96 £18.39 £22.72	£9.91 £15.04 £18.49 £22.84	0.5% 0.5% 0.5% 0.5%			3,539	4,674	1,118	NB NB NB NB
				More than one Care Assist - Weekday 15 mins 30 mins 45 mins 1 hour	01/04/2009 01/04/2009 01/04/2009 01/04/2009	£14.96 £20.57 £26.01 £31.40	£15.04 £20.67 £26.14 £31.56	0.5% 0.5% 0.5% 0.5%	A review of these charges will be carried out during the year to ensure that the full costs are truly met					NB NB NB NB
				More than one Care Assist - Weekend 15 mins 30 mins 45 mins 1 hour	01/04/2009 01/04/2009 01/04/2009 01/04/2009	£15.10 £24.83 £31.82 £40.50	£15.18 £24.96 £31.98 £40.70	0.5% 0.5% 0.5% 0.5%						NB NB NB NB

7. ADULT SOCIAL CARE - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of change	2009/10		2010/11		% increase in fees & charges & charges	Reasons for Change	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
	Fairer Charging (Contd)			Day Care Charging Day Care for Older People (max charge) Change per day	01/04/2009	£5	01/04/2010	£10	100.0%	Increased faster than inflation	76	326	250	NB
			Assessed charge, within the Fairer Charging framework	Nominal charge per week for Home Support - For clients who are not immediately judged to be responsible for paying the full cost of their care			01/04/2010	£30		New charge				NB
				Changes in charging policy in light of the Fundamental Service Review of Day Services in 2008/09										
				Financially assessed contributions from clients in Care Homes	01/04/2009	Various	01/04/2010	Various	-		454	461	5	NB
				Supported clients are those which have a capital threshold below £23,000. Contributions are set based on a financial assessment and vary accordingly.										
				Same charging scheme as shown under Older People	01/04/2009	Various	01/04/2010	Various	-		147	149	1	NB
				Sub-Total Older People & Physical Disabilities							16,584	18,442	1,775	
SC2.3	Integrated Mental Health Service			Financially assessed contributions from clients in Care Homes	01/04/2009	Various	01/04/2010	Various	-		69	95	26	NB
	Residential Services	SA	Statutory Requirement											
		SP	Nil contribution for clients covered by S117	Supported clients are those which have a capital threshold below £23,000. Contributions are set based on a financial assessment and vary accordingly.										NB
	Drugs and Alcohol	SA		As above	01/04/2009	Various	01/04/2010	Various	-		35	80	45	NB
	Fairer Charging	SA	Same charging scheme as shown under Older People		01/04/2009	Various	01/04/2010	Various	-		33	39	6	NB
	Sub-Total Integrated Mental Health Service										137	215	77	

7. ADULT SOCIAL CARE - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of change	2009/10		2010/11		% increase in fees & charges & charges	Reasons for Change	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
SC3.1	Planning Day Services & Prevention Day Services	D		Private clients only. Other clients are assessed through fairer charging	01/04/2009	Various	01/04/2010	Various	-		144	156	11	EX
	Sub-Total Planning Day Services & Prevention										144	156	11	
SC3.3a	OCC Contribution to Learning Disabilities Pool													
	Residential External	SA	Statutory Requirement	Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23,000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2009	Various	01/04/2010	Various	-		1,166	1,518	346	NB
	Fairer Charging	SA	Statutory Requirement	Home Care & Day Care - same basic scheme as shown under Older People	01/04/2009	Various	01/04/2010	Various	-		987	1,378	386	NB
		D		Supported Living Adult Placements (including those for other client groups)	01/04/2009	Various	01/04/2010	Various	-		353	217	-138	NB
				Supported living - additional support for client holidays	01/04/2009	Various	01/04/2010	Various	-		75	8	-67	NB
	Sub-Total Learning Disabilities										2,581	3,127	6	
	Sub-total Adult Social Care										19,446	21,939	2,396	

Legal Position on charging

- SP Statutory Prohibited
- SA Statutory Arrangements
- D Discretionary (LG Act 2003)

VAT Class

- SR Standard Rates (17.5%)
- ZR Zero Rated
- NB Non Business
- EX Exempt

8. STRATEGY AND TRANSFORMATION - S&CS - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% Increase in fees in fees & charges	Reasons for Change	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
SC4	STRATEGY AND TRANSFORMATION Translation & Interpretation Service		Recovery of full cost	Translation services (Interpretation services no longer provided).	01/04/2008	Various	01/04/2008	Various	-	Various	10	12	2	SR
Sub-Total Strategy and Transformation														
Total Community Services											3,937	3,844	-108	
Total Adult Social Care											19,446	21,939	2,396	
TOTAL SOCIAL & COMMUNITY SERVICES														
											23,393	25,795	2,290	

Legal Position on charging
 SP Statutory Prohibited
 SA Statutory Arrangements
 D Discretionary (LG Act 2003)

VAT Class
 SR Standard Rates (17.5%)
 ZR Zero Rated
 NB Non Business
 EX Exempt

9. TRANSPORT - E&E - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% increase in fees & charges	Expected Income 2009/10		Expected Income 2010/11		Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate		Unit	Total £000	Unit	Total £000		
EE1 EE1.1	TRANSPORT Transport Service Management Former Highways Management income budgets yet to be redistributed due to service restructure	D	Recover costs	Temporary Traffic Regulation Orders Basic Charges: - Routine Temporary TRO - Emergency Notice Advertising, maint of notices and exceptional staff time at cost	01/04/2009	£800.00 £400.00 At cost	01/04/2010	£830.00 £415.00 At cost	3.8% 3.8%	40 225	32 90	40 225	33 93	1 3	NB NB
		SA	Ensure reinstatement is undertaken	Reinstatement of Trenches Site Supervision by Highways Inspectors - Standard Charge	01/04/2009	£47.50	01/04/2009	£47.50	0.0%		185		185		NB
		SA	Recover costs	Commuted fee for licence of private apparatus in the highway, including the admin cost of maintaining the licence record	01/04/2001	£600.00	01/04/2001	£600.00	0.0%	30	18	30	18	0	NB
		SA	Recover costs	Registration fee for non-electronic notices to be entered on the Street Works Register: - First notice each month - Subsequent notices	01/08/1999	£21.20 £1.20	01/08/1999	£21.20 £1.20	0.0% 0.0%		0		0	0	NB NB NB
				Fixed Penalty Notice income from statutory undertakers for non-compliance with Sections 54, 55, 57, 70, 74 of the New Roads and Street Works Act (NRSWA)	12/05/2008	£120.00	12/05/2008	£120.00	0.0%	10	1	10	1	0	NB
				Discounted rate		£80.00		£80.00	0.0%	8	1	8	1	0	NB
		SA	Recover costs	Charge to public utilities for outstaying prescribed and/or reasonable periods for their works in the highway.	01/06/2001	Various As per scale of charges	01/06/2001	Various As per scale of charges		110	84	110	84	0	NB
		SA	Recover costs	Filming Policy - On or in the vicinity of the Highway: - Application Fee for permission to film Crew Size 1-5 Crew Size 6-12 Crew Size 12+ - Further Associated charges (site visits, materials, alterations, clearance etc...)	01/04/2009 01/04/2009 01/04/2009	£35.00 £75.00 £150.00 Various at cost	01/04/2009 01/04/2009 01/04/2009	£35.00 £75.00 £150.00 Various at cost	0.0% 0.0% 0.0%		3		3	0	NB
		D	Administering and Monitoring work in the highway to connect to a public foul sewer.	Charge for connection to a public foul sewer.	01/04/2005	£110.00	01/04/2005	£110.00	0.0%	200	22	200	22	0	NB

9. TRANSPORT - E&E - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% increase in fees & charges	Expected Income 2009/10		Expected Income 2010/11		Income rising above 0.5% inflation to meet pressures	VAT Class	
					Effective Date	Rate	Effective Date	Proposed Rate		Unit	Total £000	Unit	Total £000			
EE1.1	Transport Service Management (Cont'd)	D	Recover cost of sign removal	Removal of unauthorised signs (a) Signs under 0.5 sq metre in area (b) Signs over 0.5 sq metre in area	01/04/2009	£85.00	01/04/2010	£90.00	7	1	7	7	1	0	NB	
						£120.00		£125.00	3	3	3	3	0	NB		
		D		Tourism Signs - New charging framework from 2007: (a) Assessing application and detailed site assessment (b) Design, manufacture & erection (c) Maintenance & removal	01/04/2009		01/04/2010			1			1	0		
						£230.00		£230.00		4.5%						NB
						Cost + 15%		Cost + 15%								SR
						2/3 x (b) above		2/3 x (b) above								SR
		D	Recover costs	Vehicle Crossings (residential)	01/04/2009	£60.00	01/04/2009	£60.00		0.0%	670	40	670	40	0	NB
		D	Recover costs	Vehicle Crossings (multiple access and commercial use)	01/04/2009	£240.00	01/04/2009	£240.00		0.0%	5	1	5	1	0	NB
		D	Recover costs	Vehicle Crossings - Design and Testing Costs	01/04/2009	at cost	01/04/2009	at cost				2		2	0	NB
		D	Recover costs	Highway Material Storage Licence	01/04/2009	£35.00	01/04/2009	£35.00		0.0%	20	1	20	1	0	NB
		D	Recover costs	Renewal of Material Storage Licence	01/04/2009	£20.00	01/04/2009	£20.00		0.0%	20	0	20	0	0	NB
		D	Recover costs	Skip Licences	01/04/2009	£35.00	01/04/2009	£35.00		0.0%	2,150	75	2,150	75	0	NB
		D	Recover costs	Skip Licence Renewals	01/04/2009	£20.00	01/04/2009	£20.00		0.0%	750	15	750	15	0	NB
		D	Recover costs	Scaffolding Licences	01/04/2009	£85.00	01/04/2009	£85.00		0.0%	460	39	460	39	0	NB
D	Recover costs	Scaffolding Licences Renewals	01/04/2009	£65.00	01/04/2009	£65.00		0.0%	100	7	100	7	0	NB		
D	Recover costs	Hoarding Consents	01/04/2009	£85.00	01/04/2009	£85.00		0.0%	10	1	10	1	0	NB		
D	Recover costs	Hoarding Consents Renewals	01/04/2009	£65.00	01/04/2009	£65.00		0.0%	4		4	4	0	NB		
D	Recover costs	Oversailing Consents	01/04/2009	£130.00	01/04/2010	£140.00		7.7%	3		3	3	0	NB		
D	Recover costs	Portable Multi-Way Traffic Signal Permit for Major Works	01/04/2005	Various as per scale of fees	01/04/2005	Various as per scale of fees		0.0%	10		10		0	NB		

9. TRANSPORT - E&E - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% increase in fees & charges	Expected Income 2009/10		Expected Income 2010/11		Income rising above 0.5% inflation to meet pressures	VAT Class			
					Effective Date	Rate	Effective Date	Proposed Rate		Unit	Total £000	Unit	Total £000					
EE1.1	Transport Service Management (Cont'd)	D	Recover costs	Table & Chairs Licence Annual charges - new framework Up to 2 tables & 8 seats For 3 to 4 tables & up to 16 seats For 5 to 10 tables & up to 40 seats For 11 or more tables & over 40 seats	01/04/2009	£160	01/04/2009	£160	0.0%		8		8	0	NB			
						£420		£420	0.0%							NB		
						£780		£780	0.0%								NB	
						£1,050		£1,050	0.0%								NB	
					01/04/2009	5%	01/04/2010	£235.00	5%	25	25	11	11	25	25	11	0	SR
						£987.00		£987.00	1.6%									SR
		D	Recover costs of design work for new street lighting schemes.	Re-submission of Design Work on Street Lighting	01/04/2006	£64.00	01/04/2006	£64.00	0.0%		3	3		SR				
		D	Recover costs of design work for new street lighting schemes.	Re-submission of Design Work on Street Lighting	01/04/2009	£31.60	01/04/2010	£32.11	1.6%		40	40	1	0	SR			
		D	Cover administration costs of attending to enquiries, including retrieval, printing and dispatch of accident data	Sale of Accident Analysis Reports	01/04/2009		01/04/2010											
		D	Recover costs	Supply of Highway related information, including Personal Search Fees - Written response to enquiries Verbal response to enquiries	01/04/2009	£42.40	01/04/2010	£57.95	36.7%		790	586	34	0	SR			
		D	Recover costs	Supply of Conveyancing 29 Highway Search Information	01/04/2009	£11.90	01/04/2009	£11.90	0.0%		500	500	6	0	SR			
		D	Recover costs	Supply of Conveyancing 29 Highway Search Information	01/04/2002	£10,000.00	01/04/2002	£10,000.00	0.0%		5	5	50	0	NB			
		D	Recover reasonable costs	Staff Admin Time responding to external requests for Private Works in Highway related matters	01/04/2009	£37.50 per hr. or 15% of total works	01/04/2010	£38.50 per hr. or 15% of total works	2.7%				9	0	SR			
EE1.2	Policy & Strategy Policy & Performance	D	Recover costs	Supply of Traffic Survey Data - First Data Item Additional Data Items on same order Additional weeks at ATC sites	01/04/2009	£145.00	01/04/2010	£147.00	1.4%		3	3	3	0	SR			
						£98.00		£100.00	2.0%							SR		
						£23.00		£23.50	2.2%					SR				

9. TRANSPORT - E&E - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% increase in fees & charges	Expected Income 2009/10		Expected Income 2010/11		Income rising above 0.5% inflation to meet pressures	VAT Class				
					Effective Date	Rate	Effective Date	Proposed Rate		Unit	Total £000	Unit	Total £000						
EE1.2 (Cont'd)	Strategy & Development Control	D	Cover Administration and Supervision Costs for S.38 & S.278 agreements relating to new developments - Percentage of Capital cost - Minimum charge (from 1 April 2010) Additionally: - Safety Audits - Technical Approvals	Administration and Supervision Fees for highway works on new developments - Percentage of Capital cost - Minimum charge (from 1 April 2010) Additionally: - Safety Audits - Technical Approvals	01/04/2005	9%	01/04/2005	9%	0.0%					0	NB				
						£250.00	01/04/2010	£1,500	0.0%				246						
						0.4%			0.0%										
EE1.3	Network Management On-Street Parking & Park and Ride	D	Contribute towards operating costs of park and ride facilities Transport Policy	Park and Ride Car Park charges Excess Charge Notices - Fines paid within 14 days Fines paid after 14 & up to 28 days On Street Parking - Pay and Display Oxford City - 8am-6:30pm Mon-Sat 1 hour 2 hours (the maximum) Possible third hour charge Oxford City 6:30pm onwards (up to 10pm) Oxford City Sundays Abingdon 8am-6pm (excl. Sundays, B hols.) 1 hour 2 hours (the maximum) Visitor permit (24 hours) Henley 8am-6pm (excl. Sundays, B Hols.) 1 hour 2 hours (the maximum) Visitors permit (24 hours) Vehicle Removal Charge	01/04/2007	Free	01/04/2007	Free	0.0%						NB NB NB				
						£20.00		£20.00	0.0%										
						£40.00		£40.00	0.0%										
							01/04/2007					3,923					4,280	337	
						£2		£2	0.0%										
						£3		£3	0.0%										
						Not permitted		TBA											
						Free		£2											
						Free		As weekdays											
						£0.40		£0.40	0.0%										
	£0.60		£0.60	0.0%															
	£0.40		£0.40	0.0%															
	£0.30		£0.30	0.0%															
	£0.40		£0.40	0.0%															
	£0.30		£0.30	0.0%															
	£105.00		£105.00	0.0%															

9. TRANSPORT - E&E - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% Increase in fees in fees & charges	Expected Income 2009/10		Expected Income 2010/11		Income rising above 0.5% inflation to meet pressures	VAT Class					
					Effective Date	Rate	Effective Date	Proposed Rate		Unit	Total £000	Unit	Total £000							
EE1.3 (Cont'd)	Network Management On-Street Parking & Park and Ride			Parking Permits - Oxford (per annum) Oxford residents (excl. Kassam stadium) Oxford residents (Kassam stadium area) Business permits Traders permits per week Visitors permits - First 25 Visitors permits - 2nd 25 (total cost) Residents Parking Permits - Abingdon (per annum) Henley (per annum) Penalty/Excess Charge Notices - Fines paid within 14 days Fines paid after 14 & up to 28 days Bus Lane Camera Enforcement Fines paid within 14 days Fines paid after 14 & up to 28 days			01/04/2010	£50.00							NB					
					£40.00		01/04/2010	£10.00												
					£100.00		01/04/2010	£100.00												
					£15.00		01/04/2010	£15.00												
					Free		01/04/2010	Free												
					£15.00		01/04/2010	£15.00												
Sub-Total Transport										4,909		5,271	338							

Legal Position on charging

- SP Statutory Prohibited
- SA Statutory Arrangements
- D Discretionary (LG Act 2003)

VAT Class

- SR Standard Rates (17.5%)
- ZR Zero Rated
- NB Non-Business
- EX Exempt

10. SUSTAINABLE DEVELOPMENT, WASTE MANAGEMENT, COUNTRYSIDE - E&E - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% increase in fees & charges	Reasons for change	Expected Income 2009/10		Expected Income 2010/11		Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Unit	Total £000	Unit	Total £000		
EE2	SUSTAINABLE DEVELOPMENT															
EE2.2	Planning Implementation	SA	To contribute to cost of minerals and waste development control application	Planning Applications	01/4/2006	Various	Various	0.0%						157	29	NB
		D	Recovery of costs	Charging administration fee for managing & monitoring S.106 agreements relating to planning permissions	01/4/2006	Various	Various	0.0%						11	0	NB
		D	Recovery of costs	Charging for Monitoring of Minerals Sites	01/4/2006	£288								19	0	NB
EE2.4	Waste Management	D	Recover costs	Disposal of Large Scale DIY Waste	01/04/2004	£1.00 per item	£1.50 per item	50.0%						9	0	SR
EE2.4.8	General Site Costs	D	To recover costs of disposing of tyres	Standard motorcycle and car tyres Oversized car (no lorry tyres)	01/04/2007 01/04/2008	£2.50 £4.00	£3.00 £4.00	20.0% 0.0%						5 1	0 0	SR SR
EE2.5	Countryside															
EE2.5.1	Countryside Services	SA	Recovery of costs under DoE Circular 3/1993	Public Path Order Charges a) Applications received between 10/3/93 - 21/8/96	01/04/2003	£400.00	£400.00	0.0%						0	0	NB
		SA	Recovery of costs under DoE Circular 11/1996	b) Orders confirmed unopposed	01/04/2009	£1,084.00	£1,089.00	0.5%	Inflation					2	8	NB
		SA	Recovery of costs under DoE Circular 11/1996	c) Orders confirmed - objections withdrawn	01/04/2009	£1,490.00	£1,498.00	0.5%	Inflation					0	0	NB
		SA	Recovery of costs under DoE Circular 11/1996	d) Orders opposed - not proceeded with	01/04/2009	£1,694.00	£1,703.00	0.5%	Inflation					0	0	NB
		SA	Recovery of costs under DoE Circular 11/1996	e) Orders opposed - submitted to SoS	01/04/2009	£2,074.00	£2,084.00	0.5%	Inflation					5	4	NB
	Sub-Total Sustainable Development													184	29	

Legal Position on charging
 SP Statutory Prohibited
 SA Statutory Arrangements
 D Discretionary (L.G Act 2003)

VAT Class
 SR Standard Rates (17.5%)
 ZR Zero Rated
 NB Non Business
 EX Exempt

11. PROPERTY SERVICES & BUSINESS SUPPORT - E&E - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% increase in fees in fees & charges	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate					
EE3	<u>PROPERTY SERVICES</u> Corporate Properties Composite Sites Staff Housing Trading Estates Smallholdings	D	Recovery of full cost	Rents controlled by terms of the lease	01/04/2009	Various	01/04/2009	Various	-	501	512	8	EX
					01/04/2009	Various	01/04/2009	Various	-			EX	
					01/04/2009	Various	01/04/2009	Various	-			EX	
					01/04/2009	Various	01/04/2009	Various	-			EX	
					01/04/2009	Various	01/04/2009	Various	-			EX	
	Sub-Total Property Services								501	512	8		
EE4	<u>BUSINESS SUPPORT</u> Admin Support Services	D	Recover costs	Sale of Planprints - up to A1 size - up to A0 size - over A0 size	01/04/2008	£7.90	01/04/2008	£7.90	0.0%	0	0	0	SR
					01/04/2008	£9.90	01/04/2008	£9.90	0.0%			SR	
					01/04/2008	£14.80	01/04/2008	£14.80	0.0%			SR	
					01/04/2009	£37.50	01/04/2010	£38.50	2.7%	0	0	SR	
	Sub-Total Business Support								1	1	0		
	Sub-Total Property & Business Support								502	513	8		
	Total Transport		From Section 9						4,909	5,271	338		
	Total Sustainable Development		From Section 10						184	214	29		
	TOTAL ENVIRONMENT & ECONOMY								5,595	5,998	375		

Legal Position on charging
 SP Statutory Prohibited
 SA Statutory Arrangements
 D Discretionary (LG Act 2003)

VAT Class
 SR Standard Rates (17.5%)
 ZR Zero Rated
 NB Non Business
 EX Exempt

12. FIRE & RESCUE - Community Safety - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% increase in fees & charges	Reasons for change	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
CS1	FIRE & RESCUE SERVICE													
CS1.2	Service Delivery cont'd	D		<p>Special Services:</p> <p>a) Personnel, regardless of rank, per hour or part hour.</p> <p>b) Aerial Ladder Platform per hour or part hour, similar type of heavy plant such as a large mobile crane or Cherry Picker.</p> <p>c) Vehicles/appliances exceeding 2 tons (unladen) per hour or part hour</p> <p>d) Vehicles/appliances NOT exceeding 2 tons (unladen) per hour or part hour.</p>	<p>£40.00</p> <p>£208.00</p> <p>£80.00</p> <p>£55.00</p>	<p>01/01/2009</p> <p>01/01/2009</p> <p>01/01/2009</p> <p>01/01/2009</p>	<p>01/01/2010</p> <p>01/01/2010</p> <p>01/01/2010</p> <p>01/01/2010</p>	<p>£41.00 Incl VAT</p> <p>£212.50 Incl VAT</p> <p>£82.00 Incl VAT</p> <p>£56.00 Incl VAT</p>	<p>2.5%</p> <p>2.2%</p> <p>2.5%</p> <p>1.8%</p>	<p>Inflation increase plus VAT change</p>	<p>7</p>	<p>7</p>	<p>0</p>	<p>SR</p> <p>SR</p> <p>SR</p> <p>SR</p>
		D	recovery of costs relevant to the retrieval of a Fire Report, copying/extract preparation and motion to client	<p>Fire Reports:</p> <p>a) Preparation of Fire Report</p> <p>b) Preparation of a Fire Investigation Report</p> <p>i) short or extracted</p> <p>ii) full report or one involving extensive enquiries, photographs etc.</p> <p>iii) full report or one on major incidents requiring extensive protracted investigation etc.</p>	<p>£34.00</p> <p>£260.00</p> <p>£343.00</p> <p>£515.00</p>	<p>01/01/2009</p> <p>01/01/2009</p> <p>01/01/2009</p> <p>01/01/2009</p>	<p>01/01/2010</p> <p>01/01/2010</p> <p>01/01/2010</p> <p>01/01/2010</p>	<p>£34.50</p> <p>£261.00</p> <p>£345.00</p> <p>£518.00</p>	<p>1.5%</p> <p>0.4%</p> <p>0.6%</p> <p>0.6%</p>	<p>Inflation increase</p>	<p>3</p>	<p>3</p>	<p>0</p>	<p>NB</p> <p>NB</p> <p>NB</p> <p>NB</p>
		D	The charge is to cover the cost of an operational officer for an interview on one of the Fire Service site locations.	Insurance Interviews	£68.00	01/01/2009	01/01/2010	£68.50	0.7%					NB
CS1.4	Service Support	D	Annual charge made to alarm receiver centres and users of dedicated dial in facilities in respect of unwanted fire alarms	Direct Dial in Facilities Charges made to alarm receiver centres & users of dedicated dial in facilities in respect of unwanted fire alarms	£384.00	01/01/2009	01/01/2010	£392.00 incl VAT	2.1%	Inflation increase plus VAT change	6	6	0	SR
CS1.5	Technical Support Performance & Development													
	Sub-Total Fire & Rescue Service										16	16	0	

Legal Position on charging	VAT Class	Standard Rates (17.5%)
SP	SR	Standard Rates (17.5%)
SA	ZR	Zero Rated
D	NB	Non Business
	EX	Exempt

13. TRADING STANDARDS - Community Safety - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2008/10		2010/11		Proposed Rate	% increase in fees & charges	Reasons for change	Additional information	Expected Income 2009/10		Expected Income 2010/11		Income rising above 0.5% inflation to meet pressures	VAT Class		
					Effective Date	Rate	Effective Date	Rate					Unit	Total £000	Unit	Total £000				
CSS	TRADING STANDARDS	SA	So that licence holders contribute towards the cost of the licensing system	Licences (for holding poisons register) Initial Registration Re-registration Change of Details	01/04/2009	£30.60	01/04/2010	£31.72	£31.72 £16.72 £8.55	3.0%	See note 1		5	5	1	0		NB		
					01/04/2009	£16.24	01/04/2010	£16.72		65			65							
					01/04/2009	£8.30	01/04/2010	£8.55		0			0							
		D	So that licence holders contribute towards the cost of the licensing system	Performing animal licences	01/04/2009	£27.50	01/04/2010	£27.50	0.0%					5	5	0	0		NB	
		SA	Statutory Charge for issuing a licence to store explosives.	Explosive Acts 1875 & 1923: a) Initial Licence Fees for storage of mixed explosives -one year's duration -two year's duration -three year's duration b) Renewal Licence Fees for storage of mixed explosives -one year's duration -two year's duration -three year's duration c) Initial Registration Fee for storage of mixed explosives -one year's duration -two year's duration -three year's duration d) Renewal Registration Fee for storage of mixed explosives -one year's duration -two year's duration -three year's duration e) Varying a licence - varying name or address - Transfer of licence/registration - Replacement of licence/registration	01/04/2009	£175.00	01/04/2010	See Note 2	See Note 2	0.0%					14	14	14	0		NB
					01/04/2009	£231.00	01/04/2010													
					01/04/2009	£288.00	01/04/2010													
					01/04/2009	£82.00	01/04/2010													
01/04/2009	£139.00				01/04/2010															
01/04/2009	£195.00				01/04/2010															
01/04/2009	£103.00				01/04/2010															
01/04/2009	£134.00				01/04/2010															
01/04/2009	£164.00				01/04/2010															
01/04/2009	£51.00				01/04/2010															
01/04/2009	£82.00	01/04/2010																		
01/04/2009	£113.00	01/04/2010																		
01/04/2009	£34.00	01/04/2010																		
01/04/2009	£34.00	01/04/2010																		
01/04/2009	£34.00	01/04/2010																		
SA	Statutory Charge for issuing a licence to store petroleum.	Dangerous Substances and Explosives Atmospheres Regulations 2002: a) Not exceeding 2,500 litres b) Exceeding 2,500 litres but less than 50,000 litres c) Over 50,000 litres d) Transfer licence	01/04/2009	£41.00	01/04/2010	See Note 2	See Note 2	0.0%					14	14	14	0		NB		
			01/04/2009	£57.00	01/04/2010															
			01/04/2009	£118.00	01/04/2010															
			01/04/2009	£8.00	01/04/2010															

13. TRADING STANDARDS - Community Safety - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2008/10		2010/11		% increase in fees & charges	Reasons for change	Additional information	Expected Income 2009/10		Expected Income 2010/11		Income rising above 0.5% inflation to meet pressures	VAT Class				
					Effective Date	Rate	Effective Date	Proposed Rate				Unit	Total £000	Unit	Total £000						
CSS	TRADING STANDARDS (Cont'd)	D	So that fee payers contribute towards the costs of the tests and LACORS guidance on setting them is followed	<p>Testing fees - verifying weights and measures</p> <p>Hourly rate</p> <p>Weighing instruments</p> <p>15kg or less - First item</p> <p>- Reduced fee for second item</p> <p>- Reduced fee for 3 items or more</p> <p>Over 15kg to 1,000kg - First item</p> <p>- Reduced fee for second item</p> <p>- Reduced fee for 3 items or more</p> <p>Over 1,000kg to 10t - First item</p> <p>- Reduced fee for second item</p> <p>- Reduced fee for 3 items or more</p> <p>- Weights and labour provided</p> <p>Over 10t to 60t - First item</p> <p>- Reduced fee for second item</p> <p>- Reduced fee for 3 items or more</p> <p>- Weights and labour provided</p> <p>Where a second person must attend or where a second series of tests is needed</p> <p>When specialist equipment is needed</p> <p>Testing outside normal hours</p> <p>Outside 8.30-17.00, Monday to Friday and on Saturday.</p> <p>Trading Standards Officer, per hour</p> <p>Non Trading Standards Officer, per hour</p> <p>On Sundays and Bank Holidays</p> <p>Trading Standards Officer, per hour</p> <p>Non Trading Standards Officer, per hour</p> <p>Weights</p> <p>500mg-5Kg - First item</p> <p>- Second and subsequent items</p> <p>Below 500mg and above 5Kg - First item</p> <p>- Second and subsequent items</p>	01/04/2009	Various	01/04/2010	Various	-			Various	64	Various	65	1	SR				
					01/04/2009	£67.58	01/04/2010	£68.59	1.5%												
					01/04/2009	£34.91	01/04/2010	£35.43	1.5%												
					01/04/2009	£28.35	01/04/2010	£28.78	1.5%												
					01/04/2009	£27.00	01/04/2010	£27.41	1.5%												
					01/04/2009	£58.80	01/04/2010	£59.68	1.5%												
					01/04/2009	£46.73	01/04/2010	£47.43	1.5%												
					01/04/2009	£44.30	01/04/2010	£44.96	1.5%												
					01/04/2009	£181.09	01/04/2010	£183.81	1.5%												
					01/04/2009	£145.10	01/04/2010	£147.28	1.5%												
					01/04/2009	N/A	01/04/2010	N/A													
					01/04/2009	Hourly rate	01/04/2010	Hourly rate													
					01/04/2009	£301.10	01/04/2010	£305.62	1.5%												
					01/04/2009	£241.10	01/04/2010	£244.72	1.5%												
					01/04/2009	N/A	01/04/2010	N/A													
01/04/2009	Hourly rate	01/04/2010	Hourly rate																		
01/04/2009	50% added to above rates	01/04/2010	50% added to above rates																		
01/04/2009	Charge per hour, day or per visit	01/04/2010	Charge per hour, day or per visit																		
01/04/2009	£10.00	01/04/2010	£10.15	1.5%																	
01/04/2009	£7.00	01/04/2010	£7.11	1.5%																	
01/04/2009	£20.00	01/04/2010	£20.30	1.5%																	
01/04/2009	£14.00	01/04/2010	£14.21	1.5%																	
01/04/2009	£5.46	01/04/2010	£5.54	1.5%																	
01/04/2009	£4.37	01/04/2010	£4.44	1.5%																	
01/04/2009	£8.73	01/04/2010	£8.86	1.5%																	
01/04/2009	£6.64	01/04/2010	£6.64	1.5%																	

13. TRADING STANDARDS - Community Safety - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		Proposed Rate	% increase in fees & charges	Reasons for change	Additional information	Expected Income 2009/10		Expected Income 2010/11		Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Rate					Unit	Total £000	Unit	Total £000		
CSS	TRADING STANDARDS (Cont'd)			Measuring instruments for Liquid fuel and Lubricants Per Nozzle - First item - Second and subsequent items on same site Testing peripheral electronic equipment on a separate visit (per site) Testing of credit card acceptor (per unit, regardless of number of nozzles etc) Measuring instruments - Intoxicating liquor 150ml or less - First item - Second and subsequent items Above 150ml - First item - Second and subsequent items Length measures 3 metres or less - First item - Second and subsequent items Capacity measures 1 litre or less - First item - Second and subsequent items Cubic ballast measures Average quantity measures Average quantity templates - First item - Second and subsequent items		01/04/2009	£99.75	01/04/2010	£101.25	1.5%		Apply new VAT rate						
						01/04/2009	£61.95	01/04/2010	£62.88	1.5%								
						01/04/2009	£67.58	01/04/2010	£68.59	1.5%								
						01/04/2009	£67.58	01/04/2010	£68.59	1.5%								
						01/04/2009	£14.17	01/04/2010	£14.38	1.5%								
						01/04/2009	£11.34	01/04/2010	£11.51	1.5%								
						01/04/2009	£17.45	01/04/2010	£17.71	1.5%								
						01/04/2009	£13.97	01/04/2010	£14.18	1.5%								
						01/04/2009	£8.73	01/04/2010	£8.86	1.5%								
						01/04/2009	£6.54	01/04/2010	£6.64	1.5%								
						01/04/2009	£5.46	01/04/2010	£5.54	1.5%								
						01/04/2009	£4.37	01/04/2010	£4.44	1.5%								
						01/04/2009	£148.36	01/04/2010	£150.59	1.5%								
01/04/2009	£24.00	01/04/2010	£24.36	1.5%														
01/04/2009	£41.45	01/04/2010	£42.07	1.5%														
01/04/2009	£16.36	01/04/2010	£16.61	1.5%														

13. TRADING STANDARDS - Community Safety - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		Proposed Rate	% increase in fees & charges	Reasons for change	Additional information	Expected Income 2009/10		Expected Income 2010/11		Income rising above 0.5% inflation to meet pressures	VAT Class				
					Effective Date	Rate					Unit	Total £000	Unit	Total £000						
CS5	TRADING STANDARDS (Cont'd)			Pharmaceutical measures at manufacturers premises 0-50 items - 5 graduations - 6 graduations - 7 to 10 graduations 50-100 items - 5 graduations - 6 graduations - 7 to 10 graduations 100+ items - 5 graduations - 6 graduations - 7 to 10 graduations	01/04/2009	£2.37	£2.41	1.5%												
					01/04/2010	£2.51	£2.55	1.5%		Apply new VAT rate										
					01/04/2010	£3.52	£3.57	1.5%												
					01/04/2010	£1.90	£1.93	1.5%												
					01/04/2010	£2.01	£2.04	1.5%												
					01/04/2010	£2.82	£2.86	1.5%												
					01/04/2010	£1.78	£1.81	1.5%												
					01/04/2010	£1.88	£1.91	1.5%												
					01/04/2010	£2.84	£2.88	1.5%												
							D		Hire of cattle crush: Private sector	01/04/2009	£602.00	-		New fee structure to be applied						
				Other local authorities	01/04/2009	£547.00	-													
				Other SE Region Authorities	01/04/2009	£465.00	-													
				Oxfordshire businesses - First day - Subsequent days - Additional fee for re-location (per hour)	01/04/2010	£250.00					1		1	0	SR					
				Non-Oxfordshire businesses - First day - Subsequent days - Additional fee for re-location (per hour)	01/04/2010	£75.00														
					01/04/2010	£15.00														
				Buy with Confidence Trader Approval scheme	01/04/2010	£300.00														
				1-5 employees	01/04/2009	£98.00	£100.00	2.0%												
				6-20 employees	01/04/2009	£147.00	£150.00	2.0%												
				21+ employees	01/04/2009	£196.00	£200.00	2.0%		New VAT rate applied										
				Sub-Total Trading Standards										103	102	0				

Legal Position on charging
 SP Statutory Prohibited
 SA Statutory Arrangements
 D Discretionary (LG Act 2003)

VAT Class
 SR Standard Rates (17.5%)
 ZR Zero Rated
 NB Non Business
 EX Exempt

Note 1: National guidance on fees for this activity are issued by LACORS. OCC fees will be set following the issue of this guidance.
 Note 2: Fees set by statute and have not yet been issued for 2010/11. We don't expect to be notified before the new year.

14. Gypsy & Traveller Service - Community Safety - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		Reasons for change	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate					
CS4	GYPSY & TRAVELLER SITES Oxfordshire sites Buckinghamshire sites	D D D	Recovery of full cost Recovery of full cost Recovery of full cost	Weekly rent of plot to site resident Weekly rent of plot to site resident Rent for plots at the Orchards (Rent at this site is lower because full facilities are not available)	04/05/2009	£50.00	01/04/2010	£61.00		225	234	8	EX
					27/04/2009	£60.00	01/04/2010	£61.00	To recover increased costs	200	203	2	EX
					27/04/2009	£30.00	01/04/2010	£30.50		7	7	0	EX
	Sub-Total Gypsy & Traveller Service								432	444	10		
	Sub-Total Fire & Rescue								16	16	0		
	Sub-Total Trading Standards								102	103	0		
	Total Community Safety								550	563	10		

Legal Position on charging

- SP Statutory Prohibited
- SA Statutory Arrangements
- D Discretionary (LG Act 2003)

VAT Class

- SR Standard Rates (17.5%)
- ZR Zero Rated
- NB Non-Business
- EX Exempt

15. SHARED SERVICES - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% increase in fees & charges	Reasons for change	Additional information	Expected Income 2009/10 Total £000	Expected Income 2010/11 Total £000	Income rising above 0.5% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate							
CS6	SHARED SERVICES Money Management Payroll Control Learning & Development Occupational Health Service	SA D D D	Recovery of full cost Recovery of full cost Recovery of full cost Recovery of full cost	Court of Protection income Provision of payroll services etc Fire prevention training Provision of service to outside bodies						Apply VAT rate new 15% Apply new VAT rate	97 10 150 47	102 10 150 8	5 0 -1 -39	NB SR SR SR	
CS6.1.2															
CS6.1.2															
CS6.1.4															
CS6.1.5	Food with Thought	D	Cost of providing lunchtime meal.	School Meals Service (a) Meals Income - Pupils (b) Meals Income - Adults		01/09/2009 01/09/2009	£2.00 £2.85	01/09/2010 01/09/2010	2.5% 3.5%	Loss of a contract will reduce income next year to cover increased food costs	3,076 149	3,359 153	268 3	NB SR	
Shared Services															
												3,529	3,782	235	

Legal Position on charging
 SP Statutory Prohibited
 SA Statutory Arrangements
 D Discretionary (LG Act 2003)

VAT Class
 SR Standard Rates (17.5%)
 ZR Zero Rated
 NB Non Business
 EX Exempt

16. CORPORATE CORE - Review of Charges 2010/11

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2009/10		2010/11		% increase in fees & charges	Reasons for change	Additional information	Expected Income 2009/10 Total £000	Expected Income 2010/11		Income rising above 0.5% inflation to meet pressures	VAT Class	
					Effective Date	Rate	Effective Date	Proposed Rate					Unit	Total £000			
CC2	Legal & Democratic Services Legal Services	SA & D	Recovery of full cost	Sec106 and other legal charges	01/04/2009	£150.00	01/04/2010	£160.00	6.7%	The increase contributes to savings but the rate remains comparable with other local authorities	Apply new VAT rate	118		125	6	SR	
					-	-	-	-	-	Apply new 15% VAT rate	8		9	1	SR		
					01/04/2009	£15.60	01/04/2010	£17.50	12.2%	The number of searches have reduced. The increase ensures that costs are recovered.		26	1,200	21	-5	NB	
CC9	Communications & Marketing Communications & Marketing	D	Recovery of full cost	Sale of pages in Council magazine					Increase	Apply new VAT rate	11		41	30	SRZR		
Total Corporate Core													163		196	32	

Legal Position on charging

- SP Statutory Prohibited
- SA Statutory Arrangements
- D Discretionary (LG Act 2003)

VAT Class

- SR Standard Rates (17.5%)
- ZR Zero Rated
- NB Non Business
- EX Exempt

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Review of Charges – Library Service – Concessions Matrix

	Photocopying Charges	Charges for Overdue Books	Reservation Charges – books and audio books	Reservation Charges - other audio visual items	Charges for audio visual hire services
Under 5's		Exempt	Exempt	Concessions	
Under 18's		Concessions	Exempt	Concessions	
Children in Public Care & Foster Carers		Exempt	Exempt	Concessions	Exempt for audio books only
Childminders		Exempt			
People with disabilities	Exempt	Exempt	Exempt #	Concessions	Exempt (except for DVDs in highest price band)
Housebound	Exempt	Exempt	Exempt	Exempt	Exempt
Unemployed			Concessions		
		Exempt if borrowed from a mobile library			

for audio book reservations only, but proposal to extend to book reservations (especially for large print books)

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Specific Revenue Grants 2010/11

Ringfenced	Notification	Directorate	Grant Income 2009/10 (as per Budget Book)	Latest Grant Income 2009/10 (per monitoring to end of Sept 09)	Estimated Grant Income 2010/11	
			£000	£'000	£'000	
		Children, Young People & Families				
R	F	Dedicated Schools Grant (DSG)	317,154	321,677	333,373	#
R	P	Standards Fund	18,555	26,058	27,342	
R	F	School Standards	12,298	17,704	18,293	*
R	F C	Sure Start General	14,706	12,639	14,845	*
R	F	Two Year Old Offer Early Learning and Childcare	0	0	329	
R	F	Pathfinder	0	776	0	
R	F	Aiming High for Disabled Children - Short Break Services	0	0	2,037	*
OS	P	Learning & Skills Council	28,919	28,878	0	
R	C	Asylum Seekers	1,285	1,285	1,738	
n/a	n/a	Transformation Fund	211	211	0	
R	P	Workforce Modernisation & Development	183	184	92	
R	P	School Support Staff training and qualifications	0	210	105	
R	P	Golden hellos for newly qualified teachers	0	341	0	
R	F	Parenting Strategy Support Grant	353	353	372	
R	F	Contact Point	230	230	230	
R	F	Youth Opportunity Fund	346	346	346	*
R	F	Youth Justice Board	943	1,126	1,129	
R	FC	Department for Children, Schools and Families (DCSF) - Family Intervention Project	0	113	113	
R	FC	DCSF - Multidimensional Treatment Foster Care Prevention Programme	0	305	0	
R	P C	Leaving Care, Unaccompanied Asylum Seekers	427	427	278	
R	F	Probation (Home Office)	0	99	99	
R	F	Huntercombe Young Offenders Institution	0	135	150	
R	F	Thames Valley Police	0	145	145	
R	F	Oxfordshire Primary Care Trust Partnership Funding	0	15	15	
R	F	DCSF - Play Pathfinder	0	162	192	
R	F	DCSF - V Programme	0	143	143	
			395,610	413,562	401,365	
		Social & Community Services				
R	F C	AIDS Support Grant	132	132	185	
OS	P	Learning & Skills Council - Adult Education	4,241	3,613	3,613	
U	C	New Deal	135	0	0	
R	F	Social Care Reform Grant	1,853	1,853	2,295	*
OS	C	General Registrars Office	0	8	0	
R	P	Standards Fund (Music Service)	736	736	738	
R	F	Supporting People (will become Area Based Grant in 2010/11)	17,019	17,019	0	
OS	C	Workstep	312	248	276	
R	F	Learning Disability Campus Closure Grant	0	29	47	*
U	C	Information Advice Guidance	0	12	12	
R	F	Adult Stroke Services	0	111	111	*
R	F	Minor Repairs and Adaptations "Handyperson" Funding	0	125	185	
R	F	National Dementia Strategy	0	39	39	
			24,428	23,925	7,501	
		Environment & Economy				
OS	P C	Countryside Agency	234	234	235	
			234	234	235	
		Community Safety & Shared Services				
R	P	New Burdens Grant	107	115	116	
R	C	Milk Grant	25	25	25	
			132	140	141	
		Corporate Core				
R	P	Milton Keynes, Oxfordshire and Buckinghamshire (MKOB) Improvement Grant	0	232	232	
		TOTAL SPECIFIC GRANTS	420,404	438,093	409,474	
		TOTAL ADJUSTED TO REMOVE SUPPORTING PEOPLE (NOW AREA BASED GRANT) AND LSC FUNDING		392,196	409,474	

(*) Per Communities & Local Government website

(#) Based on pupil numbers, final allocation expected to be lower

Ringfenced

R Ringfenced

U Un-ringfenced

OS Outside Aggregate External Finance therefore R/U not applicable. Assume conditions attached therefore ringfenced

Notification

P Provisional Notification Received

F Final Notification Received

C Claim Required

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CREATING A HEALTHY OXFORDSHIRE PROGRAMME

1. Introduction

Following a successful planning event held in September the NHS in Oxfordshire have agreed to establish a joint programme of work, the Creating a Healthy Oxfordshire Programme, to enable us to continue to provide high quality sustainable service whilst responding to the current financial challenges. This paper provides an overview for all Boards of the Programme including background, agreed work streams and governance arrangements.

2. Background

The NHS in Oxfordshire has a budget this year of about £850 million for provision of services to the residents of the county; this does not include social care. Next year, 2010/11, the PCT will receive an extra £40 million but for the following three years it will not receive an increase at all. However, costs will increase as will the demand for services. To offset the lack of investment over the coming years it is currently estimated that Oxfordshire's health system needs to make savings of £80 million a year which totals £240 million over three years from April 2011. This means the NHS and social care are facing an enormous task of ensuring services are efficient and getting best value for money whilst meeting the health and social care needs of local people.

In order to deliver this scale of change the NHS in Oxfordshire with key partners has committed to work together. We started this programme of work through a facilitated "Accelerated Solutions Event" (ASE) that was attended by 80 people at the end of September. The event outlined several key areas of work to take forward to deliver the savings required. Over the last two months further work has been undertaken to define the overall scope and outputs of the work stream and these are summarised in the next section. We are still in the early planning stages and details will be clarified over the next few months.

3. Work streams

3.1 *Shaping Future Primary Care*

Primary care can make a substantial contribution to delivering a higher quality health system, while reducing costs. This requires a revolution in working patterns and in skill utilisation across the primary health care team as well as involving other healthcare workers who have not traditionally offered community based services.

Many elderly patients could be managed at home if acceptable risk stratification and clinical monitoring could be achieved, which is often the goal of an acute medical admission in this age group. This will make a major impact on hospital costs while achieving similar or improved outcomes (as has been proven for decompensated heart failure).

This work stream will combine research, training and education and piloting a new approach to delivery of primary care.

3.2 *Integrated Community Services Provision*

There is local and national evidence that multi-disciplinary and multi-agency working achieves better outcomes for patients and more efficient use of resources by health and social care organisations. This supports the view that the establishment of integrated locality teams in Oxfordshire involving primary care, district nurses, health visitors, (social service) care managers, therapists, case managers, domiciliary care, voluntary agencies, secondary care practitioners and family carers would create more opportunities for collaborative action to prevent or reduce admissions of patients to hospital, in particular those with long term conditions. This would also reduce overhead costs from clustering staff together in a smaller number of bases.

3.3 *Acute Services*

Senior leaders from secondary care services are working together to ensure that areas such as maximising internal efficiencies through sharing good practice, avoiding duplication within Oxfordshire, working with other acute services to drive efficiencies and shifting services out of the acute sector are taken forward. The following areas are being progressed:

- Single point of referral into secondary care
- Reviewing clinical pathways
- Maximising estate utilization
- Organisational Productivity

3.4 *Integrated Commissioning*

The high level objectives agreed at the ASE were:

- 4.1 Introduce a Single Management structure for pooled budgets
- 4.2 Have Single strategies for the two organisations
- 4.3 Involve Carers/Public in joint commissioning decisions
- 4.4 High priority services Commissioned and Risk Management Integrated.

The key word taken from this brief is 'integrated' and this is taken to be a set of arrangements beyond partnership or joint working. Partnership and joint work are necessary to achieve integration of commissioning and may be sufficient to achieve the desired objectives in some circumstances or in some service areas.

Integration is taken to mean the complete joining together of commissioning so that values and principles, objectives and priorities, resources, benefits and risks are fully shared between the partners in the integrated arrangements so that service users experience seamless services that respond to their needs and requirements in a fully seamless way and which achieves the best use of resources for the service users and the services.

3.5 *Disinvestment*

To advance the disinvestment agenda requires an explicit focus on the potential for cost-savings coupled with improved quality of care. Systematic policy approaches to disinvestment should improve equity, efficiency, quality and safety of care, as well as sustainability of resource allocation.

The intention of the work stream is to develop a systematic process for identifying opportunities for disinvestment; reviewing current practice to quantify the benefit and proposing change to the PCT and its partners. This will include developing a process for decommissioning.

It is not proposed that the work stream will actively “do” the disinvestment, this will be delivered by the most relevant leads for that service, however it will provide the catalyst for change; inform the “how” part of the disinvestment; support stakeholder communication and provide high level review of impact.

3.6 *Patient Responsibility and Engagement*

The Goal: to give a major boost to the confidence and control people take of their health and wellbeing, reaching many more, including the most disadvantaged, with a bigger impact on their lives

The Change: People will need fewer expensive interventions and services and remain independent and active for longer as they have a better quality of life, better clinical outcomes and make more appropriate use of resources

4. **Communications and Public Engagement**

All organisations know that we cannot deliver the scale of change required without the support of our patients and our public. Participants at the September event included representatives of the public and voluntary sector to ensure that the public view was fed in at an early stage. We are developing the overall communication and engagement strategy for the Creating a Healthy Oxfordshire programme and will ensure that patient/public involvement is embedded in all the work streams.

The early work has concentrated on establishing a regular newsletter “Oxfordshire News” and arranging a joint media briefing.

5. **Clinical Engagement and Leadership**

There was excellent clinical attendance and input into the ASE in September including senior clinicians from providers, GPs from the PCT and Practice based Commissioning consortia and representatives from the Local Medical, Pharmaceutical and Dental committees. This leadership has continued with the work over the last two months and will remain core to developing and delivering the programme.

6. Overall Governance

It has been agreed to establish an overall Programme Board. This has replaced the Chief Executives Board and the Change Board. The role of the Board is:

To provide a forum for collaboration on health and social care strategic planning in order to ensure the development and delivery of the strategic plan for Oxfordshire in light of financial constraints. As necessary this will pick up wider system alignment issues such as:

- a. Darzi care pathway configuration
- b. Addressing the issue of removing £240m from the health system by 2013/14 and making decisions to ensure the delivery of the strategic change programme(s) which will help do this
- c. Academic Health Sciences Centre (AHSC)/Health Innovation and Education Cluster (HIEC)

Membership

- Chief Executives from:
 - NHS Oxfordshire (Chair)
 - Oxfordshire County Council (to be represented by Director of Social and Community Services)
 - Community Health Oxfordshire
 - Nuffield Orthopaedic Centre
 - Oxfordshire and Buckinghamshire Mental Health NHS Foundation Trust
 - Oxford Radcliffe Hospitals
 - Ridgeway Partnership
 - South Central Ambulance Trust
- Director of Planning and Information, ORH
- Director of Strategy and Quality, NHS Oxfordshire
- Medical Director from NHS Oxfordshire
- Non-Executive Director from NHS Oxfordshire
- Communications lead from NHS Oxfordshire

The Non-Executive and Clinical members of the Programme Board will establish reference groups to ensure that there is wider input to the work.

As the Programme Board's programme of work becomes more defined, relevant representatives from other sectors such as the Universities and Voluntary Sector may also be invited to attend the group.

Regular updates will be provided to all Boards.

7. Next Steps

The outline plans were reviewed by the Programme Board on 16th November and the continued commitment and energy demonstrated by the work to date was commended.

It was agreed that over the next month the emphasis needed to be on

- Agreeing and establishing work stream governance structures/project group
- Ensuring that input to all work streams was broad enough
- Ensuring clarity of leadership (subject matter expertise) and project management
- Further refinement of action plans, particularly ensuring some clear dated milestones
- More robust costings of project resource and identification of where it might come from (eg reallocating of work programmes for current staff)
- Clearer identification of savings opportunities (or when they will be identified) and clarity about when these may start to be realised
- Ensuring that Equality Impact Assessment would be undertaken where and when necessary

Recommendations

The Board is asked

- To note the establishment of the Creating a Healthy Oxfordshire Programme
- To confirm the Chief Executive has delegated authority to act in the best interests of the overall health economy as a member of the overall Programme Board.

Catherine Mountford
Director of Strategy and Quality
NHS Oxfordshire
10 November 2009

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ANNEX 9 (a)

NEW CAPITAL PROPOSALS

Note 1: The new bid figures in this table are subject to a final review.

No	Locality	Asset/Scheme Name	Description of asset requirements/ Comments	Est. Cost / Total Investment Requirement Post 2010/11 (£000)	OCC Funding Required (SCE, capital receipts, prudential borrowing, revenue) (£000)	EXTERNAL FUNDING (grants, s106, other external contributions or new funding)
1	Banbury	Banbury Connections Centre	Refurbishment of existing Council owned building developing the drop-in and office facility to provide young people with appropriate information, advice and guidance.	100	100	-
	Bicester	Bicester Library	Bicester Library has the most significant shortfall in public space (as defined in standard of square metre per 1,000 population) of any Oxfordshire Library. Plans have, therefore, been agreed in principle to relocate the library to the new first floor premises as part of a civic space in the re-developed shopping centre, at an estimated £3 million (2007). £820,000 has been allocated in the Capital programme with the remainder funded from developer funding and capital receipts. However, the project has been delayed as a result of a change to the original developer and is unlikely to start before 2010/11. It is, therefore, likely that there will be a funding gap as a result of increased costs since the original scheme was put together in 2007. Until a detailed revised scheme is worked up, amount of shortfall is unknown	3,000	680	2,320
3	Chipping Norton	Chipping Norton Young People Centre	Co-location fund funded scheme. Partnership funding may not be forthcoming	-	200	-
4	Thame	Thame Football Club	Lease premium no longer being offered (paid backed) by Football Club. The project (£3.3m) has £200,000 funding and will be on site by 1st February 2010.	-	200	-

ANNEX 9 (a)

NEW CAPITAL PROPOSALS

Note 1: The new bid figures in this table are subject to a final review.

5	Oxford City	River Thames Bank Repairs	Repairs to bank of the River Thames throughout Oxford. The towpath is recorded as a public footpath; carries the Thames Path National Trail and is a vital commuting route for walkers and cyclists as well as being an attraction for visitors and local recreational use. A rolling programme of repairs is in place, which has allowed economies of scale to be achieved. Capital sums were allocated in 06/07- 08/09 for essential repairs where we clearly needed to do something, either for Health & Safety or for reputation reasons. Further repairs are being carried out in 09/10 funded from within Transport Service. A final year of capital funding is required to complete the required essential works.	350	350	-
6	Oxford City	Riverside Young People's Centre - Rebuild	Complete rebuild on current site as a replacement Young People's Centre equipped for teaching, training and outdoor water sports	3,000	3,000	-
7	Oxford City	Rose Hill Young People's centre	New build Young People's Centre on the Rose Hill school site as part of Primary Capital Programme project for new school and nursery, Children's centre, possible community centre, library, area housing office, street warden/police base	2,000	2,000	-
8	Oxford City	Saxon Young People's Centre	Refurbishment and extension of existing centre to provide kitchen, meeting and 1:1 spaces.	200	200	-
9	Oxford City	Marywood House-Community Centre	Reduction in the capital receipts been agreed by member	-	200	-
10	Abingdon	The Net Young People's Centre	Project concept & outline feasibility prepared for unsuccessful Myplace bid. Internal adaptations and extension to create café/foyer, improved hall, dance studio, new music practice rooms, AVA area, 1:1 rooms, workshop, multi-use covered external area, changing rooms. Will build on Back on Track funding.	2,900	2,650	250

ANNEX 9 (a)**NEW CAPITAL PROPOSALS**

Note 1: The new bid figures in this table are subject to a final review.

11	Wantage/Grove	Grove Library	To take account of the renewed plans for Grove and its population growth, initial work has been undertaken to re-locate the library to the planned centre of the Airfield development. Developer contributions will be secured but it is unlikely that these will fund the total cost of a new library and the funding gap may be in excess of £500,000	TBC	500	-
13	Countywide	Didcot Library Waste Infrastructure Development Programme	Didcot is also an important county town in an area of significant housing and population growth. Developer funding (approximately £800,000) has been secured to improve Didcot Library and the Town Centre Plan includes an aspiration for a new library in the expanding shopping centre, providing a better location for the library. On the most recent valuations, the sale of the existing library would yield about £1 million. However, based on estimates for Bicester Library and the cost of the new High Wycombe Library (over £2 million), both on first floor locations in new shopping centres, there is still likely to be a shortfall in funding such a scheme. There is as yet no firm timescale for the potential scheme. Until a detailed scheme is worked up, following discussions with SODC, the shortfall between developer contributions and capital receipt, and the cost of the relocated library remain unknown	2,500	700	1,800
				8,150	3,825	4,325

ANNEX 9 (a)**NEW CAPITAL PROPOSALS**

Note 1: The new bid figures in this table are subject to a final review.

14	Countywide	Public Rights of Way Bridges	<p>A significant proportion are large engineering structures of brick, stone or steel over 8m requiring proper asset management.</p> <p>There is currently no recognition in the capital programme of the need to have a rolling programme of replacement as they meet the end of their life (in contrast to other top quartile authorities). There is a need for urgent works to some bridges and full inspection of all >8m structures to form the basis of a prioritized and costed programme for future years.</p> <p>(£100k per annum with a shortfall of £50k per annum ongoing basis contribution with no end date)</p>	100	100	-
	Countywide	Carbon Management Additional Funding	<p>The need is for additional capital funding to help to achieve the Council's commitment to reduce its carbon dioxide emissions by 18% from 2005/6 to 2012. There was a discussion on the commitment at a recent meeting of Council when it was reaffirmed that the Council is committed to achieving the 18% reduction.</p>	TBC	5,500	-
TOTAL					20,205	

ANNEX 9 (b)						
THE CURRENT CAPITAL PROGRAMME: NON- CONTRACTUALLY COMMITTED SCHEMES						
No	Locality	Asset/Scheme Name	Description of asset requirements/ Comments	Est. Cost / Total Investment Requirement Post 2010/11 (£000)	OCC Funding Required (SCE, capital receipts, prudential borrowing, revenue) (£000)	EXTERNAL FUNDING (grants, s106, other external contributions or new funding)
1	Banbury	Banbury Library & Mill Art Centre	The replacement of Banbury Library on a site adjacent to The Mill Arts Centre and the consequent improvements to The Mill.	5,625	5,625	-
2	Banbury	Banbury Day Centre	Re-provision of the Banbury Day Centre in the ECH development at Strandridge Hall. Complements the ECH development and brings in the involvement of the PCT and likely to report £400k saving	946	946	-
3	Bicester	Bicester Library	Part of shopping centre development (£3m total). Additional funding is requested for the scheme under the new proposals.	834	834	-
4	Bicester	Bicester Fire Station	Soon to be contractually committed	250	250	-
5	Chipping Norton	Contributions to Chipping Norton Town Partnership Programme	Its use is subject to CN Town Partnership-There are already possible need for this money for the access road and co-location project delivery subject to negotiations at the political level.	206	206	-
6	Witney/Eynsham	Witney Youth Centre Phase 2	Planned start on site is Jun 10	895	645	250
7	Thame	Thame Fire Station	Feasibility has recently been completed with potentially £1.2m additional cost. But the service wants to wait for the result of further studies prior to asking for additional funding given the current capital programme shortfall.	2,250	1,500	750
8	Oxford City	Waste Recycling Centre Redevelopment (Redbridge)	Provision of a new Household Waste Recycling Centre incorporating trade waste recycling and disposal facility, Re-use store and vehicle depot	1,100	656	444

ANNEX 9 (b)						
THE CURRENT CAPITAL PROGRAMME: NON- CONTRACTUALLY COMMITTED SCHEMES						
No	Locality	Asset/Scheme Name	Description of asset requirements/ Comments	Est. Cost / Total Investment Requirement Post 2010/11 (£000)	OCC Funding Required (SCE, capital receipts, prudential borrowing, revenue) (£000)	EXTERNAL FUNDING (grants, s106, other external contributions or new funding)
9	Oxford City	Central Libraries Refurbishment	Linked with the West-Gate development. Service is likely to request the allocatio to be used for refurbishment of the current facility due to delays in the West-gate development	159	159	-
10	Oxford City	Headington Library	Need driven by utterly unfit for purpose library; currently inaccessible; meets strategic objectives of service; meets specific AMP commitment to Headington Library; integral to library transformation programme	63	63	-
11	Oxford City	BOP- Macclesfield House ICT node	Part of Better Offices Programme and linked to sale of Macc House	500	500	-
12	Abingdon	Abingdon Museum (Contribution)	Allocation was made in 2009/10.	300	300	-
13	Wallingford	Wallingford Youth Centre	Planned start on site is Jan 10	1,035	685	350
14	Wallingford	Wallingford Fire Station	Project is currently at feasibility stage.	2,378	1,500	878
15	Countywide	Chill Out / Youth Capital Fund	£100k Chill Out in 2010/11. Allocation was made in 2009/10	399	100	299
16	Countywide	Library Improvement Programme	To be merged with General Library refurbishment programme	101	101	-
17	Countywide	General Library Refurbishment	To be merged with Library improvement programme	479	479	-
18	Countywide	Museums Resource Programme	Planned start May 10. Linked to £4m Soldiers of Oxfordshire scheme.	494	494	-

ANNEX 9 (b)						
THE CURRENT CAPITAL PROGRAMME: NON- CONTRACTUALLY COMMITTED SCHEMES						
No	Locality	Asset/Scheme Name	Description of asset requirements/ Comments	Est. Cost / Total Investment Requirement Post 2010/11 (£000)	OCC Funding Required (SCE, capital receipts, prudential borrowing, revenue) (£000)	EXTERNAL FUNDING (grants, s106, other external contributions or new funding)
19	Countywide	Carbon Management Fund	A programme for delivery recently been agreed to meet the 18% target.	147	147	-
20	Countywide	Minor Works	Composed of small improvement schemes; the need for funding beyond the current provision will be reviewed	1490	1490	-
21	Countywide	Opportunity Purchase Fund	Allocation to be used for purchase of property asset when opportunity arise	343	343	-
22	Countywide	Whole Life Value Pool-Budget Provision	Funding provision to provide funding support schemes to achieve better whole life cost. The need for funding beyond the current provision will be reviewed	400	400	-
23	Charlbury	Charlbury Library (Existing Project)	Contribution to Skills Centre (grant funding of £500k). Total project likely to cost about £1m with further contribution.	1,000	130	870
TOTAL					17,553	

Capital Proposal (New & Non-Contractually Committed- Proposed to be Funded via Prudential Borrowing (Service- Annex 3 Savings pay the cost of borrowing)						Annex 9 (c)
<i>Note 1: The new bid figures in this table are subject to a final review.</i>						
<i>Note 2: The schemes highlighted in grey are already in the capital programme. However, they are not contractually committed.</i>						
No	Locality	Asset/Scheme Name	Description of asset requirements	Est. Cost (£000)	Shortfall in funding? (£000)	Delivery required before end of
1	Oxford City	Oxfordshire Record Office	Provision of mezzanines in order to store heritage collections from Oxfordshire Studies, and provide public access to them. £130,000 pa revenue saving	430	250	2011/12
2	Abingdon	Old Station House-Servite Contract	Ending of Deficit Funding Agreement with Servite and transfer of home to Oxfordshire Care Partnership. If funded through Prudential Borrowing will produce a net annual saving of £149,000.	1,300	1,169	2010/11
3	Countywide	ECH- Care Facilities Additions Programme	Add care facilities to existing sheltered scheme. Average savings of £3k pa per client compared to other service option x 60 clients = £160k pa. Substitute residential / home support costs with new core and cluster ECH services	900	900	2011/12
4	Countywide	Introduction of RFID (Radio frequency identification) self service in Libraries	RFID Self Service in Oxfordshire Libraries is a key project within the Library Service Transformation Programme. There are two key objectives - firstly to achieve significant efficiency savings through a reduction in the numbers of front line staff in the larger libraries, and secondly, to enhance the service to the public by delivering quicker transactions (less queuing); more privacy for borrowing; and additional customer space due to smaller counters. The project will purchase and install RFID tags on all stock in Oxfordshire Libraries and introduce RFID self service terminals into the 12 largest libraries. The project has been costed at 1.26 million. It is anticipated that this will be fully funded by developer funding contributions - a report to go to Capital Steering Group to approve this. Deliver savings of £256,000 per annum (this figure takes account of the revenue maintenance costs associated with RFID)	1,260	329	2010/11
5	Countywide	HOPs Phase 1 new builds.	By funding the building cost of these homes through a capital route it avoids this cost being added to the bed price and thereby produces the revenue savings. (Chipping Norton, Bicester and Banbury). Assumes funding through Prudential Borrowing. Will produce an annual net revenue saving of £ 354,000	13,100	13,108	2011/12
6	Countywide	ECH- Land Acquisition Programme	Capital required to purchase land or part-purchase land in partnership with provider. Henley is a priority area for OCP contract care home reprovisioning and will be a key step in the aspirations of the ECH programme. ECH - Average savings of £3k pa per client compared to other service option	4,700	4,700	2010/11
7	Countywide	HOPs Phase 2 Strategy	HOPs Phase 2 Strategy- The ECH will deliver approx. £ p.a. savings and these plus the new care homes will produce increased capacity in the contract thereby proving increased revenue cost avoidance. will include ring-fencing of £4.1m capital receipts to the development and delivery of HOP Phase 2	5,330	1,260	
8	Witney/Eynsham	Moorland Centre	Redevelopment of site by partner RSL for special needs housing for adults with LD. The £400,000 is the capital receipt for the Moorland Centre site already accounted for in the capital programme. It is likely that the RSL will actually pay part of this receipt so £400,000 is a worst case scenario. By moving these clients to this new accommodation a £80,000 p.a. saving on their current accommodation costs	400	400	2010/11
9	Oxford City	Marywood	Redevelopment of site by partner RSL for special needs housing for adults with LD and some general needs housing. We currently have LD clients in unsatisfactory accommodation and this site would reprovide for those clients in the most cost effective way. We would anticipate achieving some capital receipt for this site from the RSL but it will be reduced from the figure currently accounted for. The £450,000 is a worst case scenario	TBC	450	2011/12
10	Countywide	ECH- Programme in the Current CP	Purchase of sites. Additional funding is being requested for the land acquisition strategy.	650	650	2010/11
11	Countywide	New Adult Services System	Purchase, installation and implementation of the new adult services ICT system. £400k ICT grant may be used to reduce the corporate resources requirement. Service is considering this possibility.	2,000	1,950	2011/12
Total					25,166	

Division(s): NA

CABINET – 15 DECEMBER 2009

OXFORDSHIRE CHILDREN AND YOUNG PEOPLE'S PLAN 2010-13

Report by the Interim Director for Children, Young People & Families

Introduction

1. The Children and Young People's Plan 2010-13 is Oxfordshire's second children and young people's plan. The current plan was approved by Cabinet in 2006 and finishes at the end of 2009.
2. The development of the second Children and Young People's Plan was subject to [new statutory guidance](#) and becomes the key plan for the Oxfordshire Children and Young People's Trust (OCYPT). The draft plan has been subject to extensive consultation during the Autumn and the attached version includes the outcomes of this consultation. The Children and Young People's Plan will be finally signed by the Oxfordshire Children and Young People's Trust Board at its January meeting.
3. Accompanying this report is:
 - (a) A copy of the proposed final version of the Children and Young People's Plan.
 - (b) A copy of the paper that went to the Oxfordshire Children and Young People's Trust Board on 20 November 2009.

Oxfordshire Children and Young People's Plan 2010-13

4. The Oxfordshire Children and Young People's Plan 2010-13 has been drawn up in line with new statutory guidance. The responsibility for drawing up, monitoring and reviewing the plan lies with the Oxfordshire Children and Young People's Trust Board. However, the Board does not deliver the plan; it is the individual partners which implement those parts of the plan that relate to their function; each must have regard to the plan.
5. The plan was drafted following an extensive needs analysis, which included external review findings. The plan itself must and does feed from Oxfordshire 2030 and the DCSF Building Brighter Futures Plan and is underpinned by a detailed multi-agency delivery plan.
6. Following discussion at the Oxfordshire Children and Young People's Trust Board, three overarching strategic priorities were confirmed at its meeting last May. These are:
 - (a) Keeping all children and young people safe.
 - (b) Raising achievement of all children and young people.
 - (c) Narrowing the gap for our most disadvantaged and vulnerable groups.

Consultation

7. The formal consultation included an online questionnaire, individual responses and meetings with partners, partnerships and groups, including discussion at Children's Scrutiny Committee.
8. The consultation questionnaire contained questions about the vision, underpinning principles, priorities and intended outcomes for each of the priorities in the draft plan.
9. There were 55 responses from a wide range of organisations, including schools. The majority of responses agreed with the vision, principles and priorities.
10. Specific comments about change to the working and/or content of sections of the plan were used to inform the re-drafting of the plan by a multi-agency working group agreed by the Oxfordshire Children and Young People's Trust Board on 20 November 2009.
11. As well as the online responses, a number of organisations, partnerships and individuals responded directly to the consultation. Their responses on the whole were positive and, again, agreed with the vision, underpinning principles, priorities and intended outcomes.
12. Separate arrangements were made via the Oxfordshire Children and Young People's Trust Participation Sub-Group to ensure that the voices of children and young people and parents and carers were heard as part of this consultation.
13. The following outlines the key areas for suggested changes:
 - (a) Style and layout to make it more readable and accessible to all.
 - (b) Needs to have some focus on play and enjoyment, as well as achievement.
 - (c) Greater emphasis on the role of families and support to help them.
 - (d) Pre-school and colleges need to be more visible
 - (e) Needs to be more 'upbeat' at times as it appeared rather negative.
 - (f) Greater emphasis needed to be given to housing and transport.
14. The multi-agency working group, which included representatives from Oxfordshire Primary Care Trust, District and City Councils, children and young people and the Oxfordshire Safeguarding Children Board worked and redrafted the plan as attached.

Next Steps

15. The redrafted plan is currently being discussed via the governance arrangements of the key partners and will be formally agreed by the

Oxfordshire Children and Young People's Trust at its meeting in January 2010 and published at the end of January 2010.

16. A summary of the plan will be produced by children and young people for children and young people during January 2010.
17. The plan will be monitored via the Oxfordshire Children and Young People's Trust Performance Sub-Group and formal annual review.
18. To reflect local needs, three area plans are to be drawn up in the New Year. The Area Trust Boards will have delegated responsibility for drawing up and monitoring these plans.
19. An equality impact assessment will be completed during December 2009

Financial and Staff Implications

20. Within existing resources

RECOMMENDATION

21. **The Cabinet is RECOMMENDED to approve the Children and Young People's Plan, subject to any final editorial adjustments by the Oxfordshire Children and Young People's Trust Board in consultation with the Director for Children, Young People & Families.**

JIM CROOK

Interim Director for Children, Young People & Families

Background papers: Oxfordshire Children and Young People's Plan 2010-13
Report to the Oxfordshire Children and Young People's
Trust Board
DCSF Children and Young People's Plan Guidance 2009

Contact Officer: Siân Rodway, Strategic Lead Performance
Tel: 01865 815142

December 2009

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Oxfordshire Children and Young People's Plan 2010-2013

Contents

1. Introduction
2. The Oxfordshire context and needs analysis
3. Vision
4. Underpinning principles
5. Our improving outcomes and processes
6. Consultation
7. Our priorities:
 - a) Keeping all children and young people safe
 - b) Raising achievement of all children and young people
 - c) Narrowing the gap for our most disadvantaged and vulnerable groups
8. Monitoring and evaluating progress
9. Achieving best value
10. Annual review

Appendices:

- A. Our partnership
- B. Connectivity between plans
- C. Delivery of the plan – roles and expectations of key bodies and organisations
- D. Delivery Plan (to be added once overall plan finalised)

1. Introduction

Welcome to Oxfordshire's second Children and Young People's Plan (CYPP). We want Oxfordshire to be the best place in England for children and young people to grow up, by **working with** every child and young person to develop the skills, confidence and opportunities they need to achieve their full potential.

This is an important document that sets out the ambitions that we, the Oxfordshire Children and Young People's Trust (OCYPT), have for Oxfordshire's children and young people, and the steps that we will be taking to turn these ambitions into a reality.

Oxfordshire 2030, the county's Sustainable Community Strategy, provides the overall strategic direction, long term vision and key priorities for the economic, social and environmental well-being of Oxfordshire. This plan sets out, within the context of *Oxfordshire 2030*, the strategic direction, priorities and actions that we will take to deliver all services affecting children and young people and their families within Oxfordshire. It is also Oxfordshire's response to national policy, in particular the Department for Children, Schools and Families "Building Brighter Futures" with its vision "to make England the best place in the world for children and young people to grow up in".

This plan has been developed by the Oxfordshire Children and Young People's Trust; a partnership that brings together young people, senior managers, parents and politicians from across the public, private and voluntary sectors in Oxfordshire. Further information on the partnership can be found at Appendix A. All the work that our partners undertake to improve the outcomes for children and young people will flow into, and from, this plan (see diagram at Appendix B).

Strong foundations have been put in place since our first plan began in 2006, and we are well placed to deliver a step change in outcomes across our three priority areas:

- **Keeping all children and young people safe;**
- **Raising achievement for all children and young people;**
- **Narrowing the gap for our most disadvantaged and vulnerable groups.**

It is important to note that this is a developmental plan with a focus on things we need to do better and builds upon current good practice in partnership work and, therefore, there are many aspects of the work of all partners which do not feature because they are already delivering good outcomes.

The plan is underpinned by a detailed needs analysis. This needs analysis was subject to consultation during the drafting of the plan and will continue to be reviewed and inform the delivery plan during the life of this second Children and Young people's Plan. The delivery plan gives specific details of the actions that will be taken by the organisations making up the Oxfordshire Children and Young people's Trust and will be closely monitored and reviewed by the board at every meeting. Acknowledging the diversity of need in the county three area plans will also be developed reviewed and monitored by the three area trust boards – Northern, Central, Southern.

[To be signed by the Children and Young People's Trust members]

2. The Oxfordshire context and needs analysis

Context

There are 155,700 children and young people aged 0-19 years living in Oxfordshire, out of a total population of 639,800 (mid 2008).

Oxfordshire is a county of contrasts; although it is the most rural county in the South East of England with over 50% of the population living in settlements of fewer than 10,000 people, there are also urban areas, including Oxford and Banbury. Significant growth is planned in the county, with 55,000 new houses to be built between 2006 and 2026, and associated population growth expected.

Oxfordshire is a relatively affluent county and, although the recession has led to unemployment more than doubling in the past year, it remains under 2.5%¹ compared to a national figure of over 4%. There are about 1,000 young people (June 2009) aged 16 to 18 who are not in education, employment or training (NEET).

5.4% of economically active people aged 18 to 24 are claiming Job Seekers' Allowance (August 2009) and can therefore be assumed to be not in education, employment or training.

It is estimated that there are approximately 3,600 young people aged 16 to 24 who are not in education, employment or training.

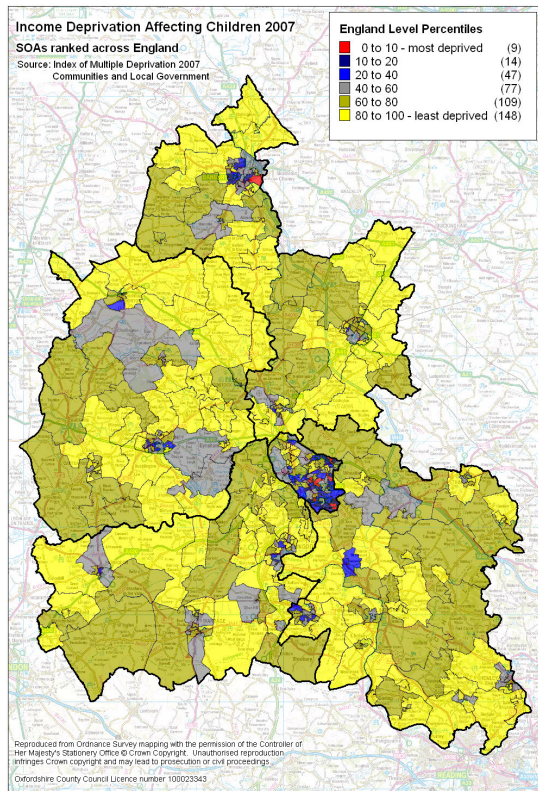
Despite the overall affluence of the county, there are several areas of serious deprivation, particularly in Oxford City and Banbury. In these areas children and young people experience ill health, are less successful at school, are more likely to become involved in or experience crime, may become teenage parents, face higher unemployment, lower earning capacity and, ultimately, an earlier death than their peers. There are nine urban areas across the county which are in the worst 10% of areas

¹ Job Seeker Allowance, July 2009

in the UK for child poverty and a further 16 wards (out of a total of 136) that are in the top 25%. Additionally there are small pockets of poverty in some of our rural areas which can be masked by the general affluence of the population. Poor transport can compound the problem of deprivation in rural areas, making access to services difficult and contributing to feelings of isolation.

While the child well-being index (covering health, education, crime, housing, the environment, overall wealth and children in need) for Oxfordshire ranks the county as 18th best out of 149 councils and three of the district councils have high rankings, the other two districts are ranked much lower – Cherwell is 140th out of 354 and Oxford city is 259th out of 354.

Further information is provided in the following map (Income Deprivation affecting children 2007)



The ethnicity of Oxfordshire’s population is undergoing significant change. The Asian or Asian British ethnic group is the largest non-white group in Oxfordshire, with a population of 19,000. The next largest non-white group in Oxfordshire is the Chinese or Other Chinese ethnic group with a population of 13,100. Oxford City hosts the most ethnically diverse population, with 26,000 people (17% of the population) of non- white ethnic groups.

Some ethnic minority groups do less well at school than the overall cohort, in particular we know that children and young people from Black and Bangladeshi/Pakistani groups perform less well at all key stages and less well than the national averages for this group.

There is a significant military presence in the county which means some of our children and young people in military families experience unsettled lives and live with anxieties that sometimes impact upon their well-being, but also bring rich diversity and experience to the local community.

Needs Analysis Key Points

A full Needs Analysis was undertaken. The following outlines the key issues for children and young people in Oxfordshire under the five Every Child Matters outcomes.

Be Healthy

- The health of the population in Oxfordshire, including children and young people, is generally better than average for England and the South East region.
- Under-18 conceptions are generally low, however, compared with the South East and similar areas in England the rate has increased. There are particularly high rates in parts of Banbury and Oxford city.
- Teenage parents are more likely to leave school as soon as possible, and approximately 80% are not in employment, education or training.
- By the time that children reach Year 6, 15% are obese, compared to 7% in reception (2008-09).
- Breastfeeding and immunisation rates are high compared to the national picture, but there are significant variations between areas within the county.
- Children surveyed in Oxfordshire in 2008/09, reported that mental health was a key issue for them in terms of doing well at school.
- The TellUs 3 Survey stated 9.5% of all young people, who responded, have frequently used illicit drugs, alcohol or volatile substances. This is below the regional average of 10.1%.

Stay Safe

- It is estimated that there could be as many as 11,000 young carers in Oxfordshire.
- 1,411 children or young people were admitted to hospital due to injury in Oxfordshire in 2008-09 (106.5 per 10,000 population aged under 18); 20% of 12-16 year olds following an episode of self harm. 106 children and young people self-harmed in 2008/09 (approximately 80% female).
- Within the County homelessness is a particular issue for Oxford City. There are 326 (82.5%) households in temporary accommodation with dependant children (2008/09). There are 93 (63.3%) homelessness acceptances households with dependent children in Oxford City (2008/09). 6102 households in Oxford are classified as overcrowded.
- The results of a recent survey of children and young people in Oxfordshire showed that the majority felt safe at home. However, those who felt less safe included younger children, those living in Oxford City, some with SEN, looked after children, teenage parents and those from Asian and Black backgrounds. Travellers and those children and young people living in temporary accommodation also felt less safe.
- Cyber safety. Girls are twice as likely to have been the target of cyber bullying than boys.
- Our performance indicators show that we need to continue to improve the performance of our children's social care processes.
- 427 children and young people are currently looked after by Oxfordshire County Council (August 2009), the majority of these are accommodated with foster carers. 11% of this group are unaccompanied asylum seekers. Placement stability has improved consistently over the past three years, from 15% of looked after children living in more than three placements in a year in 2006-07 to 9% in 2008-09.
- Serious case review analysis has identified domestic abuse, substance misuse and mental health as the "toxic three" associated with death or serious injury to children; Four recent Serious Case Reviews in Oxfordshire had one or more of these three as contributory factors – showing that they had a direct impact on the safety of Oxfordshire's children. The OSCB has reported that 1 in 4 women in Oxfordshire will be subject to domestic abuse at some point. The Director of Public Health for Oxfordshire has reported that 1 in 6 adults will suffer from mental illness at some point.

Enjoy and Achieve

- The Gap between the lowest achieving 20% of children in the Early Years Foundation Stage Profile and the rest of their peers has steadily closed from 38.4 percentage points in 2006 to 33.5 percentage points in 2009 (summer 2009)
- In Key Stage 1 Oxfordshire's children do not do as well as their peers in the similar areas in reading, writing and maths (Summer 2009). There is a marked gender split particularly in writing where girls outperform boys by 13%.
- The percentage of students at Key Stage 4 who achieve five or more A*-C GCSEs is improving year on year gradually but Oxfordshire does not perform well enough against similar authorities.

- Generally Oxfordshire's children and young people achieve better than the national average, but do not do as well as their peers in similar areas of the country, particularly at Key Stage 2 and Key Stage 4. Particular groups underachieve e.g. looked after children at Key Stage 4, Black and Bangladeshi/Pakistani pupils at Key Stages 2 and 4, and young people in receipt of free school meals.
- 91 schools were inspected by Ofsted in 2008-09. 12% were rated as outstanding (9% in 2007-08). 59% were rated as good or better (67% in 2007-08). 4% were rated as inadequate (6% in 2007-08).
- 88% of children and young people aged 4 to 19 years play outside at home, and 87% do sporty things out of school / college, compared to 53% of children and young people in temporary accommodation who play out and 69% who do sporty things out-of-school.
- Disabled young people are almost four times less likely to go out or go to see friends than their peers and 7% don't see any at all outside school.
- 71.8% of young people engaged in positive activities in Oxfordshire in 2008-9, which we know increases aspirations, improves motivation and develops interpersonal skills.
- 75% of 11-19 year olds have volunteered in some way in the last year.

Making a positive contribution

- Young people have told us that bullying is an issue, in particular among vulnerable groups and among the older age range within secondary schools.
- Generally, rates of crime involving children and young people are low and falling. In 2007-08 the total number of offences was 2,002, which was an 18% reduction on the previous year. However, there are hot spots of youth crime.
- Since April 2008 there has been a gradual increase in custodial sentences for young people within Oxfordshire.
- Oxfordshire is one of the best performing areas in the country in terms of reducing re-offending. The rates are in the top 20% nationally, at 35%.
- Young people have told us that behaviour and getting into trouble at school is an issue, particularly for boys, secondary school students and teenage parents.
- On the whole, exclusion rates and persistent absence rates in Oxfordshire are low compared to national figures, however, there are some worrying trends, including the number of children and young people with special educational needs being permanently excluded.

Achieve economic well-being

- The percentage of young people achieving Level 2 (52.4% in 2009) and Level 3 (95% in 2009) qualifications is too low and below other areas, although there has been some recent improvement.
- The gap in attainment in Level 3 at age 19 between those young people who were in receipt of free schools meals at age 15 and those who did not is greater than similar councils and the national figure. The gap Oxfordshire is 31.7 percentage points (2007-08), compared to the 31 percentage points of statistical neighbours.
- The percentage of young people not in education, employment or training is growing. There are about 1,000 young people (June 2009) aged 16 to 18 who are not in education, employment or training. This has risen by over 50% compared with 2008 figures and is about 6.8% of the cohort.
- The Department for Work and Pensions identified 13,025 children in Oxfordshire as living in poverty, in 2007 (defined as children living in families in receipt of standard worklessness benefits). These children represent 11.3% of all children in Oxfordshire, an increase of 1% (from 12,880) in 2006;
- Within Oxfordshire 11.84% of children live in low income households, where the family income ranges between £15,000 and £19,000.

Oxfordshire's three priorities

The three priorities for Oxfordshire's Children and Young People's Trust from 2010-2013 are:

- **Keeping children and young people safe;**
- **Raising achievement for all children and young people;**
- **Narrowing the gap for our most disadvantaged and vulnerable groups.**

These priorities have been selected following our comprehensive needs analysis [link] and take account of:

- The views of children and young people, parents and carers from ongoing consultation and participation work; You have to be safe to learn ... *"Things go really wrong when you don't feel safe"*
- The views of the professionals from many different organisations who work with children and young people in the county, including the Oxfordshire Safeguarding Children Board (OSCB); *"improving the reviewing and management of neglect cases"* will be a key focus
- What recent inspections of our services have said about us; *"The Council is ambitious for children and young people in the area and has a clear focus on promoting inclusion and tackling disadvantage."*
- Performance data and statistics, which tell us how children and young people in Oxfordshire are doing.

3 Long term vision

“By 2030 we want Oxfordshire to be recognised for its economic success, outstanding environment and quality of life; to be a place where everyone can realise their potential prosperity and where people are actively involved in their local communities.” Oxfordshire 2030 Sustainable Community Strategy.

Our children and young people are key to ensuring that we are able to realise this vision. This means working collaboratively to ensure that all children and young people in Oxfordshire:

- enjoy good physical and mental health
- are protected from discrimination, harm and neglect
- break free from the cycle of deprivation
- enjoy educational success
- grow up able to look after themselves with high aspiration and expectation of themselves
- make a positive contribution to the local community
- enjoy equality of opportunity and access.

4. Underpinning principles

Partnership working is already well established in Oxfordshire. All partners working with children, young people and their families have a shared responsibility to improve outcomes for all of Oxfordshire’s children and young people and, in particular, for our most vulnerable groups. The Trust is committed to the following underpinning principles which inform our vision and commissioning strategy. We will:

1. *Work together to meet the needs of all children and young people in Oxfordshire, ensuring that organisational boundaries are not an obstacle.* We will do this by:

- Focusing our efforts on prevention and early intervention to improve outcomes for children and young people and families and thereby reducing the need for intensive, higher cost interventions later on.
- Working with, rather than ‘for’ or ‘to’, children, young people and families, supporting them to help themselves in ways and at a pace to suit their needs.
- Promoting innovation and more efficient ways of working and acting swiftly to make positive changes.

- Planning together, sharing priorities and delivering the actions set out in this plan.
- Providing access to the right services at the right time, including integrating services and practices where appropriate.
- Using our joint resources to ensure the best value for money, including through joint strategic commissioning.
- Developing a single workforce strategy and training our workforces together.
- Sharing information and ensuring that ICT systems work effectively.
- Providing open channels of communications to children and young people, their families and the wider public, to ensure that they are fully involved. We will actively seek feedback to inform further development of this and other supporting plans.

2. Understand children, young people and their families' needs and provide a higher level of service for those who need it the most, both in terms of support for individuals, and for those in the most deprived groups or geographic areas. We will do this by:

- Listening and involving children, young people, parents and carers when designing, delivering and evaluating the services that we provide.
- Making excellent use of county and locality qualitative and quantitative data to drive what we do and where we put our resources. Understanding one size does not fit all.
- Making sure that the needs of equality groups are addressed.

3. *Ensure our approach respects the rights of children and young people and is underpinned by three guiding principles about how children and young people should be respected².*

Delivery of this plan will ensure that children and young people's rights are respected including:

- Provision rights (to education, health, support);
- Protection rights (from abuse, discrimination, harassment, kidnap, bullying and coercion.);
- Participation rights (to information, expression, and opinion).

² As set out by the United Nations Convention on the Rights of the Child in Articles 2,3,6,12.

5. Our improving outcomes and processes

Over the period of our last plan (2006 to 2009), we have put in place strong foundations and working practices that have delivered improved outcomes for children and young people in Oxfordshire. The most recent assessment of Oxfordshire performance confirms that this has resulted in improvement. The vast majority of services inspected by Ofsted have been judged to be good or better, a higher than average proportion of secondary and sixth form schools are good or outstanding, the two Further Education colleges are good and a high proportion of special schools and the Pupil Referral Unit are good or better. Services for looked after children are good (Ofsted). We have also:

- Strengthened our partnership working arrangements to ensure that different organisations share priorities and take a common approach, for example with District Councils and our thriving voluntary sector partners;
- Focused on increasing prevention and early intervention across all our services, particularly with vulnerable children, young people and their families, preventing serious escalation of issues and allowing us to further invest in improving front line services;
- Restructured to enable integrated delivery of children's services. There are now three areas (Northern Oxfordshire, Central Oxfordshire and Southern Oxfordshire), with 13 locality based partnerships served by multi-agency, multi-disciplinary teams, capable of working together more effectively through a common assessment framework and creating teams working with children, young people and families to meet their needs;
- Improved our use of data in making decisions, so that our resources are effectively targeted;
- Taken seriously the importance of involving and listening to children, young people, parents and carers in all stages of shaping and targeting our services to ensure that their needs are met;
- Clarified the accountability and challenge arrangements of the OSCB with the Children's Trust;
- Greatly improved operating and monitoring arrangements of the Oxfordshire Safeguarding Children Board which was deemed by the DCSF in 2009 to have a much clearer focus and partner engagement;
- Through the Monitoring and Evaluation group, developed robust scrutiny arrangements of safeguarding practice including the introduction of multi-agency case audit;
- Used a joint commissioning approach to increase the availability of short breaks for children with disabilities, to provide 24/7 palliative care services, to support "young mums to be" in their parenting, to provide intensive early intervention for all first time mothers aged under 19 years in Oxford City (Family Nurse Partnership) and to extend young people's access to effective contraception services;
- 14-19 provision improvement: We have revised our 14-19 Education Plan and now have a suitable forum for all stakeholders to influence the strategy and implementation of the reform agenda. We have 13 new Diploma lines on offer in Oxfordshire and a roll out plan to ensure an equitable level of access;

- Access to play, leisure, culture, voluntary and positive activities – successful bids for external grants to help fund these developments;
- Improved access to sports, leisure, culture, volunteering and training through the Positive Activities Programme and strengthened partnership working between the county and district councils.
- The Aiming High Project for Disabled Children is making progress in increasing the availability of childcare for parents of disabled children and children with additional needs.
- Improved housing services for young people through the commissioning of Supported People funded services
The Cherwell 'No Place Like Home' Campaign, aimed at raising aspiration and providing advice and support through colleges.

6. Consultation

A wide ranging consultation took place during the autumn 2009. The vast majority of respondents supported the priorities, vision and principles outlined in the draft plan. There were key themes which a multi-agency working group took on board when preparing the final draft.

Themes included the need to ensure that the plan was readable and accessible to all. There needs to be focus on play and enjoyment as well as achievement; there needed to be an emphasis on the role of families and the need for them to be supported; the role of pre school and colleges needed to be clear; the role of the voluntary community and faith sector also needed to be clear; greater emphasis of the impact of poor housing and lack of transport should be in the plan and finally the geographical variations and diversity of needs within Oxfordshire. These points and others have been taken on board both within this plan and its supporting delivery plan.

7. Our priorities

The following section of the plan provides a high level overview of what we want to achieve for our priorities. The delivery plan that accompanies this document describes in detail how we will deliver the objectives articulated in this plan, including who is accountable for delivery and how each activity relates to the Every Child Matters outcomes.

- **Keeping all children and young people safe;**
- **Raising achievement for all children and young people;**
- **Narrowing the gap for our most disadvantaged and vulnerable groups.**

In our last plan our priorities were organised under the five Every Child Matters outcomes of Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution and Achieve Economic Well-Being. In this plan, we are focusing on the three locally determined priorities, with the Every Child Matters outcomes woven throughout.

Additionally, we will be developing area action plans (for Northern, Central and Southern Oxfordshire), explaining how the objectives set out in this plan will be delivered locally. Progress at the county level will be monitored and evaluated by the Children and Young People's Trust, and the three Area Trust Boards will monitor delivery of the area action plans.

7a) **Keeping all children and young people safe**

Keeping children and young people safe is the most important reason for different organisations to work together in partnership. We know that good communication, information sharing and partnership work between Oxfordshire County Council, district and city councils, Oxfordshire National Health Service, Thames Valley Police, local schools, colleges and voluntary and community groups is essential to protect young people from harm. All partners have made a commitment that *'safeguarding is everybody's business'*. Oxfordshire's Safeguarding Children's Board (OSCB) oversees and monitors the inter-agency arrangements to keep children and young people safe, including challenging the Oxfordshire Children and Young People's Trust (OCYPT) and its partner organisations to ensure that the appropriate safeguarding services are in place. In addition the OSCB has a key role in disseminating the lessons learned from Serious Case Reviews.

Aims

We want:

- 1. Children and young people to grow up in safe, healthy and supportive environments;***
- 2. Children, young people and families to be able to access strong preventative and early intervention services before problems get worse;***
- 3. Children and young people, who suffer abuse or neglect, to receive the best possible service. This means that those at risk of harm, or suffering actual harm, will be a top priority for all agencies.***

Objectives

1. **Children and young people to grow up in safe, healthy and supportive environments. We will:**
 - Reduce avoidable hospital admissions for children and young people, including increasing safety in the home and on the roads, and reducing incidents of self-harm;
 - Increase the life chances of children and young people entering care by ensuring they are safe, supported, healthy and well-educated;
 - Reduce the number of children and young people entering custody, in order to reduce the known risk of harmful outcomes;
 - Reduce harmful risk-taking and behaviour, including substance misuse and sexual risk;
 - Work better together to keep children and young people safe from dangerous individuals, whether they are within the circle of their family and friends, or living in the community or accessed via the internet;
 - Reduce and prevent homelessness for families with children and young people.
 - Provide access to safe and adequate housing that is not overcrowded
 - Reduce the numbers of children and young people who are bullied, including cyber safety, or feel unsafe at school or college , at home or in the community;
 - Increase police engagement in primary and secondary schools, through linking safer schools partners to local neighbourhood policing teams to ensure early supportive intervention
 - Develop a far reaching restorative culture and approach.

2. **Children, young people and families to be able to access strong preventative and early intervention services before problems get worse. We will:**
 - Provide more targeted support at an early stage for vulnerable children, young people and families;
 - Continue to build on the 'common assessment framework' and 'team around the child' approach;
 - Improve safety for children and young people who live in households with domestic abuse, parental substance misuse, or parental mental illness through more consistent and child-centred assessment and targeted support services;
 - Promote community cohesion by early identification of children and young people vulnerable to radicalisation, and work in partnership to protect them and build their resilience;
 - Target resources where they are most needed and will have the greatest impact, by keeping the vulnerable groups identified in section 7c of this plan safe, and paying particular attention to meeting their needs;
 - Actively listen to the voice of children and young people about their circumstances and well-being.

- 3. Children and young people, who suffer abuse or neglect, to receive the best possible service. This means that those at risk of harm, or suffering actual harm, will be a top priority for all agencies. We will:**
- Keep children and young people safe by ensuring practice, across all agencies working with children at risk of harm and/or in care, is of the highest standard, complies with national and local guidance, and is consistent across the county;
 - Provide improved and more joined-up inter-agency responses to children and young people whose distress causes them to pose a high level of risk of harm to themselves or to others;
 - Strive to prevent any child or young person remaining in a chronically neglectful environment without effecting positive change;
 - Respond quickly to protect when there are signs that a child or young person may be suffering physical and/or sexual abuse and ensure relevant therapeutic support services are available;
 - Children and Adult Services working together to break the cycle of deprivation, combat neglect, improve parenting and ensure the most vulnerable children are identified and not left in harmful situations;
 - Implement a structured approach to handling neglect cases that proactively addresses the harmful impact on childrens' development

The accompanying delivery plan provides more detailed information on what outcomes we want to achieve and the actions we will be taking.

7b) Raising achievement for all children and young people

In the past too few children and young people in the county have realised their educational potential. We know that Oxfordshire's Key Stage results, including at GCSE and A level, are too low compared to other similar authorities. We are determined to continue to raise the achievement of all children and young people living and learning in Oxfordshire so that they do as well as, or better than, those living in similar areas.

Enjoyment and fun are fundamental to learning, socialising and growing into responsible citizens. We will maximise opportunities for children and young people to participate in positive activities, leisure / cultural activities, sports and play, both in and out of school, college or other settings.

Aims***We want:***

- 1. Children and young people to achieve their full potential by accessing outstanding learning opportunities, play and positive activities;***
- 2. Children and young people to feel happy, safe and to strive to do the very best they can;***
- 3. Children and young people to become confident to support themselves and actively contribute to their local community and beyond.***

Objectives**1. Children and young people to achieve their full potential by accessing outstanding learning opportunities, play and positive activities. We Will:**

- Improve assessment and examination results by ensuring that the County Council supports and challenges schools, colleges and other educational settings so that all obtain 'good' or 'outstanding' Ofsted inspections. We will ensure that good practice is shared and encourage partnership and collaborative working. We will introduce creative models of leadership. Resources will be targeted at those with the greatest need;
- Ensure the Primary Capital Programme and Building Schools for the Future initiative will in time transform the environment for learning for everyone and raise achievement
- Implement the raising of the age of participation in learning to 17 by 2013 through the successful transfer of responsibility for 16-19 year olds from the Learning and Skills Council to Oxfordshire County Council by 1 April 2010. The outcome should be 100% participation in learning or training for all 17 year olds;
- Develop the 14-19 agenda to be integrated given the transfer of the funding and functions of Learning and Skills Council.
- The need to work closely with the Learning and Skills Partnership, training providers and businesses?
- Ensure that children and young people and their families have access to high quality extended services in and around schools. This will ensure that our most disadvantaged and vulnerable children and young people receive focused support, tailored to meet their needs, including one to one provision when required;
- Target resources where they are most needed and will have the greatest impact, by focusing on raising achievement of vulnerable groups (identified in section 6c), and paying particular attention to meeting their needs;

- Implement the Oxfordshire Play Strategy Action Plan 2009/11 and Positive Activities programme, which aim to extend high quality inclusive play and leisure opportunities to *all* children and young people, but particularly targeting those with least access to those opportunities;
- Support the city, district, town and parish councils, voluntary, community and faith sector partners in delivering local, creative, child/youth-led, inclusive, accessible and affordable play and leisure opportunities.

2. Children and young people to feel happy, safe and to strive to do the very best they can. We will:

- Improve attendance at school through maximising opportunities for children and young people to enjoy learning within school and beyond;
- Increase the number of positive and fun activities available, at times when and where children and young people most want them, including having access to safe open space, play grounds and sports, leisure and cultural facilities. Target most resources at areas of significant deprivation across the county and particularly at those who have the least opportunities for play and leisure time, including working with transport providers through the development of the third Local Transport Plan for Oxfordshire.

3. Children and young people to become confident to support themselves and actively contribute to their local community and beyond: We will:

- Ensure that children and young people have opportunities to make a positive contribution to their local community and become involved citizens, through enhanced provision of volunteering and community involvement;
- We will equip young people with skills and practical support to enable them to shape the place in which they live.
- Continue to engage the business community to contribute to the preparation of children and young people for the transition from school to work, and in provision of suitable work based learning opportunities, including apprenticeships, for young people who have left full time education. Trust partners also have a role to play e.g. through mentoring schemes and/or work experience;
- The accompanying delivery plan provides more detailed information on what outcomes we want to achieve and the actions we will be taking.

7c) Narrowing the gap for our most disadvantaged and vulnerable groups

Our most vulnerable groups of children and young people, at risk of being less healthy and achieving less well than their peers often face additional challenges. Our vulnerable groups include children and young people growing up in deprived communities, with learning difficulties and / or disabilities, from some minority ethnic communities, including Travellers/Gypsies, who are young carers, in the County Council's care and care leavers, including unaccompanied asylum-seeking young people and privately fostered children, with mental health or substance misuse problems, living in inappropriate, inadequate or temporary accommodation, living in households where there is domestic abuse, adult mental ill health or adults who have substance misuse issues and where children suffer neglect. Teenage parents, or children of teenage parents, who are at risk of offending or in the youth justice system, not in education, training and employment, missing school because of persistent absence or exclusion. These groups are a priority for all partners in the Trust, across all their work. We will give these children and young people a better chance to succeed in life, through focusing on prevention and early intervention, working with them to build resilience, minimising the risks they face, and providing more targeted support.

In particular, we are concerned that while the size of the gap in outcomes is narrowing for our younger children, as the children get older the outcomes improve in absolute terms, but decline in relative terms, hence the gap widens as age increases. The number of young people not currently engaged in employment, education or training has been growing, and we know that we rapidly need to turn this trend around. Similarly, we know that as some children and young people get older, they are less engaged at school, feel less healthy and less safe. Our work to narrow the gap ultimately aims to increase the numbers of young people in employment, education or training and who can achieve their full potential.

Aims**We want:**

- 1. To narrow the gap in achievement by providing vulnerable children and young people who are missing out, with greater access to high quality provision and services;**
- 2. To ensure that children, young people and families benefit from effective, early and targeted support when they face additional challenges, in particular those with learning difficulties and disabilities;**
- 3. Organisations to work together, in partnership with children, young people and families, to break the cycle of deprivation and low expectation, particularly for children living in , or on the fringe of, poverty.**

Objectives

1. **To narrow the gap in achievement by providing vulnerable children and young people who are missing out, with greater access to high quality provision and services. We will:**
 - Make sure that children and young people are engaged in full-time education programmes that have been tailored to meet their personal needs, and ensure that those who are not in education, employment or training gain the skills, knowledge and interests to support their progress to employment and training;
 - To encourage schools to develop closer links to the wider community, such as local businesses, faith and community groups who could help with work experience and raise aspirations amongst local communities;
 - Ensure that children and young people from vulnerable groups can access and engage with activities as their peers;
 - Raise aspirations and life opportunities for all children and young people particularly from vulnerable groups;
 - Encourage vulnerable children and young people who are persistently choosing not to attend school to re-engage in learning and engage with positive activities and support services that promote re-integration;
 - Work together to reduce the number of exclusions by building capacity in schools to support children and young people at risk of exclusion;
 - To prevent homelessness through the family intervention project, foyer schemes and the provision advice and support for young people;
 - Ensure that our alternative education for children and young people with challenging behaviour is locally available and judged to be outstanding.

2. **To ensure that children, young people and families benefit from effective, early and targeted support when they face additional challenges, in particular those with learning difficulties and disabilities. We will:**
 - Extend the intensive targeted work with families during their children's early years to vulnerable older children and their families;
 - We will provide parenting and whole family programmes, including work with fathers, ensuring that access to support, childcare and employment is promoted to strengthen family relationships and raise expectations in vulnerable families;
 - Increase the number of Children's Centres so that every child from vulnerable groups in both urban and rural areas has access to Children's Centre services, which provide access to prevention and early intervention initiatives;
 - Develop and implement a multi-agency strategy to tackle neglect, which effectively and consistently addresses prevention, assessment and treatment;

- Ensure that children and young people with mental health needs are adequately and promptly supported;
- Provide children and young people in and at risk of entering the youth justice system with targeted advice and support regarding their education, health and care needs. We will provide tailored preventative programmes, intervention programmes and diversionary activities for young people at risk of offending;
- Ensure that, where appropriate, young people who are offending or have been in custody can be safely supported in their local community and achieve positive outcomes;
- Increase access to positive activities, play and leisure for the most vulnerable children and young people through provision of targeted support. Including tailored preventative programmes for children and young people at risk of offending. And intervention programmes and diversionary activities for young people who have committed offences, and have been diverted from the criminal justice system;
- Improve capacity of schools and colleges and services, to work holistically to cater for children and young people with learning difficulties and disabilities and in particular those with autistic spectrum conditions, through intuitive building design, and improve the outcomes for workforce development, improved use of information technology and the development of personalised learning pathways. Ensure that all services work collaboratively and holistically around the child and family.

3. Organisations to work together, in partnership with children, young people and families, to break the cycle of deprivation and low expectation, particularly for children living in , or on the fringe of, poverty. We will:

- Reduce the level of health and other inequalities by working with local communities and targeting our resources more effectively on those who need them most, particularly in our areas of greatest deprivation - Banbury, South East Oxford, Abingdon/Berinsfield and rural deprivation whilst continuing to provide high quality universal services;
- To work with local communities in the delivery of regeneration schemes;
- Continue to improve the outcomes and life chances for children and young people in the County Council's care, so that they grow up safe, happy, and achieving well, contributing to the continual improvement of services and with the same opportunities as those with strong family networks;
- Reduce the rate of teenage conception. Improve the support for and outcomes for teenage mothers and their childcare;
- Reduce the risk of young people becoming NEET or NIL (not currently engaged in employment, education or training or not currently engaged in learning), particularly seeking an improvement in these outcomes for vulnerable young people by intensively tracking all who receive free school meals and offering them additional information, advice and guidance that will encourage them to take up an appropriate offer of learning or training at the age of 16, and continue in at least part-time learning to the age of 19;

- To seek an improvement in these outcomes for vulnerable young people by intensively tracking all who receive free school meals and offering them additional information, advice and guidance that will encourage them to take up an appropriate offer of learning or training at the age of 16, and continue in at least part-time learning to the age of 19;
- Prevent ill health later in life by increasing rates of breastfeeding and immunisation, reducing exposure to smoking and reducing levels of obesity;
- Reduce and prevent homelessness amongst families with children and young people, ensuring safe and adequate housing that is not overcrowded;
- Provide access to safe and adequate housing that is not overcrowded;
- Provide good quality housing standards (in social housing and private rented sector and supported housing) for vulnerable young adults.

The accompanying delivery plan provides more detailed information on what outcomes we want to achieve and the actions we will be taking.

8. **Monitoring and Evaluating Progress**

Performance Management

The Performance Management Sub-Group of the Oxfordshire Children and Young People's Trust is accountable for monitoring progress against the actions and targets within this plan, reporting to the Trust Board who will evaluate progress and drive change. Individual organisations are responsible for delivery, as set out in Appendix C. We have established a partnership performance management framework using outcome-based accountability. This system is based on report cards for each target identified in this plan, pulled together into performance dashboards for the county as a whole and also the three areas (Northern, Central and Southern). The Performance Management Sub-Group will regularly review progress, and where necessary advise the Trust of changes required to the delivery plan. The three Area Trust Boards will monitor performance against targets in each area.

The different performance management systems of the partner organisations are well aligned with the objectives set out in this plan, including aligning targets and making accountability for delivery clear.

A risk assessment, including action plans to alleviate risk, will also be prepared and monitored by the performance sub group.

The underpinning delivery plan will be used as the key monitoring, review and challenge document. The performance a sub group will report on progress to each meeting of the Trust Board.

Key milestones

These are the key milestones we will be aiming to achieve during the life of the plan and show the point at which an action should be completed. Progress towards these milestones will be monitored and challenged by both the OCYPT and where there are safeguarding issues by the OSCB.

	2010-11	2011-12	2012-13
Keeping all children and young people safe	<ul style="list-style-type: none"> • Target geographical 'hot spots' to reduce teenage pregnancy • Implement new FACEIT service • Implement inter-agency activities to reduce risk of a 'Baby P' case in Oxfordshire • Establish inter-agency Safeguarding Advisory Panel for 'stuck cases' • Implement the Think Family intervention project • Allocate each young person in custody a senior CYPF champion • Put in place multi-agency response to young people at high risk of self-harm and harm to others • Prevent inappropriate hospital admissions for accidental injuries 	<ul style="list-style-type: none"> • Implement and monitor <i>Domestic Abuse Assessment Tool</i> across all agencies • Deliver full entitlement for Early Support process • Act on recommendations on review of services to drug using families, including working with adults • Implement outcomes of pilot two year olds 10 hour funding entitlement • Integrated emergency department front door for paediatrics (Oxford City). 	<ul style="list-style-type: none"> • Fully integrated Tier 2 services across health and social care. • Complete multi-agency planning process for the most complex cases • Full implementation of all CAF and TAC processes for <u>all</u> vulnerable children • Full range of 24/7 services for children with injuries in the community
Raising achievement of	<ul style="list-style-type: none"> • Building Schools for the Future Strategy (BSF) for 	<ul style="list-style-type: none"> • Establish Local Education Partnership (LEP) for BSF 	<ul style="list-style-type: none"> • First construction work underway with Tranche BSF

	2010-11	2011-12	2012-13
all children and young people	<p>Change agreed with Partnership for Schools</p> <ul style="list-style-type: none"> • Develop commissioning strategy for school improvement • Manage transfer of funding responsibility for 16-19 from LSC • Develop 'Safe Place to Be' out of school provision in each secondary school 	<ul style="list-style-type: none"> • Improve % of 5A*-C GCSEs and % achieving 2 levels of progress at end of KS2 to meet or exceed target • Roll out commissioning strategy for school improvement • Use the commissioning framework to develop a provider base that will enable more 16 year olds to stay in education or training 	<p>schools</p> <ul style="list-style-type: none"> • Enable access to all Diploma lines, Foundation Learning Tier and Apprenticeships • Develop appropriate provision to ensure 100% participation of all 17 year olds
Narrowing the gap for our most disadvantaged and vulnerable groups	<ul style="list-style-type: none"> • Create enhanced package of support for NEET young people, including learning programmes to engage NEET teenage parents • Deliver Aiming High programmes to provide childcare, short breaks and palliative care services for all disabled children • Offer a full range of parenting support programmes • Promote early attachment by ensuring a clear care pathway for women with peri-natal mental health problems • Develop Integrated Youth Support Services for vulnerable young people • Full implementation of Play 	<ul style="list-style-type: none"> • Reduce Exclusions through Success project - On Course programme and workforce development • Young people friendly sexual health services available in every locality in/out of school term time • Targeted SRE in schools in teenage pregnancy hot spots • Reduce Persistent absentees through Success project • Breaking Cycle of Deprivation projects in Banbury and Oxford City delivered through Children's Centres and Extended Services • Integrated early intervention services in place for young people with substance misuse 	<ul style="list-style-type: none"> • Reduce number of young people entering custody and on remand • Significantly reduce number of teenage conceptions • Ensure all teenage parents receive evidenced based targeted intervention through the FNP or its successor • Wide choice of accredited pathways available for all at level 1 and level 2 tailored to meet all needs • All vulnerable young people in year six will have multi-agency transition plans for transfer to Year 7

	2010-11	2011-12	2012-13
	<p>Pathfinder programme</p> <ul style="list-style-type: none"> • Pilot TAMH in 40 schools to ensure mental health support early • Ensure all children 0-18 yrs have full access to the Healthy Child Programme • Agree action plan for primary Success Project • Establish Good Behaviour Game pilot • Inclusion Strategy in place • To implement the breaking cycle programme in Banbury and Oxford 2010-2011. 	<p>issues</p> <ul style="list-style-type: none"> • Improve GCSE 5 A* - G outcomes for most vulnerable groups • Multi-agency care plans in place for all pregnant vulnerable women • Clear integrated pathway for early access to mental health services and transition to adult services • Transition plans in place for 100% of all young people with learning difficulty and disabilities in advance 	
Service management	<ul style="list-style-type: none"> • Publish and implement Children's Trust Commissioning Strategy • Publish and Implement Children's Trust Workforce Strategy • Implementation of Contact Point for Early Years • Fully embedded area service delivery • Develop strong performance management processes that support investment and disinvestments decisions 	<ul style="list-style-type: none"> • Implement and review Commissioning Delivery Plan • Implement and review Workforce Delivery Plan • Ensure "Your Welcome" standards are achieved for all services to make services young people friendly. 	<ul style="list-style-type: none"> • Deliver an integrated approach to all commissioning for children and young people

Key targets

The Children and Young People's Plan includes the key actions and targets for the Children's Block of the Oxfordshire Local Area Agreement.

This section gives details of these key targets latest performance data and proposed or confirmed targets for the period of the period of the plan.

The Delivery Plan gives further detail of other local or national indicator targets underpinning the improvement agenda for children and young people in Oxfordshire outlined in the CYPP and reflected in the Local Area Agreement.

	Latest Data		Targets			
	Year	Data	2009-10	2010-11	2011-12	2012-13
Keeping all children and young people safe						
Emergency hospital admissions due to injury per 10,000 aged under 18 (NI 70)	2008/09	106.5	107.75	104	To be agreed	To be agreed
Stability of placements: percentage of children having 3 or more placements in the year (NI 62)	2008/09	9.2%	11.7%	11.0%	8.5%	8.0%
Percentage of young people aged 10-17 receiving a conviction who are sentenced to custody (NI 43)	2008/09	4.3%	<5%	< 4%	<4% (to be agreed by YOS Board);	<4% (to be agreed by YOS Board)
For further safeguarding indicators, please see the section below on activity by the OSCB Monitoring and Evaluation Group						
Raising achievement of all children and young people						
Young children's development measured by the Early Years Foundation Stage Profile: the percentage achieving the expected level for their age (NI 72)	2009/10	51.5%	52.8%	55%	To be agreed	To be agreed
Early Years results: the gap between lowest 20% and County average (NI 92)	2009/10	33.3%	33.6%	31.3%	To be agreed	To be agreed

	Latest Data		Targets			
	Year	Data	2009-10	2010-11	2011-12	201213
Secondary school persistent absence rate: pupils missing at least 20% of sessions (NI 87)	2009/10	4.84%	5.3%	5%	5%	To be agreed
Key Stage 2 achievement: percentage attaining level 4 or above in both English and Maths (NI 73)	2009/10	72.4%	79%	79%	To be agreed	To be agreed
Percentage of pupils progressing by 2 levels in English between Key Stage 1 and Key Stage 2 (NI 93)	2009/10	85.3%	89%	89%	To be agreed	To be agreed
Percentage of pupils progressing by 2 levels in Maths between Key Stage 1 and Key Stage 2 (NI 94)	2009/10	82.1%	85%	87%	To be agreed	To be agreed
Percentage of looked after children attaining at least Level 4 at Key Stage 2 - English (NI 99)	2009/10	21.4%	31%	46.2%	To be agreed	To be agreed
Percentage of looked after children attaining at least Level 4 at Key Stage 2 - Maths (NI 100)	2009/10	14.3%	38%	53.8%	To be agreed	To be agreed
Percentage of Key Stage 4 pupils achieving 5 or more GCSEs A*-C (or equivalent) including English & Maths (NI 75)	2009/10	52.4%	58%	60%	To be agreed	To be agreed
Percentage of young people participating in positive activities (NI 110).	2008/09	71.7%	78.5%	85%	85% to be confirmed	85% to be confirmed
Narrowing the gap						
Conceptions among under-18 year olds (number of conceptions amongst women aged under 18 per 1000 15 – 17 yr olds): percentage change in rate from 1998 baseline of 31.4 (NI 112). The actual for rates for each are shown in brackets	2008/09	-5.6% (29.6%)	-29% (22.3%)	-37% (19.8%)	-45% (17.3%)	To be agreed
Obesity - Year 6: percentage obese (NI 56a)	2008/09	15.4%	15.4%	15.3%	15.2%	To be agreed
Obesity - Year 6: percentage measured (NI 56b)	2008/09	88%	85%	85%	85%	To be agreed

	Latest Data		Targets			
	Year	Data	2009-10	2010-11	2011-12	201213
Percentage of young people aged 16-18 not in full-time education, employment or training (NEET) (NI 117)	2008/09	6.2%	4.0%	3.6%	To be agreed	To be agreed
Inequality gap in the achievement of a Level 3 qualification by the age of 19 (NI 81) Note: the figures are based on the difference in achievement at age of 19 between pupils who were, and those who were not, in receipt of free school meals at the age of 15.	2008/09	31.7 pc points	28 pc points	25pc points	To be agreed	To be agreed
First time entrants to the criminal justice system: rate per 10, 1000 10-17 year olds (NI 111) Note: the figures in brackets are the actual number of new entrants/or actual target and the higher figure is the rate per 100,000 of the 10-17 population.	2008/09	832 (523)	1360 (856)	1330 (837)	1310 (820)	1285 (804)
<i>Percentage of children who consider local parks and play areas fairly or very good (NI199)</i>	<i>2008/9</i>	<i>46.3%</i>	<i>49.6%</i>	<i>52.8%</i>	<i>To be agreed</i>	<i>To be agreed</i>
<i>Breast Feeding: percentage of infants being breastfed at 6-8 weeks (NI53a)</i>	<i>2008/9</i>	<i>57.5%</i>	<i>53.6%</i>	<i>53.8%</i>	<i>To be agreed</i>	<i>To be agreed</i>

Note: Non LAA Indicators are shown in italics*

The Oxfordshire Safeguarding Children Board Monitoring and Evaluation Group will continue to focus on the following areas of activity:

1. Child protection: quarterly monitoring and analysis of indicators concerned with
 - referrals and assessments of children coming into social care services
 - safeguarding of children
 - looked after children

2. Allegations management: includes twice-yearly (March & September) reports to the Local Authority Designated Officer (LADO) covering
- numbers of allegations
 - timescale to resolve
 - source of the allegations
 - trends
 - outcomes
3. Hospital admissions caused by unintentional and deliberate injuries to children and young people (NI 70): a better understanding of the extent and causes, and of the processes involved, through
- monitoring admissions to JR and Horton Hospitals
 - benchmarking of number of admissions
 - analysis of the cause for admission, and whether the injury was unintentional or deliberate
 - analysis of referrals to children's social care
 - examination of the way data is currently collected, given concern that it is not currently collated as required
 - twice-yearly reports (June & December)
4. Self Harm: benchmark and understand the numbers, gender and outcomes of those who self harm in Oxfordshire through annual (December) reports covering
- feedback annual audit that is undertaken by Oxford University – 2 year retrospective
 - collation of public health data for the lower age group.
5. Domestic Abuse: twice-yearly (March & September) reports to help understand numbers and level of risk to children affected by domestic abuse through
- collation of data
 - analysis of number of children reported to Social Care by Police because of Domestic Abuse
 - analysis of number of children whose parents are defined as high risk by police
 - further review of requirements
6. Children Missing from Education: quarterly reports and review to better understand the issues involved in the areas of
- Children Missing from Education
 - Numbers

- Reasons
- Gender
- Ethnicity
- Localities/schools
- Outcomes for children Missing children
- Trends
- S2S
- Elective Home Education
 - Registered
 - Monitored
 - Refused visit and of those, those known to CSC.

7. Multi-Agency Audits: review planned following recommendations from MS audit, including
- identify appropriate indicators
 - establish a reporting schedule

9. **Achieving Best Value**

Resources

We will achieve good value for money by working as efficiently together as possible. At a strategic level, the Sustainable Community Strategy (Oxfordshire 2030), our Local Area Agreement and this plan provides the basis for partners to work together to deliver common goals for children and young people in Oxfordshire. As far as possible, partners' planning and resource allocation frameworks will be aligned to deliver the key priorities outlined here.

A snapshot of currently available resources spent on children, young people and families in Oxfordshire is provided below. In total, we estimate that there is a total annual public sector spend of approximately £677m, including £321m that goes directly to local authority schools.

Oxfordshire County Council

Oxfordshire County Council's 2009-10 gross revenue budget for children and young people's services is £504m. Of this, £321m is provided directly to local authority schools, leaving the remaining £183m to be spent on other children and young people's services and allocated by the council's Cabinet in accordance with the priorities set out in the Children and Young People's plan. This is divided across the three priorities as follows:

Revenue budget	£ (million)
Keeping all children and young people safe	117
Raising achievement	220
Narrowing the gap	167

The county council is currently undertaking a financial restructuring project that will bring budgets in line with the new area based delivery structure and the three priorities, and amalgamate or centralise complementary budgets where appropriate. This will ensure that our finances are more clearly used to deliver our priorities and value for money.

Over the current and next financial years, the total capital investment in children and young people's services, including schools and children's centres, will be in the region of £91m (£43m in 2009-10, £48m in 2010-11).

In addition, the County Council is now preparing to enter the Building Schools for the Future Programme which will help to deliver the three priorities outlined in this plan. The programme is the biggest ever national schools investment programme. It is more than just a school build programme, and is also an opportunity to improve teaching and learning so that all young people are equipped with the skills, attitudes and behaviours that will enable them to succeed in our fast-paced, globally networked world. We are hoping to access a minimum of £100m and current indications are that we will go to market in January 2011 to secure a partner.

Oxfordshire Primary Care Trust

The PCT can identify a spend of approximately £98m on children and young people (2009/10). This is broken down approximately into:

	£ (million)
Primary care (e.g. general practitioners, dentists)	20
Specialist high cost low volume commissioning (e.g. neonatal intensive care)	17
Acute children's hospital services	15
Children's community services (e.g. health visitors)	15
Child and adolescent mental health	7
Public health priorities (prevention focused)	1
Maternity Services	23

Police

Thames Valley Police in Oxfordshire can identify a spending of approximately £712,000 on children and young people.

Revenue Budget	£
Youth Justice	147,000
SSP and YOS	565,000
Total	712,000

City and District Councils

The City and District Councils provide a range of services that support children, young people and families. These include:

- Leisure Services including arts and sports development, positive activities, and holiday schemes;
- Play, open spaces and the environment;
- Community development;
- Housing;
- Consultation and engagement;
- Advice;
- Grants to voluntary and community groups;
- Environmental health;
- Community safety;
- Economic development.

Voluntary sector

There is a thriving voluntary sector in Oxfordshire, with approximately 1,600 organisations³ estimated to be working with children and young people. It is a wide-ranging sector and hard to calculate the spend, but we estimate that this is in the region of £10m per year.

³ Estimate from Ipsos MORI poll of third sector organisations in Oxfordshire, conducted during the final quarter of 2008.

The Learning and Skills Council (LSC)

The LSC currently (2009-10) provides £60m of funding to Oxfordshire based provision for 16 to 18 year olds. A further £7.5m is provided to fund apprenticeship schemes. In future years, this funding will transfer to Oxfordshire County Council as part of national changes.

	£ (million)
School Sixth Forms	28
Other Further Education Providers	32
Apprenticeships	7.5
Total	67.5

Strategic Commissioning

There are clear national and local drivers that will support the development of a more integrated approach to commissioning across the council and PCT. The new Learning Skills and Apprenticeships Act legislates for Children's Trust to take a strategic role in this commissioning and steps will be taken to ensure the Oxfordshire Children and Young People's Trust is able to undertake this function.

By March 2010, a Joint Commissioning Strategy will be agreed to support the delivery of this Plan. It will outline detailed joint commissioning plans for 2010-11 and outline plans for 2011-12 and 2012 – 2013. It will also outline areas where services will be de-commissioned. The aim is to:

- put children and young people at the heart of our commissioning plans
- drive up quality of services in line with national best practice
- ensure services are cost-effective and affordable
- where necessary, decommission services
- use transparent processes of decision-making – including competitive processes

There are clear national and local drivers that will support the development of a more integrated approach to commissioning across the Council and PCT. The new Learning Skills and Apprenticeships Act legislates for Children's Trust to take a strategic role in this commissioning and steps will be taken to ensure the Oxfordshire Children and Young People's Trust is able to undertake this function.

Workforce Development

We want Oxfordshire to be a place where people want to work and where all those who deliver services to children and young people:

- Work together across organisational boundaries in the best interests of children and young people, for example, by sharing information and avoiding duplication;
- Ensure that all children and young people are kept safe;
- Are competent and able to deliver excellent services to consistent standards;
- Have the qualities and skills that children and young people need and want.
- Restorative approaches

In order to equip all staff from all organisations with the competencies and skills that they need, we are currently developing a more detailed partnership workforce development strategy, taking into account the DCSF 2020 Workforce Strategy. This will be agreed by March 2010 and will set out proposals for joint workforce planning, improved recruitment and retention procedures, and enhanced training and career development opportunities. From induction, all the way through to intensive services, all staff will receive safeguarding training commensurate with their roles and responsibilities.

10. Annual Review

This plan covers the period January 2010 to December 2013. The Oxfordshire Children and Young People's Trust will conduct an annual review of the plan, including assessing progress against milestones, considering latest outcome data and whether needs and priorities have changed. The Trust will ensure that the annual review is subject to consultation and that the results are published.

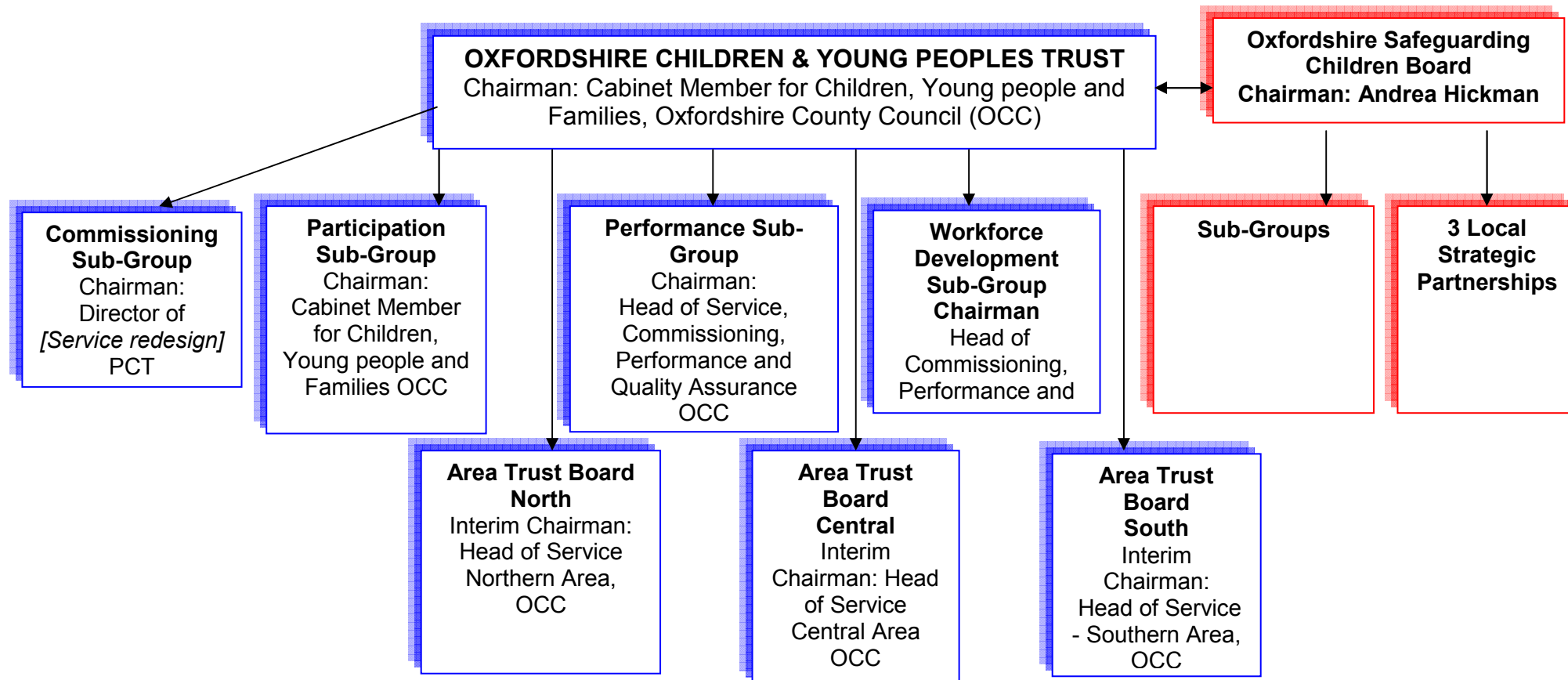
Appendix A: Our partnership.⁴

Oxfordshire Children and Young People's Trust Membership Role	Organisation
Cabinet Member for Children, Young People and Families (Chairman)	Oxfordshire County Council
Cabinet Member for Schools Improvement	Oxfordshire County Council
Director for Children, Young People and Families	Oxfordshire County Council
Chief Executive	Oxfordshire County Council
Head of Commissioning, Performance and Quality Assurance	Oxfordshire County Council
Non-Executive Director	Oxfordshire PCT
Chief Executive	Oxfordshire PCT
Director of Commissioning	Oxfordshire PCT
Director of Public Health	Oxfordshire County Council/Oxfordshire PCT
District Councils' Representative	District /City Council
Chief Superintendent	Thames Valley Police
Senior Representative	Job Centre Plus
Senior Representative	Sixth Form and Further Education Colleges

Role	Organisation
Senior Representative	Secondary Heads/Maintained Schools
Independent Chair of Oxfordshire Safeguarding Board	Non-Statutory Partners
Children and Young People Representation x 2	Non-Statutory Partners
Parent and Carer Representation x 2	Non-Statutory Partners
Head of Service Central Area	Chairman of Area Trust Board
Head of Service Northern Area	Chairman of Area Trust Board
Head of Service Southern Area	Chairman of Area Trust Board
Voluntary and Community Sector Representative	Oxfordshire Council for Voluntary Youth Services
General Practitioner	National Health Service

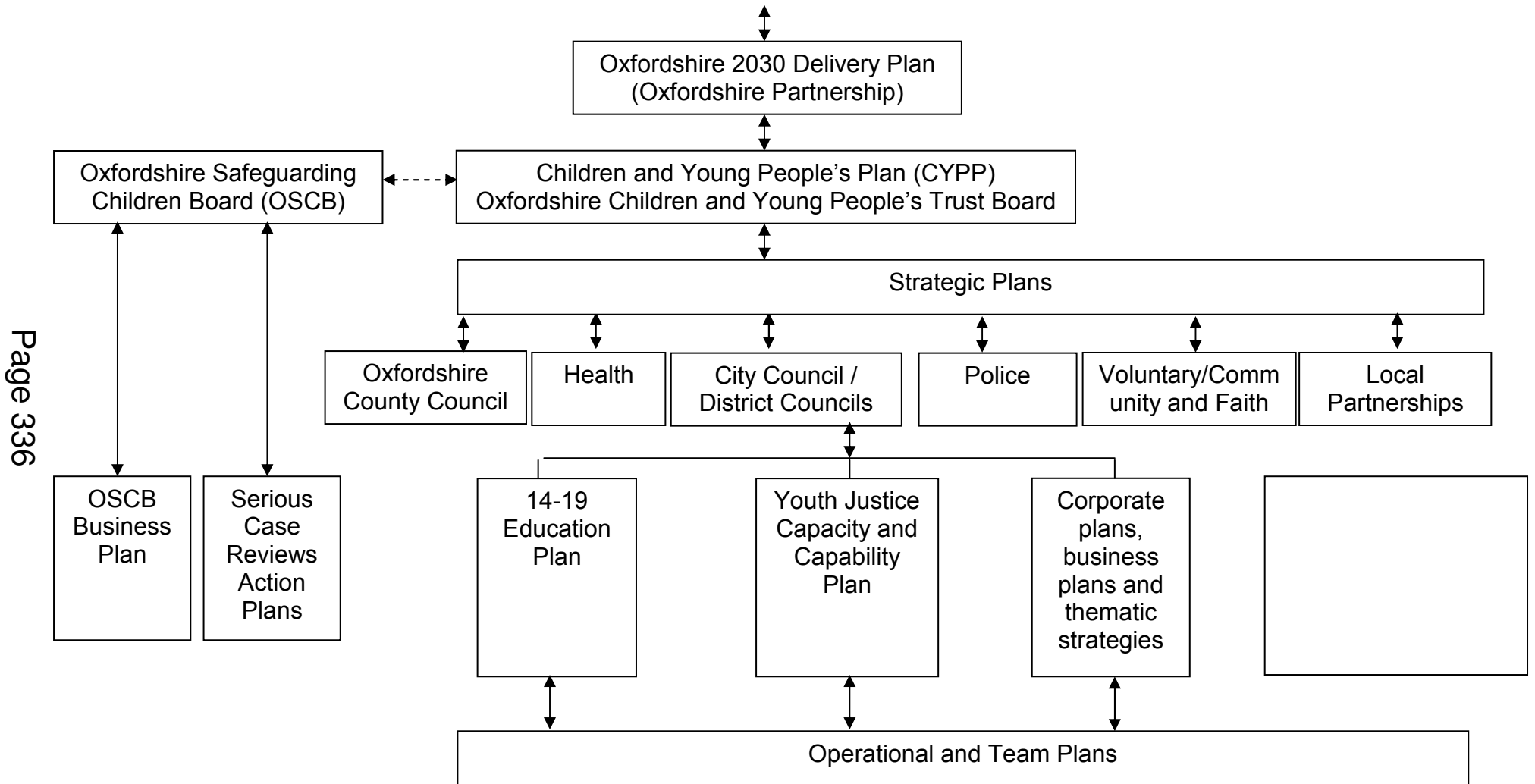
⁴ Membership of the OCYPT will be subject to review in line with proposed new legislation

Oxfordshire Children and Young People's Trust Structure



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Appendix B: Connectivity between plans



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Appendix C: Delivery of the plan – roles and expectations of key bodies and organisations

Body	Role	Expected to	Expects others to
OCYPT The Trust Board	To ensure full implementation of the plan, and consequent improvements in outcomes.	Hold partners to account for delivery against plan targets and priorities. Re-commission and re-design services as required.	Deliver their commitments, collaborate and develop more integrated services to improve outcomes for children and young people in line with this plan.
Area Trust Boards	To bridge the Trust's strategic priorities and area and locality operational priorities.	Inform and shape the Trust's priorities; engage in local re-commissioning; enhance joint and partnership practice locally.	The Trust to respond to local priorities; all partners to engage locally in service planning and development, and 'place shaping' for children, young people and families.
Oxfordshire Safeguarding Children Board	To hold the Trust, and its constituent agencies accountable for services' impact on safeguarding children and young people.	Inform planning processes about key Safeguarding priorities. Hold agencies to account for keeping children and young people safe, including implementing recommendations from Serious Case Reviews	Deliver services to achieve impact on safeguarding. Demonstrate responsibility and accountability for safeguarding. Implement recommendations from Serious Case Reviews.
The County Council	To provide infrastructure support to the Trust. To deliver the range of council services to children and young people so as to reflect Trust priorities and statutory requirements. To ensure that other (non-children / young people focused) council services support the delivery of this plan.	Engage in local and strategic partnership structures to shape and challenge service delivery and improve outcomes	Engage with council services in partnership to improve outcomes.
City / District	To deliver the range of council services to children and young people so as to reflect	Recommission and redesign services as required. Involve and	Engage with council services in

Body	Role	Expected to	Expects others to
Councils	Trust priorities and statutory requirements.	engage with young people. Engage in local and strategic partnership structures to shape and challenge service delivery and improve outcomes.	partnership to improve outcomes.
Town and Parish Councils	To plan for their area's future and help identify priorities. Engage in community-led planning if there is local demand.	Engage children and young people in local democracy and shaping local children and young people's services through community led planning or other mechanisms.	Provide support, advice and other resources where required/appropriate.
Schools, colleges and other educational settings	To co-operate to deliver the aspirations and priorities in this plan, across the three priorities, and all five Every Child Matters outcomes.	Engage in local and strategic partnership structures to shape and challenge service delivery and improve outcomes.	Respond to the 'intelligence' held about children, young people, families and communities.
Health/PCT	To co-operate to deliver the aspirations and priorities in this plan, across the three priorities, and all five Every Child Matters outcomes.	Engage in local and strategic partnership structures, to shape and challenge service delivery and improve outcomes.	Contribute, through this plan to the delivery of key health outcomes for children, young people and families.
Police	To co-operate to deliver the aspirations and priorities in this plan, across the three priorities, and all five Every Child Matters outcomes.	Engage in local and strategic partnership structures, to shape and challenge service delivery and improve outcomes.	Contribute, through this plan, to the delivery of key community safety and crime reduction targets.
Community safety	To co-operate to deliver the aspirations in this plan across the three priorities and all five Every Child Matters outcomes.	Engage in local and strategic partnership structures, to shape and challenge service delivery and improve outcomes.	Ensure that issues relating to community safety, tackling and reducing crime and the fear of crime in local communities are a cross cutting priority.

Body	Role	Expected to	Expects others to
Voluntary Community and Faith sector	<p>To co-operate to deliver the aspirations and priorities in this plan, across the three priorities, and all five Every Child Matters outcomes.</p> <p>Ensure the voice of the voluntary and community sector, and of those who access services from voluntary and community sector providers is represented.</p>	<p>Engage in local and strategic partnership structures, to shape and challenge service delivery and improve outcomes.</p>	<p>Ensure the voice of the voluntary and community sector, and of those who access services from voluntary and community sector providers is heard and respected.</p>
Other partners	<p>To co-operate to deliver the aspirations and priorities in this plan, across the three priorities, and all five Every Child Matters outcomes.</p>	<p>Engage in local and strategic partnership structures to shape and challenge service delivery and improve outcomes.</p>	<p>Contribute, through this plan to the delivery of key outcomes for children, young people and families</p>

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Division(s): NA

CABINET - 15 DECEMBER 2009

Q2 PERFORMANCE MANAGEMENT: JULY – SEPTEMBER 2009

Report by County Council Management Team

Introduction

1. This report details Oxfordshire County Council's performance for the above period, based on the corporate balanced scorecard which measures progress in the four key areas of: -
 - Customer
 - Projects
 - Finance
 - People
2. The full balanced scorecard is attached in annex 1. It not only shows numerical performance with a Red/ Amber/ Green (RAG) rating, but also details the baseline position, and whether the trend is positive, negative or staying the same. It indicates the risk of not hitting the target in terms of likelihood and impact, and describes any action plans in place for high risk targets, or areas of poor performance.
3. Using the corporate balanced scorecard as the foundation, the following pictures emerge.

What is going well?

- A key success this quarter was the achievement of level 3 Equality Standard for Local Government, in the recent assessment undertaken by IDeA (Improvement and Development Agency). (see annex page 9)
This comes under the priority of 'Customer' and indicates positive outcomes both for internal and external customers.

What requires attention?

- In the Children, Young People & Families directorate, there are improvements in many areas. Of all the targets relating to children and young people which are amber or red, 11 are showing improvement, albeit not to targeted levels. However, despite improvements, 'Raising Achievement' remains an area of concern. Student achievement at GCSE, measured by the number of A-C grades including Maths and English, showed a performance improvement, but failed to meet the target. (see annex page 6)

What is being done about it?

- CCMT have agreed a joint review will be conducted of performance in this area and report back to Cabinet, the Public Service Board and Government Office for the South East (GOSE) early 2010.

What needs to develop?

- **Timeliness**
A cross-cutting issue for performance management is one of timeliness. For a number of targets there is 'No Current Information' (NCI), and some of the data for the 'People' section is not reaching the right people on time.
- **Targets-setting**
Another emerging theme is that targets-setting needs to be refreshed for 2010/11. Some directorates rely heavily on National Indicators but we need to have a balance between national targets and local ones that would help us gain a better understanding of how we are progressing against our own priorities.

What is being done about it?

- Faced with too many 'NCI's, it was agreed at CCMT that work would be undertaken to explore the possibility of providing quarterly updates on areas of delivery which are currently being reported annually. Similar work is on-going in terms of the 'People' data.
- All directorates will be reviewing their targets and CCMT and Cabinet will debate them in February 2010, to be agreed in time for the first quarter of the new year 2010/11.

RECOMMENDATION

- 6. The Cabinet is RECOMMENDED to note this report.**

COUNTY COUNCIL MANAGEMENT TEAM

Contact Officer: Christa Brodie-Levinsohn, Corporate Performance.
Tel: 01865 815463

December 2009

Corporate Balanced Scorecard

Key: Performance = Red/ Amber/ Green rating from directorate¹
 Grey/ NCI = no current information
 Trend = Comparison with last quarterly report²
 Risk = Risk of not hitting corporate plan target + mitigation on high risks
 08/09 Baseline = Performance at Q4 08/09, unless otherwise stated

Customer

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Children Young People and Families - Customer

NB. Performance against sub-targets is only reported if the overall target is on red or amber.

Target	Sub-targets	Target	2008/09 Baseline	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
Safeguarding: Procedural	68 % Initial assessments for children’s social care in 7 working days of referral (NI 59)	68%	60.8%	64.4%	66.4%	↑	Medium	Report card to Oxfordshire Safeguarding Children Board (OSCB) monitoring & evaluation sub group Sept 09. Business process issues identified. Further monitoring in place.	Mark Wheeler

¹ Where the directorate did not provide one, a RAG status was inserted based on the information provided.

² Where data is generated annually, trend is matched with previous year

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Target	Sub-targets	Target	2008/09 Baseline	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
	82% Core assessments for children's social care in 35 work days of commencement (NI 60)	82%	79.4%	74%	76.3%	↑	Medium	Reported to OSCB monitoring & evaluation sub group Sept 09. Business process issues identified. Further monitoring report in Dec.	Mark Wheeler
	Placed for adoption within 12 months (NI 61)	Head of Service has been asked to set a target for this target by Q3.	81.8%	82%	75.0%	↓	Low	Since this report has gone to DLT, performance has actually increased to 81.3%. Head of Service has been asked to set a specific target for this measure.	Mark Wheeler
	91% Looked after children cases reviewed within required timescales (NI 66)	91%	89.7%	67.0%	75.1%	↑	Medium	Reported to Directorate Leadership Team (DLT) Sept 09. Business process & practice issues identified. Further monitoring in place.	Mark Wheeler
	100 % Child protection cases reviewed within required timescales (NI 67)	100%	100%	97.8%	98.9%	↑	Medium	Stringent RAG rating used due to high profile target. Reported to DLT. Reasons identified. Further monitoring in place.	Mark Wheeler
	65% Referrals to children's social care going on to initial assessment (NI 68)	65%	55.1%	43.9%	74.6%	↑	Low		Mark Wheeler

CA16

Target	Sub-targets	Target	2008/09 Baseline	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
Safeguarding: Outcomes	Stability of Placements (NI 62) - No more than 11.7% of young people having three or more placements per year.	<11.7%	9.2%	9.4%	9.4%	=	Low		Mark Wheeler
	Less than 10% Child protection plans lasting 2 years or more (NI 64)	<10%	10.8%	11.5%	7.3%	↑	Medium	Stringent RAG rating has been used due to comparative position with statistical neighbours and national performance. Reported to DLT. Reasons identified. Further monitoring in place.	Mark Wheeler
	No more than 10-15% Children becoming the subject of a Child Protection Plan for the second time (NI 65)	<15%	11.5%	28.1%	16.1%	↑	Medium	Reported to DLT. Reasons identified. Further monitoring in place.	Mark Wheeler
	Reduce emergency hospital admissions due to injury to 107.75 per 10,000 over the year (NI 70)	107.75	106.5	31.22	NCI	=	Medium	Report card to OSCB monitoring & evaluation sub group July 09. Further analysis to be provided in Dec 09.	Paula Tansley
Narrowing the gap	Narrowing the gap in the Early Years Foundation Stage between lowest 20% and County median (NI 92)	31.3%	34.1%	NCI	33.5%	↑	Low	Measured annually.	Mark Wheeler

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Target	Sub-targets	Target	2008/09 Baseline	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
	At least 46.2% Children in care reaching Level 4 in English at KS2 (NI 99)	>46.2%	52.9%	NCI	21.4%	↓	Medium	Measured annually. Reported to DLT Sept 09. Further analysis to be done on receipt of national statistical information.	Mark Wheeler
	At least 53.8% Children in care reaching Level 4 in Maths at KS2 (NI 100)	>53.8%	35.3%	NCI	14.3%	↓	Medium	Measured annually. Reported to DLT Sept 09. Further analysis to be done on receipt of national information.	Mark Wheeler
	At least 16.3% Children in care achieving 5 A*-C GCSEs at KS4 (including English & Maths) (NI 101)	>16.3%	4.9%	NCI	8.3%	↑	Medium	Measured annually. Reported to Children's Trust May 09. New head teacher and action plan in place. Further analysis on receipt of national information.	Mark Wheeler
	Less than 5% of young people in YJS receiving conviction then sentenced to custody (NI 43)	<5%	4.3%	8.1%	5.59%	↑	Medium	Reported to Children's Trust July 09. Further analysis at sub group in Nov 09.	Jan Paine
	Reduce inequalities gap at Level 3 qualification (NI 81) to 28 percentage points	28 percentage points	31.1 percentage points (2006/07)	NCI	31.7 percentage points (2007/08)	=	Medium	Measured annually. Reported to Children's Trust Sept 09. Comprehensive 14-19 plan in	Sally Taylor

CA16

Target	Sub-targets	Target	2008/09 Baseline	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
								place. Further analysis requested.	
	Secondary school persistent absence rate (NI 87) to be no more than 5%	<5%	5%	5.78%	NCI	=	Medium	Reported to DLT in May 09, action taken, local improvement by July 09. Awaiting national release of figures.	Jan Paine
	Increase young people's participation in positive activities (NI 110)	78.5%	71.7%	NCI	NCI	NCI	Medium	Measured annually. New indicator based on survey with a different cohort each year. No comparison data to draw conclusions as yet.	Jan Paine
	Reduce children entering CJS for the first time to no more than 856 (NI 111)	<856	523	60	83	↓	Low		Jan Paine
	Establish a further 17 Children's Centres by March 2014 to bring a total of 46 countywide (NI 109)	46	29	31	31	=	Low	Head of Service is confident that we will meet this target.	Mark Wheeler
	Permanent exclusions from schools (NI114) – no more than 45 in Academic Yr 2008/09	<45	66 (Academic year 07/08)	85 exclusions	NCI	↓	Medium	85 is figure for end of Academic Year 2008/09. Reported to DLT / Children's Trust in May 09, action taken and being monitored.	Jan Paine
								Report card to	

CA16

Target	Sub-targets	Target	2008/09 Baseline	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
	Increase 16-18s in education / training / employment (NI117) – no more than 4% not in education/ training/ employment (NEET)	<4%	4.0% NEET	6.7% NEET	7.1% NEET	↓	Medium	DLT / Children’s Trust in Jan, July 09. Action plan in place.	Jan Paine
Health	Under-18 conception rate - no more than 22.3 per 1,000 (NI112)	<22.3 per 1000	27.5 (2006)	29.6 (2007)	NCI	↓	High	Measured annually. We won’t have the 2008 figures until Jan 2010. Report card to Children’s Trust in Jan 09. Teenage Co-coordinator in place. Data monitored by Trust performance sub group.	Paula Tansley
	Under-18 conception rate - reduction of 21% from 1998 baseline (Corp Target)	-21%	-12.2% (2006)	-5.6% (2007)	NCI	↓	High	As above.	Paula Tansley
	No more than 15.3% of Year 6 children obese (NI 56a)	<15.3%	15.4% (2007/08)	15.4% (2008/09)	NCI	=	Low	Measured annually.	Paula Tansley
Raising achievement: Student performance	Increase pupils achieving 5 A* – C GCSEs inc E/M to 60% by 2009/10 (NI 75)	60%	50.5%	NCI	52.8%	↑	Medium	Measured annually. Report card to Children’s Trust May and Sept 09. Awaiting national release of information for	Sally Taylor

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Target	Sub-targets	Target	2008/09 Baseline	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
								comparative data.	
	Increase pupils achieving 5 A* – C GCSEs so that Oxfordshire is in the top 25% of Local Authorities by 2014	Top 25%	We are currently 36 th (second quartile)	NCI	NCI	NCI	Medium	Measured annually. Awaiting release of national information following Summer 09 results.	Sally Taylor
	Achievement of at least 78 points (by 55% of pupils) across the early learning foundation stage profile (NI 72)	55%	50.3%	NCI	51.5%	↑	Low	Measured annually.	Sally Taylor
	Achievement at Level 4 or above in both E&M at KS2 (NI 73)	79%	72.7%	NCI	72.4%	=	Medium	Measured annually. Reported to DLT Oct 09. Awaiting release of national information.	Sally Taylor
	Progression by 2 Levels in English between KS1 and KS2 (NI 93)	89%	85.0% (2007/08)	NCI	NCI	=	Low	Measured annually.	Sally Taylor
	Progression by 2 Levels in Maths between KS1 and KS2 (NI 94)	85%	81.0% (2007/08)	NCI	NCI	↑	Low	Measured annually.	Sally Taylor
Raising achievement : School performance	Numbers of schools achieving 'good' or 'outstanding' judgments in Ofsted inspections	No target has been set	67.0%	57.5%	59.4%	↑		There is no risk assessment as we have no specific target for this measure – simply monitoring schools' Ofsted results.	Sally Taylor

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Target	Sub-targets	Target	2008/09 Baseline	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
	Number of schools in special measures (NI 89a) – target is to have no schools in special measures	0	2	1	1	=	Low		Sally Taylor
	Average time (months) spent in special measures (NI 89b)	No target has been set	11 months	NCI	18 months	↓		Measured annually. There is no risk assessment as we have no specific target for this measure.	Sally Taylor

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Corporate Core - Customer

Target	Target	08/09 Baseline	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
OCC achieves level 3 Equality Standard by March 2010	Level 3	N/A: baseline year	Yes	Yes			Support from Customer First team is maintained to deliver the programme until IDeA assessment in Nov 09.	Adrian Harper Smith
2010/11 Corporate Plan delivered within agreed timeline	Delivered in agreed timescales	Yes					Mitigation in place.	Maggie Scott
Agreed set of 90% SMART delivery plan targets for the Sustainable Community Strategy in place by March 2010	90%	10%	10%				Work is underway with the performance team to ensure we have smart targets in place.	Claire Evans
OCC achieves a level 4 in the 2009 Use of Resources assessment	4	4						Laura Grainger
Revised medium term priorities agreed by new Cabinet by November 2009	November 2009	N/A					Mitigation in place.	Maggie Scott
Baseline year for the number of CAA red flags and performance reporting	Baseline year	N/A:baseline year					Mitigation in place.	Tracy Luck
Baseline year for reputation survey	Baseline year	N/A:baseline year						Maggie Scott
Achieve a 10% increase in the employee engagement index	10%	N/A:baseline year						Steve Munn
Increase the number of apprentices to 54 by April 2010	54	tbc						Ruth Jackson-Haile

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Community Safety and Shared Services - Customer

Target	Target	08/09 Baseline	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
Deliver Oxfordshire Fire & Rescue's '365 alive' targets by saving 37 more lives, £10 million and delivering 84000 safety messages	37 lives, £10 million and 84,000 messages	n/a. This is a 10 year strategy			=			Dave Etheridge
Save £100,000 for vulnerable consumers each year through protecting against the activities of doorstep comen	£100,000	£71700	£20,450	£78,025	↑			Richard Webb
Support reduction in the number of children and young people entering the CJS for the first time from the March 2009 level	<523	523			=			Tan Lea
90% of posts are recruited to within 60 days, from the time a post is approved and a contract is issued	90%	New for 09/10		91.2%	=			John Parry
Increase customer satisfaction with shared services to 89%	89%	86%	92%		=			Nicola Leavesley
For Oxfordshire & Buckinghamshire GTS to attain the customer service excellence award	Customer Excellence Award	New for 09/10			=		Assessment due in March/April 2010, project manager assigned, confident of successful outcome.	Gary Brewer
Basket of LAA targets (NIs 20, 21, 32 & 40)		(Baselines exist for individual indicators)			=			Dave McWhirter
Basket of NIs		(Baselines exist for individual indicators)			=			Richard Webb, Dave Etheridge.

Environment and Economy - Customer

NB. Performance against sub-targets is only reported if the overall target is on red or amber

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Target	Sub-targets	Target	08/09 Baseline	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
Improving the condition of Highways assets	Principal roads where maintenance should be considered. (NI 168) Annual target = 4%	4%	4%	0%	5%	↓	Amber	Monitor - High St is a high cost scheme and has consumed most of the 09/10 principal roads budget. The 2010/11 budget will be used to treat more sites and this should have a more positive impact on this indicator.	Mark Benton
	Non-principal roads where maintenance should be considered. (NI 169) Annual target = 8%	8%	8%	33%	9%	↓	Red	Direct a greater proportion of budget to targeted schemes on less prominent roads.	Mark Benton
	Percentage of crossings with facilities for the disabled – 88%	88%	87.4%	87.1%	87.1%	=	Green		Tim Atkinson
	Condition of footways Annual target = no more than 12.4% of footways above the threshold for acceptable conditions.	<12.4%	6%	NCI	6%	=	Amber	Annual survey but only measured every 2 years. Further improvements depend on budget and outcome of study into 3rd party claims.	Mark Benton
Reducing traffic congestion in Oxfordshire		Majority of sub-targets on green	(Baselines exist for individual indicators)			=	Amber	- Bus services running on time: Ensure key bus route road improvements are communicated within time to bus operators and, where possible, alternative arrangements are made. - Mode of Transport of	Steve Howell

								Children travelling to school: New approach to meeting targets is under way.	
Helping deliver a world class economy	Majority of sub-targets on green	(Baselines exist for individual indicators)				↑		- Revised Economic Development Strategy: Strengthen client role (Oxfordshire Economic Partnership) - GVA - Milestones specified in programme documents: Identify evidence of economic development actions that will lead to increased GVA	Dave Waller
Reducing waste going to landfill	Majority of sub-targets on green	(Baselines exist for individual indicators)				↑		- Increasing Recycling/Composting: Action plans in place for district implementation.	Steve Lewington
Tackling local authority impact on climate change	Achieve 18% reduction in CO ₂ emissions (NI 185) by 2012	18%	2.4%	2.4%*	We are currently trying to obtain quarterly figures	=		Work is underway to identify key priority areas that will help us achieve the target, and will be reported to informal cabinet in Nov 09.	Sue Kent
	Reach Level 2 in climate change adaptation planning (NI 188)	Level 2	Level 1	Currently at Level 1	On target to reach level 2	=		Complete LCLIP09 by Oct 09, and look to implement internal audit recommendations.	Sue Kent
Reducing road traffic casualties	People killed or seriously injured in road traffic accidents (NI 047) – fewer	<304	343	359	336	↑		Instigating interventions to reduce motorcycle injuries (traditionally high KSI demographic)	Geoff Barrell

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	than 304								
	Children killed or seriously injured in road traffic accidents (NI 048) – fewer than 23	<23	24	28	24	↑		Pilot child programmes being trialled in Abingdon in response to Department for Transport child safety audit requirements.	Geoff Barrell
Improving customer satisfaction for all E&E services	47.23% of users satisfied with local public transport information	47.23%	52%	52% (Autumn 08)	NCI	=		Measured every 2 years, using the Place Survey report.	Dick Helling
	66.06% of users satisfied with local bus services	66.06%	60%	60% (Autumn 08)	NCI	=		Measured every 2 years, using the Place Survey report.	Dick Helling
	Number of formal complaints received	No target set	47	14	26	↓			Christine Howard
	Number of formal compliments received	No target set	345*	NCI	14	↓		*This was measured in a rather 'catch all' way but has now become clear what constitutes a formal compliment.	Christine Howard
	Planning applications decided within 13 weeks (NI 157) Targets are: - •60% of minerals and waste applications •80% of council's own development applications	•60% of minerals and waste applications 80% of council's own development applications	29% minerals & waste 80% council development applications	•25% minerals and waste •93% development applications	•50% minerals and waste •95% development applications		↑		Continue to use action plan. Promote timeliness culture to achieve 60% over the whole year.
Progress at strategic sites - 80% of strategic sites progressed to agreed timescales	Majority of sub-targets on green	(Baselines exist for individual indicators)				↑		- Completion of projects: Pursue through 'single conversation' agenda. - Provision of a school: Oxpens viability work is needed.	Rob Dance

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							Senior management to resolve streamline contributions approach, by Dec '09.	
Deliver 10 additional drainage schemes to alleviate flooding	Majority of sub-targets on green	New indicator for 09/10		Finance for the year has enabled 10 additional schemes to be completed.	=		Flooding Management has improved with additional resources. However, to continue risk mitigation, action is to bid for further funds in 2010/11.	Gordon Hunt

Social and Community Services - Customer

Target	Target	08/09 Baseline	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
Achieve excellent rating in at least two of the 7 service outcomes in the 2009 Annual Report from the Care Quality Commission	2	1			n/a		Report and rating to be published in November. Key actions currently being fed into service plans.	John Jackson
In the June "Independence, Well-being and Choice inspection we will achieve scores of : <ul style="list-style-type: none"> • Excellent for Choice and Control, • At least Good for Health and Wellbeing, • At least Adequate for Safeguarding, • At least Promising prospects for improvement 	Wellbeing scores in 4 specified areas	n/a			n/a		Report to be presented to Cabinet on October 20. Action plans currently being drawn up and will be available for October 20.	John Jackson
Increase the number of adult learners gaining a full L2 qualification (including diplomas, equivalent to 5 GCSEs at grade A – C including English and maths) by 50% over the period 2008/09 to 2010/11	50%	tbc			=		On track to achieve this target. We are doing a significant number of 'train to gain' and apprenticeship qualifications, aiming at L2.	Jane Dixon
Increase active library membership to more than 140,000 in 2009/10	>140,000	n/a	137,873	138,895	↑		The latest figure represents a 0.74% increase (1,002 in actual numbers).	Caroline Taylor
Increase the proportion of people placed at two and three star residential providers from 74% (Sept 2008) to 80% (Sept 2009)	80%	74%	78%	82%	↑		Of the 1933 people in residential care; 1824 (94%) are at establishments which are rated.	Simon Kearey
Increase the proportion of registered providers scoring good or excellent on safeguarding to	70%	n/a	86%	90%	↑		93% of residential providers and 85% of domiciliary	Simon Kearey

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70%							providers score good or excellent on safeguarding.	
Reduce the average number of people in a hospital bed who are fit for discharge to 70 or fewer (NI 131)	<70	88	69	73	↓		As of w/e 2/8/09, the average is 70.1 delays but local systems report as of w/e 27/9/09 an average of 73.2 delays. Delays tend to fall in the year.	Paul Purnell
Basket of two remaining LAA targets		n/a			↑		NI 135 behind target due to a recording issue. There is a plan in place to rectify this. Significantly ahead of the same place last year. NI 141 ahead of target.	Varsha Raja (NI135) Nick Welch (NI141)
Basket of remaining NIs		n/a			↑		Targets set for 6/8 indicators based on now available baseline data. 3 NIs will be collected manually & NCI at present. Of the remaining 1 on green; 2 on amber. Monthly meetings are being set up with teams to review performance. Action plans are being drawn up.	Paul Purnell


Projects
Children Young People and Families - Projects

Target	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
<u>Success Primary project</u> - PID to be completed by Q2 - Steering group in place by Q3			↓		Due to staff illness this project is likely to be delayed by one quarter. Arrangements are being made for other members of staff to pick up the work.	Jan Paine
Page 359 <u>Success Secondary Project</u> - 4 th progress review conference to be held by Q3			=		On track. Preparation for the 4 th progress review conference underway and running to plan.	Jan Paine
<u>Building Schools for the Future</u> 'Readiness to deliver' submission prepared for DCSF by Q 4			=		On track. CYPFD submitted the 'Readiness to deliver' submission to the 'Partnerships for Schools' by the mid Sept deadline. Response due back mid November.	Roy Leach
<u>Implementation of the 14-19 year old strategy</u> - Preparations complete for the funding transfer for 16-19 from LSC to the local authority by Q4 - 7 partnerships audited against the minimum entitlement for learning (as described in the 14 – 19 education plan) by Q4			=		On track. Received Autumn 2009 Progress Check by the Government Office for the South East to show progress against plan and statistical neighbours.	Sandra Higgs
<u>Children's Centres Phase 3 project</u> 'Readiness to deliver' submission prepared for DCSF by			=		Progress report completed at the start of the year indicated	Mark Wheeler

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Q 4	█	█	█	█	that Phase 3 development is progressing according to original plans.	█
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Corporate Core – Projects

Target	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
Efficiencies programme on track against agreed milestones					Robust budget making process, including Star Chambers and healthy level of balances. Strong performance management framework to provide an early warning of any problems to ensure that those problems are addressed by timely management action.	Paul Gerrish
Equalities programme on track against agreed milestones			=			Adrian Harper Smith
Consultation programme on track against agreed milestones			↓		Collaborative working to ensure alignment with strategic policy and performance framework, and to support engagement of senior leaders.	Maggie Scott
Lead Oxfordshire on track against agreed milestones as reported to the Change Management Board			=			Ruth Cane

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Community Safety and Shared Services – Projects

Target	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
Fire & Rescue Service integrated risk management plan action plan 2009-2010 on track against agreed milestones			=			Martin Crapper
Delivery against the Fire & Rescue equality & diversity strategy 2008-2018 (specific targets to be met by 2013)			=			Colin Thomas
Delivery against the shared services business case			=			Ron Sweatman
Review of Safer Communities Unit completed by March 2010						John Parry
Site improvement programme for Council run traveller sites on track against agreed milestones			=			Gary brewer
To finalise and implement the results of the review of the emergency planning structure within the county			=		The principles agree with DC Chief Executive, final confirmation awaiting next Chief Exec meeting.	Bethan Morgan

Environment and Economy – Projects

Target	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
Transform Oxfordshire on track against agreed milestones			=		<p>- Queen Street: Follow-up monitoring to be carried at an agreed date (post-Q3).</p> <p>- Magdalen St/Broad St/Frideswide: Timetable for the project has been discussed, but no firm decision made. Work progressing, further report to project board in Q4.</p>	John Cramer
Local Transport Plan 3 on track against agreed milestones			↑		Risk will be mitigated by ensuring compliance with the project plan and political involvement throughout the development of LTP3.	Jo Clegg
Retender Highways Contract on track against agreed milestones			=		Project remains on-track for the 1 July 2010 start date but the scale of work required to produce the Service Information Pack and the draft contract were underestimated. This has been compensated for by agreeing an action plan with senior management and the bidders.	Grant Cawte
Procurement of residual waste contract on track against agreed milestones			↓		Completing evaluation and VFM case. Organising internal	Andrew Pau

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					approval process.	
Develop and deliver capital programme on track against agreed milestones			=		Confidence is high within the programme team that the Capital Programme will be delivered. Amber status reflects concerns over process.	Laura Hutchins
Programme to improve customer engagement and service delivery on track against agreed milestones			↓		A clear action plan needs to be developed Corporately, which can then be implemented at Directorate level.	Steve Smith/ Karen Leverett

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Social and Community Services – Projects

Target	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
Delivery of the Information project in line with the plan			↑		Project on track. Brief has been approved by Programme Board; PID 90% complete. Looking to recruit Operational Lead to work with Service Managers to deliver the project "Quick Wins"	Simon Kearey
Thame library delivery plan on track			=		Contractors now on site. On schedule for completion/ opening July 2010.	Caroline Taylor
Complete the hand over Cogges to the new Trust by March 2010			=		A shadow board has been established and Trustees selected in preparation for the handover. Detailed negotiations continue.	Martyn Brown
Delivery of Extra Care 140 housing places in 2009/10			=		OCC home support service now recruiting	Nick Welch

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					night care workers. Plan is to have the 60 units by Jan 2010. Greater Leys scheme: resident consultations undertaken; Architect plans drawn-up and awaiting costings. May need to introduce care before building works completed in order to meet targets.	
Ensure all people in the north of the county who are eligible for a personalised budget have one by March 2010		160 people have now been allocated a personal budget.	=		Work on SDS blueprint broadly completed with workshop on 25/09. Working with OP, PD, LD and MH to test methods of transitioning existing users.	Alan Sinclair
LE Framework Tender completed and mini-competitions carried out to ensure services are in place by April 2010			=		Evaluation of tenders complete. Recommendation for award of contracts signed off. Mini-competitions in preparation.	Ann Nursey
Complete the Adult Social Care Systems and Process Review by March 2010			=		Analysis of business and technical requirements to support the SDS model underway as planned.	Simon Kearey

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Finance
Children Young People and Families - Finance

Target	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
Projected year end revenue spending within budget		CYP&F is forecasting an in-year overspend of £1.4m as per draft August 2009 Monthly Monitoring Report.	=		Concerns continue to be expressed about significant forecast overspends on placements and on asylum seekers. The directorate is seeking ways of offsetting these overspends i.e. viring under-spends from elsewhere in the Directorate including Home to School Transport and utilising the CYP&F reserve.	Paula Tansley
All service plan budgets within agreed limits	See above	See above	=			Paula Tansley
On track to achieve agreed efficiencies savings target			=		Info not available	Paula Tansley
Capital programme within agreed quality, cost and timetable criteria	Capital spend forecast (including schools capital) has increased by £1.6m for 2009/10.	The in-year forecast for Children, Young People & Families is £0.2m less spent than budgeted for the year.	=		Performance reporting on capital expenditure should be interpreted with care –e.g an increased or decreased amount of capital expenditure from one year to the next or compared with budget doesn't necessarily mean that capital projects are overspending or under-	Paula Tansley

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					<p>spending – it could just be that more (or fewer) capital grants are being received, and spent, or that the timing of capital schemes is being “slipped” from one year to another.</p>	
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Corporate Core - Finance

Target	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
Projected year end revenue spending within budget		Currently reporting a 5% overspend	↓			Tim Paul
All service plan budgets within agreed limits			↓		2 services (L&D and ICT) are reporting an overspend in September's MMR	Tim Paul
On track to achieve agreed efficiencies savings target		Currently meeting 59% of efficiency targets	↑			Tim Paul

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Community Safety and Shared Services - Finance

Target	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
Projected year end revenue spending within budget			=			John Parry
All service plan budgets within agreed limits			=			
On track to achieve agreed efficiencies savings target			=			

CA16

Capital programme within agreed quality, cost and timetable criteria			=			Tim Paul
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Environment and Economy - Finance

Target	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
Projected year end revenue spending within budget		-0.03%	↑			Rob Finlayson
All service plan budgets within agreed limits		-3%	=			Rob Finlayson
On track to achieve agreed efficiencies savings target		Currently predicted to be £1.322m	↑			Rob Finlayson
Capital programme within agreed quality, cost and timetable criteria		Latest programme £42.5m with forecast at £41.4m (based on Sept MMR).	↑			Rob Finlayson/ Nigel Cunning

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CA16

Social and Community Services - Finance

Target	Q1 Performance	Q2 Performance	Trend	Risk	Action plan/ Mitigation	Lead Officer
Projected year end revenue spending within budget	£1.38 m overspend	£0.864 m overspend	↑		Forecast at the end of September is an overspend of £0.864 m (0.52%) An action plan has been developed to bring Adult Social Care into balance. Aim is to stay within budget for the year.	Maureen Elliott
All service plan budgets within agreed limits			↑		All service plans are reviewed corporately. This includes a review of budgets, with a directorate and corporate challenge	Maureen Elliott
On track to achieve agreed efficiencies savings target	£9.31	£10.018	↑		Forecast at the end of September is that £10.018m of the efficiency saving target of £11.05m is on track to be achieved.	John Jackson
Capital programme within agreed quality, cost and timetable criteria			↑		As part of the new Governance arrangements for capital the programme has a realistic profiling and will deliver as predicated for 2009/10. A review and reprioritisation of the programme for future years is underway.	Simon Kearey

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Children Young People and Families - People³

Target	Q1 Performance	Q2 Performance	Trend ⁴	Risk	Commentary	Lead Officer
Deliver staff number/cost reductions of 2.5%		Increase of 2.79% FTE	n/a		Early, uncleaned establishment data.	
Average sickness days per Full Time Employee (FTE) - 7 days	6.58	5.57	↑			
5% of employees BME	7.27%	7.51%	↑			
2.5 % of employees disabled	1.73%	1.55%	↓			
90% of appraisals completed by 30 June 2009	17%	67%	↑		There is an ICT problem when reporting which appraisals have been completed. HR and ICT are working to resolve this issue. 67% of appraisals are recorded as 'complete' but 16% are still recorded as 'planned.' In total 83% of appraisals are therefore 'accounted for'.	

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³ Due to inconsistencies in RAG-rating for this section in Q1, Q2 figures have been RAG-ed centrally using a standard set of tolerances.

⁴ An upward arrow represents an improvement, not necessarily a greater figure; a downward arrow represents a worsening, not necessarily a lower figure

Corporate Core – People⁵

Target	Q1 Performance	Q2 Performance	Trend ⁶	Risk	Commentary	Lead Officer
Deliver staff number/cost reductions of 2.5%		Reduction of 3.11% FTE	n/a		Early, uncleansed establishment data.	
Average sickness days per Full Time Employee (FTE) - 7 days	5.33	6.01	↓			Sue James
5% of employees BME	6.57%	7.31%	↑			Sue James
2.5% of employees disabled	1.26%	1.31%	↑			Sue James
90% of appraisals completed by 30 June 2009	37%	80%	↑			Sue James

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⁵ Due to inconsistencies in RAG-rating for this section in Q1, Q2 figures have been RAG-ed centrally using a standard set of tolerances.

⁶ An upward arrow represents an improvement, not necessarily a greater figure; a downward arrow represents a worsening, not necessarily a lower figure

Community Safety and Shared Services – People⁷

Target	Q1 Performance	Q2 Performance	Trend ⁸	Risk	Commentary	Lead Officer
Deliver staff number/cost reductions of 2.5%		Increase of 0.11% FTE			Early, uncleaned establishment data.	
Average sickness days per Full Time Employee (FTE) - 7 days	7.11	6.7	↑		This is the projected figure for 09-10 based on quarter 1 and 2	
5% of employees BME	3.86%	5.67%	↑			
2.5% of employees disabled	1.19%	1.55%	↑			
90% of appraisals completed by 30 June 2009	38%	92%	↑			

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⁷ Due to inconsistencies in RAG-rating for this section in Q1, Q2 figures have been RAG-ed centrally using a standard set of tolerances.

⁸ An upward arrow represents an improvement, not necessarily a greater figure; a downward arrow represents a worsening, not necessarily a lower figure

CA16

Environment and Economy – People⁹

Target	Q1 Performance	Q2 Performance	Trend ¹⁰	Risk	Commentary	Lead Officer
Deliver staff number/cost reductions of 2.5%		Increase of 2.75% FTE	n/a		Early, uncleaned establishment data.	Nina Warren
Average sickness days per Full Time Employee (FTE) - 7 days	3.79	3.65	↑		The directorate are creating a different target using benchmarking information with E+E directorates in other authorities.	Nina Warren
5% of employees BME	2.58%	2.54%	↓			Nina Warren
5% of employees disabled	1.13%	1.11%	↓			Nina Warren
90% of appraisals completed by 30 June 2009	81%	82%	↑			Nina Warren

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⁹ Due to inconsistencies in RAG-rating for this section in Q1, Q2 figures have been RAG-ed centrally using a standard set of tolerances.

¹⁰ An upward arrow represents an improvement, not necessarily a greater figure; a downward arrow represents a worsening, not necessarily a lower figure

CA16

Social and Community Services – People¹¹

Target	Q1 Performance	Q2 Performance	Trend ¹²	Risk	Commentary	Lead Officer
Deliver staff number/cost reductions of 2.5%		Increase of 0.13% FTE	n/a		Early, uncleaned establishment data.	John Jackson
Average sickness days per Full Time Employee (FTE) - 7 days	8.32	8.42	↓		Directorate target for sickness is set at 9.5 days.	Keiron Shortt
5% of employees BME	4.96%	4.98%	↑			John Jackson
2.5% of employees disabled	2.19%	2.09%	↓			John Jackson
50% of appraisals completed by 30 June 2009	52%	62%	↑		There is an ICT problem when reporting which appraisals have been completed. HR and ICT are working to resolve this issue.	Keiron Shortt

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¹¹ Due to inconsistencies in RAG-rating for this section in Q1, Q2 figures have been RAG-ed centrally using a standard set of tolerances.

¹² An upward arrow represents an improvement, not necessarily a greater figure; a downward arrow represents a worsening, not necessarily a lower figure

Division(s): N/A

CABINET – 15 DECEMBER 2009

ESTABLISHMENT REVIEW

Report by Head of Human Resources

Introduction

1. This report provides an update on Establishment Review activity and the associated Recruitment Approval process. It also gives details of the agreed establishment figure at 30 September 2009 together with staff numbers reported at that date.
2. The overall objectives of the review are to:-
 - gain control over the numbers of staff, which should result in an initial stabilisation and subsequent reduction in numbers as well as cost savings;
 - achieve a shift in distribution of resources to front-line services and certain approved business critical roles;
 - reduce overall costs associated with temporary/interim staff and recruitment advertising;
 - handle redeployment more effectively;
 - raise accountability across the Council in terms of resource allocation.

Current Numbers

3. In headline terms, the establishment and staffing numbers (FTE) as at 30 September 2009 are 5845.35 Establishment (5186.03 FTE in post). These figures exclude the school bloc, but include cleaning and catering staff based in schools employed within Food with Thought and QCS Cleaning and Facilities.
4. We monitor the balance between full time and part time workers to ensure that the best interests of the Council and the taxpayer are served. For information, the numbers as at 30 September 2009 were as follows: Full time – 3402 and Part time – 3952. This equates to the total of 5186.03 FTE.
5. All service areas within directorates have an agreed establishment figure which is updated on a quarterly basis. Within Children, Young People and Families the establishment is still being finalised following the restructuring. There is a review being undertaken of posts which still remain under the old structure These will be data cleaned and either transferred to the new structure or deleted in due course.
6. The main changes between Quarter 1 and Quarter 2 are:
 - The closure of Cogges Farm Museum;

- Vacancy data clean for Food with Thought Food and QCS Cleaning Facilities where all posts vacant for more than 6 months have been deleted from the establishment;
 - Term has ended for Adult Learning and at the time of running the figures for this report no notification had been received on new starters for the current term;
 - 2.0 FTE posts have transferred from Financial Management Accounting in Shared Services to Corporate Core;
 - Communications are still holding vacant posts pending a further review.
7. Establishment changes between 1 July 2009 and 30 September 2009 are shown in the table below. A breakdown of movements by directorate and service area is provided at Appendices 1 and 2.

	Changes	Establishment expressed in FTE
Reported establishment Figure at 30 June – Non-Schools		5819.07
Additions to Establishment	72.19	5891.26
Deletions from Establishment	45.91	
Establishment Figure at 30 September 2009		5845.35
Net Change	26.28	

Agency/Advertising costs

8. There has been a reduction in the cost of agency staff this quarter and a review of recruitment advertising is about to be undertaken with the aim of further reducing costs in this area.

Redeployment

9. All staff in the redeployment pool are considered for each vacancy - this is now an integral part of the recruitment approval process. All vacancies coming through the approvals process, including exempt posts, go to the Job Finder Service before being released for advertisement to ensure that anyone whose job is at risk is considered prior to advertising, if they meet the minimum specification for the job. The Job Finder Service also works closely with the Oxfordshire Employment Service who aim to find employment for people with physical and learning disabilities. Since the job finder service was introduced in January 2007, there have been 66 successful redeployments.

Accountability

10. To ensure that we achieve the required shift in distribution of resources to front-line services and other business critical roles and that we have the appropriate resource allocation in place, Heads of Service are required to check and confirm establishment data by their service area on the following basis (dates below reflect this quarter's reporting):
- Establishment figure (FTE) at 30 September 2009
 - Authorised vacancies (FTE) included in that number
 - FTE employed at 30 September 2009
 - Reason for movement over the last quarter – details of new posts, resignations, temporary appointments
 - Vacancies at 30 September 2009 (FTE)
 - Grant funded posts (FTE)

Vacancies held for longer than 6 months need to be justified by directorates. These are under continual challenge with our service areas via the HR Business Partners

RECOMMENDATION

11. **The cabinet is RECOMMENDED to:**
- (a) **note the report**
 - (b) **confirm that the Establishment Review continues to meet requirements in reporting and managing staffing numbers.**

STEVE MUNN
Head of Human Resources

Background Papers: Nil

Contact Officer: Sue James, Strategic HR Officer Tel: 01865 815465.

December 2009

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ESTABLISHMENT REPORT 30 SEPTEMBER 2009

DIRECTORATE	SERVICE AREA	Total Established Posts at 30-6-09	Changes to Establishment	Establishment 30-Sep-2009	FTE Employed at 30-Sep-2009	Quarterly Change in FTE		Vacancies at 30-Sep-2009
						FTE	%	
CHILDREN, YOUNG PEOPLE & FAMILIES	Central Area	672.33	25.28	697.61	577.06	14.54	2.6%	120.55
	Northern Area	387.25	10.15	397.40	335.32	-2.00	-0.6%	62.08
	Southern Area	413.22	6.32	419.54	368.18	15.34	4.3%	51.36
COMMUNITY SAFETY AND SHARED SERVICES	Commissioning, Performance and Quality Assurance	197.33	17.28	214.61	186.03	13.04	7.5%	28.58
	Traveller Liaison	6.86	0.14	7.00	7.00	0.00	0.0%	0.00
	Safer Communities	8.41	0.00	8.41	6.41	1.00	18.5%	2.00
	Emergency Planning	5.49	0.00	5.49	4.49	-1.00	-18.2%	1.00
	Fire & Rescue Service - uniformed	268.00	1.00	269.00	276.57	-1.00	-0.4%	0.00
	Fire & Rescue Service - non-uniformed	59.09	1.00	60.09	53.94	3.19	6.3%	4.61
	Trading Standards	54.32	-1.00	53.32	49.55	-0.40	-0.8%	3.00
Shared Services	697.35	-41.57	655.78	590.06	1.23	0.2%	55.22	
CORPORATE CORE	Business & Support	11.00	1.00	12.00	11.00	-1.00	-8.3%	1.00
	Legal & Democratic	70.01	0.00	70.01	61.22	-1.28	-2.0%	8.79
	Policy & Change	35.53	-2.00	33.53	28.32	0.68	2.5%	5.21
	Partnerships	10.42	1.00	11.42	10.45	-0.46	-4.2%	0.97
	Communications	22.54	1.00	23.54	10.83	0.46	4.4%	13.17
	Strategic HR & OD	35.42	-9.00	26.42	23.78	-6.27	-20.9%	2.64
	ICT	206.33	1.00	207.33	182.22	-2.52	-1.4%	25.11
	Finance & Procurement	52.07	1.19	53.26	45.42	-1.20	-2.6%	7.84
	Sustainable Development	122.05	-1.00	121.05	119.32	9.19	8.3%	2.32
	Business Support & Executive	12.73	0.00	12.73	13.31	0.00	0.0%	0.00
ENVIRONMENT & ECONOMY	Transport	409.33	2.00	411.33	378.45	2.78	0.7%	27.79
	Property	58.72	-3.26	55.46	52.66	3.54	7.2%	2.00
	Adult Social Care	1251.46	4.02	1255.48	1125.93	16.32	1.5%	135.72
SOCIAL & COMMUNITY SERVICES	Community Services	554.79	4.58	559.37	493.86	-13.06	-2.6%	62.43
	Major Programmes	15.72	0.09	15.81	10.73	-1.50	-12.3%	5.08
	Strategy and Transformation	181.30	7.06	188.36	163.92	1.65	1.0%	23.45
TOTAL		5819.07	26.28	5845.35	5186.03	51.27	1.0%	651.92

Establishment Report 30 SEPTEMBER 2009

DIRECTORATE	Total Established Posts at 30 June 09	Changes to Establishment	Establishment at 30 September 2009	Corporate Totals FTE Employed at 30 June 2009	Quarterly Change in FTE Employed	Vacancies at 30 September 2009	Grant Funded Posts	Cost of Agency Staff * £
CHILDREN, YOUNG PEOPLE & FAMILIES	1670.13	59.03	1729.16	1466.59	40.92	262.57	449.35	469,193
COMMUNITY SAFETY & SHARED SERVICES	1099.52	-40.43	1059.09	988.02	3.02	65.83	2.00	181,762
CORPORATE CORE	443.32	-5.81	437.51	373.24	-11.59	64.73	3.00	74,885
ENVIRONMENT & ECONOMY	602.83	-2.26	600.57	563.74	15.51	32.11	36.00	177,977
SOCIAL & COMMUNITY SERVICES	2003.27	15.75	2019.02	1794.44	3.41	226.68	112.64	482,836
TOTAL	5819.07	26.28	5845.35	5186.03	51.27	651.92	602.99	1,386,653

Please note: The vacancies plus the FTE employed will not always be equivalent to the Establishment. Where employees are absent eg on maternity leave or long term sick and have been temporarily replaced, both the absent employee and the temporary employee will have been counted.

* This figure does not necessarily bear a direct relationship with vacant posts.

Division(s): N/A

CABINET – 15 DECEMBER 2009

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref
Full Cabinet – 19 January 2010	
<ul style="list-style-type: none"> ▪ Annual Report by the Care Quality Commission on Adult Social Services To consider the Annual Report by the Care Quality Commission on Adult Social Services. 	Adult Services 2009/155
<ul style="list-style-type: none"> ▪ Member Champions To consider appointments of member champions for place/locality 	Leader 2009/219
<ul style="list-style-type: none"> ▪ Service & Resource Planning Report for 2010/11 - 2014/15 To provide an update on the service and resource planning process for 2010/11-2014/15 	Leader of the Council 2009/153
<ul style="list-style-type: none"> ▪ Financial Monitoring - January 2010 Monthly financial report on revenue and capital spending against budget allocations, including virements between budget heads 	Leader of the Council 2009/154
<ul style="list-style-type: none"> ▪ Delegated Powers of the Chief Executive To report on a quarterly basis any executive decision taken by the Chief Executive under the specific powers and functions delegated to her under the terms of the schedule to Section L of the Council's Constitution - Paragraph 1(A)(c)(i) Item not for scrutiny call in. 	Leader of the Council 2009/156
<ul style="list-style-type: none"> ▪ Draft Corporate Plan 2010/11 To agree the content of the next corporate plan. 	Leader of the Council 2009/157
<ul style="list-style-type: none"> ▪ Closer to Communities – Actions to Further Develop Corporate and Service Engagement in Localities and Priority Places To approve the recommendations for making progress on locality arrangements 	Leader of the Council 2009/198
<ul style="list-style-type: none"> ▪ Comprehensive Area Assessment – Audit Commission Report Presentation by the Audit Commission on their report 	Leader of the Council 2009/174
<ul style="list-style-type: none"> ▪ Building Schools for the Future To set out the Building Schools for the Future model and its implications for the Council 	Leader of the Council, Deputy Leader of the Council 2009/184

- **Disability Equality Scheme**
To agree a revised Disability Equality Scheme in accordance with the Disability Discrimination Act 2005. Safer & Stronger Communities 2009/195
- **Oxford School**
To receive a report on progress with developments in relation to Oxford School and to take such decisions as necessary Schools Improvement 2009/096
- **Secondary School Provision in Bicester**
To receive a report on future provision Schools Improvement 2009/173

Cabinet Member for Children, Young People & Families - 5 January 2010

- **Chill Out Fund 2009/10**
To consider applications received (if any) from the Chill Out Fund. 2009/058

Cabinet Member for Schools Improvement - 5 January 2010

- **St Nicholas CE Primary School**
If no objections are received, to consider the statutory notice to expand St Nicholas CE Primary School 2009/191

Cabinet Member for Adult Services - 5 January 2010

- **Provision of Alarms, Daytime Support, Emergency Response and Telecare Services**
To consider contracts to recommended providers. 2009/212

Cabinet Member for Transport Implementation – 7 January 2010

- **County Speed Limit Review**
To consider representations received to a consultation on published orders as part of the County Speed Limit Review. 2009/103
- **Oxford, Waterways Estate – Parking Restrictions**
To consider the introduction of parking restrictions on newly-adopted roads 2009/113
- **Oxford, Marston Area – Parking Restrictions**
Introduction of parking restrictions in areas outside the Marston South CPZ 2009/115
- **Wallingford – Various Roads – Waiting Restrictions**
To consider making a Road Traffic Regulation Order as advertised and if so to authorise the necessary works 2009/166
- **Review of Grants for Community Transport Schemes**
To consider future funding (for Grovelands “shopperbus” shared taxi service; Community transport schemes run by West Oxfordshire Volunteer Link-Up; Cholsey Car Scheme and Didcot Volunteer Centre Transport for All 2009/171

- **Abingdon Town Centre (Various Roads) 20mph Speed Limit** 2009/176
 Report on results of public consultation to introduce a 20mph speed limit on various roads in Abingdon Town Centre and to seek approval to proceed to the making of and introduction of the necessary traffic regulation order
- **Thornhill Park & Ride** 2009/196
Approval to proceed with planning application.
Approval to proceed with parking management
- **Oxford - Headington Central CPZ – Minor Amendments** 2009/206
To agree minor amendments to the Headington parking scheme
- **Oxford - Central area CPZ – Minor Amendments** 2009/207
To agree minor amendments to the central Oxford parking scheme.
- **Oxford - North Summertown CPZ – Minor Amendments** 2009/208
To agree minor amendments to the North Summertown parking scheme
- **Oxford, Summertown – Entry Treatments** 2009/214
To approve the provision of raised entry treatments in Thorncliffe Road and Beechcroft Road at their junctions with Woodstock Road and Banbury Road

Cabinet Member for Growth & Infrastructure - 7 January 2010

- **Impact of the Proposed LEZ on Low Frequency Bus Services** 2009/211
 To consider, in accordance with a decision taken on 26 March 2009, whether there should be any exemptions from the proposed LEZ, in time for this to be taken into account in the tendering for subsidised bus services due in late January 2010, which will in

Democratic Services

December 2009

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