



To: **Members of the Cabinet**

## ***Notice of a Meeting of the Cabinet***

**Tuesday, 20 October 2015 at 2.00 pm**

**County Hall, Oxford, OX1 1ND**

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

Peter Clark  
Head of Paid Service

October 2015

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

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### **Membership**

#### **Councillors**

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

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

*Date of next meeting: 10 November 2015*

County Hall, New Road, Oxford, OX1 1ND

[www.oxfordshire.gov.uk](http://www.oxfordshire.gov.uk) Fax: 01865 783195 Media Enquiries 01865 323870

## Declarations of Interest

### The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

### Whose Interests must be included?

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

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

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

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

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

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

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

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

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

### List of Disclosable Pecuniary Interests:

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

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

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

# AGENDA

## 1. Apologies for Absence

## 2. Declarations of Interest

- guidance note opposite

## 3. Minutes (Pages 1 - 12)

To approve the minutes of the meeting held on 15 September 2015 (**CA3**) and to receive information arising from them.

## 4. Questions from County Councillors

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

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

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

## 5. Petitions and Public Address

## 6. 2015/16 Financial Monitoring & Business Strategy Delivery Report - August 2015 (Pages 13 - 82)

*Cabinet Member:* Finance

*Forward Plan Ref:* 2015/042

*Contact:* Kathy Wilcox, Chief Accountant Tel: (01865) 323981

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

This report focuses on the delivery of the Directorate Business Strategies that were

agreed as part of the Service and Resource Planning Process for 2015/16 – 2017/18. Parts 1 and 2 include projections for revenue, reserves and balances as at the end of August 2015. Capital Programme monitoring and update is included at Part 3 and Part 4 sets out a change to Fees and Charges.

**The Cabinet is RECOMMENDED to:**

- (a) note the report;**
- (b) approve the virement requests set out in Annex 2a;**
- (c) Recommend Council to approve:-**
  - i. the virement in respect of the unringfenced grant received by the Council relating to the closure of the Independent Living Fund as set out in paragraph 34;**
  - ii. the transfer £2m from Public Health reserves to the Children's Homes Capital Project as set out in paragraph 66;**
- (d) approve the bad debt write off as set out in paragraph 59;**
- (e) note the Treasury Management lending list at Annex 4;**
- (f) approve the fees and charges as set out in Part 4 and Annex 7a;**
- (g) approve the updated capital programme in Annex 9 (changes to the Capital Programme set out in Annex 8c);**
- (h) approve the inclusion in the capital programme of :**
  - i. £1.3m adult social care capital grant to fund the adult social care management system in the capital programme;**
  - ii. £2.4m Disabled Facilities Grant which will be pass ported to District Councils;**
  - iii. an increase in budget of £0.4m for Frideswide Square;**
  - iv. £5m increase in the Broadband programme reflecting contributions from District Councils and the Local Enterprise Partnership.**

## **7. Devolution (Pages 83 - 110)**

*Cabinet Member: Leader*

*Forward Plan Ref: 2015/099*

*Contact: Maggie Scott, Head of Policy Tel: (01865) 816081*

Report by Leader of the Council (**CA7**).

To consider the expression of interest for devolution to Oxfordshire that was submitted to government on 4 September and refer this report on to Council on 3 November for a full debate.

**Cabinet are asked to:**

- (a) note the current position in discussions regarding devolution of powers to Oxfordshire, as set out in this paper; and**
- (b) agree that a debate should be held at full council on 3 November on this issue in order to understand all members' views.**

## 8. **Townlands Community Hospital - A New Model for Health and Care in the Henley-on-Thames area (Pages 111 - 116)**

*Cabinet Member:* Adult Social Care

*Forward Plan Ref:* 2015/089

*Contact:* Kate Terroni, Deputy Director – Joint Commissioning Tel: (01865) 815792

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

This report outlines the future model of health and care being established in the Henley-on-Thames area, including the plans for the new Townlands Hospital, which was agreed at the Oxfordshire Clinical Commissioning Group Governing Body on 24 September 2015.

***The Cabinet is recommended to note the intentions of the Clinical Commissioning Group and the potential implications for the County council.***

## 9. **Learning Disability Health Provision (Pages 117 - 142)**

*Cabinet Member:* Adult Social Care

*Forward Plan Ref:* 2015/051

*Contact:* Benedict Leigh, Strategic Commissioner Adults Tel: (01865) 323584

Report by Director for Adult Social Services (**CA9**).

To seek a decision in respect of the current contract for learning disability health services.

The Big Plan was approved by Oxfordshire County Council Cabinet on 17 March 2015 and by Oxfordshire Clinical Commissioning Governing Body on 27 March 2015. The final version of this plan, incorporating changes as agreed at Oxfordshire County Council Cabinet and Oxfordshire Clinical Commissioning Group, is attached as Annex 1.

The Big Plan proposes significant changes to the way we provide healthcare to people with learning disabilities. Since the Big Plan was approved, commissioners have been working through a number of suggestions and comments from people with learning disabilities, families, GPs and providers.

In the light of this feedback Oxfordshire County Council and Oxfordshire Clinical Commissioning Group have decided to review both the timetable and approach to the implementation of the Big Plan.

***Cabinet is:***

- (a) RECOMMENDED to approve the Learning Disability Strategy for Oxfordshire;***
- (b) ASKED to note the extension of Southern Health NHS Foundation Trust's contract for health services with Oxfordshire County Council***

- (c) **RECOMMENDED to approve the transfer of the contract for Learning Disability health services to Oxfordshire Clinical Commissioning Group as soon as an acceptable contract has been agreed.**

## **10. Adult Social Care - Workforce Development Strategy (Pages 143 - 148)**

*Cabinet Member:* Adult Social Care

*Forward Plan Ref:* 2015/100

*Contact:* Kate Terroni, Deputy Director – Joint Commissioning Tel: (01865) 815792

Report by Director for Adult Social Care (**CA10**).

To seek approval for the Adult Social Care Workforce Strategy.

The Adult Social Care sector in Oxfordshire is facing significant challenges with workforce capacity and capability, arising from growing demand for care and support and the increasing complexity of care and support needs.

Modelling by the Council has established that the county's social care workforce needs to grow by up to 750 every year for the next 10 years just to keep pace with the growing numbers of people requiring care.

To address the longer term workforce issues, Oxfordshire County Council worked with stakeholders during 2014/15 to develop and produce the Oxfordshire Adult Social Care Workforce Strategy 2015/18 and draft implementation plan.

The purpose of the Workforce Strategy is to build the capacity and capability of the workforce and the implementation plan outlines practical steps to achieve this.

***Cabinet is recommended to:***

- (a) ***endorse the Adult Social Care Workforce Strategy 2015 to 2018.***
- (b) ***commit to implementing the strategy delivery plan.***
- (c) ***request regular progress reports from the Director of Adult Social Care on progress in implementing the strategy and towards achievement of its objectives and targets.***

## **11. Information and Advice - Strategy and Procurement Plan (Pages 149 - 182)**

*Cabinet Member:* Adult Social Care

*Forward Plan Ref:* 2015/052

*Contact:* Benedict Leigh, Strategic Commissioner – Adults Tel: (01865) 323584

Report by Director for Adult Social Services (**CA11**).

The information and advice strategy has been developed in response to the

requirements in the Care Act 2014 for local authorities to provide information and advice relating to care and support issues for adults and carers.

The strategy sets out the council's strategic and commissioning intentions for this area of work whilst ensuring that the financial resources available for the provision of information and advice are used effectively so that the council is able to meet its statutory obligations.

***Cabinet is***

- (a) *RECOMMENDED to approve the Information and Advice Strategy; and***
- (b) *Subject to the approval of the Information and Advice Strategy (above) Cabinet is RECOMMENDED to approve the plan for the procurement of a specialist advice service for Oxfordshire.***

**12. New Arrangements for the Delivery of Education Support and Engagement with Schools in Oxfordshire in Response to Future National and Local Challenges (Pages 183 - 204)**

*Cabinet Member:* Children, Education & Families

*Forward Plan Ref:* 2014/175

*Contact:* Rebecca Matthews, Interim Deputy Director – Education & Early Intervention  
Tel: (01865) 815125

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

The growth of school autonomy has triggered a debate about the role of local authorities and the conditions necessary to encourage and sustain a self-improving system. This paper argues that there is still significant strategic value in retaining in-house school improvement services.

The Corporate Plan 2015-18, A Thriving Oxfordshire, states that the Council 'has a crucial leadership role in ensuring there is a diverse supply of strong schools for the county's children and a key role in continuing to improve educational attainment in the county.'

Oxfordshire's Children and Young People's Plan 2015-18 wants Oxfordshire to be 'the best place in England for children and young people to grow up in, by working with every child and young person to develop the skills, confidence and opportunities they need to achieve their full potential.'

The plans set out in this paper reinforce the Council's aim for strong schools, which provide children and young people with appropriate knowledge, skills and understanding, which will be fundamental to the future of a thriving Oxfordshire. An in-house service, able to trade with all schools and settings to ensure its future viability, will provide the Council the opportunity to continue to improve educational standards for all.

While schools can, and do, receive support services from a variety of sources, the Council would be well placed to continue to have in-house capacity to achieve the

corporate aims and targets. The proposals in this report will provide for an integrated approach across health, social care, safeguarding and post 16 education and training. It will also enable a more integrated and bespoke approach for the future, to address whatever particular pressures or concerns face the county.

***Cabinet is RECOMMENDED To:***

- (a) approve, in principle, the creation of a ring-fenced trading service for Schools and Learning, trading with third parties and to allow for further developmental work and consultation with key stakeholders; and***
- (b) endorse the proposal to reconfigure the remaining services into a streamlined and integrated Central School Support Portfolio comprising the remaining non-delegable functions.***

**13. Academies Programme 2015-2020 : Strategic Groupings of Schools**  
(Pages 205 - 216)

*Cabinet Member:* Children, Education & Families

*Forward Plan Ref:* 2015/065

*Contact:* Allyson Milward, Academies Manager Tel: (01865) 816447

Report by Director for Children's Services (**CA13**).

The Council has a strong track record of supporting schools to become academies: by December four out of five secondary schools and over a quarter of primary schools will have converted. To avoid the risks associated with fragmentation and isolation, particularly of small rural primary schools, it is proposed that the Council adopt a more assertive policy of actively encouraging the incorporation of the remaining maintained schools into sustainable formal collaborative groupings, primarily through the Multi Academy Trust model but also through the extension of the 'collaborative company' model and the pooling of more resources and responsibilities."

The following paper sets out the current position in the County and strategic implications for the programme following the publication of a new programme of legislative change by the new Government.

***The Cabinet is RECOMMENDED to***

- (a) Adopt the principles set out at paragraph 24 of the 'Strategic Implications for Academies Programme' section above.***
- (b) Adopt a more assertive policy in identifying appropriate sponsors for schools required to convert to academy status.***
- (c) Promote appropriate groupings to form new Multi Academy Trusts and encourage the growth of existing Multi Academy Trusts based in the county.***
- (d) Further develop and promote the collaborative company model, both to incorporate more schools in these and to extend the scope of their pooling***



*of resources and responsibility and*

- (e) *Use collaborative companies as a 'stepping stone' to the formation of Multi Academy Trusts.*

**14. Cabinet Business Monitoring Report for Quarter 1 - 2015/16 (Pages 217 - 230)**

*Cabinet Member:* Deputy Leader

*Forward Plan Ref:* 2015/043

*Contact:* Maggie Scott, Head of Policy Tel: (01865) 816081

Report by Head of Policy (**CA14**).

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

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

**15. Delegated Powers**

*Cabinet Member:* Leader

*Forward Plan Ref:* 2015/083

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

Report by Head of Law & Culture (**CA15**).

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

<i>Date</i>	<i>Subject</i>	<i>Decision</i>	<i>Reasons for Urgency</i>
28 July 2015	Provision of Employment Services for people with learning disabilities	Approved an exemption from the full tendering requirements of the Council's Contract Procedure Rules in respect of a 5 month contract (value of £123,000) with Mencap, the existing provider, for the provision	To ensure continuity of service provision while the new service is being procured.

		of employment services for people with learning disabilities	
1 October 2015	Award of a contract for the sale of land to provide supported housing units	Approved an exemption from the pre-qualification stage as required under the Contract Procedure Rule 13 (sale value of land £623,095) for Advance Housing and Support Limited to provide supported housing units.	To enable the development of supported housing which shall be subject to nomination rights which benefit the Council. Advance will also use the Property to build some residential housing. .

**16. Forward Plan and Future Business (Pages 231 - 232)**

*Cabinet Member: All*

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

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include “updating of the Forward Plan and proposals for business to be conducted at the following meeting”. Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA16**. This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

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

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

**17. Exempt Item**

In the event that any Member or Officer wishes to discuss the information set out in the Annex to Item 18, the Cabinet will be invited to resolve to exclude the public for the consideration of that Annex by passing a resolution in relation to that item in the following terms:

***"that the public be excluded during the consideration of the Annexes since it is***

***likely that if they were present during that discussion there would be a disclosure of "exempt" information as described in Part I of Schedule 12A to the Local Government Act, 1972 and specified below the item in the Agenda".***

**NOTE:** The report does not contain exempt information and is available to the public. The exempt information is contained in the confidential annex.

**THE ANNEXES TO THE ITEM NAMED HAVE NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.**

**THIS IS FOR REASONS OF COMMERCIAL SENSITIVITY.**

**THIS ALSO MEANS THAT THE CONTENTS SHOULD NOT BE DISCUSSED WITH OTHERS AND NO COPIES SHOULD BE MADE.**

**18. Aureus School (Great Western Park Secondary), Didcot (Pages 233 - 244)**

*Cabinet Member: Leader*

*Forward Plan Ref: 2015/063*

*Contact: Philippa Patterson, Major Capital Projects Programme Manager Tel: 07891 566051*

Report by Deputy Director for Environment & Economy – Commercial & Delivery (CA18).

*The information contained in the annex is exempt in that it falls within the following prescribed category:*

*3. Information relating to the financial or business affairs of any particular person (including the authority holding that information) and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that where a tender or bidding process is in progress disclosure would prejudice the position of the authority in the process of the transaction and the Council's standing generally in relation to such transactions in future, to the detriment of the Council's ability properly to discharge its fiduciary and other duties as a public authority*

Request for delegation to the Chief Finance Officer and Director for Environment & Economy in consultation with the Leader the authority to approve the Stage 2 Full Business Case and the award of the construction contract.

Didcot is planned to grow by c10,000 homes over the next 20 to 25 years. As part of this growth the Great Western Park (GWP) housing development has already provided c1,000 dwellings and is expected to accommodate c of these homes.. The GWP development generates the need for two new primary schools (in addition to the expansion of a neighbouring school) and one secondary school (in addition to part of the need for the UTC secondary facility which is underway at the site) to ensure that the council has a sufficient supply of school places to meet the demand from local

families. The first new primary school will open in September 2016, followed by the secondary school in 2017 and then the second new primary in 2018.

This report is concerned with the secondary school (Aureus School) which is required by September 2017 and will be an 11-16 co-educational facility providing 1,200 places. This scheme has been procured from the EFA Contractors Framework via a Future Schools Agreement as the secondary school was cited as one of 4 non-sample schools when Oxfordshire UTC was procured.

The S106 requires the developer to transfer to the County Council a school site on receipt of 6 months notice from the County Council. This notice was issued to the developer on 5 April 2015 and it is anticipated that the land transfer will have taken place on 4 October 2015.

A full planning application was submitted in June 2015 and this was considered and determined as a delegated decision on 30 September 2015.

This report is being submitted for Cabinet to enable the project to contractually commit with a capital budget provision of £21.671m to support the programme delivery timeframe to allow the school to open for September 2017.

***The Cabinet is RECOMMENDED to:***

- (b) approve the Full Business Case for the proposed Aureus Secondary School at Great Western Park, Didcot***
  
  - (or)***
  
  - (b) in the event that the approval of the planning application for the secondary school and the completion of the land transfer has yet to take place, delegate to the Chief Finance Officer and Director for Environment & Economy in consultation with the Leader the authority to approve the Full Business Case; and***
  
  - (c) delegate to the Chief Finance Officer and Director for Environment & Economy in consultation with the Leader the authority to award the Design & Build contract.***
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## CABINET

**MINUTES** of the meeting held on Tuesday, 15 September 2015 commencing at 2.00 pm and finishing at 4.08 pm

**Present:**

**Voting Members:** Councillor Ian Hudspeth – in the Chair  
Councillor Rodney Rose  
Councillor Mrs Judith Heathcoat  
Councillor Nick Carter  
Councillor Melinda Tilley  
Councillor Lorraine Lindsay-Gale  
Councillor David Nimmo Smith

**Other Members in Attendance:** Councillor Brighthouse (Agenda Item 7)  
Councillor Nick Hards (Agenda Item 7)  
Councillor Suzanna Pressel (Agenda Item 7)  
Councillor Gill Sanders (Agenda Item 7)  
Councillor John Christie (Agenda Item 9)

**Officers:**

Whole of meeting Peter Clark, County Solicitor & Monitoring Officer; Sue Whitehead (Chief Executive's Office)

Part of meeting Item No	Name
6	Lorna Baxter, Chief Finance Officer
7	Jim Leivers, Director for Children's Services
8	John Jackson, Director of Adult Services
12	Bev Hindle, Deputy Director Strategy & Infrastructure Planning.

*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.*

### **74/15 APOLOGIES FOR ABSENCE**

(Agenda Item. 1)

Apologies were received from Councillor Hibbert Biles and Councillor Stratford.

## **75/15 MINUTES**

(Agenda Item. 3)

The Minutes of the meeting held on 21 July 2015 were approved and signed as a correct record.

## **76/15 QUESTIONS FROM COUNTY COUNCILLORS**

(Agenda Item. 4)

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

‘Would the Cabinet member tell me what she believes the likely impact will be on children, parents and the wider community if the Donnington Doorstep Family Centre and/or the Grandpont Children’s Centre (in my Isis division in Oxford) lose their County Council funding and are forced to contract or close in future years?’

Councillor Tilley replied:

“Whatever the outcome of the consultation in relation to the future shape of children’s social care referred to in today’s Cabinet paper, we are determined to support vulnerable children and their families, but can no longer necessarily directly support universal services. I would draw attention to wording in today’s Cabinet paper which makes the point that“.. some universal services ....will no longer be provided directly by the county council. The council is however committed to helping local communities develop or retain their universal provision for children. It is proposed that work will be undertaken to ascertain whether local communities would wish to deliver these services and if so how this could be best achieved.”

Supplementary: Councillor Tanner asked whether the cabinet member accepted the need for some universal services as raising a child was difficult and needed a “village” which was provided by the Children’s Centres. Councillor Tilley agreed that bringing up a child was difficult but commented that the problem faced by the County Council was that it had to find the savings.

## **77/15 PETITIONS AND PUBLIC ADDRESS**

(Agenda Item. 5)

The following requests to address the meeting had been agreed:

Item 6 – Councillor Hards, Shadow Cabinet Member for Finance

Item 7 – Emma Burnett, Cultivate Oxfordshire Ltd

Dr Sonia Bues – member of the public

Jo Lovell, member of the public

Claire El Mouden, member of the public

Charlie Payne – member of the public

James Kirkham, service user

Jill Huish – member of the public  
Eleanor Pritchard, member of the public  
Yan Wong, governor of a local nursery and children's centre  
Katherine Harloe, service user  
Juliet Corbett. Service user  
Jenny Pawsey, service user  
Marchelle Farrell, member of the public  
Councillor Gill Sanders, Shadow Cabinet Member for Children, Education & Families  
Councillor Nick Hards, local councillor  
Councillor Suzanna Pressel, local councillor  
Councillor Brighthouse, local councillor  
Item 8 – Clive Hill,  
Item 9 – Councillor John Christie, Opposition Deputy Leader

At this point Cabinet agreed to vary the order of the agenda.

## **78/15 FUTURE ARRANGEMENTS IN CHILDREN'S SOCIAL CARE**

(Agenda Item. 7)

In common with councils across England, Oxfordshire County Council have to make savings across all service areas as a result of reductions in government funding, pressures on all services and restrictions on ability to raise Council Tax. The Children, Education and Families Directorate need to find savings of £8 million.

The Council has developed a preferred model for a new 0-19 service based on integrating the services provided by Children's Centres, Early Intervention Hubs and Children's Social Care. This approach was recommended by the cross-party Cabinet Advisory Group set up to look at new ways of working.

The new service will focus on supporting children on child protection plans, children in need and those identified as vulnerable through Oxfordshire's Thriving Families programme. Cabinet had before them a report setting out options for approval for public consultation.

Emma Burnett, Cultivate Oxfordshire Ltd, spoke in support of the work of children's centres and illustrated their value by reference to her and her family's experiences. She suggested that the Council should use reserves to keep the centres open even if in a streamlined fashion so that buildings and staff were not lost. She asked that the Council give users and the voluntary sector a couple of years to find solutions.

Dr Sonia Bues, as a clinical psychologist commented that she dealt with people with entrenched problems and that early intervention was vital. Children's Centres provided this support. It was important that this was easily accessible, universal and non-stigmatising. She referred to press reports detailing how scores of children had been let down and asked that more children not be failed by the closure of the children's centres.

Jo Lovell, spoke both as a user and then a helper at a children's centres and referred to the help and support she had received at a difficult time.

Claire El Mouden, as a user of a children's centre highlighted, by reference to her own experience, why universal access was important.

Charlie Payne, showed Cabinet photos of a children's centre session and shared with them comments of the parents there which expressed how much they valued the service provided.

James Kirkham, as a father had used the baby cafes and found them welcoming and without the children's centre he was not sure that he would have built his confidence as a father. He and his daughter felt part of a community and the parenting course he had taken had helped with his step son.

Jill Huish, a user of the service, expressed sadness and dismay at the proposed models all of which she felt to be wrong. The short term savings would be offset by more costly knock on effects. She referred to the wide range of services available through children's centres. She shared with Cabinet her experience highlighting the courses she had taken. She felt that the support from highly trained staff had avoided social worker intervention.

Eleanor Pritchard, informed Cabinet that she had used her local children's centre when she had felt alone and isolated. The centres were more than the sum of their valuable services and the economic case was only a partial picture. If the centre had not been available she would have had to go to her GP.

Yan Wong, governor of a local nursery and children's centre, stressed the importance of a universal service which was able to identify children in need of help. He did not feel that a referral service would do that. He suggested that the County Council should be joining with other local authorities to lobby central government to secure the long term future of centres.

Katherine Harloe, a service user detailed how her local children's centre had helped her and that she had been able to get to her local centre when she was unable to access other support. She feared that the proposals would mean that more families like hers would slip through the cracks in available support.

Juliet Corbett, spoke in support of the Children's Centres referring to the support provided to her and that she had used the Centre's often when she would not qualify for targeted support. She highlighted the economic case for the provision of the support provided by Children's Centres and referred to the strong evidence base for universal/targeted services.

Jenny Pawsey, highlighted the support she had received from the breakfast café which was a safe, welcoming and supportive space. Help was provided not just from professionals but from other attendees and there was a real community feel. A large number of people would be worse off if the centres



closed and given the time it had taken to build them up it would be tragic to lose that infrastructure now.

Marchelle Farrell, as a member of the public, had attended one of the listening events and she stated that the meeting had been told that no cost analysis had been carried out. It was irresponsible to make decisions without secure analysis. She added that the County Council had a new public health remit and that children's centres provide excellent public health services. She queried the wisdom of shutting them and then having to re-establish something to provide the necessary services.

The Chairman expressed his thanks to all the public speakers who had shown considerable courage in sharing their personal stories at a public meeting.

Councillor Gill Sanders, Shadow Cabinet Member for Children, Education & Families, commented that the central government cuts and the pressure on other services put the Council in an impossible position. She was saddened by what was proposed and labour councillors would be working to salvage what they could. She hoped that there would not be a need for further cuts and would want to ensure that the most deprived continued to receive the support they needed. The value of professionals could not be over-estimated. She added that labour councillors would be working with local groups to try and ensure that no children's centres close and that no children or families lost access to the valuable services provided by them. However it was necessary to be realistic about what could be provided and consultation was vital. She referred to her role on the Cabinet Advisory Group and stated that she had been glad to be a member and to contribute to the debate.

Councillor Nick Hards, speaking as a local councillor for Didcot West stated that reducing the number of Centres in Didcot from 3 to 1 would make access difficult. He referred to concentrations of families under the thriving families programme in places such as Farringdon, Wantage, Wallingford and Berinsfield and queried the ability of staff to manage from just 8 centres. He was concerned that the proposals would lead to children and families being stigmatised and queried what could be done to prevent this happening. The consultation was vital and there was a need to think about how the building could be used to be available to groups willing to provide services.

Councillor Suzanna Pressel, speaking as a local councillor for Jericho & Osney, referred to the moving stories that had been heard today and the points made such as there being no costed assessment of the impact of closures. She called on Cabinet Members to lobby the Prime Minister and to consider their position as a member of the ruling parliamentary party. She wanted to see all the centres remain open and more detail was needed on the proposals.

Councillor Brighouse, local councillor for Churchill & Lye Valley stated that the Labour group was committed to protecting the most vulnerable children, young people and families. As Chairman of Performance Scrutiny Committee

she asked that the Committee be allowed to look at the outcome of the consultation before it was considered by Cabinet. She commented that children's centres were all very different with varying funding and different ranges of services. It was clear that they had made an enormous difference to the parents speaking today who all had a story to tell. She asked that they go back to their communities and be involved through the consultation in coming back with suggestions that would make a difference. The Leader agreed that he was happy for the outcomes to be considered by Performance Scrutiny Committee before it came back to Cabinet.

Councillor Melinda Tilley, Cabinet Member for Children, Education & Families introduced the contents of the report explaining the process followed to produce the proposals. She stressed that this was about moving to a consultation and that no decisions were being taken and that she welcomed good ideas coming forward. Jim Leivers, Director for Children's Services reiterated that Cabinet was being asked to agree a consultation but added that the decision to reduce the budget by £6m had already been taken as part of the Council budget setting. There were no simple options and use of reserves was not a viable option as a long term solution was needed to meeting the Council's statutory responsibilities.

During discussion Cabinet expressed sympathy for the views expressed today and the personal stories which could not fail to touch them. Several members referred to the support they had given to children's centres. Responding to a question from a Cabinet Member, Councillor Tilley advised that the majority of referrals to the MASH came from the police. Referrals to the County Council came from schools, GPs and then from children's centres. However Cabinet recognised the need to reduce the budget and supported the proposals as ensuring that the most vulnerable are reached. Cabinet would welcome working with local communities and for community solutions to come forward.

A Cabinet Member welcomed comments from Councillor Brighouse but was saddened that other councillors took up a political position.

Councillor Tilley in moving the recommendations commented that the Council still have the buildings and urged anyone wishing to run those universal services to come forward.

On a show of hands it was:

**RESOLVED:** (by 7 votes for to 0 against)to agree:

- that the options identified in the report be put forward for public consultation during the Autumn of 2015
- a further report outlining the outcome of the consultation along with detailed proposals for the future shape of services be produced for consideration by Performance Scrutiny Committee prior to Cabinet consideration in early 2016.

## **79/15 SERVICE & RESOURCE PLANNING REPORT - 2016/17 - SEPTEMBER 2015**

(Agenda Item. 6)

Cabinet had before them the first in the series of reports on the Service & Resource Planning process for 2016/17 which will culminate in Council setting a budget for 2016/17 in February 2016. The report set the context and the starting point for the process, including:

- the assumptions on which the existing Medium Term Financial Plan (MTFP) is based,
- known and potential financial issues for 2016/17 and beyond which impact on the existing MTFP, and
- a proposed process for Service & Resource Planning for 2016/17 including a timetable of events.

Councillor Nick Hards, Shadow Cabinet Member for Finance expressed concern at the implications of the County Council being expected to cope with an un-costed commitment to a national living wage. He referred to a nursing home that had an efficient business model but would be adversely affected by the proposals and queried how the Council would cope if it or others changed hands or closed and asked that Councillor Heathcoat give it some consideration. Councillor Heathcoat asked that he write in with this request and commented that a lot of work was going on. He also commented on the difficulties faced within Children, Education & Families and noted that roads and highways was still of concern to the public. He was concerned at the effects of modelling cuts of 25 and 40%.

The Leader in moving the recommendations commented that there would be hard decisions to be made to deliver a balanced budget on 6 February. Lorna Baxter updated the expected timing of the spending review and settlement which did not change the planned approach.

**RESOLVED:** to:

- (a) note the report;
- (b) approve the Service and Resource Planning process for 2016/17; and
- (c) approve a four year period for the Medium Term Financial Plan and Capital Programme to 2019/20.

## **80/15 CONSULTATION ON THE FUTURE PROVISION OF INTERMEDIATE CARE IN NORTH OXFORDSHIRE**

(Agenda Item. 8)

Cabinet considered a report on a proposal for public consultation on the future of the way Intermediate Care is provided in North Oxfordshire. Intermediate Care is services which support people to avoid going into hospital or help people get back home as quickly as possible. The consultation was to ask for people's views on Intermediate Care continuing

to be provided through a bed-based service in Chipping Norton and on the development of home-based Intermediate Care.

The report outlined a proposal for public consultation on the future of the way Intermediate Care is provided in North Oxfordshire. Intermediate Care is services which support people to avoid going into hospital or help people get back home as quickly as possible. The consultation is asking for people's views on Intermediate Care continuing to be provided through a bed-based service in Chipping Norton and on the development of home-based Intermediate Care.

Clive Hill, Chipping Norton Hospital Steering Group, spoke to ask Cabinet to reconsider plans for Chipping Norton Hospital. He considered that the process was fatally flawed. He felt that comments by John Jackson were meant to intimidate local people by suggesting that they would lose everything by not agreeing to the plan.

He was increasingly confident that local people would be successful at a judicial review both on process and the outcome reached. He highlighted a number of reasons why the Steering Group believed that the plan should be suspended until what they would consider a proper review of healthcare in Oxfordshire had been carried out. This included issues on bed blocking; that the beds at Chipping Norton Hospital were sub-acute beds which means they should be providing a higher level of care than was planned; there should be no downgrade from the current very successful NHS staffed service provided by Oxford health. He added that he had heard that there had been discussions on turning the beds into a ward for geriatric patients which if true was an indication that local people were not being told everything. He went on to raise concerns about the use of the ISIS Centre as the model for the Chipping Norton service. Mr Hill stated that as the beds were sub-acute beds and as such should be commissioned by the Oxfordshire Clinical Commissioning Group. What was needed in Chipping Norton was a fully functioning Community Hospital.

Councillor Rose stated that he found it offensive that Mr Hill referred to threats and intimidation when the officer had been merely stating the position in a factual way.

Mr Hill responding to a question from the Leader confirmed that he was suggesting that the County Council transfer commissioning to the Oxfordshire Clinical Commissioning Group.

Councillor Heathcoat, Cabinet Member for Adult Social Care, in introducing the report and moving the recommendations referred to an email that she and all Cabinet Members had received from Mark Taylor, a director from Banbury Heights Nursing Home in Banbury. She added that she had written to Mr Taylor to explain about the consultation. Councillor Heathcoat explained that intermediate care was about keeping people out of hospital and returning people to independent living after a spell in hospital. She detailed the facilities and management arrangements in relation to Chipping

Norton Hospital. She stressed that status quo was not an option and could not be supported. The facilities were not just for Chipping Norton but for the county as a whole. There had to be equality of service provision coupled to value for money. Options had to be both affordable and sustainable in the long term.

John Jackson, Director for Adult Social Services added that the proposals were about making sure that the outcomes for patients were right and also achieving a value for money service. The suggestion that the NHS could take over commissioning of the site ignored the financial challenge that faced that organisation. He commented that he had acknowledged at the Oxfordshire Health Overview & Scrutiny Committee in July that the current service provision was not well understood by people. However it was the case that Chipping Norton Hospital had not offered a sub-acute beds since 2011 and what was under discussion was intermediate care. The service was registered by CQC for intermediate care. In all discussion he had been very clear about the options and what was feasible.

Cabinet supported the recommendations with Cabinet Members recognising that Chipping Norton Hospital was not a community hospital.

**RESOLVED:** to agree that there is a public consultation on the way Intermediate Care is provided in North Oxfordshire in the future as set out in the report.

## **81/15 STAFFING REPORT - QUARTER 1 - 2015**

(Agenda Item. 9)

Cabinet considered the report that gave an update on staffing numbers and related activity during the period 1 April 2015 to 30 June 2015. It gave details of the actual staffing numbers at 30 June 2015 in terms of Full Time Equivalent. These were shown by directorate in the Annex. In addition, the report provided information on the cost of posts being covered by agency staff.

Councillor John Christie, Opposition Deputy Leader, welcomed the reduction in agency staffing and in querying whether the reduction was likely to continue asked whether more detail on agency staffing could be included in future. Councillor Rose commented that August will generally see a reduction in agency staffing. There was a cost to getting additional information and Councillor Christie agreed to discuss what was available outside the meeting.

**RESOLVED:** to note the report

## **82/15 FORWARD PLAN AND FUTURE BUSINESS**

(Agenda Item. 10)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet together with the following two additional items notified at the meeting:

- Devolution
- Adult Social Care Workforce Strategy

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

## **83/15 EXEMPT ITEM**

(Agenda Item. 11)

**RESOLVED:** that the public be excluded during the consideration of the Annexes since it is likely that if they were present during that discussion there would be a disclosure of "exempt" information as described in Part I of Schedule 12A to the Local Government Act, 1972 and specified below the item in the Agenda.

### **PUBLIC SUMMARY OF PROCEEDINGS HELD IN PRIVATE**

## **84/15 DIRECT DELIVERY BY DEVELOPERS OF MAJOR OFF-SITE HIGHWAYS WORKS**

(Agenda Item. 12)

*The information contained in the annex is exempt in that it falls within the following prescribed category:*

*5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings*

*and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that disclosure would prejudice the position of the authority in the process of the negotiations, to the detriment of the Council's ability properly to discharge its fiduciary and other duties as a public authority.*

In June 2013 Cabinet resolved, with respect to major infrastructure requirements associated with new developments, to approve the principle that direct delivery of such major infrastructure by the developers was acceptable; subject to adherence to specific key principles. Following the introduction of the approved processes the report sought approval of changes to the key principles with regards to Highways infrastructure in order to provide added flexibility and speed up the process of completing S106 agreements.

During discussion Cabinet was assured that the Council would retain control as the legal agreements and monitoring would be in place. They received information about the transfer of financial risk as referred to at paragraph 15 of the report.

**RESOLVED:** to:

Approve:

- The substitution of the key principles of direct delivery obligations to be integrated within S106 agreements (for Transport) as set out in Annex 2, in place of those approved by Cabinet on 18<sup>th</sup> June 2013.

Revoke:

- The previous determination of the content of the key principles in relation to Transport as contained in Annex 1: Key Principles of Direct Delivery Obligations to be Integrated within S106, taken by Cabinet on 18<sup>th</sup> June 2013.

..... in the Chair

Date of signing ..... 2015

**1 FIELD\_TITLE**  
(Agenda Item. FIELD\_AGENDA\_NUMBER)

FIELD\_SUMMARY

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## CABINET – 20 OCTOBER 2015

### 2015/16 FINANCIAL MONITORING & BUSINESS STRATEGY DELIVERY REPORT

Report by the Chief Finance Officer

#### Introduction

1. This report focuses on the delivery of the Directorate Business Strategies that were agreed as part of the Service and Resource Planning Process for 2015/16 – 2017/18. Parts 1 and 2 include projections for revenue, reserves and balances as at the end of August 2015. Capital Programme monitoring and update is included at Part 3 and Part 4 sets out a change to Fees and Charges.

#### Summary Position

2. The forecast directorate variation for the year is currently an anticipated overspend of +£5.9m or +1.4% against a net budget of £413.2m as shown in the table below. This compares to an anticipated overspend of +£5.6m or +1.4% reported to Cabinet in July 2015 and +£11.4m or +2.7% reported this time last year. The Directorates are working hard to reduce the forecast overspend by management action. If the overspend has not decreased later in the year additional measures such as a recruitment freeze and a freeze on non-urgent expenditure may need to be introduced.

Directorate	Latest Budget 2015/16 £m	Forecast Outturn 2015/16 £m	Forecast Outturn Variance 2015/16 £m	Forecast Outturn Variance 2015/16 %
Children, Education & Families (CE&F)	107.5	110.0	+2.5	+2.3
Social & Community Services (S&CS)	208.2	209.4	+1.2	+0.6
Environment & Economy (E&E)	77.7	79.8	+2.1	+2.7
Chief Executive's Office (CEO)	19.8	19.9	+0.1	+0.3
Public Health (*)	0.0	0.0	0.0	0.0
<b>Total</b>	<b>413.2</b>	<b>419.1</b>	<b>+5.9</b>	<b>+1.4</b>

<b>Public Health (*)</b>				
Expenditure	31.0	29.8	-1.2	-3.9
Grant and Other Income & Transfer to Reserves	-31.0	-29.8	+1.2	+3.9
<b>Total</b> <sup>1</sup>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

<sup>1</sup> In 2015/16 Public Health is funded by a ring-fenced grant of £30.4m from the Department of Health. The forecast underspend of -£1.2m would be placed in reserves at year end for use in 2016/17 so the overall forecast variation is nil

3. The following annexes are attached:

Annex 1	Original and Latest Budget for 2015/16
Annex 2	2015/16 Virements & Supplementary Estimates
Annex 3	Ring-fenced Government Grants 2015/16
Annex 4	Treasury Management Lending List
Annex 5	Forecast Earmarked Reserves
Annex 6	Forecast General Balances
Annex 7	2015/16 Fees and Charges
Annex 8	Capital Programme Monitoring
Annex 9	Capital Programme Update

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

## **Part 1 - Revenue Budget**

### **Children, Education & Families (CE&F)**

5. The directorate is forecasting an overspend of +£2.5m. There is also a -£0.3m forecast underspend on services funded by Dedicated Schools Grant (DSG). There are three main areas identified as overspending and in each case this reflects increasing activity and demand. These overspends are unlikely to be resolved in the short term. However, the Directorate is seeking to address the position by freezing vacancies other than for front line social workers, required to maintain safe caseloads, and is reviewing all areas of expenditure. In the longer term any change in organisation structure would aim to match resource with need.

#### CEF1 Education & Learning

6. The Education & Learning service is forecasting to overspend by +£0.2m.
7. In 2014/15 Home to School Transport overspent by £1.3m. This was due to increased costs associated with transporting primary school pupils and increased use of taxis, particularly for pupils with Special Educational Needs. The budget for 2015/16 was increased by £1.2m as part of the budget and medium term plan agreed by Council in February 2015. The current forecast for 2015/16 is a net overspend of +£0.4m largely relating to further additional routes for pupils with special educational needs (SEN). In the short to medium term the Route Efficiency programme was expected to reduce the over spend. This estimate will be refined as new arrangements at the start of the academic year are embedded and an update will be provided in the next report. Longer term the 'nearest school' policy is expected to generate savings.
8. This overspend is partly offset by underspends elsewhere in the service including Special Educational Needs (SEN), Foundation Years, Schools and Learning and School Organisation & Planning totalling -£0.2m.

CEF2 Children's Social Care

9. Children's Social Care is forecast to overspend by +£2.3m.
10. As a result of significant increases in the number of children becoming looked after in the last two to three years, additional ongoing funding of £7.4m was agreed as part of the 2015/16 budget and medium term plan agreed by Council in February 2015. A breakeven position is currently forecast and this includes projected spend for existing clients and an estimate of £1.5m for new placements that could arise during the rest of the year. However, it is extremely difficult to predict whether demand will continue at the very high levels seen in the first few months of the year. If it does, the £1.5m allocation for new placements may not be sufficient.
11. Service Management and Central Costs are forecast to overspend by +£1.2m, an increase of +£0.5m since the last report. The growth in numbers of children requiring services from Children's Social Care has increased workload across a number of services, and resulted in increased administrative staff to support front line social workers. In particular there has been a need for more support around Child Protection Conferences and the Multi Agency Safeguarding Hub (MASH). There has also been additional work around restructuring Early Intervention and Children's Social Care requiring interim consultant support. The Directorate is undertaking a review of all posts and budgets across the whole service, in order to identify the on-going resource requirement, any necessary realignment of budgets and how to address any remaining shortfall.
12. The growth in demand is also resulting in projected overspends in the Corporate Parenting area, although the overspend of +£0.2m has reduced by £0.1m since the last report. This mainly relates to overspends on the in-house fostering service (+£0.1m), housing and supporting people contracts (+£0.1m) and the inter-agency budget (+£0.2m) partly offset by an underspend on Placement Support and Outreach (-£0.2m).
13. Increased numbers of young people requiring intervention from Children's Social Care has had an impact across all Children's Social Care teams including Referral & Assessment (+£0.3m), Safeguarding (+£0.4m), and Looked After Children and Leaving Care (+£0.4m). These are partly offset by an underspend of -£0.1m on Family Support. Staffing has been increased to keep workloads at a safe level, including use of temporary agency staff.
14. The Youth Offending Service is forecasting an underspend of -£0.1m. This position is likely to change as the Council has received notification from the Youth Justice Board advising of a likely in-year grant reduction. An update will be included in future reports.

Dedicated Schools Grant (DSG)

15. Services funded from DSG are forecast to underspend by -£0.3m compared to the 2015/16 DSG funding of £262.6m. The Special Educational Needs Support Service is forecasting an overspend of +£0.4m which is offset by an underspend of -£0.4m on Early Years Sufficiency and Access and -£0.4m on Early Years Single Funding Formula due to low take up in the current academic year.

16. The use of one – off unspent DSG funding of £11.1m held in reserves at the end of 2014/15 will be considered by Schools Forum. Any funding not already committed is likely to be needed to aid pupil growth and basic needs revenue funding for the creation of new schools and academies.

### **Social & Community Services (S&CS)**

17. The directorate is forecasting an overspend of +£1.2m. This includes the Council's risk based share of the joint Council and Oxfordshire Clinical Commissioning Group (OCCG) variation on the Older People and Equipment Pooled budget.

#### S&CS1 Adult Social Care

18. The majority of the variation for the directorate relates to Adult Social Care which is forecast to overspend by +£1.8m. +£1.2m of that relates to non-Pool services. There are also overspends of +£0.7m on the Learning Disability Pooled budget and +£0.8m on the Older People and Equipment Pooled budget. Under the risk share agreement there is an underspend of -£0.2m on the Physical Disabilities Pooled Budget. If the virement request set out in paragraph 34 is agreed by Council, the underspend of -£0.6m within the Independent Living Fund will be used to offset the overspend. This is already included in the reported overspend figure.

#### Older People and Equipment Pooled Budgets

19. The Older People and Equipment Pool is forecast to overspend by +£2.2m. Oxfordshire Clinical Commissioning Group will make an additional contribution of £0.6m to offset part of the overspend which relates to Non-Emergency Patient Transport. Under the risk share agreement the County Council's share of the remaining overspend is +£0.8m.
20. Social Care expenditure on packages and placements is the most significant pressure on the Older People's Pool and there is a forecast overspend of +£2.0m for Social Care Home placements. This reflects a higher number of clients per week being admitted and a higher cost per admittance. An increase in expenditure has been added to the forecast following a review of placements in July but it is anticipated that the forecast relating to costs earlier in the year has now stabilised. Whilst there is an overspend against the budget for placements, total forecast spend is £2.0m lower than the actual expenditure in 2014/15.
21. The overspend on placements is partially offset by an underspend of -£0.3m on Home Support. This also needs to be seen in the wider context; forecast expenditure is £2.5m higher than in 2014/15 as there are expected to be more service users in receipt of home support packages. However, the Home Support forecast has been on a downward trend so far this year and there is a risk that the underspend will increase, potentially leading to higher demand for residential placements, if growth in hours is below that included in the forward forecast.
22. There are also estimated underspends of -£0.4m on Prevention and Early Support and -£0.2m on Staffing and Infrastructure costs. These relate

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primarily to the Re-ablement contract, the Crisis Service and running costs of the Pool.

23. Oxfordshire Clinical Commissioning Group services are forecast to overspend by +£0.9m, including the overspend of +£0.6m on Non-Emergency Patient Transport. As agreed last year, the Clinical Commissioning Group will meet this pressure in full and it will not be risk shared. The other significant pressure within the total is a forecast overspend of +£0.4m on equipment. The total spend is forecast to increase by £0.2m from the total spend in 2014/15. Under the risk share agreement the Clinical Commissioning Group's share of the overspend is +£1.4m.

### Physical Disabilities Pooled Budget

24. The Physical Disabilities Pool is now risk shared between the Council and the Clinical Commissioning Group. In addition client income budgets have been moved into the pool for 2015/16.
25. The overall position for the pool is a forecast underspend of -£0.4m. Under the risk share agreement the Council's share of the underspend is -£0.2m.
26. The Care Homes budget is forecast to underspend by -£0.2m. This is due to the full year effect of the decrease in placements during 2014/15. The forward forecast reflects the assumption that the number of placements remains at the current level during 2015/16. If the overall downward trend in service users continues from 2014/15 into 2015/16 there will be an increase in the underspend. The number of placements remained static at 71 at the end of August.
27. The Home Support budget is forecast to underspend by -£0.2m. This is due to a forecast overachievement of service user income of -£0.3m. There were 598 service users supported by this budget at the end of August 2015, compared to an average of 595 during 2014/15.
28. There is also an overspend forecast on the Acquired Brain Injury budget of +£0.2m. There are 11 service users funded from this budget compared to an average of eight service users during 2014/15.
29. The Clinical Commissioning Group services are forecast to underspend by -£0.2m under the risk share agreement.

### Learning Disabilities Pooled Budget

30. The Pool is forecast to overspend by +£0.8m. The County Council's share of this under the risk share arrangements is +£0.7m.
31. There has been a small net increase to the forecast. This reflects increased spend on Personalisation and ongoing Support offset by an underspend on Out of Area treatments.

### Independent Living Fund

32. The Independent Living Fund was closed on 30 June 2015 and responsibility transferred to local authorities from 1 July 2015.

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33. Adult Social Care has undertaken a review of all 204 recipients of the Independent Living Fund in Oxfordshire in order to transition them into Local Authority funding. This process has resulted in a new personal budget and support plan for these people. In some cases, where this has resulted in a reduction in the total funding available to individuals, short term transition funding has been agreed. Additionally, a revised financial assessment has been completed for each person.
34. Following the Independent Living Fund closure, a grant of £3.0m has been transferred to the Council. As the grant is un-ringfenced and will be held corporately it is proposed that Cabinet recommend Council agree a virement to add expenditure budgets of £1.7m to the Learning Disabilities Pool and £0.6m to the Physical Disabilities Pool to meet the increased costs to the pools of the agreed personal budgets. The forecasts for the pooled budgets are based on the assumption that this will be agreed. Cabinet is also requested to recommend that Council agree the use of the £0.6m balance of the grant to offset the overspend on the Learning Disabilities Pooled Budget in 2015/16 and the full year effect of the additional expenditure from the closure of the Independent Living Fund in 2016/17.

### Adult Social Care: Non – Pool Services

35. There is a forecast overspend of +£1.2m for services outside of the Pools. This is a significant increase from the £0.6m reported last time. The total now includes an overspend of +£0.5m on the Mental Health budget due to increased demand for the services and partly as a result of the Supported Independent Living Pathway becoming blocked. The pressure in future years is being managed through the new Mental Health Outcomes Based Contract which includes risk share. The delay to the contract start date has contributed to this in year pressure.
36. There is a forecast overspend of +£0.3m on the Adult Protection and Mental Capacity service which has seen a significant increase in the number of requests for Deprivation of Liberty Safeguards assessments following the Cheshire West Judgement.
37. An estimated overspend on Money Management of +£0.2m relates to the non-achievement of an income target. This will be considered as part of the 2016/17 Service & Resource Planning Process.
38. There is a new pressure of +£0.1m to provide a service for Adult Survivors of Sexual Abuse.

### SCS2 Fire & Rescue, Emergency Planning and Community Safety

39. The -£0.6m underspend is driven primarily by vacancies for whole-time firefighters, including the early delivery of efficiency savings arising from planned changes to staffing patterns at Carterton and Banbury Fire Stations. Plans are in place to step up recruitment across the service. However, if vacancies remain longer than currently forecast this underspend could increase.

**Environment & Economy (E&E)**

40. The directorate is forecasting an overspend of +£2.1m.

EE2 Commercial Services

41. Commercial Services is forecasting to overspend by +£1.2m.
42. Due to predicted increases in tonnages of waste disposal arising from the economic upturn and an increase in the number of households in Oxfordshire, an additional £1.0m of funding was added to the Waste Management budget from 2015/16 as part of the budget and medium term plan agreed by Council in February 2015. Despite this, there is currently a forecast overspend of +£1.6m for this service area. Approximately 58% of total waste disposed of is recycled and composted. An estimated overspend of +£0.9m partially relates to increases in tonnage, but is predominately due to the general increased cost of disposal, most significantly the cost of wood processing. Approximately 37% of waste disposed of is processed through the Ardley Energy Recovery Facility. An overspend of +£0.6m is mostly due to the cost of business rates payments being higher than originally budgeted for. The remaining 5% of waste is sent to landfill for disposal and the balancing overspend of +£0.1m is due to a mixture of cost and tonnage.
43. Supported Transport is forecasting an overspend of +£0.5m. This is due to higher Integrated Transport Unit (ITU) operational costs (+£0.2m), and programme implementation costs (+£0.3m) integral to the realisation of the £6m savings in Supported Transport included in the Medium Term Financial Plan (MTFP). Further work is being undertaken to consider recovering the increased cost of the ITU through recharging service directorates and the potential for carrying forward the implementation costs against future year's savings.
44. The overspends above are partly offset by the current unallocated (-£0.8m) element of the Highways Maintenance Delivery budget. The impact of offsetting this budget against overspends means that there is no funding available for further unplanned ad hoc works or increased external demand on maintenance budgets above that already forecast. Further work is also being undertaken to review the potential to capitalise highway patching expenditure with a view to reduce revenue spending and reduce the forecast overspend.

EE3 Oxfordshire Customer Services

45. Oxfordshire Customer Services is forecast to overspend by +£0.8m. This relates in part to the underachievement of income from schools (+£0.3m) due to a combination of academy transfers and maintained schools' uptake of services. A review is already underway to consider the mechanisms for managing the cost of service delivery as volumes change over time. ICT is forecast to overspend (+£0.3m) mainly due to the additional operational cost of the Data Centre, further management action is need to determine the funding for this pressure. The balancing overspend (+£0.2m) is due mainly to Business Development, which is being reviewed by the service with an expectation that a break-even position will be achieved by the year-end.

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46. Transition and one-off costs associated with the transfer of services to Hampshire County Council total £1.4m in 2015/16. This will be funded in part by using the Oxfordshire Customer Services Development Reserve and by temporary use of other E&E reserves. As planned, costs will be recouped over the next six years and borrowing from other reserves will also be repaid over this period.

### **Chief Executive's Office (Corporate Services from 1 October 2015)**

47. The forecast variation of +£0.1m mainly reflects overspends on Cultural Services and the Music Service. These are partly offset by an underspend arising from staff vacancies in the Policy Team. It is expected that a breakeven position will be achieved by the year end.

### **Public Health**

48. The majority of Public Health expenditure is currently funded by a ring-fenced grant of £30.4m from the Department of Health. The service is forecasting a revenue underspend of -£1.2m against the grant primarily due to underspends on Substance Misuse (-£0.3m), Smoking and Tobacco Control (-£0.3m), Obesity (-£0.2m) and staffing vacancies (-£0.2m). Under the grant guidelines any underspend will be placed in reserves at the end of the financial year to be used to meet Public Health expenditure in future years.

49. The Department of Health has proposed a £200m reduction nationally from the Public Health grant in 2015/16. This has been subject to a consultation which ended on 28 August 2015. Although the Council is yet to be notified of the outcome of the consultation, it is likely to result in an in year grant reduction of around £1.9m for Oxfordshire. This is being managed by in year underspend reported above.

### **Virements and Supplementary Estimates**

50. Virements larger than £0.5m or relate to un-ringfenced grants requiring Cabinet approval under the Virement Rules agreed by Council on 17 February 2015 are included at Annex 2a. These include requests relating to the Independent Living Fund, the Fire & Rescue Transformation Fund. None of these virements represent a change in policy as the service is unchanged.

51. Annex 2d shows virements Cabinet need to note.

### **Ringfenced Grants**

52. As set out in Annex 3, ring-fenced grants totalling £325.3m are included in Directorate budgets and will be used for the specified purpose. Since the last report the Council received notification from the Department of Health of the Delayed Transfers of Care Grant (£0.2m). Any grants unspent at year end will be held in the Grants & Contributions Reserve for use in 2016/17, or returned to the funding body.

### **Business Strategy Savings**

53. The forecasts shown in this report incorporate Business Strategy savings that were agreed by Council in February 2015 and previous years. 71% of the savings for CE&F for 2015/16 are expected to be achieved. The £0.6m of savings to be realised by introducing a vacancy factor for



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administrative staff will be difficult to achieve given the consequential impact on administrative workloads arising from the increasing volumes of work in Children's Social Care. This is being addressed as part of a review of all posts and budgets being undertaken by the Directorate which is due to conclude in December 2015.

54. Within Social & Community Services £4.4m of the £8.8m of net savings have already been achieved. Of the outstanding savings still to be achieved £1.6m relate to the Learning Disabilities Pool. The service is monitoring the delivery of these savings and the further £8.5m required in future years. The Chief Finance Officer's report to Council on the budget acknowledged the risk in delivering these savings in year and some corporate contingency was built in to reflect this risk.
55. Within Environment & Economy £9.1m or 85% of the total savings are on track to be delivered in-year, with 15% of the total savings target estimated to be partially realised. Most of the partial realisation of savings is within Waste Management as noted in paragraph 42 and other services are considering alternative savings were possible.
56. 86% of the CEO savings are expected to be achieved. Services are working hard to identify alternative savings were possible.
57. The majority of the savings currently reported as not being achieved relate to the savings for reducing agency and contracted staff and introducing a vacancy factor. Directorates are expected to achieve the majority of these savings as the year progresses and general staff turnover takes place.

### **Bad Debt Write Offs**

58. There were 50 general write - offs in the financial year to the end of August 2015 and these totalled £24,832. In addition Client Finance has written off 91 debts totalling £106,763.
59. An invoice valued at £43,891 is recommended to be written off as it is uneconomical to pursue further. This relates to a client in residential care whose estate was insolvent when they deceased. The case goes back a number of years and throughout that time, various attempts were made to recover the debt. Pursuing any further recovery through the legal route was deemed to be unlikely to result in a successful outcome.

### **Treasury Management**

60. The latest treasury management approved lending list (as at 1 October 2015) is provided at Annex 4. This includes the following changes and additions:
  - Additions: Santander 95 day notice account, Barclays current account, Barclays 100 day notice account, Bank of Scotland and Danske Bank.
  - Limit increases to six months: Close Brothers Ltd, Coventry Building Society, Nationwide Building Society, Santander UK and Landesbank Hessen-Thuringen.
  - Limit increase to nine months: Lloyds Bank.
  - Limit increases to 364 days: HSBC Bank, Rabobank, Svenska Handelsbanken, Bank of Montreal, Bank of Nova Scotia, Canadian

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Bank of Commerce, Royal Bank of Canada, Toronto-Dominion Bank.

- Suspended from List: Goldman Sachs International Bank.

61. The table below shows average in-house cash balances and average rates of return for June to August 2015. Interest receivable for 2015/16 is currently forecast to be £2.7m, exceeding the budgeted figure by £0.7m. Interest payable is currently forecast to be in line with the budgeted figure of £18.1m.

Month	Average cash balance	Average rate of return
June	£319.7m	0.8%
July	£338.4m	0.7%
August	£341.3m	0.8%

## Part 2 – Balance Sheet

62. Annex 5 sets out earmarked reserves brought forward from 2014/15 and the forecast position as at 31 March 2016. These reserves are held for specified one – off projects, contractual commitments and to support the Medium Term Financial Plan.

63. As set out in the Provisional Outturn Report to Cabinet on 23 June, revenue reserves were £63.6m at the end of 2014/15. These are currently forecast to reduce to £52.7m by 31 March 2016.

### Grants and Contributions

64. £10.6m unspent DSG is likely to be needed to address expected budget pressures in future years in funding for pupil growth, or basic needs revenue funding for the creation of new schools and academies.

65. Other ring-fenced grant underspends held in the Grants and Contributions Reserve for use in 2015/16 in line with the grant criteria include £0.9m for revenue Section 106 contributions and £0.3m for the Social Work Improvement Fund. There is also £0.3m funding for the Local Enterprise Partnership.

66. Under the terms of the Public Health grant it is legitimate to use the funding on functions which have a significant effect on, or in connection with, the exercise of the public health functions specified in Section 73B(2) of the National Health Service Act 2006. Contributions of £0.2m towards domestic violence prevention and support and £0.4m to Cycle Improvement Capital schemes will be made during 2015/16. It is proposed that Cabinet recommends Council agree to transfer £2m to the capital programme to fund the development of Children's Homes. This is in addition to the £2m Council agreed on 20 May 2014. The total £4m contribution will reduce the need for prudential borrowing to fund the scheme from £0.5m to £0.2m. After these additional contributions the balance of Public Health grant funding is forecast to be £2.0m by 31 March 2016.

Children, Education & Families

67. School balances are currently forecast to be £20.9m as at 31 March 2016. A report setting out the reasons why schools have held high balances for a number of years was considered by Education Scrutiny Committee on 1 October 2015. It was agreed to continue to remind schools of the need to spend revenue funding on current cohorts of pupils as part of the annual budget setting process and to continue to challenge schools that have consistent surplus balances.
68. Other reserves held by CE&F are forecast to reduce from £4.2m to £1.9m by 31 March 2016. Many of the key projects and pressures supported by reserves in 2014/15 are continuing in 2015/16 and beyond. The forecast reflects this use.
69. £0.5m accumulated balances on self-financing services will be used as required in 2015/16 and future years.

Social & Community Services

70. Social & Community Services reserves are forecast to reduce from £3.8m to £3.0m by 31 March 2016.
71. £2.9m held in the Older People Pooled Budget Reserve will be used to help meet expected pressures relating to Delayed Transfers of Care work in 2015/16 and future years and the trial rehabilitation at home project which has been delayed.

Environment & Economy

72. Reserves held by E&E are forecast to reduce from £7.2m to £5.0m by 31 March 2016. As set out in paragraph 46 this forecast includes the use of £1.4m of E&E reserves which will be used to fund transition and one-off costs relating to the transfer of services to Hampshire County Council. This will be repaid over the next six years as originally planned.

Corporate Reserves

73. The Efficiency Reserve totalled £1.7m at 1 April 2015. Of this £0.9m is committed to be used for one-off projects during 2015/16. The remaining £0.8m, along with an additional contribution of £2.0m will be used for one – off projects supporting the Medium Term Financial Plan.

Other Reserves

74. Other Reserves, which include Insurance, Capital and Cash flow reserves, are forecast to total £44.4m at 31 March 2016. This includes £7.0m in the Budget Reserve which includes the additional £2.9m agreed by Council on 14 July 2015.

Balances

75. As set out in Annex 6 general balances are forecast to be £14.4m as at 31 March 2016 after taking into account the projected Directorate overspends. This compares to an expected £17.5m as set out in the MTFP approved by Council in February 2015 and the risk assessed level of £17.4m. After taking into account a £2.0m contribution to the Efficiency Reserve and a £2.7m contribution to the Budget Reserve in 2015/16 agreed by Council in July 2015, balances at the start of the year were £19.5m.

## Part 3 – Capital Programme

### Capital Monitoring

76. The capital monitoring position set out in Annex 8a, shows the forecast expenditure for 2015/16 is £134.6m (excluding schools local capital), which is an increase of £3.6m compared to the latest approved capital programme. The table on the next page summarises the variations by directorate.

Directorate	Last Approved Programme *	Latest Forecast Expenditure	Variation
	£m	£m	£m
Children, Education & Families	50.0	51.3	+1.3
Social & Community Services	2.6	6.3	+3.7
Environment & Economy - Transport	63.7	62.1	-1.6
Environment & Economy - Other	10.9	11.2	+0.3
Chief Executive's Office	3.8	3.7	-0.1
<b>Total Directorate Programmes</b>	<b>131.0</b>	<b>134.6</b>	<b>+3.6</b>
Schools Local Capital	2.0	2.0	0.0
Earmarked Reserves	0.6	0.3	-0.3
<b>Total Capital Programme</b>	<b>133.6</b>	<b>136.9</b>	<b>+3.3</b>

\* Approved by Cabinet 21 July 2015

77. Significant in-year variations for each directorate are listed in Annex 8b. New schemes and total programme/project budget changes are listed in Annex 8c.
78. In the Children, Education & Families programme the in-year increase is mainly due to £1m being re-profiled into 2015/16 for the first new primary school at the Great Western Park development in Didcot. This includes additional provision towards the rectification of site levels for the new school. Overall there was a shortfall of £2.2m in developer funding for this scheme which has been met from the earmarked reserves held within the capital programme.
79. On the Children's Home Programme, £0.5m has been brought forward into 2015/16 from 2016/17 following the project approval of the third home.
80. In the Social & Community Services programme, Cabinet is recommended to approve the inclusion of the £1.3m ring-fenced capital grant allocated through the Better Care Fund in to the capital programme. This will fund the increased cost of implementing the new adult social care management system primarily arising due to the agreed expansion of the project scope.
81. Cabinet is also recommended to approve the inclusion of the £2.4m Disabled Facilities Grant into the programme. This capital grant was previously received by the district councils but from 2015/16 forms part of the Better Care Fund. The Health and Wellbeing Board agreed for 2015/16 this would be passed onto district councils for the provision of adaptations

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to disabled people's homes to help them to live independently in their own homes for longer.

82. In the Transport programme, £1.7m has been re-profiled from 2015/16 to 2016/17 and 2017/18 on the Featherbed Lane improvements project as the start of works is dependent on on-going land acquisitions.
83. £0.7m has been re-profiled from 2015/16 to 2016/17 on the Harwell Oxford Entrance junction improvement project as the start date has been deferred to summer 2016. Additional land requirements have arisen due to utility constraints and a change in design may be required to better accommodate planned growth in the area.
84. £0.8m has been re-profiled from 2015/16 to 2016/17 on the Chilton Slip Road project to reflect the updated programme of works which have now commenced.
85. The cost of delivering the improvements to Frideswide Square is expected to exceed the current approved budget. This is mainly due to additional unplanned construction activities such as improvements required to the existing drainage system. To allow sufficient contingency to complete the project, Cabinet is recommended to approve a budget increase of £0.4m to be met from corporate capital contingencies. This is in addition to a previous budget increase of £0.5m approved by the Director for Environment & Economy and the Chief Finance Officer under authority delegated in the Financial Procedure Rules and reported to Cabinet in July 2015.
86. In the Environment & Economy programme, £0.4m has been included in the capital programme to install rooftop solar panels on some Council buildings.

### **Actual & Committed Expenditure**

87. As at the end of August actual capital expenditure for the year to date (excluding schools local spend) was £17.5m. This is 13% of the total forecast expenditure. Actual and committed spend is 60% of the forecast.

### **Five Year Capital Programme Update**

88. The total forecast 5-year capital programme (2015/16 to 2018/19) is now £426.4m, an increase of £10.8m compared to the last capital programme for this period approved by Cabinet in July 2015. The full updated capital programme is set out in Annex 9. The table on the next page summarises the variations by directorate and the main reasons for these variations are explained in the following paragraphs.

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Directorate	Last Approved Total Programme (2015/16 to 2018/19) * £m	Latest Updated Total Programme (2015/16 to 2018/19) £m	Variation £m
Children, Education & Families	135.1	138.4	+3.3
CEF Reductions to be identified	-5.8	-5.8	0.0
Social & Community Services	34.9	38.6	+3.7
Environment & Economy - Transport	165.6	167.0	+1.4
Environment & Economy – Other	30.1	35.5	+5.4
Chief Executive's Office	5.4	5.3	-0.1
<b>Total Directorate Programmes</b>	<b>365.3</b>	<b>379.0</b>	<b>+13.7</b>
Schools Local Capital	4.3	4.3	0.0
Earmarked Reserves	46.0	43.1	-2.9
<b>Total Capital Programme</b>	<b>415.6</b>	<b>426.4</b>	<b>+10.8</b>

\* Approved by Cabinet 21 July 2015

89. In the Children, Education and Families programme, the basic need programme has increased by £1.1m as a result the inclusion of developer funding for projects that have reached contract let stage for September 2016.
90. In the Environment & Economy programme, Cabinet is recommended to approve the increase of £5m to the Broadband programme. This increase is funded by contributions from the District Councils and the Local Enterprise Partnership and will extend the programme to cover a greater area and upgrade the connection to the Enterprise Zone.

#### Part 4 – Fees and Charges

91. New fees and charges for the Archaeology Team which are proposed to come in to force from 1 November 2015 are set out in Annex 7a.

#### RECOMMENDATIONS

92. **The Cabinet is RECOMMENDED to:**
- (a) **note the report;**
  - (b) **approve the virement requests set out in Annex 2a;**
  - (c) **Recommend Council to approve:-**
    - i. **the virement in respect of the unringfenced grant received by the Council relating to the closure of the Independent Living Fund as set out in paragraph 34;**
    - ii. **the transfer £2m from Public Health reserves to the Children's Homes Capital Project as set out in paragraph 66;**
  - (d) **approve the bad debt write off as set out in paragraph 59;**
  - (e) **note the Treasury Management lending list at Annex 4;**
  - (f) **approve the fees and charges as set out in Part 4 and Annex 7a;**
  - (g) **approve the updated capital programme in Annex 9 (changes to the Capital Programme set out in Annex 8c);**

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- (h) approve the inclusion in the capital programme of :
- i. **£1.3m adult social care capital grant to fund the adult social care management system in the capital programme;**
  - ii. **£2.4m Disabled Facilities Grant which will be passed to District Councils;**
  - iii. **an increase in budget of £0.4m for Frideswide Square;**
  - iv. **£5m increase in the Broadband programme reflecting contributions from District Councils and the Local Enterprise Partnership.**

LORNA BAXTER  
Chief Finance Officer

Background papers: Directorate Financial Monitoring Reports to the end of July and August 2015

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**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 20 October 2015**  
**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2014/15 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Budget			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	(13)
<b>CEF</b>	<b>Children, Education &amp; Families</b>								
	Gross Expenditure	419,141	0	3,018	0	422,159	435,542	13,383	A
	Gross Income	-312,092	0	-2,568	0	-314,660	-325,560	-10,900	A
		<b>107,049</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>107,499</b>	<b>109,982</b>	<b>2,483</b>	<b>A</b>
<b>SCS</b>	<b>Social &amp; Community Services</b>								
	Gross Expenditure	220,716	0	-8,739	0	211,977	213,223	1,246	G
	Gross Income	-11,968	0	8,209	0	-3,759	-3,759	0	G
		<b>208,748</b>	<b>0</b>	<b>-530</b>	<b>0</b>	<b>208,218</b>	<b>209,464</b>	<b>1,246</b>	<b>G</b>
<b>EE</b>	<b>Environment &amp; Economy</b>								
	Gross Expenditure	158,099	0	-9,114	2,050	151,035	151,047	12	G
	Gross Income	-81,518	0	8,189	0	-73,329	-71,252	2,077	A
		<b>76,581</b>	<b>0</b>	<b>-925</b>	<b>2,050</b>	<b>77,706</b>	<b>79,795</b>	<b>2,089</b>	<b>A</b>
<b>CEO</b>	<b>Chief Executive's Office</b>								
	Gross Expenditure	31,736	0	-1,310	0	30,426	31,508	1,082	A
	Gross Income	-12,943	0	2,277	0	-10,666	-11,686	-1,020	R
		<b>18,793</b>	<b>0</b>	<b>967</b>	<b>0</b>	<b>19,760</b>	<b>19,822</b>	<b>62</b>	<b>G</b>
<b>PH1</b>	<b>Public Health</b>								
	Gross Expenditure	31,023	0	0	0	31,023	31,314	291	G
	Gross Income	-31,023	0	0	0	-31,023	-31,314	-291	G
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	Less Recharges to Other Directorates	-67,832				-67,832	-67,832	0	
		67,832				67,832	67,832	0	
	<b>Directorate Expenditure Total</b>	<b>792,883</b>	<b>0</b>	<b>-16,145</b>	<b>2,050</b>	<b>778,788</b>	<b>794,802</b>	<b>16,014</b>	<b>A</b>
	<b>Directorate Income Total</b>	<b>-381,712</b>	<b>0</b>	<b>16,107</b>	<b>0</b>	<b>-365,605</b>	<b>-375,739</b>	<b>-10,134</b>	<b>A</b>

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**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2014/15 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Budget			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	(13)
	<b>Directorate Total Net</b>	<b>411,171</b>	<b>0</b>	<b>-38</b>	<b>2,050</b>	<b>413,183</b>	<b>419,063</b>	<b>5,880</b>	G

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**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation to Budget underspend - overspend + £000 (9)	Projected Year end Variance Traffic Light (13)
		Original Budget £000 (3)	Brought Forward from 2014/15 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Budget £000 (7)			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(13)
	Contributions to (+)/from (-)reserves	-7,241				-7,241	-7,241	0	
	Contribution to (+)/from(-) balances	2,000			-2,050	-50	-50	0	
	Pensions - Past Service Deficit Funding	830				830	830	0	
	Contingency	4,029		529		4,558	4,558	0	
	Capital Financing	33,768				33,768	33,768	0	
	Interest on Balances	-4,199				-4,199	-4,199	0	
	Additional funding to be allocated					0	0	0	
	<b>Strategic Measures Budget</b>	29,187	0	529	-2,050	27,666	27,666	0	
	Unringfenced Government Grants	-15,777		-491		-16,268	-16,268	0	
	Council Tax Surpluses	-7,472				-7,472	-7,472	0	
	Revenue Support Grant	-62,305				-62,305	-62,305	0	
	Business Rates Top-Up	-37,085				-37,085	-37,085	0	
	Business Rates From District Councils	-29,466				-29,466	-29,466	0	
	<b>Council Tax Requirement</b>	288,253	0	0	0	288,253	294,133	5,880	

**KEY TO TRAFFIC LIGHTS**

**Balanced Scorecard Type of Indicator**

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

**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 20 October 2015**  
**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2014/15 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	(13)
<b>CEF1</b>	<b>Education &amp; Early Intervention</b>								
	Gross Expenditure	84,212		-15,497	0	68,715	71,955	3,240	A
	Gross Income	-47,648		483	0	-47,165	-50,189	-3,024	R
		<b>36,564</b>	<b>0</b>	<b>-15,014</b>	<b>0</b>	<b>21,550</b>	<b>21,766</b>	<b>216</b>	<b>G</b>
<b>CEF2</b>	<b>Children's Social Care</b>								
	Gross Expenditure	57,390		18,860	0	76,250	79,702	3,452	A
	Gross Income	-4,678		-3,269	0	-7,947	-9,100	-1,153	R
		<b>52,712</b>	<b>0</b>	<b>15,591</b>	<b>0</b>	<b>68,303</b>	<b>70,602</b>	<b>2,299</b>	<b>A</b>
<b>CEF3</b>	<b>Children, Education &amp; Families Central Costs</b>								
	Gross Expenditure	5,908		-54	0	5,854	5,846	-8	G
	Gross Income	0		0	0	0	0	0	
		<b>5,908</b>	<b>0</b>	<b>-54</b>	<b>0</b>	<b>5,854</b>	<b>5,846</b>	<b>-8</b>	<b>G</b>
<b>CEF4</b>	<b>Schools</b>								
	Gross Expenditure	256,136		-291	0	255,845	262,544	6,699	A
	Gross Income	-255,596		218	0	-255,378	-262,101	-6,723	A
		<b>540</b>	<b>0</b>	<b>-73</b>	<b>0</b>	<b>467</b>	<b>443</b>	<b>-24</b>	<b>R</b>
	<b>Non Negotiable Support Service Recharges</b>								
	Gross Expenditure	15,641			0	15,641	15,641	0	G
	Gross Income	-4,316			0	-4,316	-4,316	0	G
		<b>11,325</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,325</b>	<b>11,325</b>	<b>0</b>	<b>G</b>
	Less recharges within directorate	-146				-146	-146	0	G
		146				146	146	0	G
	<b>Directorate Expenditure Total</b>	<b>419,141</b>	<b>0</b>	<b>3,018</b>	<b>0</b>	<b>422,159</b>	<b>435,542</b>	<b>13,383</b>	<b>A</b>
	<b>Directorate Income Total</b>	<b>-312,092</b>	<b>0</b>	<b>-2,568</b>	<b>0</b>	<b>-314,660</b>	<b>-325,560</b>	<b>-10,900</b>	<b>A</b>
	<b>Directorate Total Net</b>	<b>107,049</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>107,499</b>	<b>109,982</b>	<b>2,483</b>	<b>A</b>

## KEY TO TRAFFIC LIGHTS

On track to be within +/- 2% 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

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**Financial Monitoring and Business Strategy Delivery Report**  
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**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2014/15 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	(13)
SCS1	<b>Adult Social Care</b>								
	Gross Expenditure	182,406		-8,396	0	174,010	175,844	1,834	G
	Gross Income	-16,004		7,866	0	-8,138	-8,138	0	G
		<b>166,402</b>	<b>0</b>	<b>-530</b>	<b>0</b>	<b>165,872</b>	<b>167,706</b>	<b>1,834</b>	<b>G</b>
SCS2	<b>Joint Commissioning</b>								
	Gross Expenditure	7,163		7	0	7,170	7,170	0	G
	Gross Income	-2,727		-7	0	-2,734	-2,734	0	G
		<b>4,436</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,436</b>	<b>4,436</b>	<b>0</b>	<b>G</b>
SCS3	<b>Fire &amp; Rescue, Emergency Planning and Community Safety</b>								
	Gross Expenditure	3,193		22,754	0	25,947	25,359	-588	A
	Gross Income	-1,691		-175	0	-1,866	-1,866	0	G
		<b>1,502</b>	<b>0</b>	<b>22,579</b>	<b>0</b>	<b>24,081</b>	<b>23,493</b>	<b>-588</b>	<b>A</b>
SCS4	<b>Fire &amp; Rescue and Emergency Planning (merged with SCS3 Community Safety)</b>								
	Gross Expenditure	23,104		-23,104	0	0	0	0	0
	Gross Income	-525		525	0	0	0	0	0
		<b>22,579</b>	<b>0</b>	<b>-22,579</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>Non Negotiable Support Service Recharges</b>								
	Gross Expenditure	13,829			0	13,829	13,829	0	G
	Gross Income				0	0	0	0	G
		<b>13,829</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,829</b>	<b>13,829</b>	<b>0</b>	<b>G</b>
	Less recharges within directorate	-8,979				-8,979	-8,979	0	G
		8,979				8,979	8,979	0	G
	<b>Directorate Expenditure Total</b>	<b>220,716</b>	<b>0</b>	<b>-8,739</b>	<b>0</b>	<b>211,977</b>	<b>213,223</b>	<b>1,246</b>	<b>G</b>
	<b>Directorate Income Total</b>	<b>-11,968</b>	<b>0</b>	<b>8,209</b>	<b>0</b>	<b>-3,759</b>	<b>-3,759</b>	<b>0</b>	<b>G</b>
	<b>Directorate Total Net</b>	<b>208,748</b>	<b>0</b>	<b>-530</b>	<b>0</b>	<b>208,218</b>	<b>209,464</b>	<b>1,246</b>	<b>G</b>

## KEY TO TRAFFIC LIGHTS

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Estimated outturn showing variance in excess of +/- 5% of year end budget

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Pooled Budgets

Original Budget £m	Latest Budget £m		Variance Year End 2015 £m	Forecast Variance May 2015 £m	Change in Variance £m
		<b><u>Older People's &amp; Equipment Pool</u></b>			
70.725	70.895	Oxfordshire County Council	+0.834	-0.275	+1.109
33.897	33.897	Better Care Fund	+0.000	+0.000	+0.000
82.699	83.080	Oxfordshire Clinical Commissioning Group	+1.356	+0.013	+1.343
<b>187.321</b>	<b>187.872</b>	<b>Total Older People's &amp; Equipment Pool</b>	<b>+2.190</b>	<b>-0.262</b>	<b>+2.452</b>
		<b><u>Physical Disabilities Pool</u></b>			
12.027	11.370	Oxfordshire County Council	-0.242	-0.306	+0.064
7.219	7.345	Oxfordshire Clinical Commissioning Group	-0.148	-0.187	+0.039
<b>19.246</b>	<b>18.715</b>	<b>Total Physical Disabilities Pool</b>	<b>-0.390</b>	<b>-0.493</b>	<b>+0.103</b>
		<b><u>Learning Disabilities Pool</u></b>			
68.755	68.755	Oxfordshire County Council	+0.719	+0.698	+0.021
13.083	13.083	Oxfordshire Clinical Commissioning Group	+0.127	+0.123	+0.004
<b>81.838</b>	<b>81.838</b>	<b>Total Learning Disabilities Pool</b>	<b>+0.846</b>	<b>+0.821</b>	<b>+0.025</b>
<b>151.507</b>	<b>151.020</b>	<b>Total Oxfordshire County Council</b>	<b>+1.311</b>	<b>+0.117</b>	<b>+1.194</b>
<b>33.897</b>	<b>33.897</b>	<b>Better Care Fund</b>			
<b>103.000</b>	<b>103.508</b>	<b>Total Oxfordshire Clinical Commissioning Group</b>	<b>+1.335</b>	<b>-0.051</b>	<b>+1.386</b>
<b>254.507</b>	<b>254.528</b>	<b>Total Pooled Budgets</b>	<b>+2.646</b>	<b>+0.066</b>	<b>+2.580</b>

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**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2014/15 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	(13)
EE1	<b>Strategy and Infrastructure</b>								
	Gross Expenditure	13,304		2	0	13,306	14,438	1,132	R
	Gross Income	-5,835		-2	0	-5,837	-6,886	-1,049	R
		<b>7,469</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,469</b>	<b>7,552</b>	<b>83</b>	G
EE2	<b>Commercial</b>								
	Gross Expenditure	118,492		42	2,050	120,584	118,291	1,231	G
	Gross Income	-38,221		-149	0	-38,370	-34,846		G
		<b>80,271</b>	<b>0</b>	<b>-107</b>	<b>2,050</b>	<b>82,214</b>	<b>83,445</b>	<b>1,231</b>	G
EE3	<b>Oxfordshire Customer Services</b>								
	Gross Expenditure	33,001		-5,600	0	27,401	28,574	1,173	A
	Gross Income	-13,505		4,782	0	-8,723	-9,121	-398	A
		<b>19,496</b>	<b>0</b>	<b>-818</b>	<b>0</b>	<b>18,678</b>	<b>19,453</b>	<b>775</b>	A
	<b>Non Negotiable Support Service Recharges</b>								
	Gross Expenditure	7,090		-3,558	0	3,532	3,532	0	G
	Gross Income	-37,745		3,558	0	-34,187	-34,187	0	G
		<b>-30,655</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-30,655</b>	<b>-30,655</b>	<b>0</b>	G
	Less recharges within directorate	-13,788				-13,788	-13,788	0	G
		13,788				13,788	13,788	0	G
	<b>Directorate Expenditure Total</b>	<b>158,099</b>	<b>0</b>	<b>-9,114</b>	<b>2,050</b>	<b>151,035</b>	<b>151,047</b>	<b>3,536</b>	A
	<b>Directorate Income Total</b>	<b>-81,518</b>	<b>0</b>	<b>8,189</b>	<b>0</b>	<b>-73,329</b>	<b>-71,252</b>	<b>-1,447</b>	G
	<b>Directorate Total Net</b>	<b>76,581</b>	<b>0</b>	<b>-925</b>	<b>2,050</b>	<b>77,706</b>	<b>79,795</b>	<b>2,089</b>	A

## KEY TO TRAFFIC LIGHTS

On track to be within +/- 2% of year end budget

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Estimated outturn showing variance in excess of +/- 5% of year end budget

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**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2014/15 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	(13)
CEO1	<b>Chief Executive &amp; Business Support</b>								
	Gross Expenditure	848		350	0	1,198	1,185	-13	G
	Gross Income	0		-350	0	-350	-341	9	A
		<b>848</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>848</b>	<b>844</b>	<b>-4</b>	<b>G</b>
CEO2	<b>Human Resources</b>								
	Gross Expenditure	2,741		1,646	0	4,387	4,348	-39	G
	Gross Income	-3		-748	0	-751	-737	14	G
		<b>2,738</b>	<b>0</b>	<b>898</b>	<b>0</b>	<b>3,636</b>	<b>3,611</b>	<b>-25</b>	<b>G</b>
CEO3	<b>Corporate Finance &amp; Internal Audit</b>								
	Gross Expenditure	3,597		220	0	3,817	4,064	247	R
	Gross Income	-705		-155	0	-860	-1,052	-192	R
		<b>2,892</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>2,957</b>	<b>3,012</b>	<b>55</b>	<b>G</b>
CEO4	<b>Law &amp; Culture</b>								
	Gross Expenditure	17,907		30	0	17,937	18,892	955	R
	Gross Income	-7,201		-26	0	-7,227	-7,971	-744	R
		<b>10,706</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>10,710</b>	<b>10,921</b>	<b>211</b>	<b>G</b>
CEO5	<b>Strategy &amp; Communications</b>								
	Gross Expenditure	916		2	0	918	850	-68	R
	Gross Income	0		-2	0	-2	-109	-107	R
		<b>916</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>916</b>	<b>741</b>	<b>-175</b>	<b>R</b>



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**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation underspend - overspend + £000 (9)	Projected Year end Variance Traffic Light (13)
		Original Budget £000 (3)	Brought Forward from 2014/15 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)			
(1)	(2)								
CEO6	<b>Corporate &amp; Democratic Core</b>								
	Gross Expenditure	2,141		0	0	2,141	2,141	0	G
	Gross Income	0		0	0	0	0	0	G
		<b>2,141</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,141</b>	<b>2,141</b>	<b>0</b>	<b>G</b>
	<b>Non Negotiable Support Service Recharges</b>								
	Gross Expenditure	5,879		-3,558	0	2,321	2,321	0	G
	Gross Income	-7,327		3,558	0	-3,769	-3,769	0	G
		<b>-1,448</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,448</b>	<b>-1,448</b>	<b>0</b>	<b>G</b>
	Less recharges within directorate	-2,293				-2,293	-2,293	0	G
		2,293				2,293	2,293	0	G
	<b>Directorate Expenditure Total</b>	<b>31,736</b>	<b>0</b>	<b>-1,310</b>	<b>0</b>	<b>30,426</b>	<b>31,508</b>	<b>1,082</b>	<b>A</b>
	<b>Directorate Income Total</b>	<b>-12,943</b>	<b>0</b>	<b>2,277</b>	<b>0</b>	<b>-10,666</b>	<b>-11,686</b>	<b>-1,020</b>	<b>R</b>
	<b>Directorate Total Net</b>	<b>18,793</b>	<b>0</b>	<b>967</b>	<b>0</b>	<b>19,760</b>	<b>19,822</b>	<b>62</b>	<b>G</b>

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

**Financial Monitoring and Business Strategy Delivery Report**  
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**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation underspend - overspend + £000 (9)	Projected Year end Variance Traffic Light (13)
		Original Budget £000 (3)	Brought Forward from 2014/15 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)			
(1)	(2)								
<b>PH1</b>	<b>LA Commissioning Responsibilities - Nationally Defined</b>								
	Gross Expenditure	14,728	0	0	0	14,728	14,830	102	G
	Gross Income	0	0	0	0	0	0	0	
		<b>14,728</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,728</b>	<b>14,830</b>	<b>102</b>	<b>G</b>
<b>PH2</b>	<b>LA Commissioning Responsibilities - Locally defined</b>								
	Gross Expenditure	15,629	0	0	0	15,629	14,025	-1,604	R
	Gross Income	-604	0	0	0	-604	-324	280	R
		<b>15,025</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,025</b>	<b>13,701</b>	<b>-1,324</b>	<b>R</b>
<b>PH3</b>	<b>Public Health Recharges</b>								
	Gross Expenditure	94	0	0	0	94	670	576	R
	Gross Income	0	0	0	0	0	0	0	
		<b>94</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>94</b>	<b>670</b>	<b>576</b>	<b>R</b>
<b>PH4</b>	<b>Grant Income</b>								
	Gross Expenditure	0	0	0	0	0	0	0	
	Gross Income	-29,847	0	0	0	-29,847	-30,418	-571	G
		<b>-29,847</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-29,847</b>	<b>-30,418</b>	<b>-571</b>	<b>G</b>
	Transfer to Public Health Reserve						<b>1,217</b>	<b>1,217</b>	
	<b>Non Negotiable Support Service Recharges</b>								
	Gross Expenditure	572	0		0	572	572	0	G
	Gross Income	-572	0		0	-572	-572	0	G
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	Less recharges within directorate	0				0	0	0	
		0				0	0	0	
	<b>Directorate Expenditure Total</b>	<b>31,023</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,023</b>	<b>31,314</b>	<b>291</b>	<b>G</b>
	<b>Directorate Income Total</b>	<b>-31,023</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-31,023</b>	<b>-31,314</b>	<b>-291</b>	<b>G</b>
	<b>Directorate Total Net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

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Estimated outturn showing variance in excess of +/- 5% of year end budget

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**CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:**

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
Inter-Directorate	October	Creation of Income and Expenditure Budgets in respect to Deprivation of Liberty Safeguards Grant received from Department of Health	SCS1-4L	Adult Protection and Mental Capacity	T	224.0	
			SM	Strategic Measures	T		-224.0
		Creation of Income and Expenditure Budgets in respect to Independent Living Fund Grant received from Department for Communities & Local Government	SCS1-SC	Learning Disabilities Pooled Budget Contribution	P	1,725.0	
			SCS1-5A	Physical Disabilities Pooled Budget Contribution	P	631.3	
			SCS2-1BCD	Learning Disabilities Non-Pool Services	P	647.4	
			SM	Strategic Measures	P		-3,003.7
		Creation of Income and Expenditure in relation to Fire Transformation Grant	SCS3-1	Fire & Rescue	T	560.0	
			SM	Strategic Measures	T		-560.0
Grand Total					3,787.7	-3,787.7	

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**NEW VIREMENTS FOR CABINET TO NOTE**

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CEF	Oct	Correct Youth Offending Service Income Budget	CEF2-6	Youth Offending Service	Permanent	-19.0	19.0
		Early Years DSG agreed by Schools Forum 3/12/2014 Item 7	CEF1-4	Education	Permanent	30.0	-30.0
			CEF1-5	School Organisation & Planning	Permanent	28.9	-28.9
			CEF4-2	Early Years Single Funding Formula	Permanent	-58.9	58.9
			CEF1-4	Education	Permanent	-16.7	0.0
		Transfer of budget from FIS to Sufficiency and Access	CEF1-5	School Organisation & Planning	Permanent	16.7	0.0
			CEF2-2	Corporate Parenting	Permanent	61.5	0.0
		Budget Virement to enable the Homes to have a more realistic Budgets to manage.	CEF2-3	Social Care	Permanent	-61.5	0.0
			CEF2-2	Corporate Parenting	Temporary	150.6	-150.6
		Innovation grant 15/16	CEF2-2	Corporate Parenting	Temporary	70.0	-70.0
		TEND Programme	CEF2-2	Corporate Parenting	Temporary	95.0	0.0
		Toubled Families Coordinator funding for MASH analyst & schools advisor	CEF2-3	Social Care	Temporary	95.0	0.0
			CEF2-7	Early Intervention	Temporary	-95.0	0.0
CC Revenue 2015/16	CEF2-7	Early Intervention	Temporary	344.2	7.0		
Florence Park CC Rev 2015/16	CEF2-7	Early Intervention	Temporary	-351.3	0.0		
SCS	Oct	Restructuring of Daytime Support cost centres	SCS1-2ABDE	Learning Disabilities Non Pool Services	Permanent	-32.9	32.9
E&E	Oct	Sustainable urban drainage systems grant received from Department Environment Food and Rural Affairs	EE2-31 to EE2-34	Network & Asset Management	Permanent	83.1	-83.1
		Clear budget as service discontinued	EE3-2	Education Support Services	Permanent	-35.5	35.5
		Asset Strategy Fees budget to offset Commercial Salary shortfall	EE2-1	Commercial Services Management	Permanent	100.0	0.0
			EE2-22	Property & Facilities Management	Permanent	-100.0	0.0
		Income and spending varies by year	EE1-1 to EE1-4	Strategy and Infrastructure	Permanent	-20.9	20.9
		OCS Externalisation Savings	EE3-6	HR	Permanent	166.0	0.0
			EE3-7	Operational Finance	Permanent	-166.0	0.0
		Total available budget (from rsrv)	EE2	Environment & Economy	Temporary	351.2	0.0
		Reverse previous virement	EE2-22	Property & Facilities Management	Temporary	-351.2	0.0
		INCOME BUDGET REALIGNMENT	EE2-31 to EE2-34	Network & Asset Management	Permanent	0.0	94.5
EE2-35	Countryside & Records		Permanent	0.0	-94.5		

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**NEW VIREMENTS FOR CABINET TO NOTE**

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
Inter-directorate	Oct	To Family Info Serv from SEND Reforms Grant	CEF1-2	Additional & Special Educational Needs	Temporary	-15.0	0.0
			EE3-5	Customer Service Centre	Temporary	15.0	0.0
		PAM Contract now under CEO HR	CEO2-3	Organisational Management	Permanent	40.0	0.0
			EE3-6	HR	Permanent	-40.0	0.0
		Transfer of Nursery Education Funding Team Budget	CEF1-5	School Organisation & Planning	Permanent	56.1	0.0
			EE3-7	Operational Finance	Permanent	-56.1	0.0
		Transfer of Residual Human Resources Budgets from OCS to CEO as part of the transfer of services to Hampshire preciously agreed by Cabinet	CEO2-5	IBC HR	Permanent	1,307.6	-565.3
			EE3-6	HR	Permanent	-1,307.6	565.3
		Transforming OCS	CEO2	Human Resources	Permanent	-24.9	0.0
			CEO3	Corporate Finance & Internal Audit	Permanent	128.4	-137.7
			EE2-22	Property & Facilities Management	Permanent	0.0	-100.3
			EE3-1	Management Team	Permanent	-6.0	148.0
			EE3-3	ICT	Permanent	325.0	-325.0
			EE3-4	Business Development	Permanent	0.0	-57.9
			EE3-6	HR	Permanent	149.7	0.0
EE3-7	Operational Finance	Permanent	-99.2	0.0			
Grand Total						661.4	-661.4

**Financial Monitoring and Business Strategy Delivery Report  
CABINET - 20 October 2015**

**Ringfenced Government Grants - 2015/16**

<b>Directorate</b>	<b>2015/16 Budget Book</b>	<b>In year Adjustments / New Allocations reported previously</b>	<b>In year Adjustments/ New Allocations reported this time</b>	<b>Latest Allocation</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Children, Education &amp; Families</b>				
Asylum (UASC & Post 18)	0.795			0.795
Dedicated Schools Grant	262.644			262.644
Education Funding Agency – Sixth Form and Bursary Funding	4.537			4.537
PE and Sport Grant 2014/15 (£1.013m payable in 2014/15 with a further instalment of £0.723m in April 2015)	0.723			0.723
Pupil Premium	10.149			10.149
Remand	0.064			0.064
Universal Infant Free School Meals	5.693			5.693
Youth Justice Board	0.680			0.680
<b>Total Children, Education &amp; Families</b>	<b>285.285</b>	<b>0.000</b>	<b>0.000</b>	<b>285.285</b>
<b>Social &amp; Community Services</b>				
Delayed Transfers of Care - Department of Health			0.170	0.170
<b>Total Social &amp; Community Services</b>	<b>0.000</b>	<b>0.000</b>	<b>0.170</b>	<b>0.170</b>

**Financial Monitoring and Business Strategy Delivery Report  
CABINET - 20 October 2015**

**Ringfenced Government Grants - 2015/16**

Directorate	2015/16 Budget Book	In year Adjustments / New Allocations reported previously	In year Adjustments/ New Allocations reported this time	Latest Allocation
	£m	£m	£m	£m
<b>Environment &amp; Economy</b>				
<b>Environment &amp; Economy Directorate Grants</b>	3.697			3.697
Skills Funding Agency - Adult Education	0.209			0.209
Education Funding Agency (Formerly the YPLA)	1.000			1.000
Local Sustainable Transport Fund Grant	0.795			0.795
Bus Service Operators Grant	0.242	0.377		0.619
DCLG - Foodwise Project		0.095		0.095
Natural England				0.000
<b>Subtotal Environment &amp; Economy Directorate Grants</b>	5.943	0.472	0.000	6.415
<b>Grants held on behalf of Local Enterprise Partnership</b>				0.000
Regional Growth Fund - Oxford Innovation Business Support	0.896	0.148		1.044
BIS - Oxford Innovation Business Support	0.250	-0.197		0.053
SEEDA - Oxford Innovation Business Support	0.144			0.144
DCLG (Local Enterprise Partnership Funding)	0.500			0.500
City Deal Skills Grant	0.590			0.590
<b>Subtotal Grants held on behalf of Local Enterprise Partnership</b>	2.380	-0.049	0.000	2.331
<b>Total Environment &amp; Economy</b>	<b>8.323</b>	<b>0.423</b>	<b>0.000</b>	<b>8.746</b>
<b>Public Health</b>				
Public Health Grant	30.419			30.419
<b>Total Public Health</b>	<b>30.419</b>	<b>0.000</b>	<b>0.000</b>	<b>30.419</b>

**Financial Monitoring and Business Strategy Delivery Report  
CABINET - 20 October 2015**

**Ringfenced Government Grants - 2015/16**

<b>Directorate</b>	<b>2015/16 Budget Book</b>	<b>In year Adjustments / New Allocations reported previously</b>	<b>In year Adjustments/ New Allocations reported this time</b>	<b>Latest Allocation</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Chief Executive's Office</b>				
Music	0.642			0.642
Arts Council		0.048		0.048
Find Your Voice		0.015		0.015
<b>Total Chief Executive's Office</b>	<b>0.642</b>	<b>0.063</b>	<b>0.000</b>	<b>0.705</b>
<b>Total</b>	<b>324.669</b>	<b>0.486</b>	<b>0.170</b>	<b>325.325</b>



**October Financial Monitoring & Business Strategy Delivery Report**  
**CABINET 20 October 2015**  
**Oxfordshire County Council's Treasury Management Lending List**  
as at 1 October 2015

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

Financial Monitoring and Business Strategy Delivery Report  
CABINET - 20 October 2015  
EARMARKED RESERVES

Earmarked Reserves	Balance at 1 April 2015 £000	2015/16 Movement		Balance at 31 March 2016 £000	May 2015 Forecast Balance at 31 March 2015 £000	Change in Provision Outturn Closing Balance to May Forecast £000	Commentary
		Contributions from Reserve £000	Contributions to Reserve £000				
<b>Revenue Reserves</b>							
<b>Schools' Reserves</b>	<b>21,919</b>	<b>-1,053</b>		<b>20,866</b>	<b>20,866</b>		Includes the school set up fund of £5.9m which will be used to address expected budget pressures in future years in funding for pupil growth, or basic needs revenue funding for the creation of new schools and academies.
<b>Cross Directorate Reserves</b>							
Vehicle and Equipment Reserve	2,375	-208		2,167	2,167		Forecast includes funding for Fire & Rescue Service vehicles and equipment.
Grants and Contributions Reserve	18,724	-4,821	1,218	15,121	16,089	-968	Forecast includes £10.576m Dedicated Schools Grant and £2.088m Public Health Grant.
ICT Projects	634	-350		284	284		To be used to fund ICT projects that span financial years including Framework-i in CE&F and the replacement for OCN
Government Initiatives	1,086	-850		236	236		
<b>Total Cross Directorate</b>	<b>22,819</b>	<b>-6,229</b>	<b>1,218</b>	<b>17,808</b>	<b>18,776</b>	<b>-968</b>	
<b>Directorate Reserves</b>							
<b>CE&amp;F</b>							
CE&F Commercial Services	501	-31		470	470		To be used to support commercial services within CE&F. Includes Outdoor Education Centres (£0.313m) and Governor Services (£0.157m).
School Intervention Fund	450	-450					For school improvement projects in line with Education Strategy.
Thriving Families	1,761	-573		1,188	1,188		Will be used to fund Thriving Families project in 2015/16 and future years.
Children's Social Care	726	-706		20	20		£0.206m carry forward requested relating to Supported Housing funding from ASC. £0.500m retained to cover transitional set up costs related to the Placement Strategy and in particular the new Children's Homes, mainly in relation to staffing.
Foster Carer Loans	220			220	220		To meet Children's Act loans write off and interest costs in future years.
Academies Conversion Support	470	-470					To manage the costs arising in legal services, human resources, property, finance and other areas as a consequence of school conversions to academies, and to provide the opportunity to investigate and implement alternate trust structures for groups of schools considering conversion to academies.
Early Intervention Service Reserve	28	-28					To fund various projects with the Early Intervention Service and the replacement of equipment
<b>Total CE&amp;F</b>	<b>4,156</b>	<b>-2,258</b>		<b>1,898</b>	<b>1,898</b>		
<b>S&amp;CS</b>							
Older People Pooled Budget Reserve	2,866	-1,166		1,700	2,645	-945	To be used in future years as agreed by the Joint Management Group
Physical Disabilities Pooled Budget Reserve	544			544	544		To be used in future years as agreed by the Joint Management Group
Learning Disabilities Pooled Budget Reserve	95			95	95		£0.095m relates to the transfer of property
Fire Control	40			40		40	Funding of the proposed joint Thames Valley Fire Control Centre, including specific revenue grant for this programme. Costs relating to the secondary control room will slip into 2015/16
Fire & Rescue & Emergency Planning Reserve	129		319	448	129	319	To be used for unbudgeted fire hydrant work and renewal of IT equipment
Community Safety Reserve	156			156	156		This reserve will be used for improvements to play areas at the Wheatley and Redbridge Gypsy and Travellers sites and to support the cost of complex Trading Standards investigations.
<b>Total S&amp;CS</b>	<b>3,830</b>	<b>-1,166</b>	<b>319</b>	<b>2,983</b>	<b>3,569</b>	<b>-586</b>	

Financial Monitoring and Business Strategy Delivery Report  
CABINET - 20 October 2015  
EARMARKED RESERVES

Earmarked Reserves	Balance at 1 April 2015 £000	2015/16 Movement		Balance at 31 March 2016 £000	May 2015 Forecast Balance at 31 March 2015 £000	Change in Provision Outturn Closing Balance to May Forecast £000	Commentary
		Contributions from Reserve £000	Contributions to Reserve £000				
<b>E&amp;E</b>							
Highways and Transport Reserve	37	-4		33	33		
On Street Car Parking	1,445	-1,402	1,476	1,519	1,519		One off budget contribution will now be used to support bridges investigation work in 2015/16. This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute and a summary of the income and expenditure is included in the Provisional Outturn Report to Cabinet in June.
Countryside Ascott Park - Historical Trail	21		1	22	22		To be used to fund future repair and maintenance costs
SALIX Energy Schemes	376			376	376		To be used for energy saving schemes in the future
Oxfordshire Waste Partnership Joint Reserve	12	-12					This reserve holds the revenue proportion of the unutilised element of the performance reward grant secured by the Oxfordshire Waste Partnership (OWP)
Dix Pit Engineering Works & WRC Development	730	-110		620	620		To fund engineering (cell) work at Dix Pit waste management site and any other on-going liabilities due to the closure of other landfill sites.
Waste Management	380	-366		14	14		To fund financial liabilities due to any contract deficit mechanism payments as part of the Energy from Waste Contract.
Property Disposal Costs	235			235	235		To meet disposal costs in excess of the 4% eligible to be charged against capital receipts
Developer Funding (Revenue)	475			475	475		To meet the costs of monitoring Section 106 agreements
West End Partnership	56			56	56		This reserve is to ring-fence funding relating to the West End Project
Catering Investment Fund (formerly FWT)	1,118			1,118	1,118		To be used to fund catering improvements in Schools plus a contingency for unforeseen costs
Asset Rationalisation	237	-237					Investment fund for the implementation of the asset rationalisation strategy
Job Clubs	7	-7					To be spent on Job Clubs in 2015/16
Minerals and Waste Project	46	-46					To fund the Minerals and Waste project
Joint Use (moved from CE&F)	814		170	984	984		Will be used to support the joint-use agreements with the district councils in future years.
LABGI Funding to support Local Enterprise Partnership	198	-66		132	132		This reserve contains LABGI funding that has been allocated by Cabinet to support the Local Enterprise Partnership .
OCS Development Reserves	262	-1,585		-1,323		-1,323	The balance of this reserve will be paid back over the next 6 years as identified in the MMR in section EE3-1 OCS Management Team
Money Management Reserve							Contingency in case of an overspend if income received is less than budget
Oxford Western Conveyance	350		350	700	700		To hold Oxford Western Conveyance flood relief scheme contributions
Oxfordshire - Buckinghamshire partnership	398	-398			3	-3	This reserve is to ring-fence funding for the Oxfordshire & Buckinghamshire Partnership graduate teacher training programme
<b>Total E&amp;E</b>	<b>7,197</b>	<b>-4,233</b>	<b>1,997</b>	<b>4,961</b>	<b>6,287</b>	<b>-1,326</b>	
<b>Chief Executive's Office</b>							
Coroner's Service	40			40	40		This was used to support the projects in 2015/16
Council Elections	232		199	431	431		This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Registration Service	404	-102		302	302		To be used for refurbishing the Registration buildings and facilities
Cultural Services Reserve	1,029	-457		572	572		To be used to update software & hardware to maintain an effective library management system.
<b>Total - CEO</b>	<b>1,705</b>	<b>-559</b>	<b>199</b>	<b>1,345</b>	<b>1,345</b>		
<b>Directorate Reserves</b>	<b>16,888</b>	<b>-8,216</b>	<b>2,515</b>	<b>11,187</b>	<b>13,099</b>	<b>-1,912</b>	
<b>Corporate</b>							
Carry Forward Reserve	196	-196					The Carry Forward reserve allows budget managers to carry forward under and over spent budgets between financial years in accordance with the County Council's budget management arrangements, subject to Cabinet approval.
Efficiency Reserve	1,748	-913	2,000	2,835	2,835		This reserve is being used to support the implementation of the business strategies and the Medium Term Financial Plan.
<b>Corporate Total</b>	<b>1,944</b>	<b>-1,109</b>	<b>2,000</b>	<b>2,835</b>	<b>2,835</b>		
<b>Total Revenue Reserves</b>	<b>63,570</b>	<b>-16,607</b>	<b>5,733</b>	<b>52,696</b>	<b>55,576</b>	<b>-2,880</b>	

Financial Monitoring and Business Strategy Delivery Report  
 CABINET - 20 October 2015  
 EARMARKED RESERVES

Earmarked Reserves	Balance at 1 April 2015 £000	2015/16 Movement		Balance at 31 March 2016 £000	May 2015 Forecast Balance at 31 March 2015 £000	Change in Provision Outturn Closing Balance to May Forecast £000	Commentary
		Contributions from Reserve £000	Contributions to Reserve £000				
<b>Other Reserves</b>							
<b>Insurance Reserve</b>	<b>4,516</b>			<b>4,516</b>	<b>4,516</b>		
<b>Capital Reserves</b>							
Capital Reserve	23,335			23,335	23,335		This reserve has been established for the purpose of financing capital expenditure in future years. Contributions include £2m from the Public Health Reserve for use on the Children's Homes project. This reserve has been established to facilitate, through forward funding, the timely provision of infrastructure that supports planned growth. This reserve was created as part of the 2008/09 budget setting process to meet the costs of borrowing for increased funding for the capital programme. Similar contributions are to be made each year with draw downs being required as costs are incurred.
Rolling Fund Reserve	2,541	-2,541					
Prudential Borrowing Reserve	8,898	-203	950	9,645	9,645		
<b>Total Capital Reserves</b>	<b>34,774</b>	<b>-2,744</b>	<b>950</b>	<b>32,980</b>	<b>32,980</b>		
<b>Cash Flow Reserves</b>							
Budget Reserve - 2013/14 to 2016/17	8,806	-4,746	2,896	6,956	6,956		This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
<b>Total Cash Flow Reserves</b>	<b>8,806</b>	<b>-4,746</b>	<b>2,896</b>	<b>6,956</b>	<b>6,956</b>		
<b>Total Other Reserves</b>	<b>48,096</b>	<b>-7,490</b>	<b>3,846</b>	<b>44,452</b>	<b>44,452</b>		
<b>Total Reserves</b>	<b>111,666</b>	<b>-24,097</b>	<b>9,579</b>	<b>97,148</b>	<b>100,028</b>	<b>-2,880</b>	

**Provisional Revenue Outturn 2014/15**  
**CABINET - 20 October 2015**  
**General Revenue Balances**

Date	Forecast 2014/15		Budget 2014/15
	£m	£m	£m
General Balances: Outturn 2014/15	22.247		17.517
County Fund Balance	<u>22.247</u>		<u>17.517</u>
Planned Contribution to Balances	2.000		2.000
Planned Contribution from Balances			
<b>Original forecast outturn position 2014/15</b>	<u>24.247</u>		<u>19.517</u>
<b>Additions</b>			
Underspend on Strategic Measures	<u>0.000</u>		0.000
<b>Calls on balances deducted</b>			
Total calls on balances	<u>0.000</u>		-2.000
<b>Automatic calls on/returns to balances</b>			
Transfer to Efficiency Reserve and Budget Reserve approved by Council 14 July 2015	-4.700	-4.700	
	<u>0.000</u>		
<b>Additional Strategic Measures</b>	<u>0.000</u>		
<b>Other items</b>	<u>0.000</u>		
<b>Net General Balances</b>	<b>19.547</b>		<b>17.517</b>
Severe Weather Recovery Scheme Grant Funding received in 2013/14	3.039		
less planned use of grant for schemes in 2014/15	-0.989		
less planned use of grant for schemes in 2015/16	<u>-2.050</u>		
<b>Remaining balance</b>	<b>0.000</b>		
<b>Total Balances including Severe Weather Recovery Scheme Grant</b>	<b>19.547</b>		<b>17.517</b>
<b>Total Gross Expenditure Budget</b>	<b>831.083</b>		<b>831.083</b>
<b>Balances as a % of Gross Expenditure</b>	<b>2.35%</b>		<b>2.11%</b>
<b>Net Balances</b>	<b>19.547</b>		
<b>Calls on / returns to balances agreed but not actioned</b>	<u>0.000</u>		
<b>Calls on / returns to balances requested in this report</b>			
<b>Forecast Variation at Year End</b>			
Less forecast directorate overspend (as set out in Annex 1)	-5.880		
Add estimated underspend on Strategic Measures			
<b>Forecast Outturn position</b>	<b>13.691</b>		

**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 20 October 2015**  
**Fees and Charges**

1. The County Council's Archaeology Team proposes to introduce new charges for several non-statutory services which the County Council currently provides free of charge but is under no formal statutory obligation or duty to provide. The charges have been calculated on a simple cost recovery basis and would apply to the following: Responding to requests from Solicitors involved in property purchase who have requested specific information as part of a search; providing initial site specific advice to the various utility providers; and providing confirmations to developers at the end of a project that all necessary archaeological fieldwork has been completed. The Team also proposes to charge for

The proposed charges are as follows:

- Letters responding to property consultations from Solicitors: £50
- Letters responding to initial Utility Company consultations: £50
- Letters responding to requests from developers to sign off the completion of archaeological field work: £50
- Charges for monitoring:
  - o Two or less visits £50
  - o Three to Five visits £100
  - o More than Five visits £150

Financial Monitoring Report - Cabinet October 2015  
 Capital Programme: 2015/16 to 2018/19  
 Summary

Directorate	Last Approved Capital Programme (Cabinet July 2015)			Latest Forecast			Variation			Current Year Expenditure Monitoring				Performance Compared to Original Programme (Council February 2015)		
	Current Year	Future Years	Total	Current Year	Future Years	Total	Current Year	Future Years	Total	Actual expenditure to date	Commitments	Expenditure Realisation Rate	Actuals & Commitments	Current Year	Variation	Use of Resources Variation
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	%	%	£'000s	£'000s	%
Children, Education & Families 1 - OCC	49,981	85,075	135,056	51,331	87,040	138,371	1,350	1,965	3,315	14,346	21,292	28%	69%	43,420	7,911	18%
CEF Programme Reductions to be identified	0	-5,814	-5,814	0	-5,814	-5,814	0	0	0	0	0	0%	0%	0	0	0%
Social & Community Services	2,547	32,367	34,914	6,284	32,373	38,657	3,737	6	3,743	303	1,542	5%	29%	3,304	2,980	-55%
Environment & Economy 1 - Transport	63,650	101,978	165,628	62,054	105,021	167,075	-1,596	3,043	1,447	2,052	31,881	3%	55%	61,644	410	1%
Environment & Economy 2 - Other Property Development Programmes	10,931	19,180	30,111	11,205	24,264	35,469	274	5,084	5,358	-259	8,507	-2%	74%	13,672	-2,467	-18%
Chief Executive's Office	3,821	1,615	5,436	3,671	1,615	5,286	-150	0	-150	1,091	34	30%	31%	3,160	511	16%
<b>Total Directorate Programmes</b>	<b>130,930</b>	<b>234,401</b>	<b>365,331</b>	<b>134,545</b>	<b>244,499</b>	<b>379,044</b>	<b>3,615</b>	<b>10,098</b>	<b>13,713</b>	<b>17,533</b>	<b>63,256</b>	<b>13%</b>	<b>60%</b>	<b>125,200</b>	<b>9,345</b>	<b>7%</b>
Schools Local Capital	2,031	2,296	4,327	2,031	2,296	4,327	0	0	0	0	0	0%	0%	2,200	-169	7%
Earmarked Reserves	617	45,315	45,932	334	42,716	43,050	-283	-2,599	-2,882					0	334	0%
<b>OVERALL TOTAL</b>	<b>133,578</b>	<b>282,012</b>	<b>415,590</b>	<b>136,910</b>	<b>289,511</b>	<b>426,421</b>	<b>3,332</b>	<b>7,499</b>	<b>10,831</b>	<b>17,533</b>	<b>63,256</b>	<b>13%</b>	<b>59%</b>	<b>127,400</b>	<b>9,510</b>	<b>7%</b>

## Financial Monitoring Report - Cabinet October 2015

## Capital Programme: 2015/16 to 2018/19

## In-year Expenditure Forecast Variations

Project / Programme Name	Previous 2015/16 Forecast*	Revised 2015/16 Forecast	Variation	Comments
	£'000s	£'000s	£'000s	
<b>Children, Education &amp; Families Capital Programme</b>				
Existing Demographic Pupil Provision (Basic Needs Programme)	2,481	545	-1,936	Projects being developed. Draw down of budget provision for the projects below.
Faringdon Junior - Expansion to 3FE (ED838)	0	1,756	1,756	On-site. Phased completion. Forecast completion Dec 2015.
St. Swithun's - Expansion to 2FE (ED888)	0	280	280	Stage 2 approved.
Didcot, Great Western Park (Primary 1) - 14 classroom (ED816)	3,500	4,500	1,000	On-site, Out of Tolerance report approved. Forecast completion September 2016.
Bicester Exemplar Eco-development - Primary 1 Phase 1 (7 classroom)	3,500	3,250	-250	Stage 1 approved.
Children's Home Programme	743	372	-371	Final project being developed. Draw down of budget provision for the Eynsham project below.
Eynsham - Assessment Centre (ED847/3)	0	871	871	Stage 2 approved. Forecast completion June 2016.
<b>CE&amp;F TOTAL IN-YEAR VARIATION</b>			<b>1,350</b>	
<b>Social And Community Services Capital Programme</b>				
Redbridge Hollow Travellers Site - Fencing & Associated Works (SC115)	0	60	60	Stage 2 approved
Disabled Facilities Grant	0	2,401	2,401	Grant Determination April 2015
New Adult Social Care Management System (SC107)	300	1,576	1,276	Inclusion of 2015/16 ringfenced Adult Social Care Allocation
<b>S&amp;CS TOTAL IN-YEAR VARIATION</b>			<b>3,737</b>	
<b>Environment &amp; Economy - Highways &amp; Transport Capital Programme</b>				
Featherbed Lane and Steventon Lights	2,389	726	-1,663	Scheme progress remains dependent on land acquisition. Start of construction delayed to December 2016.
Harwell, Oxford Entrance	840	175	-665	Start date delayed to Summer 16 due to potential re-design
Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development)	0	150	150	Stage 0b Business case approved Cabinet July 15 - project development budget
Milton Interchange	6,171	6,371	200	Increasing construction costs - likely that contingencies will be fully required. Construction now to complete April/May 16
A34 Chilton Junction Improvements	5,095	4,305	-790	Construction start & programme now confirmed.
Frideswide Square	3,391	3,945	554	Further £0.409m budget requested. £0.145m reduction in contingency levels
Oxford Parkway Station (EWR)	39	146	107	Stage 1 Business Case approved with increased budget
Cholsey: Wallingford Rd Cycleway	0	150	150	New S106 funded scheme. To be delivered by Parish Council
Carriageway Schemes (non-principal roads)			-347	Budgets transferred from NPR and bridges programme to combined scheme. £0.327m cost increase met from Additional Maintenance grant surplus and NPR contingencies
Bridges			-100	
Park End Street and PACEYS Bridges Maintenance	0	705	705	
Other small changes			103	
<b>TRANSPORT TOTAL IN-YEAR VARIATION</b>			<b>-1,596</b>	



Project / Programme Name	Previous 2015/16 Forecast* £'000s	Revised 2015/16 Forecast £'000s	Variation £'000s	Comments
<b>Environment &amp; Economy Capital Programme (excluding Transport)</b>				
Rooftop Solar PV Programme Other small changes	0	420	420 -146	New Programme 2015/16
<b>E&amp;E TOTAL IN-YEAR VARIATION</b>			<b>274</b>	
<b>Chief Executive's Office Capital Programme</b>				
Completed Projects	150	0	-150	
<b>CEO TOTAL IN-YEAR VARIATION</b>			<b>-150</b>	
<b>CAPITAL PROGRAMME TOTAL IN-YEAR VARIATION</b>			<b>3,615</b>	

\*As approved by Cabinet July 2015

## Financial Monitoring Report - Cabinet October 2015

Capital Programme: 2015/16 to 2018/19

## New Schemes &amp; Budget Changes

Project / Programme Name	Previous Total Budget* £'000s	Revised Total Budget £'000s	Variation £'000s	Comments
<b>Children, Education &amp; Families Capital Programme</b>				
Existing Demographic Pupil Provision (Basic Needs Programme)	14,629	13,590	-1,039	Projects being developed. Draw down of budget provision for the projects below.
Faringdon Junior - Expansion to 3FE (ED838)	79	1,910	1,831	On-site. Phased completion. Forecast completion Dec 2015. Includes S106 resources.
St. Swithun's - Expansion to 2FE (ED888)	0	305	305	Stage 2 approved.
Didcot, Great Western Park (Primary 1) - 14 classroom (ED816)	6,732	8,950	2,218	On-site, Out of Tolerance report approved. Forecast completion September 2016.
Children's Home Programme	4,019	2,284	-1,735	Final project being developed. Draw down of budget provision for the Eynsham project below.
Eynsham - Assessment Centre (ED847/3)	117	1,852	1,735	Stage 2 approved. Forecast completion June 2016.
<b>CE&amp;F TOTAL PROGRAMME SIZE VARIATION</b>			<b>3,315</b>	
<b>Social And Community Services Capital Programme</b>				
Redbridge Hollow Travellers Site - Fencing & Associated Works (SC115)	0	66	66	Stage 2 approved
Disabled Facilities Grant		2,401	2,401	Grant Determination April 2015
New Adult Social Care Management System (SC107)	1,187	2,463	1,276	Inclusion of 2015/16 ringfenced Adult Social Care Allocation
<b>S&amp;CS TOTAL PROGRAMME SIZE VARIATION</b>			<b>3,743</b>	
<b>Environment &amp; Economy - Highways &amp; Transport Capital Programme</b>				
Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development)	0	500	500	Stage 0b Business case approved Cabinet July 15 - project development budget
Frideswide Square	6,317	6,726	409	Further £0.409m budget requested.
Cholsey: Wallingford Rd Cycleway	0	185	185	New S106 funded scheme. To be delivered by Parish Council
Oxford Parkway Station (EWR)	47	193	146	Stage 1 Business Case approved with increased budget
Carriageway Schemes (non-principal roads)	13,130	12,739	-391	Budgets transferred from NPR and bridges programme to combined scheme. £0.327m cost increase met from Additional Maintenance grant surplus and NPR contingencies
Bridges	6,925	6,825	-100	
Park End Street and Pacey's Bridges Maintenance	10	784	774	
Other small changes			-76	
<b>TRANSPORT TOTAL PROGRAMME SIZE VARIATION</b>			<b>1,447</b>	
<b>Environment &amp; Economy Capital Programme (excluding Transport)</b>				
Rooftop Solar PV Programme	0	450	450	New Programme 2015/16
Broadband (OxOnline) Project	17,760	22,752	4,992	Phase 2b recommended for approval in October FMR for additional £4.992m of funding, with no increase in OCC commitment.
Other small changes			-84	
<b>E&amp;E TOTAL PROGRAMME SIZE VARIATION</b>			<b>5,358</b>	
<b>Chief Executive's Office Capital Programme</b>				
Completed Projects	3,116	2,966	-150	
<b>CEO TOTAL PROGRAMME SIZE VARIATION</b>			<b>-150</b>	
<b>CAPITAL PROGRAMME TOTAL PROGRAMME SIZE VARIATION</b>			<b>13,713</b>	

\*As approved by Cabinet July 2015

## CAPITAL PROGRAMME: 2015/16 TO 2018/19

Programme	Capital Investment Programme (latest forecast)						CAPITAL INVESTMENT TOTAL £'000s	
	Current Year	Firm Programme	Provisional Programme					
	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s		
Children, Education & Families 1 - OCC	51,331	37,375	35,600	13,680	385	0	138,371	
Children, Education & Families 2 - Schools Local Capital	2,031	1,148	1,148	0	0	0	4,327	
CEF Programme reductions to be identified	0	0	-5,814	0	0	0	-5,814	
Social & Community Services	6,284	16,450	3,013	12,910	0	0	38,657	
Environment & Economy 1 - Transport	62,054	44,191	42,389	17,854	587	0	167,075	
Environment & Economy 2 - Other Property Development Programmes	11,205	11,317	6,840	6,107	0	0	35,469	
Chief Executive's Office	3,671	365	1,000	250	0	0	5,286	
<b>TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE</b>	<b>136,576</b>	<b>110,846</b>	<b>84,176</b>	<b>50,801</b>	<b>972</b>	<b>0</b>	<b>383,371</b>	
Earmarked Reserves	334	7,648	8,000	21,807	5,261	0	43,050	
<b>TOTAL ESTIMATED CAPITAL PROGRAMME</b>	<b>136,910</b>	<b>118,494</b>	<b>92,176</b>	<b>72,608</b>	<b>6,233</b>	<b>0</b>	<b>426,421</b>	
<b>TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES</b>	<b>112,721</b>	<b>97,739</b>	<b>94,074</b>	<b>59,098</b>	<b>1,245</b>	<b>0</b>	<b>364,877</b>	
In-Year Shortfall (-) / Surplus (+)		-24,189	-20,755	1,898	-13,510	-4,988	0	-61,544
Cumulative Shortfall (-) / Surplus (+)	61,544	37,355	16,600	18,498	4,988	0	0	

SOURCES OF FUNDING	2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	CAPITAL RESOURCES TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
SCE(C) Formulaic Capital Allocations - Un-ringfenced Grant	49,193	24,839	23,280	20,622	0	0	117,934
Devolved Formula Capital- Grant	2,031	1,148	1,148	0	0	0	4,327
Prudential Borrowing	12,681	25,643	29,696	20,507	210	0	88,737
Grants	29,511	15,169	10,972	856	0	0	56,508
Developer Contributions	35,631	27,459	26,594	15,955	1,035	0	106,674
District Council Contributions	1,367	1,025	0	0	0	0	2,392
Other External Funding Contributions	305	0	0	0	0	0	305
Revenue Contributions	1,924	226	220	158	0	0	2,528
Schools Contributions	29	0	0	0	0	0	29
Use of Capital Receipts	4,238	16,250	266	2,898	0	0	23,652
Use of Capital Reserves	0	6,735	0	11,612	4,988	0	23,335
<b>TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED</b>	<b>136,910</b>	<b>118,494</b>	<b>92,176</b>	<b>72,608</b>	<b>6,233</b>	<b>0</b>	<b>426,421</b>
<b>TOTAL ESTIMATED IN YEAR RESOURCES AVAILABLE</b>	<b>112,721</b>	<b>97,739</b>	<b>94,074</b>	<b>59,098</b>	<b>1,245</b>	<b>0</b>	<b>364,877</b>
Capital Grants Reserve C/Fwd	22,131	0	0	0	0	0	0
Usable Capital Receipts C/Fwd	16,078	14,020	1,898	0	0	0	0
Capital Reserve C/Fwd	23,335	23,335	16,600	4,988	0	0	0

## CHILDREN, EDUCATION &amp; FAMILIES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
		2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s			
<b><u>Primary Capital Programme</u></b>										
Bayards (New Scheme) - replacement of existing buildings (ED750)	5,834	850	122	0	0	0	0	6,806	972	122
Oxford, SS Mary & John - Single Site (ED873)	0	325	25	0	0	0	0	350	350	25
<b>Primary Capital Programme Total</b>	<b>5,834</b>	<b>1,175</b>	<b>147</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,156</b>	<b>1,322</b>	<b>147</b>
<b><u>Secondary Capital Programme</u></b>										
Wantage, King Alfred's (ED872)	457	75	0	0	0	0	0	532	75	0
<b>Secondary Capital Programme Total</b>	<b>457</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>532</b>	<b>75</b>	<b>0</b>
<b><u>Provision of School Places (Basic Need)</u></b>										
Existing Demographic Pupil Provision (Basic Needs Programme)	610	545	6,942	5,493	0	0	0	13,590	12,980	12,435
11/12 - 14/15 Basic Need Programme Completions	28,691	675	22	0	0	0	0	29,388	697	22
Bletchington - Relocate School & Expansion to 0.5FE (ED841)	319	655	44	0	0	0	0	1,018	699	44
Botley - Expansion to 2FE (ED830)	1,014	26	0	0	0	0	0	1,040	26	0
Henley, Badgemore - (Phase 2) Expansion to 1FE (ED803)	1,410	730	60	0	0	0	0	2,200	790	60
Cheney - Expansion by 1FE (ED864)	0	1,750	50	0	0	0	0	1,800	1,800	50

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
		2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s			
Wantage, Charlton - (Phase 3) Expansion to 2FE (ED842)	688	900	72	0	0	0	0	1,660	972	72
Oxford, Larkrise - Expansion to 2FE (ED845)	326	300	23	0	0	0	0	649	323	23
Banbury, Frank Wise - Post 16 Provision (ED843)	423	1,600	85	0	0	0	0	2,108	1,685	85
Oxford, Wolvercote - Expansion to 1.5FE (ED829)	865	1,950	84	0	0	0	0	2,899	2,034	84
Wallingford, Fir Tree Junior - Expansion to 2FE (ED821)	141	210	15	0	0	0	0	366	225	15
Banbury, Harriers Ground - Expansion to 2FE (ED878)	13	223	0	0	0	0	0	236	223	0
Oxford, Windmill - Expansion to 3FE (ED832)	485	1,600	81	0	0	0	0	2,166	1,681	81
Eynsham, Bartholomew - 1FE Expansion (ED856)	149	2,000	60	0	0	0	0	2,209	2,060	60
Bicester, Bardwell - Post 16 Provision (ED855)	171	1,100	50	67	0	0	0	1,388	1,217	117
Banbury, Hanwell Fields - Expansion to 2FE (ED840)	59	1,100	142	0	0	0	0	1,301	1,242	142
Thame, John Hampden - Expansion to 2FE (ED854)	61	700	48	0	0	0	0	809	748	48
Watchfield - Expansion to 2FE (ED834)	93	1,550	102	0	0	0	0	1,745	1,652	102

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
		2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s			
Banbury, Hill View - Expansion to 3FE (ED825)	348	2,000	420	107	0	0	0	2,875	2,527	527
Faringdon Junior - Expansion to 3FE (ED838)	79	1,756	75	0	0	0	0	1,910	1,831	75
St. Swithun's - Expansion to 2FE (ED888)	0	280	25	0	0	0	0	305	305	25
<b>Provision of School Places Total</b>	<b>35,945</b>	<b>21,650</b>	<b>8,400</b>	<b>5,667</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>71,662</b>	<b>35,717</b>	<b>14,067</b>
<b>Growth Portfolio - New Schools</b>	Note: This section of the programme shows available funding and not the full scheme cost, unless specified Project Approval number displayed									
Didcot, University Technical College - Secondary (Contribution) (ED867)	502	1,500	0	0	0	0	0	2,002	1,500	0
Bicester, South West - 14 classroom (ED822)	3,279	4,000	56	0	0	0	0	7,335	4,056	56
Didcot, Great Western Park (Primary 1) - 14 classroom (ED816)	397	4,500	3,871	182	0	0	0	8,950	8,553	4,053
Bodicote, Longford Park - 10 classroom	4	3,000	2,750	114	0	0	0	5,868	5,864	2,864
Bicester Exemplar Eco-development - Primary 1 Phase 1 (7 classroom)	273	3,250	2,998	266	0	0	0	6,787	6,514	3,264
Didcot, Great Western Park - Secondary (Phase 1)	14	500	10,000	10,526	0	0	0	21,040	21,026	20,526
Oxford - Barton (West)	3	500	700	3,350	2,060	385	0	6,998	6,995	6,495
Didcot, Great Western Park - Primary 2 (14 classroom)	1	150	250	3,350	2,482	0	0	6,233	6,232	6,082

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
		2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s			
Bicester - Secondary P1 (incl existing schools)	0	100	600	8,000	5,505	0	0	14,205	14,205	14,105
Project Development Budget	0	100	100	150	100	0	0	450	450	350
<b>Growth Portfolio Total</b>	<b>4,473</b>	<b>17,600</b>	<b>21,325</b>	<b>25,938</b>	<b>10,147</b>	<b>385</b>	<b>0</b>	<b>79,868</b>	<b>75,395</b>	<b>57,795</b>
<b><u>Children's Home</u></b>										
Children's Home Programme	31	372	1,136	745	0	0	0	2,284	2,253	1,881
Thame - Assessment Centre (ED847/1)	152	2,105	100	0	0	0	0	2,357	2,205	100
Didcot - Move on Home (ED847/2)	120	1,152	60	0	0	0	0	1,332	1,212	60
Eynsham - Assessment Centre (ED847/3)	117	871	804	60	0	0	0	1,852	1,735	864
<b>Children's Home Total</b>	<b>420</b>	<b>4,500</b>	<b>2,100</b>	<b>805</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,825</b>	<b>7,405</b>	<b>2,905</b>
<b><u>Annual Programmes</u></b>										
Schools Access Initiative	0	400	400	400	400	0	0	1,600	1,600	1,200
Health & Safety - Schools	0	300	300	300	300	0	0	1,200	1,200	900
Temporary Classrooms - Replacement & Removal	0	250	310	300	350	0	0	1,210	1,210	960
Schools Accommodation Intervention & Support Programme	0	75	75	100	100	0	0	350	350	275
School Structural Maintenance (inc Health & Safety)	0	2,000	2,000	1,750	1,750	0	0	7,500	7,500	5,500
Schools Energy Reduction Programme	0	250	250	250	250	0	0	1,000	1,000	750
<b>Annual Programme Total</b>	<b>0</b>	<b>3,275</b>	<b>3,335</b>	<b>3,100</b>	<b>3,150</b>	<b>0</b>	<b>0</b>	<b>12,860</b>	<b>12,860</b>	<b>9,585</b>



Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
		2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s			
<b>Other Schemes &amp; Programmes</b>										
Early Years Entitlement for Disadvantage 2 year olds	261	1,000	1,076	0	0	0	0	2,337	2,076	1,076
Free School Meals (ED862)	1,835	1,577	634	0	0	0	0	4,046	2,211	634
Loans to Foster/Adoptive Parents (Prudentially Funded)	247	90	90	90	383	0	0	900	653	563
Small Projects	114	43	0	0	0	0	0	157	43	0
<b>Other Schemes &amp; Programmes Total</b>	<b>2,457</b>	<b>2,710</b>	<b>1,800</b>	<b>90</b>	<b>383</b>	<b>0</b>	<b>0</b>	<b>7,440</b>	<b>4,983</b>	<b>2,273</b>
<b>Retentions &amp; Oxford City Schools Reorganisation</b>										
<b>Retentions &amp; OSCR Total</b>	<b>800</b>	<b>346</b>	<b>268</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,414</b>	<b>614</b>	<b>268</b>
<b>Schools Capital</b>										
Devolved Formula Capital	0	2,031	1,148	1,148	0	0	0	4,327	4,327	2,296
<b>School Local Capital Programme Total</b>	<b>0</b>	<b>2,031</b>	<b>1,148</b>	<b>1,148</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,327</b>	<b>4,327</b>	<b>2,296</b>
<b>CE&amp;F CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>50,386</b>	<b>53,362</b>	<b>38,523</b>	<b>36,748</b>	<b>13,680</b>	<b>385</b>	<b>0</b>	<b>193,084</b>	<b>142,698</b>	<b>89,336</b>
<b>CE&amp;F OCC ADJUSTED CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>50,386</b>	<b>51,331</b>	<b>37,375</b>	<b>35,600</b>	<b>13,680</b>	<b>385</b>	<b>0</b>	<b>188,757</b>	<b>138,371</b>	<b>87,040</b>
Programme reductions to be identified		0	0	0	0	-5,814	0	-5,814	-5,814	-5,814
<b>CE&amp;F OCC REDUCED CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>50,386</b>	<b>51,331</b>	<b>37,375</b>	<b>35,600</b>	<b>13,680</b>	<b>-5,429</b>	<b>0</b>	<b>182,943</b>	<b>132,557</b>	<b>81,226</b>

## SOCIAL AND COMMUNITY SERVICES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current year £'000s	Firm Programme £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
				2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s			
<b>Public Health Directorate</b>										
PHE Grant programme	183	0	0	0	0	0	0	183	0	0
<b>PUBLIC HEALTH PROGRAMME TOTAL</b>	<b>183</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>183</b>	<b>0</b>	<b>0</b>
<b><u>COMMUNITY SAFETY PROGRAMME</u></b>										
Redbridge Hollow Travellers Site - Fencing & Associated Works (SC115)	0	60	6	0	0	0	0	66	66	6
<b><u>Fire &amp; Rescue Service</u></b>										
Fire Equipment (SC112)	447	53	0	0	0	0	0	500	53	0
Relocation of Rewley Training Facility	0	100	500	0	0	0	0	600	600	500
Fire Review Development Budget	5	195	2,187	1,113	0	0	0	3,500	3,495	3,300
<b>COMMUNITY SAFETY PROGRAMME TOTAL</b>	<b>452</b>	<b>408</b>	<b>2,693</b>	<b>1,113</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,666</b>	<b>4,214</b>	<b>3,806</b>
<b><u>SOCIAL CARE FOR ADULTS PROGRAMME</u></b>										
<b><u>Adult Social Care</u></b>										
Adult Social Care Programme	0	500	500	1,000	2,250	0	0	4,250	4,250	3,750
<b><u>Residential</u></b>										
HOPs Phase 1- New Builds	0	0	0	0	10,503	0	0	10,503	10,503	10,503
Oxfordshire Care Partnership	0	0	8,900	0	0	0	0	8,900	8,900	8,900

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current year £'000s	Firm Programme £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
				2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s			
<b><u>Specialist Housing Programme (inc ECH - New Schemes &amp; Adaptations to Existing Properties)</u></b>										
ECH - New Schemes & Adaptations to Existing Properties	1,071	1,125	4,197	740	0	0	0	7,133	6,062	4,937
ECH - Completed Schemes	4,290	0	0	0	0	0	0	4,290	0	0
Deferred Interest Loans (CSDP)	260	160	160	160	157	0	0	897	637	477
<b>SOCIAL CARE FOR ADULTS PROGRAMME TOTAL</b>	<b>5,621</b>	<b>1,785</b>	<b>13,757</b>	<b>1,900</b>	<b>12,910</b>	<b>0</b>	<b>0</b>	<b>35,973</b>	<b>30,352</b>	<b>28,567</b>
<b><u>Disabled Facilities Grant</u></b>										
Disabled Facilities Grant	0	2,401	0	0	0	0	0	2,401	2,401	0
<b>DISABLED FACILITIES GRANT PROGRAMME TOTAL</b>	<b>0</b>	<b>2,401</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,401</b>	<b>2,401</b>	<b>0</b>
<b><u>STRATEGY AND TRANSFORMATION PROGRAMME</u></b>										
New Adult Social Care Management System (SC107)	887	1,576	0	0	0	0	0	2,463	1,576	0
<b>STRATEGY &amp; TRANSFORMATION PROGRAMME TOTAL</b>	<b>887</b>	<b>1,576</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,463</b>	<b>1,576</b>	<b>0</b>
Retentions & Minor Works	2,090	114	0	0	0	0	0	2,204	114	0
<b>S&amp;CS CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>9,233</b>	<b>6,284</b>	<b>16,450</b>	<b>3,013</b>	<b>12,910</b>	<b>0</b>	<b>0</b>	<b>47,890</b>	<b>38,657</b>	<b>32,373</b>

## ENVIRONMENT &amp; ECONOMY - HIGHWAYS &amp; TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
		2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s			
<b><u>CITY DEAL PROGRAMME</u></b>										
<b><u>Science Transit</u></b>										
Kennington & Hinksey Roundabouts	7,284	44	0	0	0	0	0	7,328	44	0
Hinskey Hill Northbound Slip Road	102	521	1,872	4,615	1,590	0	0	8,700	8,598	8,077
<b><u>Access to Enterprise Zone</u></b>										
Harwell Link Rd Section 1 B4493 to A417	920	545	2,482	6,708	645	0	0	11,300	10,380	9,835
Harwell Link Rd Section 2 Hagbourne Hill	1,515	2,088	1,134	1,278	0	0	0	6,015	4,500	2,412
Featherbed Lane and Steventon Lights	1,468	726	2,425	2,601	504	0	0	7,724	6,256	5,530
Harwell, Oxford Entrance	109	175	1,366	350	0	0	0	2,000	1,891	1,716
<b><u>Northern Gateway</u></b>										
Cuttleslowe Roundabout	401	2,751	1,474	551	0	0	0	5,177	4,776	2,025
Wolvercote Roundabout	437	3,013	1,487	425	0	0	0	5,362	4,925	1,912
Loop Farm Link Road	115	608	1,546	5,031	0	0	0	7,300	7,185	6,577
Other City Deal Programme spend	142	-48	0	0	0	0	0	94	-48	0
<b>CITY DEAL PROGRAMME TOTAL</b>	<b>12,493</b>	<b>10,423</b>	<b>13,786</b>	<b>21,559</b>	<b>2,739</b>	<b>0</b>	<b>0</b>	<b>61,000</b>	<b>48,507</b>	<b>38,084</b>

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
		2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s			
<b>LOCAL GROWTH DEAL PROGRAMME</b>										
Eastern Arc Phase 1 Access to Headington (project development)	49	300	0	0	0	0	0	349	300	0
Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development)	0	150	350	0	0	0	0	500	500	350
Didcot Station Car Park Expansion (contribution)	0	8,620	880	0	0	0	0	9,500	9,500	880
<b>LOCAL GROWTH DEAL PROGRAMME TOTAL</b>	<b>49</b>	<b>9,070</b>	<b>1,230</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,349</b>	<b>10,300</b>	<b>1,230</b>
<b>SCIENCE VALE UK</b>										
Milton Interchange	3,405	6,371	350	499	0	0	0	10,625	7,220	849
A34 Chilton Junction Improvements	1,057	4,305	3,382	507	1,632	0	0	10,883	9,826	5,521
Enterprise Zone Sustainable Transport Project - Cycleway improvements - Harwell Oxford to Didcot via Winnaway (GPF)	62	426	0	0	0	0	0	488	426	0
Didcot Northern Perimeter Road 3 (project development)	5	495	0	0	0	0	0	500	495	0
Wantage, Crab Hill (contribution)	0	0	2,450	0	0	0	0	2,450	2,450	2,450
<b>SCIENCE VALE UK LOCALITY PROGRAMME TOTAL</b>	<b>4,529</b>	<b>11,597</b>	<b>6,182</b>	<b>1,006</b>	<b>1,632</b>	<b>0</b>	<b>0</b>	<b>24,946</b>	<b>20,417</b>	<b>8,820</b>

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
		2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s			
<b><u>OXFORD</u></b>										
Frideswide Square	2,526	3,945	255	0	0	0	0	6,726	4,200	255
The Plain Cycle Improvements	1,016	584	13	0	0	0	0	1,613	597	13
Woodstock Rd, ROQ	51	10	469	50	0	0	0	580	529	519
Riverside routes to Oxford city centre	0	309	1,218	1,285	855	0	0	3,667	3,667	3,358
<b>OXFORD LOCALITY PROGRAMME TOTAL</b>	<b>3,593</b>	<b>4,848</b>	<b>1,955</b>	<b>1,335</b>	<b>855</b>	<b>0</b>	<b>0</b>	<b>12,586</b>	<b>8,993</b>	<b>4,145</b>
<b><u>BICESTER</u></b>										
Bicester Park and Ride	279	2,906	280	0	0	0	0	3,465	3,186	280
Bicester Perimeter Road (Project Development)	0	300	700	0	0	0	0	1,000	1,000	700
<b>BICESTER LOCALITY PROGRAMME TOTAL</b>	<b>279</b>	<b>3,206</b>	<b>980</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,465</b>	<b>4,186</b>	<b>980</b>
<b><u>BANBURY</u></b>										
<b>BANBURY LOCALITY PROGRAMME TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>WITNEY AND CARTERTON</u></b>										
Witney, A40 Downs Road junction (contribution)	0	1,250	0	0	0	0	0	1,250	1,250	0
<b>WITNEY AND CARTERTON LOCALITY PROGRAMME TOTAL</b>	<b>0</b>	<b>1,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,250</b>	<b>1,250</b>	<b>0</b>

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
		2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s			
<b>COUNTYWIDE AND OTHER</b>										
Bicester Town Station (EWR)	5	115	0	0	0	0	0	120	115	0
Oxford Parkway Station (EWR)	8	146	39	0	0	0	0	193	185	39
East-West Rail (contribution)	0	737	737	737	737	587	0	3,535	3,535	2,798
Small developer funded schemes	908	685	160	0	0	0	0	1,753	845	160
Completed schemes	16,116	129	452	0	0	0	0	16,697	581	452
<b>COUNTYWIDE AND OTHER INTEGRATED TRANSPORT TOTAL</b>	<b>17,037</b>	<b>1,812</b>	<b>1,388</b>	<b>737</b>	<b>737</b>	<b>587</b>	<b>0</b>	<b>22,298</b>	<b>5,261</b>	<b>3,449</b>
<b>INTEGRATED TRANSPORT STRATEGY TOTAL</b>	<b>37,980</b>	<b>42,206</b>	<b>25,521</b>	<b>24,637</b>	<b>5,963</b>	<b>587</b>	<b>0</b>	<b>136,894</b>	<b>98,914</b>	<b>56,708</b>
<b>STRUCTURAL MAINTENANCE PROGRAMME</b>										
Carriageway Schemes (non-principal roads)	0	3,278	2,901	3,280	3,280	0	0	12,739	12,739	9,461
Footway Schemes	0	1,025	1,026	1,353	1,354	0	0	4,758	4,758	3,733
Surface Treatments	0	6,310	3,683	4,100	4,124	0	0	18,217	18,217	11,907
Street Lighting Column Replacement	0	490	490	490	490	0	0	1,960	1,960	1,470
Drainage	0	1,120	930	922	928	0	0	3,900	3,900	2,780
Bridges	0	1,859	1,740	1,611	1,615	0	0	6,825	6,825	4,966
Public Rights of Way Foot Bridges	0	89	100	100	100	0	0	389	389	300
<b>STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL</b>	<b>0</b>	<b>14,171</b>	<b>10,870</b>	<b>11,856</b>	<b>11,891</b>	<b>0</b>	<b>0</b>	<b>48,788</b>	<b>48,788</b>	<b>34,617</b>

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
		2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s			
<b>CHALLENGE FUND PROGRAMME</b>										
Street Lighting	0	1,110	1,360	1,620	0	0	0	4,090	4,090	2,980
Drainage	0	1,000	1,250	1,500	0	0	0	3,750	3,750	2,750
Edge Strengthening & Surfacing	0	1,490	2,590	2,620	0	0	0	6,700	6,700	5,210
<b>CHALLENGE FUND PROGRAMME TOTAL</b>	<b>0</b>	<b>3,600</b>	<b>5,200</b>	<b>5,740</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,540</b>	<b>14,540</b>	<b>10,940</b>
<b><u>Detrunked, Principal Roads and Other Major Schemes</u></b>										
A420 Cumnor embankment works	61	410	40	0	0	0	0	511	450	40
A40 Aston Hill stabilisation work	0	95	17	0	0	0	0	112	112	17
A478 Playhatch Road (project development)	0	120	0	0	0	0	0	120	120	0
Network Rail Electrification Bridge Betterment Programme	128	300	1,682	156	0	0	0	2,266	2,138	1,838
A420/A34 Botley Junction & Cumnor Bypass	0	239	767	0	0	0	0	1,006	1,006	767
A4158 Oxford Iffley Road Remedial Works	0	158	0	0	0	0	0	158	158	0
Park End Street and Pacey's Bridges Maintenance	10	705	69	0	0	0	0	784	774	69
Completed Major Schemes	13,692	50	25	0	0	0	0	13,767	75	25
<b>STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL</b>	<b>13,891</b>	<b>2,077</b>	<b>2,600</b>	<b>156</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,724</b>	<b>4,833</b>	<b>2,756</b>
<b>STRUCTURAL MAINTENANCE PROGRAMME TOTAL</b>	<b>13,891</b>	<b>19,848</b>	<b>18,670</b>	<b>17,752</b>	<b>11,891</b>	<b>0</b>	<b>0</b>	<b>82,052</b>	<b>68,161</b>	<b>48,313</b>
<b>HIGHWAYS &amp; TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>51,871</b>	<b>62,054</b>	<b>44,191</b>	<b>42,389</b>	<b>17,854</b>	<b>587</b>	<b>0</b>	<b>218,946</b>	<b>167,075</b>	<b>105,021</b>



## ENVIRONMENT &amp; ECONOMY CAPITAL PROGRAMME (EXCLUDING TRANSPORT)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year £'000s	Firm Programme £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
				2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s			
<b>ASSET STRATEGY IMPLEMENTATION PROGRAMMES</b>										
Asset Strategy Implementation Programme	153	1,951	2,258	1,841	0	0	0	6,203	6,050	4,099
Relocation of Customer Service Centre from Clarendon House to County Hall	1,031	70	0	0	0	0	0	1,101	70	0
Abbey House	1,532	173	0	0	0	0	0	1,705	173	0
Cambridge Terrace moves to Ron Groves House	35	516	0	0	0	0	0	551	516	0
Cricket Road Centre Closure (including Unipart House works)	201	0	0	0	0	0	0	201	0	0
<b>ASSET STRATEGY IMPLEMENTATION PROGRAMME TOTAL</b>	<b>2,952</b>	<b>2,710</b>	<b>2,258</b>	<b>1,841</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,761</b>	<b>6,809</b>	<b>4,099</b>
<b>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME</b>										
Rooftop Solar PV Programme	0	420	30	0	0	0	0	450	450	30
SALIX Energy Programme	1,315	226	220	220	158	0	0	2,139	824	598
<b>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL</b>	<b>1,315</b>	<b>646</b>	<b>250</b>	<b>220</b>	<b>158</b>	<b>0</b>	<b>0</b>	<b>2,589</b>	<b>1,274</b>	<b>628</b>

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2015 / 16 £'000s	Firm Programme 2016 / 17 £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
				2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s			
<b><u>ANNUAL PROPERTY PROGRAMMES</u></b>										
Minor Works Programme	775	329	200	200	200	0	0	1,704	929	600
Health & Safety (Non-Schools)	73	24	24	24	50	0	0	195	122	98
<b>ANNUAL PROPERTY PROGRAMMES TOTAL</b>	<b>848</b>	<b>353</b>	<b>224</b>	<b>224</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>1,899</b>	<b>1,051</b>	<b>698</b>
<b><u>WASTE MANAGEMENT PROGRAMME</u></b>										
Waste Recycling Centre Infrastructure Development	0	340	1,000	1,000	449	0	0	2,789	2,789	2,449
Alkerton WRC	0	150	850	500	250	0	0	1,750	1,750	1,600
Oxford Waste Partnership PRG Allocation	580	0	0	0	0	0	0	580	0	0
<b>WASTE MANAGEMENT PROGRAMME TOTAL</b>	<b>580</b>	<b>490</b>	<b>1,850</b>	<b>1,500</b>	<b>699</b>	<b>0</b>	<b>0</b>	<b>5,119</b>	<b>4,539</b>	<b>4,049</b>
<b><u>CORPORATE PROPERTY &amp; PARTNERSHIP PROGRAMMES</u></b>										
Broadband (OxOnline) Project	6,535	6,585	6,577	3,055	0	0	0	22,752	16,217	9,632
Spendlove Centre, Charlbury	8	182	158	0	0	0	0	348	340	158
Wigod Way, Wallingford	134	55	0	0	0	0	0	189	55	0
Oxford Flood Relief Scheme	0	0	0	0	5,000	0	0	5,000	5,000	5,000
<b>CORPORATE PROPERTY &amp; PARTNERSHIP PROGRAMMES TOTAL</b>	<b>6,677</b>	<b>6,822</b>	<b>6,735</b>	<b>3,055</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>28,289</b>	<b>21,612</b>	<b>14,790</b>
Retentions (completed schemes)	252	184	0	0	0	0	0	436	184	0
<b>ENVIRONMENT &amp; ECONOMY (EXCLUDING TRANSPORT) CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>12,624</b>	<b>11,205</b>	<b>11,317</b>	<b>6,840</b>	<b>6,107</b>	<b>0</b>	<b>0</b>	<b>48,093</b>	<b>35,469</b>	<b>24,264</b>

## CHIEF EXECUTIVE'S OFFICE CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current year £'000s	Firm Programme £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
				2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s			
<b><u>COMMUNITY SERVICES PROGRAMME</u></b>										
Bicester Library (CS13)	14	1,396	90	0	0	0	0	1,500	1,486	90
Westgate Library	0	0	250	1,000	250	0	0	1,500	1,500	1,500
<b><u>Museums</u></b>										
Oxfordshire Museum	0	275	25	0	0	0	0	300	300	25
<b>COMMUNITY SERVICES PROGRAMME TOTAL</b>	<b>14</b>	<b>1,671</b>	<b>365</b>	<b>1,000</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>3,300</b>	<b>3,286</b>	<b>1,615</b>
<b><u>City Deal</u></b>										
Culham Advanced Manufacturing Hub	0	2,000	0	0	0	0	0	2,000	2,000	0
<b>PARTNERSHIPS PROGRAMME TOTAL</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>
Completed Projects	2,966	0	0	0	0	0	0	2,966	0	0
<b>CHIEF EXECUTIVE'S OFFICE CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>2,980</b>	<b>3,671</b>	<b>365</b>	<b>1,000</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>8,266</b>	<b>5,286</b>	<b>1,615</b>

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## Capital Programme 2015/16 to 2018/19

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

Ref.	Scheme/ Programme Area/ Grant Name	Status	Description	Amount £000	Year
(1)	<b><u>Children, Education &amp; Families</u></b> Basic Need Allocation 2017/18	3	Pupil places	19,400	2017/18
	<b>Sub-Total Children, Education &amp; Families</b>			<b>19,400</b>	
	<b><u>Social &amp; Community Services</u></b>				
	<b>Sub-Total Social &amp; Community Services</b>			<b>0</b>	
(2)	<b><u>Environmental &amp; Economy</u></b> Local Transport Board	2	Funding allocation to the following schemes: - Wantage Eastern Link Road - Bicester London Road level crossing	4,500 2,300	2015/16 & 2016/17
(3)	Local Growth Fund 1	2	Funding allocation towards: - Headington Phase 1 and Eastern Arc Transport Improvements  - Science Vale Cycle Network Improvements - Bicester London Road – Level Crossing - Advanced Engineering and Technology Skills - Oxfordshire Flood Risk Management Scheme and Upstream Flood Storage at Northway - Oxford Centre for Technology and Innovation - Centre for Applied Superconductivity - Oxford Science Transit Phase 2 (A40)	8,200  4,520 1,300 4,000 26,450 4,500 4,490 35,000	Total £9.2m 2015/16  £44.2m 2016/17 to 2021  Provisional

Ref.	Scheme/ Programme Area/ Grant Name	Status	Description	Amount £000	Year
(4)	Local Growth Fund 2	2	Funding allocation towards - A package to improve transport in North Oxford and enable the Northern Gateway Development - Transport and site improvements to support the Oxpens development	5,940 3,500	2016/17 to 2021
			- Establishing the Activate Care Suite to improve adult social care and healthcare in Oxfordshire.	400	
(5)	Local Growth Fund 3	1			
	<b>Sub-Total Environmental &amp; Economy</b>			<b>105,100</b>	
	<b>Chief Executive's Office</b>				
	<b>Subtotal Chief Executive's Office</b>			<b>0</b>	
	<b>Total</b>			<b>124,500</b>	

**Key:**

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

## Capital Programme 2015/16 to 2018/19

### Appendix B Schemes Remaining On Hold

These schemes have been placed on hold under the Capital Budget Setting Process for 2012/13. However, they will be considered for entry into the programme as part of the future Service and Resource Planning

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

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#### Priority Categories:

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

## Capital Programme 2015/16 to 2018/19

### Appendix C Highways & Transport Forward Plan

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

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



Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
Didcot Northern Perimeter Road Phase 3 (NPR3)	A new road to allow extension of the perimeter road around Didcot and access for the Ladygrove East site.	2016/17 - 2020/21	12,500	LGF, CIL/Developer Contributions, on-site strategic housing development, plus other funding opportunities if available
A34 improvements - Lodge Hill slips and Park & Ride	New south facing slips and Park & Ride site (1500 space P&R & new signalised junction)	2016/17 - 2020/21	26,000	LGF, CIL/Developer Contributions, plus other funding opportunities if available
Access to Culham - New strategic road linking Didcot, Culham Science Centre and Oxford	New strategic road linking Didcot with Culham Science Centre, and Oxford (incl. river crossing). Phase 1: A415/B4015 Culham Science Centre Link Road; Phase 2: new road across the Thames between Didcot & Culham Science Centre.	2016/17 - 2026	45,000	LGF, CIL/Developer Contributions, on-site commercial development, private sector, plus other funding opportunities if available
Implementation of Bus Strategy	Bus links and accesses to connect strategic development sites to employment and other key destinations	Unknown at present	Unknown at present	LGF, CIL/Developer Contributions, on-site strategic housing & commercial developments, plus other funding opportunities if available
Culham Station improvements	Improving accessibility and level of rail service	Unknown at present	Unknown at present	LGF, CIL/developer contributions, private sector and other opportunities if available
Grove/Wantage Station	A new railway station / interchange at Grove	2020 +	Unknown at present	LGF, CIL/developer contributions, private sector and other opportunities if available
<b>OXFORD</b>				
Oxford Station master plan	Non-rail elements of station redevelopment	2018/19 +	75,000	Commercial development on site, LGF/SEP, CIL and other funding opportunities if available
Bus Rapid Transit Lines 1, 2 and 3	Infrastructure for Oxford BRT network	2015 - 25	104,000	LGF, CIL, private sector and other opportunities if available
Super, premium and connector cycle routes	Completing gaps in network/strategic links	2015 - 35	16,000	Cycle City Ambition Grant, LGF, CIL, and other opportunities if available
Ring Road improvements including A34	Capacity improvements, BRT/bus infrastructure, pedestrian and cycle crossings	2015 - 25	111,000	City Deal, Highways Agency, LGF, CIL, private sector and other opportunities if available
City Centre schemes	Transport and public realm improvements, including new transport interchanges	2015 - 35	49,000	LGF, CIL, private sector and other opportunities if available
City centre transit tunnels	Transit tunnels for use by BRT and buses, serving the city centre	2035 +	600,000	To be identified

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
Park & Ride expansion	Construction of five new P&R sites and expansion of Thornhill P&R. Lodge Hill P&R included in Science Vale section (a new P&R in Eynsham may be delivered as part of the A40 Public Transport Enhancements item)	2018 - 2030	52,000	LGF, CIL, private sector and other opportunities if available
Cowley Branch line	Improvements to allow use by passenger trains. Includes two new stations.	2020 - 2025	40,000	LGF, CIL, private sector and other opportunities if available
Smart mobility infrastructure	Infrastructure to support transport technologies, including infrastructure for driverless vehicles	2015 - 2025	13,000	LGF, CIL, private sector and other opportunities if available
Freight	Freight infrastructure, including consolidation centre	2015 - 2025	5,000	LGF, CIL, private sector and other opportunities if available
District centre improvements	Transport and public realm improvements	2016 - 2030	10,000	LGF, CIL, private sector and other opportunities if available
<b>BICESTER</b>				
London Road level crossing solution	A replacement scheme so that the level crossing can be closed when rail services increase.	2024 +	27,000	LGF, CIL / developer contributions, Garden Town bid
Charbridge Lane level crossing replacement	A road bridge over the railway so that level crossing is closed for East West Rail	2019	13,000+	EWR fund for single carriageway bridge. LGF3 EoI for dualling gap
Eastern peripheral corridor improvements (minus the Charbridge Lane scheme)	Phase (i) - upgrading the junctions and links from Launton Road to Gavray Drive (minus Charbridge Lane)	2019	12,000	LGF3 EoI, CIL/developer funding, Garden Town bid
	Phase (ii) upgrading Skimmingdish Lane and A4095 / A4221 junction	2024+	7,000	LGF, CIL / developer contributions, Garden Town bid
Southern peripheral corridor - a new south-east perimeter road	A new link road from the A41 north of Junction 9 across to join the link road to the south of Graven Hill	2021?	21,000	LGF, CIL / developer contributions, Garden Town bid
Motorway junction south of Arcott	Scheme predicated on announcement of Bicester/Arcott being designated as a Garden Town with additional 3,000 houses.	2023	30,000	Garden Town bid
A41 bus measures	A bus lane on the A41 between the ESSO roundabout to Junction 9	pre-2021	10,000	LGF, CIL / developer contributions, Garden Town bid
Bicester - Pedestrian/Cyclist Connectivity	Cycle access between new employment developments and housing developments	2017/18+	4,400	LGF, CIL / developer contributions, Garden Town bid

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

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

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

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Division(s):

## CABINET – 20 OCTOBER 2015

### Oxfordshire Devolution

#### Report by the Leader of the Council

#### Summary

1. On 4 September, the Leaders of the six Oxfordshire Authorities submitted an expression of interest to government setting out initial proposals for devolution in Oxfordshire for discussion with government. This is attached at Annex A. These proposals were developed together with the Local Enterprise Partnership and the Clinical Commissioning Group and outlined proposals for greater local control over £4bn of funding for transport, skills training and health services. This paper provides an overview of the context, the proposals and the next stages in the process.

#### Context and national overview

2. Through its programme of devolution deals, the government is inviting groups of councils to develop proposals for new ways of working that will increase economic growth and improve services. In return, government will consider proposals for devolution of funding and powers on condition that governance arrangements provide robust accountability. Following the General Election, the government is taking forward the Cities and Local Government Devolution Bill to provide a statutory footing for governance arrangements and a framework for future deals.
3. Councils across the country are at different stages of progress with proposals for devolution. During 2014 and early 2015 deals were negotiated and agreed with Greater Manchester Combined Authority, Sheffield City Region, West Yorkshire Combined Authority and Cornwall. It is expected that further deals will be announced during the Conservative Party Conference in October 2015.
4. Following the July Budget, Government invited expressions of interest in further deals for consideration as part of the spending review process to be submitted by 4 September 2015.
5. Ours was one of a total of 34 submissions from groupings of councils across the country. The major themes covered by these proposals are:
  - Skills and employment
  - Transport
  - Housing and planning
  - Fiscal – particularly 100% retention of Business Rates
  - Business support/enterprise/innovation
  - Health and well-being
  - Public estate

## Oxfordshire Devolution Deal

6. Following discussions over the summer, the Leaders of the County and District Councils in Oxfordshire along with the Local Enterprise Partnership and the Clinical Commissioning Group developed initial proposals for an Oxfordshire Devolution Deal. These were jointly submitted as an expression of interest for further exploration on 4 September. The document is attached at Annex A.
7. There is a strong rationale for an Oxfordshire Deal because of the alignment of the local economy and public service providers and our strong joint working arrangements. The countywide Local Enterprise Partnership is aligned with the County, City and District Councils, and county is covered by a single Clinical Commissioning Group. We have already established the Oxfordshire Growth Board bringing together the local authorities and the LEP to deliver commitments in Strategic Economic Plan and the £56m City Deal and £118m Growth Deals already agreed with Government.
8. The expression of interest sets out proposals for how we could achieve faster delivery of our Economic Plan with different ways of working and more local control over funding and issues that are currently hampering delivery.
9. Our proposals are summarised under four main themes:
  - **Delivering the infrastructure – particularly the roads network – that is required to support economic growth** – delivery of infrastructure would be accelerated through sustained and committed funding streams locally secured through tax revenues arising from new development.
  - **Helping people to get the necessary skills and benefit from good jobs created in hi-tech industries** - through devolution and better targeting of funding for skills so it supports development of the skills base needed by local employers; and better coordination of business support programmes to support innovative and entrepreneurial companies.
  - **Tackling housing shortages and affordability** – through aligning strategic infrastructure and housing investment and an integrated approach to strategic planning.
  - **Ensuring health and social care services meet growing demand as the population ages and funding to public services is reduced** – by bringing together the public money spent on the health and social care of Oxfordshire residents and seeking the powers to manage it as a whole.

## Governance

10. The government is placing strong emphasis on the need for local areas to strengthen their governance arrangements as part of their deal proposals and is strongly encouraging areas to consider establishing Combined Authorities.



11. Our submission recognises that strong governance is critical and proposes to build on the robust joint working governance arrangements we already have in place through the Growth Board and the Health and Well Being Board:
  - The Oxfordshire Growth Board is a Joint Statutory Committee charged on behalf of the LEP with the delivery of the Strategic Economic Plan and the City Deal and Local Growth Deals. Membership includes the Leaders of the six local authorities (who are the voting members) together with representatives from the Local Enterprise Partnership including the Oxfordshire Skills Board, Oxford and Oxford Brookes Universities. The Homes and Communities Agency, Environment Agency, Network Rail and the Highways Agency are also represented.
  - The Health and Wellbeing Board oversees all health issues in the County via a well- established Joint Health and Wellbeing Strategy which joins up plans and activities of all the councils and the NHS. The Health and Wellbeing Board oversees c£330 million of pooled budgets, the local Children’s Trust and safeguarding boards and takes a lead role on public health, health and housing related issues.
12. Our submission proposes to review the governance arrangements of the Health and Wellbeing and the Growth Board to ensure they are sufficiently robust and aligned to oversee additional functions proposed. We also agree to undertake a governance review of our existing joint working arrangements with a view to establishing a Combined Authority if the devolution on offer was substantial enough to warrant it.

### **Status of the Expression of Interest**

13. The discussions that resulted in the submission of the expression of interest took place over a short period of time and covered a wide range of issues. The submission is one step in a longer process and a number of issues set out in the document have moved on as discussions continue, both locally and with central government.
14. Our submission emphasises that there remain a number of issues in the document that require significant further discussion. It also makes it clear that the proposals have not been subject to wide consultation with councillors or the public and any final proposals will need to be subject to full consultation with Oxfordshire's residents and formally approved by each council.

### **Progressing the Oxfordshire Deal**

15. Following the submission of our Expression of Interest we have been invited to participate in further discussions with officials to develop the proposals over the coming weeks in line with the Spending Review timescales.

16. Working groups have been set up for each of the strands of work involving all authorities, the LEP and key partners. A senior level coordination group has also been established to oversee the development of the proposals.
17. The County, City and District Leaders have agreed to meet to consider revised proposals later in October.
18. If at that stage a further iteration of the proposals are agreed, it is likely this will be followed by a discussion with Ministers and decisions about the next stages agreed.

### **RECOMMENDATIONS**

19. **Action required:** Cabinet are asked to:
  - (a) note the current position in discussions regarding devolution of powers to Oxfordshire, as set out in this paper; and
  - (b) agree that a debate should be held at full council on 3 November on this issue in order to understand all members' views.

COUNCILLOR IAN HUDSPETH  
Leader of the Council

Contact Officer: Maggie Scott, Head of Policy, Tel: 01865 816081

October 2015

**DELIVERING GROWTH THROUGH INNOVATION:  
Expression of Interest for Devolution to Oxfordshire**

This proposal sets out the areas for devolution that Oxfordshire authorities are interested in exploring further with central government.

The document should be regarded as an initial expression of interest that has been developed in a short period of time by the Leaders of Oxfordshire local authorities, along with the local clinical commissioning group and other local partners. The process in getting to this point has been useful and in a short period of time there have been robust discussions covering a wide range of issues. There remain a number of issues in the document that require significant further discussion. There has not yet been wide consultation with councillors or the public. Any final proposals that are developed from these initial ideas will need to be subject to full and proper consultation with Oxfordshire's residents be formally approved by each council.

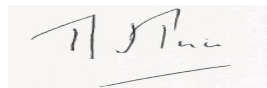
The following partners have prepared this submission\*:



Cllr Barry Norton  
Leader  
West Oxfordshire District Council



Cllr Barry Wood  
Leader  
Cherwell District Council



Cllr Bob Price  
Leader  
Oxford City Council



Cllr John Cotton  
Leader  
South Oxfordshire District Council



Cllr Matthew Barber  
Leader  
Vale of the White Horse DC



Cllr Ian Hudspeth  
Leader  
Oxfordshire County Council



Adrian Shooter  
Chairman  
Oxfordshire LEP



David Smith  
Chief Executive  
Oxfordshire CCG

\*Due to the time constraints the document as submitted will be subject to respective LA Full Council or Cabinet ratification as appropriate

## EXECUTIVE SUMMARY

Oxfordshire has a globally significant and very successful economy that has grown rapidly over the past few years. We know that with the right foundations and productively working together we can go even further in strengthening our position as a global cluster in innovation and continuing to grow our economic contribution locally and nationally. We have a robust and ambitious Strategic Economic Plan<sup>1</sup> that will result in around 100,000 new homes and an additional 85,600 new jobs by 2030. However existing funding mechanisms do not work well for us, in particular we are unable to provide the infrastructure that is needed to further accelerate growth.

These proposals for devolution to Oxfordshire set out how we will continue to work together differently to achieve faster delivery of the current Economic Plan, in return for sustained sources of funding and more local control over issues that are currently hampering delivery.

Our proposals cover

- A recognition that, in governance, form should follow function. We therefore agree to commit to undertaking a governance review of our existing joint working arrangements with a view to establishing a combined authority in support of a substantial devolution deal.
- Developing a new funding model to deliver infrastructure requirements. This would bring together funds secured through housing and employment delivery including, the City Deal, Local Growth Fund, New Homes Bonus and Business Rates growth. These proposals will give the Oxfordshire authorities a secure basis upon which to undertake prudential borrowing to unlock the significant infrastructure investment that is critical to realising Oxfordshire's economic potential.
- Alignment of the County Council's Economic Development team and associated budgets into Oxfordshire Local Enterprise Partnership
- Delivery of a coordinated business support service – Oxfordshire Business Support (OBS) incorporating ESIF, LGF and partner resources.
- Better matching local skills provision to the unique needs of our economy
- Securing delivery of around 100,000 new homes in Oxfordshire by 2031 as set out in our Strategic Housing Market Assessment and Strategic Economic Plan. Our existing commitments to City Deal delivery has seen significant completions above historic trends. This commitment is reflected in our offer to government but requires substantial infrastructure and policy support if we are to achieve such transformational growth.
- We will build upon our existing Growth Board working arrangements to support an integrated approach to strategic planning that builds on our District level local plans and we will explore innovative new mechanisms to deliver housing more effectively
- Securing a wider range of housing products including starter homes and key worker accommodation for the health, primary/secondary education and University/research sectors. This broadening and acknowledgement of the demand side pressure will deliver a more responsive housing mix beyond traditional key worker definitions.

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<sup>1</sup> [http://www.oxfordshirelep.com/sites/default/files/2016/09/20SEP\\_FINAL\\_March14\\_0.pdf](http://www.oxfordshirelep.com/sites/default/files/2016/09/20SEP_FINAL_March14_0.pdf)

## Final EOI /9/15

- A new way of working across the public sector which includes a wider range of cross county working in the management of health and social care; our intention is to bring health budgets together to deliver better outcomes for Oxfordshire residents.

### About Oxfordshire

Oxfordshire is home to 672,500 residents and has a globally important and unique economy. At its centre, Oxford is a global brand, known the world over for its pre-eminent academic institutions and its heritage.

Our economy is inextricably linked to the outputs from the two universities, the teaching hospital and its associated research functions, and a concentration of the UK's big science and research institutions. The changes proposed will help to develop increased productivity, faster growth and infrastructure capacity, thus realising the unique potential of the University and private sector research resources in Oxfordshire.

- The Oxford area is amongst the top five Technology Innovation Ecosystems in the world<sup>2</sup> and home to an impressive knowledge intensive cluster with over 1,500 high tech companies employing around 43,000 people.
- The county's economic output was valued at £19.2bn in 2013<sup>3</sup>, making us an important net contributor to the Treasury.
- We have the fastest growing economy of any LEP area since the recession, with economic growth of over 20% GVA between 2009 and 2013<sup>4</sup> - more than double the growth rate of core city LEP areas such as Greater Manchester or the Leeds City Region, and higher than Greater London.
- We are the most innovative area in the country<sup>5</sup>, second only to London for growth of fast growing businesses<sup>6</sup>
- We currently have the lowest JSA claimant count in the country (2178 (0.5%) - July 2015)

Oxfordshire is home to one of the largest concentrations of research and development activity in Western Europe, and hosts the global headquarters and principal research and development facilities of some the world's leading technology companies:

Our economic strength is centred around key innovation and knowledge rich sectors;

- Automotive and advanced manufacturing
- Life sciences
- Space and satellite applications
- Creative and digital
- Electronics, sensors and instrumentation

<sup>2</sup> Source: Technology Innovation Ecosystem Benchmarking Study: Key findings from Phase 1, Graham, 2013

<sup>3</sup> 2013 is the latest year for which official government statistics are available.

<sup>4</sup> Source: <http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcm%3A77-393471>

<sup>5</sup> Benchmarking local innovation – the innovation geography of the UK, Enterprise Research Centre, June 2015, <http://www.enterpriseresearch.ac.uk/wp-content/uploads/2015/05/Benchmarking-Local-Innovation1.pdf>

<sup>6</sup> Enterprise Research Centre

World leading companies such as Oxford Instruments, Siemens MR Magnet Technology, BMW, Oxford University Press, Sophos, RM plc, Infineum and Sharp drive economic growth and innovation. They sit within an innovation ecosystem supported by world class academic and applied research organisations linked to Oxford University, and a host of globally renowned research establishments, including the Science & Technology Facilities Council; Rutherford Appleton Laboratory; Diamond Light Source, the national synchrotron facility; UK Atomic Energy Authority Culham Centre for Fusion Energy; the recently established European Space Agency and Satellite Applications Catapult Centre.

This unique mix of world leading business, academia and research, together capitalise on Oxford's global brand to drive local productivity and support many other local businesses. We have over 30,000 businesses in the county, with 3,500 new businesses created each year, and a GVA per head that is 17% higher than the UK average. We are also one of the country's key tourist destinations, with over 26m visitors to the county per annum, contributing over £1.5bn to the local economy in 2013<sup>7</sup>.

Whilst the local economy is growing steadily, we believe that we can generate more rapid growth if we get some underlying factors right. Like other Thames Valley Local Enterprise Partnerships, we operate in a globally competitive arena where historic success cannot be assumed to continue without significant attention to the supporting framework of people, facilities and connecting infrastructure..

Oxfordshire's economy has grown consistently over the period 1997 to 2013, contributing £19.2 billion to GDP in 2013. However, the Oxfordshire Innovation Engine Report published in 2014 found that the rate of growth in Oxfordshire had been constrained and could be significantly improved by many things, including:

- the need to accommodate additional growth in the 'Knowledge Spine' running between Harwell, Oxford and Bicester to accommodate high tech business and employment
- improve capacity of the strategic and local transport infrastructure, including fast public transport services; grow and develop business networks
- develop measures to encourage increased institutional investment building upon our strong and nationally significant sector propositions including Life science, Advanced Engineering ( Motorsport), Satellite and Space Related Technology and Creative and Digital sector
- meet the demand for housing and commercial premises to respond to the urgent needs of the growing business base and economy.
- provide strong public and private sector leadership to realise Oxfordshire's potential through a new and agreed governance structure.

Many of these issues are addressed in our Strategic Economic Plan, which sets out the aims of creating more than 85,000 jobs by 2030, and the Strategic Housing Market Assessment for Oxfordshire which identifies the need for around an additional 100,000 houses by 2031. In particular, the Strategic Housing Market Assessment for Oxfordshire has led to a substantial acceleration of the release of land for new housing and employment land through the Local Plan process, with the

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<sup>7</sup> Source: *The Economic Impact of Tourism on Oxfordshire: Estimates for 2013* (Tourism South East Research Unit), September 2014

Cherwell Local Plan now adopted and others making refinements to land supply to address the scale of growth needed. This scale of growth is truly transformational, demonstrating local commitment to growth and signalling an “Open for Business” culture.

However, a number of underlying challenges remain, and the proposals set out in this document have been developed with the intention of tackling the constraints and enabling Oxfordshire's full economic growth potential to be unlocked.

- **The cost and availability of housing** – is being addressed through the SHMA and Growth Board process, but we see significant potential for the mix of housing to be improved and delivery to be maximised
- Delivering the **infrastructure** that the local economy and communities require
- Ensuring our residents are equipped with the **skills** that the high tech economy demands
- Provision of **public services** as the public sector continues to be squeezed financially, in particular addressing the ageing population and increasing demand for **health and social care**. As well as the key role of business and universities in driving the local economy we also need the broader public sector to rise to the challenge. Our health and social care services are also an extension of the delivery arm of Oxfordshire's research and scientific innovation programmes. We know that if the key issues such as educational attainment, skills, housing and infrastructure, are not addressed, innovation and growth will stall.

### The local framework

We believe that we have a strong geographic basis for a devolution deal. Oxfordshire's economy and public service providers benefit from a high degree of coterminosity, with the functional economic area represented by a countywide Local Enterprise Partnership, aligned with our County, City and district Councils, and a single Clinical Commissioning Group that is broadly coterminous with the county.

In 2014 the six local authorities in Oxfordshire established the Oxfordshire Growth Board<sup>8</sup> building upon the long standing Spatial Planning and Infrastructure Partnership. This is a Joint Statutory Committee charged with the delivery, on behalf of the Local Enterprise Partnership, of the projects agreed in the City Deal and Local Growth Deals that are delivered by the councils, working collaboratively. The Growth Board membership includes the Leaders of the six local authorities (who are the voting members) together with representatives from the Local Enterprise Partnership including the Oxfordshire Skills Board, Oxford and Oxford Brookes Universities. The Homes and Communities Agency, Environment Agency, Network Rail and the Highways Agency are also represented.

The Oxfordshire partners recognise that there will, on occasions, be priorities with implications which stretch beyond Oxfordshire. Where this is the case the partners will look to form project teams with adjoining authorities and Local Enterprise

<sup>8</sup> Terms of reference for the Growth Board are available at:  
<https://www.oxfordshire.gov.uk/cms/sites/default/files/folders/documents/communityandliving/ourworkwithcommunities/oxfordshirepartnership/TermsOfReference.pdf>

Partnerships that enable appropriate solutions to be developed and taken forward in support of project delivery. England's Economic Heartland is an example of an alliance with neighbors that provides a forum for such discussions; equally Oxfordshire will work with other adjoining neighbors where that is appropriate for the issue under consideration. The Oxford to Cambridge Expressway study is an example of the kind of project that will be undertaken on a collaborative basis using this approach.

The Health and Wellbeing Board oversees all health issues in the County via a well-established Joint Health and Wellbeing Strategy which brings together the intentions and outcomes of Oxfordshire's District Councils, the County Council and all parts of the NHS. The Health and Wellbeing Board oversees c£330M of pooled budgets, the local Children's Trust and safeguarding boards and takes a lead role on health and housing related issues.

### **Structure of this document**

Oxfordshire has an ambitious Innovation led Strategic Economic Plan structured into sections on:

- Connectivity
- People
- Place
- Enterprise

These devolution proposals will support a more secure delivery of our Strategic Economic Plan commitments and will build upon our successful city deal and LGF programmes. Our proposals are structured under these SEP priority themes and are designed to deliver our common objectives. For each area we identify the rationale; what we are offering, what we ask of Government and what we plan to deliver.

We have also included an additional strand on public sector reform, covering a proposal for devolution of health budgets and finally we set out the financial approach we intend to adopt alongside governance arrangements.

We believe that these are a powerful set of proposals that will allow Oxfordshire to strengthen its role as a key driver of national economic growth and better meet the needs of our residents, academic institutions and business.



**Proposed areas of devolution in Oxfordshire**

**Connectivity**

***Proposal 1: Infrastructure provision***

Accelerated planning and delivery of infrastructure growth in Oxfordshire achieved through sustained and committed funding streams locally secured through tax revenues arising from new development.

***Rationale***

Infrastructure investment in Oxfordshire has increased substantially through Local Growth Fund and City Deal arrangements with funding of over £200m secured to deliver £1bn of infrastructure development. However, even with this increased investment we have a massive deficit of well over £1bn in committed funding in order to meet our major infrastructure requirements. The problem is two-fold: insufficient amount of funding against need and, lack of funding certainty. This creates an environment of limited investment confidence from both public and private sectors to forward fund infrastructure planning and delivery which we know would have a positive impact on accelerated growth. We have examples of large development sites which will not come forward as hoped, due to the scale of infrastructure needed to unlock the whole of the site. This slows down the delivery trajectory and adds risk to overall delivery. A good example of this is the Didcot power station site, where comprehensive redevelopment is dependent upon a new bridge across the main London to Bristol and South Wales railway line. The costs of providing this bridge are significant and will not be funded through the redevelopment alone.

Sustained sources of funding are needed to supplement the bid processes for national infrastructure money (in particular the Local Growth Fund, which we hope will be retained in future), and to complement other funding routes for an internationally significant growth area, such as Innovate UK.

We propose the creation of a new infrastructure investment fund through the retention of the uplift in business rate income that is generated from increased economic growth, and invested in prioritised infrastructure.

***Offer***

Oxfordshire authorities will use a locally agreed element of New Homes Bonus to forward fund, through borrowing or direct financing, locally agreed prioritised infrastructure investment. Such an approach will address strategic and local infrastructure constraints which affect delivery of existing approved schemes and unlock growth. Scheme priorities will be agreed locally but managed through the Growth Board and allow Oxfordshire authorities to deliver locally while also funding early stage work to identify and plan for emerging strategic infrastructure priorities.

***Ask***

Government is requested to commit to providing the New Homes Bonus for the next 20 years to support the Strategic Economic Plan outcomes. This would allow the

Oxfordshire authorities to take a structured approach to the use of New Homes Bonus to support investment into locally important infrastructure schemes. Potentially, such a commitment could unlock in excess of £350m to help realise Oxfordshire's economic potential by providing the certainty required to facilitate borrowing .

### ***Deliverables***

Through this funding, we will be able to support a strengthened approach to the design, development and delivery of infrastructure schemes to support growth:

- a) direct delivery of smaller scale schemes such as expansion of schools, junction capacity and enhancement projects;
- b) assessment and design for major infrastructure proposals such as improving the nationally important corridors of the M40, A40, A420 and A34;
- c) to support cross-boundary infrastructure projects and bids such as the Oxford to Cambridge expressway;
- d) to deliver our major infrastructure proposals, including for example
  - medium sized schemes with match-funding such as the Lodge Hill A34 slip roads;
  - a new by-pass to support job and housing growth at Culham;
  - develop distribution networks to support jobs and housing growth in Bicester and Banbury such as the SE Perimeter Road to support Local Plan allocated growth in Banbury;
  - further regeneration and growth at Milton Park through the Science Bridge proposal and potential expansion of the EZ to include the Didcot A Power Station and adjacent land .
  - a new Park and Ride system for Oxford, including rapid transit corridors in line with the County's Local Transport Plan.
  - Improve the A40 capacity to support more investment into West Oxfordshire creating more jobs and reducing the need to commute out.
  - Rail investment including new stations and reopening lines to serve employment sites such as the Oxford Eastern Arc

With this funding, we will be able to forward fund major initiatives that will provide the basis for working with development partners and the private sector to deliver growth oriented projects.

## People

### **Proposal 2: Skills and employment<sup>9</sup>**

In a challenging landscape of near full employment, our ambition is to secure the skills base needed by local employers to support further innovation led growth, and the transfer of new ideas across our economy through an aligned and responsive local skills infrastructure..

#### **Ask**

Control of all SFA funding should be vested in the devolved body to ensure that resource is targeted to address local priorities identified by the LEP and local employers. We will ensure that this funding stream is better aligned to local resources to meet employer demands rather than priorities identified at national level or driven by the provider network.

We therefore propose devolved funding and responsibility for;

- Skills Funding Agency adult skills budgets
- Skills Funding Agency apprenticeship budgets
- Skills Funding Agency adult community learning budgets
- National Careers Service information advice and guidance allocations

Working through OxLEP's Skills Board will seek to align and pool resources to re-shape training and learning provision in Oxfordshire to ensure the skills and training that Oxfordshire employers demand, both current and projected are available, easily accessible and more responsive to employer needs. Research shows national current provision pays insufficient regard to the local needs of Oxfordshire's employers, particularly in knowledge rich sectors that drive growth.

#### **Rationale**

Oxfordshire is one of the strongest, fastest growing economies in the UK and was recently cited as the most innovative. As one of only three net contributors to UKPLC (£19.2bn GVA 2013) we also have the lowest JSA claimant count (2178 (0.5%) - July 2015) nationally.

An economy based on 'big science' and innovation has a unique set of skills and training requirements that the current national approach and SFA infrastructure is unable to support fully.

The complexity of the system is the greatest barrier. Employers find it confusing, difficult to navigate and overly bureaucratic.

We are aware that the SFA funds 452 providers that deliver in Oxfordshire – of which only c24 deliver substantive outcomes. This creates duplication, confusion and over-supply in some curriculum areas, with other curriculum areas under supplied.

Eleven Oxfordshire based providers draw in excess of £33.8m of funding into the county – however the complexity of the system makes it challenging to understand exactly how much of that supports delivery on Oxfordshire. The table below details the split between the different types of delivery.

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<sup>9</sup> All data is based on 2013/14 academic year which is the last full data set we have access to

<b>Delivery</b>	<b>Funding</b>
16-18 Apprenticeships	£7,235,219
19+ Apprenticeships	£8,817,273
Non-apprenticeship adult skills	£13,285,900
Community learning	£2,239,545
Discretionary support/24+ loans	£2,228,998
<b>Total</b>	<b>£33,806,934</b>

Within this challenging, excessively complex environment employer engagement has frequently turned into employer enragement.

To simplify this and encourage additional take up of training and up-skilling the current multiple top down funding streams need to be aligned and commissioned locally to deliver best value for the area, better coordination of funding bids, better alignment to the drivers of growth and increased flexibility in the system to respond to the needs of employers - many of which do not fit the current prescriptive nature of the skills system.

Equally within the current envelope of provision we see significant mismatches between provision and our economy. Professional, Scientific and Technical sectors account for 21% of our business base, yet only 5% of SFA funds support provision within those sectors.

Our challenge may be characterised by the UK Space sector. Predicted to grow to a £40bn sector by 2030 with c100,000 new jobs nationally its clear the UK is a global leader in the sector. Research goes onto to suggest that c10%-12% of those predicted new jobs (many of which have yet to be invented) will be within the Harwell travel to work area. In its current form the skills infrastructure is struggling to support this level of growth in a specialist sector, its questionable how aware the skills infrastructure is of its growth potential, and how responsive they can be to the specialist demands of employers in the sector. Young people currently in the education system will be essential to drive and support growth – yet it could be argued that the vast majority of those who inform, advise and guide young people are blissfully unaware of what’s going on around them – focussed on the ‘here and now’ with little if any room for ‘horizon scanning’.

Our Strategic Economic Plan sets out ambitious plans for 85,600 new jobs to 2030. We have significant opportunities for accelerated economic growth, to increase productivity, innovation and GVA – based on a devolved and more responsive skills infrastructure.

## **Offer**

Oxfordshire Local Enterprise Partnership and the Oxfordshire Skills Board will work with Government and local Further Education and training providers to re-shape training provision across the county. This will improve skills levels, recognising training as well as qualifications and better address the current and future skills needs of our economy.

## Final EOI /9/15

### We will

- Develop proposals to align the Government's Adult Skills and Apprenticeship budgets alongside local resources based on the agreed objectives of an Oxfordshire local outcome agreement aligned to the Governments Productivity Plan
- Be at the forefront of reviewing post 16 education and training provision in line with Governments objectives – with a clear ambition to extend the reach of the review to include our most influential providers (c24) - not just FE and 6<sup>th</sup> form colleges (4) – widening the scope of the review to more accurately reflect the most influential in our provider network
- Formally align the County Council's Economic Development team and associated budgets into Oxfordshire Local Enterprise Partnership (subject to confirmed on-going funding to OxLEP post March 16)
- Bring forward increased levels of apprenticeship delivery – to support the Government's target of 3m additional starts by 2020
- Align local budgets such as the Adult Community Learning budget, ESF and local programmes
- Through our emerging 'Opportunities to Inspire - 02i' create a local infrastructure where young people and those that advise and guide young people have access to top quality employer engagement and labour market intelligence based on growth locally as well as nationally

### Deliverables

- A significantly enhanced and more productive skills eco-system that ensures a larger percentage of public money is spent on skills that employers need and value and lead to better job outcomes.
- A more flexible, agile system that focuses greater emphasis on innovation and science and sectors experiencing current labour shortage and projected growth.
- A step change in STEM take up – our aim is to double provision to meet employer demand.
- A better qualified workforce – 7% increase to level 2, 15% to level 3
- Through 02i we will work jointly with the Careers and Enterprise Company to coordinate employer-education activity more effectively, creating a network of Enterprise Advisors, more meaningful engagements between schools and business and better quality work experience placements.

<b>Place</b>
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***Proposal 3: Planning and Housing delivery***

To drive delivery of around 100,000 additional houses that are identified in Oxfordshire's Strategic Housing Market Assessment. The county's growth potential is severely hampered by the excessively high housing costs that prevail in both the purchasing and rental markets. Major recruitment and retention problems are being experienced by many parts of both the public and private sectors for technically and professionally qualified staff. The future success of the University of Oxford as a leading global research and innovation centre is under threat due to the cost and availability of housing.

***Rationale***

In order to deliver this scale of new housing we have identified a need to:

- Align strategic infrastructure and housing investment
- Take a longer term view of development with local plans looking beyond a 15 year period to provide effective place shaping and the highest quality development.
- Working in partnership with the HCA, we would seek to align and deploy existing HCA products where appropriate to address local market failure, and to support the county's housing priorities
- Make effective use of the HCA's Regeneration based CPO powers
- Address housing mix, tenures and models of delivery through increased collaboration with the HCA, building on the strong operational links already in place within the Cherwell DC area.
- Commit retained business rate income uplift in addition to New Homes Bonus to support local and strategic infrastructure investment
- Give further support to communities wishing to develop neighbourhood plans in order to accelerate and smooth the delivery of new homes.
- Increase the planning capacity and resources available to accelerate housing and commercial development

The Homes and Communities Agency performs a valuable national role in assisting Registered Providers to provide affordable housing and, increasingly, a wider range of housing tenures. We would look to develop a more comprehensive partnership with the HCA, building on existing working arrangements, in order to ensure the successful deployment of HCA products that are relevant to Oxfordshire. We recognise the challenges of high house prices, an overheated urban economy and complexity of maintaining the outstanding rural environment alongside an ambitious knowledge economy growth agenda. We would aim to establish operational level project teams to ensure a finely targeted and local approach to housing provision.

***Offer***

To support an integrated approach to strategic planning that builds on local plans and powers, and introduce innovative new mechanisms to deliver housing more quickly. Within this framework, councils and neighbourhood planning groups will utilise this strategic planning approach when determining locations and levels of growth. Local partners will look beyond a 15 year period to provide effective place

shaping and the highest quality development. We will deliver a harmonised approach to development that accelerates growth and is fully supported by local communities

In partnership with the HCA, we will produce an Oxfordshire housing investment strategy, with a consolidation of existing HCA products to address the county's housing priorities. With an ambitious delivery plan we will ensure government and local authority funding is strategically placed to address the barriers to housing delivery, create more effective partnerships with house builders and greatly accelerate delivery of the housing products that best suit the Oxfordshire economy.

In particular, we are keen to ensure that the scale of housing investment and HCA engagement at locations such as Bicester is broadened across the County, with a sharper focus on addressing the cost of construction, housing type, support for starter homes, key worker, rural housing and housing affordability.

### **Ask**

To enable effective planning and delivery the Oxfordshire councils require greater control over the planning framework. We ask for removal of the five year land supply requirement, which, although it seeks to maintain the pace of house building, inadvertently undermines our plans for sustainable growth, regeneration of our towns and the confidence of our communities. We will deliver our housing targets through having a strong and strategically planned pipeline of schemes that are being worked up in partnership with developers and communities such that they have pre-application approval and are ready to bring forward as and when other sites are delayed. Neighbourhood plans will encompass these new projects providing we and they can ensure they come forward at an appropriate time, in tandem with transport initiatives and school provision.

We seek government commitment to remove the facility for developers to retrospectively appeal against affordable housing allocations. The affordable housing element of our developments provide opportunities for home ownership, intermediate rent and affordable rent to support employment growth. In all cases we will ensure schemes are viable by means of independent viability assessments and will work constructively with developers to provide optimum solutions to meet all housing needs.

We ask for further planning freedoms to develop a long pipeline of schemes that we will manage to ensure delivery of our target housing numbers.

Additionally to allow us to postpone sites that are not being brought forward in a timely way we ask for powers to allow us to push back such sites and bring forward others to replace them. This will incentivise developers to accelerate development. It will help resolve the problem of development land being sterilised as land owners will realise that if sites are not automatically allocated in perpetuity their value drops and restrictive option agreements are not a good buy.

Oxfordshire partners seek a commitment from the HCA to work proactively through our Growth Board and future governance arrangements to jointly prioritise and align investment priorities and powers to improve effectiveness and housing delivery. Alongside this devolved approach we see major potential for building a closer understanding with mortgage providers of

the scale and pace of house building across the County. This joint approach with the HCA would include exploring bespoke mortgage packages, such as Lloyds is developing in support of the UKs largest self-build development at Graven Hill, Bicester.

***Deliverables***

Oxfordshire's partners intend to drive housing delivery proactively by delivering the vision and outcomes set out in the SHMA and SEP. To deliver our vision and sustainable growth we need to plan for growth in such a way that employment growth and housing development are supported by targeted infrastructure investment.

Our experience over the past five years has taught us that unplanned housing development has created major infrastructure gaps, putting pressure on towns and villages and causing resentment and hostility towards housing growth. We will seek to overcome this problem by long term planning with the full involvement of local communities, and a logical phasing of development to enable essential infrastructure to be delivered in tandem with growth.

The partnership is already showing through the City Deal and the current Local Plans that the scale and pace of housing delivery could be and has been accelerated. Considerable land is being released for housing growth on both brown and green field sites, to meet the needs identified in the Oxfordshire SHMA, and the Local Plans are identifying the right locations for meeting this need.

The partnership is keen to focus the use of HCA powers to unlock a number of identified sites and thus accelerate additional growth, secure a wider range of housing products including starter homes and self- build that better support knowledge economy growth. Housing output will increase in line with the targets in the investment strategy.



<b>Enterprise</b>
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**Proposal 4: Business growth**

To support the start-up, growth and scale up of strong resilient innovative and entrepreneurial companies by harnessing the combined efforts of government funded business development and support agencies with the aim of enhancing access to initiatives through greater alignment to and partnership with our Oxfordshire Business Support (OBS) programme – our Growth Hub – which in turn drives business productivity and growth.

**Rationale**

Numerous organisations are engaged in driving business support, inward investment and business growth – from national programmes such as UKTI, Innovate UK and Growth Accelerator to local organisations such as Invest in Oxfordshire, and local authority economic development resources. In addition the research base in Oxfordshire is an attractor to a range of business sectors needing innovative solutions to their commercial challenges.

There is evidence of overlapping objectives and duplication in business support provision . This leads to confusion and frustration on the part of high growth potential companies which can have multiple organisations offering the same type of support.

The Oxfordshire Strategic Economic Plan identifies that *‘levels of uptake of some of the nationally developed business support schemes are not as high as would be expected. The main reason is the complexity of offers and support that can be communicated to a business, leaving a feeling of confusion and inertia’*.

**Offer**

Building on the success of our Oxfordshire Business Support (OBS) programme we seek to extend and enhance the range of valued business support services on offer locally including those to small businesses who are an important part of the Oxfordshire economy. By working more collaboratively with national programmes we will provide a co-ordinated, consortia based approach – a localised single point of contact to business that aligns the various programmes, whether national, sector based or local by simplifying the awareness of and access to existing programmes.

**Increased levels of investment into the Science Vale Oxford Enterprise Zone**

Building on our existing relationships with UKTI we will develop an inward investment and business growth strategy that will increase foreign investment projects and will offer a tailored support programme for high growth companies investing in the county through Invest in Oxfordshire.

We will increase the percentage of medium and large companies from 11.5% to exceed the national average of 11.7% in order to greatly increase Oxfordshire’s GVA. We will achieve this by improving technology readiness of our high growth knowledge economy businesses and providing the right levels of support at the right time. Oxfordshire will retain more of its high growth companies which will grow and thrive.

A better coordinated business support offer across the local ‘economic development family’ by better alignment across OxLEP, OBS and local authority resources through the emerging Joint Oxfordshire Business Support (JOBS) initiative.

## **Final EOI /9/15**

Greater awareness of the Oxfordshire offer internationally that drives increased levels of investment by developing sector analysis 'deep dives' across our primary sectors of;

- Automotive & motorsports
- Space & satellite technologies
- Life Sciences
- Creative & digital
- Electronic, sensors & instrumentation

### **Ask**

To work in partnership with existing government funded business support programmes to deliver a more collaborative, coordinated offer to high growth potential businesses to greatly increase growth, business retention and productivity.

### **Deliverables**

- We will achieve the targets we set through the strategy for increasing the number of companies within Oxfordshire in the medium and large end of the employment spectrum.
- Alignment of national programmes locally through Oxfordshire Business Support Programme, to provide an integrated and coherent package of support to business across Oxfordshire to deliver growth through innovation
- Increased networking and connectivity between research institutions, businesses, SMEs and start-ups: the lack of fertile dialogue and exchange has been identified as a clear constraint on growth potential. We will in particular be broadening the scope of the existing initiatives in this area, and continuing them into the future
- Support to link high growth potential entrepreneurs, SMEs, start-ups and academia to grow
- Provision of high quality support to SMEs to strengthen core management and systems, acquire business skills and advice and improve resilience

Our programme will have active engagement and involvement of the universities alongside other key organisations (large companies, sector bodies, innovation experts, etc) in support of the design and development of the programmes. This will help to ensure that Oxfordshire SMEs better exploit the regional knowledge base provide long term support for companies through developing sustainable models of delivery.

### ***Proposal 5: Public sector reform***

We have developed strong working relationships between the county, city and district councils and other partners. However, recognising that, in governance, form should follow function. We therefore agree to commit to undertaking a governance review of our existing joint working arrangements with a view to establishing a combined authority in support of a substantial devolution deal.

We will build on these relationships with new models of joint working, based on a 'one team' approach for Oxfordshire's local government to deliver services for residents that are more efficient and at a lower cost. This work is at an early stage and detailed proposals will be developed in coming months.

We are keen to explore broader possibilities with other partners (eg transport providers and the Environment Agency) and consider new ways of working that will lead to better outcomes for Oxfordshire residents.

### ***Proposal 6: Health, Social Care and Wellbeing***

#### **Proposal**

Oxfordshire is well placed to make a transformative step-change in service delivery across Health, Social Care and associated wellbeing of the County, building on twenty years' experience of pooled budgets and close joint working.

Our proposal is:

- To bring together the public money spent on the health and social care of Oxfordshire residents and seek the powers to manage it as a whole. This means bringing the c.£150M spent on GP and primary care services and the c.£250M spent on specialist services under local control, making a total 'pot' of c. £1.23BN of health and social care funding to be allocated under a unified planning system co-designed with NHS England.
- Clear and strong governance is critical. We propose to review the well-established shared governance arrangements of the Health and Wellbeing Board and its subsidiary Boards to oversee the future planning and allocation of this shared resource. We would also review and re-define the relationship between the Health and Wellbeing Board to ensure synergy with the development of the strengthened Oxfordshire Growth Board proposed elsewhere in this paper.
- In addition, we would work closely with our major NHS and Social Care providers, building on the success of the Oxfordshire Transformation Board which enshrines strong collaboration between commissioner and provider.
- These new arrangements would see major benefits for the people of Oxfordshire in three areas which would go beyond traditional health and social care integration. These are:  
***Benefits for People*** - Plan and design the next generation of integrated GP, hospital and social services as a unified whole alongside the funding for specialist services on which our local teaching hospitals crucially depend.

***A Better Start in Life*** - Current arrangements feature a strong multi-agency Children's Trust which plans services for children and keeps them safe. Aligning this work more closely with GP services, specialist services and the evolving Growth Board will allow us to achieve better health outcomes for children.

***Benefits for Place*** - Good health and a sense of wellbeing are intimately bound up with issues such as community design, active travel, housing quality and commuting. Aligning the work of District Councils, County Council and the NHS through the planning system would facilitate better planning of communities as a whole.

This would give us an exciting opportunity to marry the Health and Wellbeing agenda with the County's ambitious plans for new homes and build in developments such as key worker housing, extra care housing and health care villages.

## **Ask**

We would therefore ask Government:

- To work with us as we review the governance arrangements of the Health and Wellbeing Board, exploring any further powers needed, and find ways to dovetail this with the governance that will be required to support the devolution of funding and decision making powers.
- To identify and devolve Oxfordshire's 'share' of primary care and specialist commissioning resource to Oxfordshire CCG by arrangement with NHS England.
- To work with us to find the best ways to build health and wellbeing into the local planning system.
- To relax controls over management costs in the NHS locally to give the flexibility to manage the new system effectively.

## **Rationale**

Demand on local services continues to grow as the population ages, with local growth projections for over 85s set to rise higher than the England average.

We also need to meet head-on the growing pressure on resources across the whole system.

Oxfordshire's health system has begun to meet this challenge and work is underway to transform primary care, social care, community services and hospital services.

Devolution would bring the following benefits which would assist us in meeting these challenges:

- Unified commissioning of all health and social care services.
- Aligning more closely health and social care commissioning with the research and innovation of our universities.
- Aligning unified health and wellbeing plans with the aligned plans of 5 District Councils to create healthier communities.

## **Final EOI /9/15**

- Greater transparency and clarity in decision making which is directly accountable to the public.

### **Offer**

We wish to work alongside Government to:

- Re-shape services to meet the vision set out in the NHS 5 year forward view, working closely with NHS England
- Work closely with NHS Trusts and Oxford University to fast-track clinical innovation.
- Explore the potential for aligning health and wellbeing considerations in the planning of local communities
- Develop the governance arrangements necessary to oversee the new responsibilities we have requested.

### **Deliverables**

In terms of improved health and wellbeing outcomes, the proposed arrangements would expect to deliver:

- A new system of 24/7 primary care to meet the needs of the 21st century.
- Re-shaped out of hospital services which genuinely 'merge' health and social care provision.
- Better coordinated urgent care service to avoid unnecessary admissions.
- A fast-track for health innovation to get research directly from test-bed to bedside.
- To experiment with place-based planning to tailor services to the needs of local residents.
- Improved collaboration between providers who will deliver services to meet specified outcomes.
- To explore the link between health provision, the local planning process and developer contributions.

## Financing

### **Financing our Strategic Infrastructure aspirations (Proposal 1)**

Oxfordshire needs infrastructure investment if we are to fulfil our ambition to deliver significant housing and economic growth. We need that infrastructure now, therefore a commitment to new and sustained sources of funding are required to give the authorities in Oxfordshire the confidence to either directly fund or undertake borrowing to deliver significant infrastructure investment which will realise Oxfordshire's economic potential. Using funds secured through accelerated housing and employment delivery, City Deal and LGF, the use of New Homes Bonus and the uplift in general Business Rates secured locally as part of this bid, our infrastructure programme can be developed and delivered.

Oxfordshire has three proposals to put to Government on sustained sources of funding:

#### Long term certainty over New Homes Bonus

This year Oxfordshire will receive nearly £16 million in new homes bonus payments and is estimated to be £20 million per annum by the time the full annual amount becomes payable. If Government commit to providing the New Homes Bonus for the next 20 years to align with the Strategic Economic Plan timetable, this will give the Oxfordshire Councils certainty over circa £0.5bn of income which could be used to support borrowing aligned to planned housing growth to fund an annual investment strategy thereby enabling investment to be targeted and delivered locally.

#### Business rates

Oxfordshire will generate almost £300 million of business rates in 2015/16, with approximately half returned to central government. This return to government includes growth above the baseline of some £5m. If Oxfordshire was able to retain all business rate income for 20-25 years above an agreed baseline formula including agreement to cancel the reset scheduled for 2020 we would be able to use this income to invest directly in projects or undertake advanced borrowing to further boost our investment delivery. Even before taking into account the ambition of the Strategic Economic Plan to deliver an additional 85,600 jobs and the associated increase in business rate growth that would generate, we would be able to undertake borrowing in the region of £75 m. With the additional jobs and accelerated infrastructure delivery this ability to borrow would grow exponentially.

#### Freedom to set fees for planning and licensing locally

The government sets fees for planning and licensing applications and these do not cover the costs we incur in delivering those services. We estimate the shortfall is between £2 and £3 million per annum. If we were able to cover costs we would be able to build and sustain our planning, transport and infrastructure teams to ensure value is added for the customer, quicker response times, develop self-help guidance and faster determination timelines.

### **Financing our Skills and Employment aspirations (Proposal 2)**

## **Final EOI /9/15**

To ensure that resources are targeted to address local priorities and better aligned to meet local employer demands, we propose the Government devolves all SFA funding to Oxfordshire.

We therefore propose devolved funding and responsibility for;

- Skills Funding Agency adult skills budgets
- Skills Funding Agency apprenticeship budgets
- Skills Funding Agency adult community learning budgets
- National Careers Service information advice and guidance allocations

### **Financing our Housing and Planning aspirations (Proposal 3)**

In order to improve effectiveness in the use of resource and accelerate housing delivery, we propose to work with the HCA to align investment priorities and target CPO powers effectively in support of the Oxfordshire Strategic Economic Plan outcomes.

### **Financing our Business Growth aspirations (Proposal 4)**

To maximise economic growth, business retention and GVA, we propose that we work in partnership with UKTI, Growth Accelerator and Innovate UK, to direct their investment into Oxfordshire in support of our business growth and inward investment objectives. We would seek to direct this funding towards appropriate foreign investment opportunities and support for high growth, knowledge economy businesses.

### **Financing our Public Sector Reform aspirations (Proposal 5)**

The six Councils in Oxfordshire are proactively planning for financial independence in delivery of services to residents by eliminating our reliance on Revenue Support Grant by 2020. Furthermore, new models of joint working are planned that will provide those services more efficiently and at a lower cost.

### **Financing our Health and Wellbeing aspirations (Proposal 6)**

To take a transformative step-change in the health and wellbeing of the County, building on twenty years' experience of pooled budgets and close joint working, we propose the bringing together of the public money spent on the health and social care of Oxfordshire residents and seek the powers to manage it as a whole. This would consolidate health and social care funding of around £1.23bn and provide for a holistic approach to the growing pressure on resources across the whole system.

**Financing the Oxfordshire proposals for devolution**

		£bn
Proposal 1	New Homes Bonus ( Oxfordshire offer)	0.35
Proposal 1	Borrowing against uplift in Business Rates ( Oxfordshire offer)	0.1
Proposal 1	Local Growth Fund ask	0.4
Proposal 1	Local Growth Fund Offer	0.6
Proposal 1	Highways England ask	1.0
Proposal 2	Devolution of SFA funding	0.3
Proposal 6	Devolution of Health & Social Care funding	1.2
	<b>TOTAL PROPOSALS</b>	<b>3.95</b>



## Governance

We think that we have robust joint working arrangements in place through the LEP and Growth Board and these allow us to take a strategic approach to planning for growth as evidenced by our Strategic Economic Plan, our City Deal and Local Growth Fund Arrangements.

We know that there are many important players beyond local authorities in Oxfordshire and we are delighted to have a strong LEP membership with full engagement of both local universities and the business sector. Local authorities through the Growth Board will continue to work closely with the LEP to understand and meet the needs of these globally important partners.

### Our Offer

We are already committed to expanding and strengthening the role of the Growth Board to direct the completion of a spatial strategy for the county by 2018. As part of our co-location plans between county and district, we are committed to developing a strategic planning and infrastructure framework for the county. Working alongside the LEP we will support a review of the Strategic Economic Plan, this will enable all objectively assessed needs for the county, including jobs, housing and infrastructure, to be positioned strategically, and then allocated in a timely and effective manner locally.

However we recognise that in governance terms form should follow function.

We recognise that greater devolution of power and funding could see a reform of the Growth Board to enable it to be more strategic and take a stronger role in driving delivery. We therefore agree to commit to undertaking a governance review of our existing joint working arrangements with a view to establishing a combined authority in support of a substantial devolution deal for Oxfordshire.

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Division(s):

## CABINET – 20 OCTOBER 2015

### A New Model for Health and Care in the Henley-on-Thames area

#### Report by Director of Adult Social Services

##### Introduction

1. Cabinet are asked to note the plans for future services at Townlands Hospital, the proposed future model of health and care for the Henley area and the implications for adult social care which are outlined in this report.
2. The proposals were taken to the Oxfordshire Clinical Commissioning Group Governing Body on 30 July 2015 where they were endorsed, subject to assurances outlined later in this report. On 24 September 2015 the proposals were taken to the Governing Body again, along with the assurances requested, where a decision was taken to implement the new model of health and care.
3. In agreeing to implement the proposals, the Governing Body raised the need for the Clinical Commissioning Group to play an active role in monitoring both the transition period and the delivery of the new model of care. It was agreed that a paper reviewing progress will be taken to the Governing Body in six months.

##### History

4. The initial outline business case for the redevelopment of Townlands Community Hospital in Henley-on-Thames was produced in March 2005 by the South East Oxfordshire and South West Oxfordshire Primary Care Trusts.
5. In 2011 the proposal was approved by the Strategic Health Authority and a full business case for a new hospital and re-provision of services on the Townlands site was developed and approved by Oxfordshire Primary Care Trust in 2012. The model of services in the 2012 business case reflected the type of clinical services and nature of provision that fitted with the way health care was organised and delivered at that time.
6. In 2013 the responsibility for the construction of the hospital transferred to NHS Property Services whilst the planning and commissioning of services transferred to Oxfordshire Clinical Commissioning Group as part of the NHS reforms.
7. Building of the new hospital started in May 2015 and it is due to open 7 December 2015.
8. A review of services to be delivered from the new hospital was carried out in December 2014 which resulted in a proposal for an expanded range of services and a different model of care.
9. As a result of the review the Clinical Commissioning Group, the County Council and NHS provider Trusts reconsidered the services to be provided at the new Townlands site. At the centre of this were the current and future health and social care needs of local residents and those within a 10 mile

radius of the site, informed by a health needs assessment carried out by Public Health team.

### **A new model of care**

10. A model of care was then proposed for the new Townlands Hospital, based on what has been called 'ambulatory care'. Where possible, this brings the health care people need to them, either in their own home or closer to home. This approach is supported by a growing body of clinical evidence, both nationally and internationally.
11. The proposed new model will use a combination of assessment, treatment and rehabilitation both at Townlands Hospital and in people's own homes. A Rapid Access Care Unit (RACU) based at Townlands will support the delivery of this type of progressive care for patients. The model does not include bed-based care in the hospital.
12. The Rapid Access Care Unit will be led by a consultant or GP and run by a multidisciplinary team. It will be able to provide next day appointments, and will be available seven days a week, 365 days a year. Assessment, diagnosis and treatment will all be able to be provided on the same day, with no need to travel to different settings or to wait for the results of X-Rays or blood tests. People will either come into the hospital or the Rapid Access Care Unit will take its services to them in their own homes.
13. The Rapid Access Care Unit will not provide an emergency service. For suspected stroke, heart attack or other emergencies people will still need to access an acute hospital in Reading or Oxford.
14. An increased range of outpatient clinics, podiatry and dentistry will also be provided at the new Townlands Hospital.
15. Occasionally people may need a short stay away from home, either to avoid going into an acute hospital, or before they go home after treatment in either a hospital or through the Rapid Access Care Unit. To meet this need the proposal includes commissioning a small number of 'step up' and 'step down' intermediate care beds from the Orders of St John Care Trust, who will have a residential care home on the same site as the new Townlands Hospital by summer 2016.
16. The new model of care is linked to the way health services are joining up with social care (help with day-to-day activities such as getting dressed, eating and using the toilet) and community and voluntary sector services so that people have the support and care they need arranged around them and their families. Working closely with GPs, the Clinical Commissioning Group, the County Council and Oxford Health NHS Foundation Trust are developing Integrated Locality Teams across Oxfordshire.
17. These teams are made up of a range of professionals, including older people's mental health nurses, social workers, occupational therapists and district nurses who will work with people at home, as well as being able to hold clinics and appointments at Townlands.

### **Consultation**

18. Following the service review in December 2014 the model was shared with Henley Town Council's Townlands Steering Group and the proposals were presented to a meeting in public on 27 March 2015.

19. Following the meeting it was agreed with the Joint Health Overview and Scrutiny Committee that Oxfordshire Clinical Commissioning Group would run a consultation on the changes proposed. The consultation ran from 12 May 2015 until 15 June 2015.
20. People responding to the consultation were mostly positive about the new model of care, but raised a number of issues. Most people's concerns were in relation to the beds available in the existing hospital not being replaced in the new building.
21. Concerns were raised about the ability of community services, including social care, to meet people's needs at home, the possibility of increased delayed transfers of care, and the number of 'step up' and 'step down' intermediate care beds being commissioned. People were also concerned about how the transition would be managed between the existing services (including the hospital beds) and the proposed new services.

### **Key issues**

22. The Clinical Commissioning Group Governing Body met on 30 July 2015 and agreed the recommendation to endorse the clinical model proposed and to note the consultation responses. They recognised that further work was required to give them full assurance on a number of areas raised as part of the consultation.
23. They also asked that the Clinical Commissioning Group take the opportunity for further engagement with stakeholders in developing the responses to these issues, in order that the Governing Body can take a decision.
24. The main assurances sought by the Governing Body related to the following areas:
  - The use of and demand for hospital beds in the area
  - The ability of The Orders of St John Care Trust to meet the needs of the new model
  - The capacity of community health and social care teams to support the new model
  - Transition plans
  - Financial modelling
25. Specific groups were set up to examine each of these areas in detail. These groups were made up of representatives from the Clinical Commissioning Group, Oxford Health NHS Foundation Trust, the County Council and the Henley Townlands Steering Group.
26. The group examining the capacity of community health and social care teams to support the new model reported a wide range of care and support services available in the area, through voluntary and community groups and through the provision of social and health care. If demand for community health services were to increase during the transition period, the Clinical Commissioning Group has established some flexibility to respond.
27. The Clinical Commissioning Group has reviewed the use of beds and the nature of care provided at Townlands hospital currently, and is confident that the proposed model can meet needs. They have assessed transition requirements and met regularly with local provider organisations to put in plans in place to support safe and timely transfer of services from the old to the new premises.

28. Part of the transition arrangements will be an additional 8-10 beds being made available at Wallingford Community Hospital until the Order of St John Care Trust 'step up' and 'step down' intermediate care beds are available on the Townlands Hospital site. Recognising the importance visits from friends and family play in a person's recovery, during the transition period transport will be arranged for people unable to travel from Henley to Wallingford on their own.
29. The Clinical Commissioning Group, with the County Council, has continued to work with clinical and operational leads across local provider organisations to refine the Rapid Access Care Unit patient pathway and service specification.
30. The County Council and Clinical Commissioning Group have had discussions with the Orders of St John Care Trust about the 'step up' and 'step down' intermediate care beds planned for summer 2016 when the new Orders of St John Care Trust premises are due to open on the Townlands site, and the nature of the care that could be provided.
31. Financial viability has been thoroughly examined alongside modelling activity for the Rapid Access Care Unit. For the money available, the new model, once fully operational, could provide care for eight times more patients than the existing inpatient model.
32. The Clinical Commissioning Group and the County Council have continued to work closely with local people, GPs, local politicians, groups and provider organisations to develop the proposed model of care and address people's concerns.
33. Following this work and after consideration of the assurance provided, the Clinical Commissioning Group Governing Body on 24 September agreed the proposed model of care and to move to implementation.
34. Health and care will be provided in the Henley area in new ways. There are implications for adult social care in terms of the positive opportunities for closer working with colleagues in health services to provide even more responsive and flexible care to people earlier and to prevent needs for care escalating.
35. There may be an increase in demand for support and care at home associated with people staying at home rather than going into a hospital bed, but this is likely to be offset by people being able to take greater advantage of reablement and rehabilitation at an earlier stage.
36. Adult social care teams have been closely involved at all stages of developing the new model and are confident of their ability to commission and organise the care needed to support it.

### **Financial and Staff Implications**

37. It is possible, as outlined above, that there will be an increase in the need for support and care at home in the area, which would have implications for spending on adult social care. More complex and expensive care packages might be needed by some people who have stayed at home and not gone into a hospital bed.
38. However, there are potential savings in working more closely with health and in people having the help they need as quickly as possible, so that their needs for social care may actually be less than after a stay in hospital.

39. The Clinical Commissioning Group anticipates bearing the cost of the beds commissioned to support the 'step up' requirements of the Rapid Access Care Unit and ongoing 'step down' need from acute trusts. If length of stays within the Orders of St John Care Trust beds exceed those anticipated, due to delays in securing social care packages, the Clinical Commissioning Group will look to address this with the County Council. This will form part of the ongoing evaluation and monitoring arrangements to be introduced.

### **Equalities Implications**

40. The Clinical Commissioning Group has carried out an assessment of equality impacts. Currently there have been no negative implications identified for particular groups or those with protected characteristics under the Equality Act 2010.
41. It is of note that the proposed new model extends access to support and care and is expected to deliver better outcomes to a larger number of people. The services will be available to all adults over the age of 18, although are likely to be used mostly by older people.

### **Legal Implications and Risk management**

42. The council needs to ensure that there are no restrictions imposed by the complex property arrangements for the site as they relate to the offer of beds to third parties other than the County Council. This will be reviewed by the council's legal department.

### **Communications**

43. The Commissioning Support Unit, working for the Clinical Commissioning Group, is coordinating communications, working closely with the council's communications and media team.

### **Recommendation**

44. The Cabinet is recommended to note the intentions of the Clinical Commissioning Group and the potential implications for the County council.

JOHN JACKSON  
Director of Adult Social Services

Background papers: N/A

Contact Officer:  
Ben Threadgold, Policy and Performance Service Manager, Joint Commissioning  
01865 328219

October 2015

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Division(s):

## CABINET– 20 OCTOBER 2015

### Learning Disability Strategy and Services

#### Report by Director of Adult Social Services

#### Introduction

1. The Big Plan was approved by Oxfordshire County Council Cabinet on 17 March 2015 and by Oxfordshire Clinical Commissioning Governing Body on 27 March 2015. The final version of this plan, incorporating changes as agreed at Oxfordshire County Council Cabinet and Oxfordshire Clinical Commissioning Group, is attached as Annex 1.
2. The Big Plan proposes significant changes to the way we provide healthcare to people with learning disabilities. Since the Big Plan was approved, commissioners have been working through a number of suggestions and comments from people with learning disabilities, families, GPs and providers.
3. In the light of this feedback Oxfordshire County Council and Oxfordshire Clinical Commissioning Group have decided to review both the timetable and approach to the implementation of the Big Plan.

#### Background

4. The Big Plan was approved by Oxfordshire County Council Cabinet on 17 March 2015 and by Oxfordshire Clinical Commissioning Governing Body on 27 March 2015. The Big Plan will support people with a learning disability to have more choice and control, to live as independently as possible as part of the broader Oxfordshire community, to live in the right home for them with the right support, and to be healthy and safe.
5. The final version of this plan, incorporating changes as agreed at Oxfordshire County Council cabinet and Oxfordshire Clinical Commissioning Group, is attached as Annex 1.
6. The Big Plan has four overall priorities:
  - Priority one:** We will enable people with learning disabilities to have more choice and control over their lives.
  - Priority two:** We will enable people with learning disabilities to take an active part in their community, through work, volunteering, friendships, and other opportunities.
  - Priority three:** We will enable people with learning disabilities to make choices about where they want to live, and support them and their families with their decision.
  - Priority four:** We will have the right support in place for people with learning disabilities to enable them to remain safe and keep well.

7. The Big Plan proposes significant changes to the way we provide healthcare to people with learning disabilities. To make these changes, Oxfordshire County Council and Oxfordshire Clinical Commissioning will commission
  - Integrated healthcare for people with learning disability within mainstream services and contracts so that everyone in Oxfordshire gets their physical and mental health support from the same health services
  - Service models that will be determined and clarified through the transition process.
  - Specialist inpatient provision as required for people with complex learning disabilities and mental health needs
  - A complex case management function to ensure that those people with multiple complex health needs have appropriate case management.
  - An integrated behavioural complex learning disability 'intensive support' function.
8. Since the Big Plan was approved, commissioners have been working through a number of suggestions and comments from people with learning disabilities (both directly and via Healthwatch Oxfordshire), their families, GPs and providers.
9. The questions that have been raised are concerned with the pace of change and how we can make the changes set out in the Big Plan in a safe and effective way. This needs to work both for the people who use services and the organisations and staff who provide them.
10. In the light of this feedback Oxfordshire County Council and Oxfordshire Clinical Commissioning Group have decided to review both the timetable and approach to the implementation of the Big Plan.
11. Oxfordshire Clinical Commissioning Group is in discussion with Oxford Health NHS Foundation Trust with a view to Oxford Health NHS Foundation Trust becoming the preferred lead provider of future mainstreamed health services for people with learning disability as soon as practical and safe.
12. Oxfordshire Clinical Commissioning Group proposes to take over the contract with Southern Health NHS Foundation Trust for the provision of health services for people with learning disability. Subject to further negotiations, the anticipated date that this transfer will happen is 1 February 2016.
13. The benefit of this change is that it will allow one commissioner to manage both the outgoing and future provider of health services for people with learning disability. In the short-term the people who access the Southern Health service will be supported by the same teams who support them now and in the longer term this arrangement will help all parties manage the transition. The contract will be extended with Southern Health NHS Foundation Trust to December 2017.

14. Oxfordshire County Council has extended the Southern Health NHS Foundation Trust contract to 30 June 2016 to ensure that there is time for Oxfordshire Clinical commissioning group and Southern Health NHS Foundation Trust to carry out their negotiations. This contract will end early by mutual agreement in the event that a satisfactory contract is concluded between Southern Health NHS Foundation Trust and Oxfordshire Clinical Commissioning Group
15. Both Southern Health NHS Foundation Trust and Oxford Health NHS Foundation Trust have supported these discussions and indicated their wish to support the safe, effective transition of health services for people with learning disability.
16. Oxfordshire Clinical Commissioning Group and Oxfordshire County Council have established a Transition Board to oversee this process. This Board has an independent chair from outside of Oxfordshire, and will have a dedicated programme support and an independent clinical adviser. The Board will have representatives from commissioners in the clinical commissioning group, the county council and NHS England, together with Southern Health NHS Foundation Trust, Oxford Health NHS Foundation Trust, and the Oxfordshire Learning Disability Partnership Board. The Board will report to Oxfordshire Clinical Commissioning Group's Governing Body.

### **Financial and Staff Implications**

17. The contract for the provision of learning disability health services with Southern Health NHS Foundation Trust is £5.5m out of a total pooled budget for learning disability services of £81.6m (Oxfordshire County Council contribute £68.5m, Oxfordshire Clinical Commissioning Group contribute £13.1m).
18. Oxfordshire County Council and Oxfordshire Clinical Commissioning Group have agreed to jointly fund the costs of programme director and clinical lead to oversee the transition board. Oxfordshire County Council will fund the Oxfordshire Learning Disability Partnership Board to contribute to this process.
19. It is acknowledged by all parties (Oxfordshire County Council, Oxfordshire Clinical Commissioning Group, Oxford Health NHS Foundation Trust, and Southern Health NHS Foundation Trust) that there may be other costs associated with transition for the providers.
20. The cost of transition is not yet known, this currently sit outside the pool arrangements, and there are no identified additional resources from commissioners. The transition need to be costed within available resources, and no agreement has yet been reached regarding how these costs will be paid.
21. The total impact of these costs on the learning disability pooled budget, and on Oxfordshire County Council, is not yet known.

## **Equalities Implications**

22. No particular group is disadvantaged by these proposals

## **RECOMMENDATION**

23. **Cabinet is:**

- (a) **RECOMMENDED to approve the Learning Disability Strategy for Oxfordshire;**
- (b) **ASKED to note the extension of Southern Health NHS Foundation Trust's contract for health services with Oxfordshire County Council**
- (c) **RECOMMENDED to approve the transfer of the contract for Learning Disability health services to Oxfordshire Clinical Commissioning Group as soon as an acceptable contract has been agreed.**

John Jackson  
Director of Adult Social Services

Contact Officer: Benedict Leigh (Strategic Commissioner, Adults)

October 2015



*Oxfordshire  
Clinical Commissioning Group*



**OXFORDSHIRE  
COUNTY COUNCIL**

# **The Big Plan: Oxfordshire's Learning Disability Strategy 2015 – 2018**

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# Foreword

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There are around 11,000 adults with a learning disability living in Oxfordshire today. This document, *The Big Plan: Oxfordshire's Learning Disability Strategy 2015-2018*, sets out Oxfordshire County Council and Oxfordshire Clinical Commissioning Group's vision for all adults with learning disabilities in Oxfordshire.

In some areas of learning disability services we are doing better than in other parts of the country. We want to build on these strengths and ensure services are consistently excellent.

We recognise that some services we have commissioned have failed people - we want to make sure that this never happens again. We also recognise that we have not always succeeded in enabling people with learning disabilities to have full and independent lives that have meaning, and that are part of our community.

We want to create services that support independence, encourage ambition, and enable futures. We want people who have a learning disability to have choice and control, to live as independently as possible as part of the broader Oxfordshire community, to live in the right home for them with the right support, and to be healthy and safe.

Significant number of people engaged with the consultation for this strategy which ran from 10 November 2014 to 9 February 2015. There were 577 people who took part in the consultation, of which 118 people responded to the questionnaire online. There were 20 submissions by email from the members of the public and stakeholder groups/organisations, and one letter. We also consulted with social and health staff working in learning disability services in Oxfordshire.

Our proposed approach will enable more people to be independent whilst keeping care for those who need it.

We want raised expectations from people with learning disabilities and their families about independence and access to mainstream services, and lower assumptions about access to specialist funded support from Oxfordshire County Council.

Delivering this vision will require significant change and the full support of adults with a learning disability, their families, friends and carers. We will work together with them to make these changes happen through the design and provision of effective social and health care services.

This plan contains a broad overall vision, developed with people with learning disabilities, their families, and professionals. It also contains some detailed proposals for how services could look different.



**Councillor Judith Heathcoat**

*Oxfordshire County Council's  
Cabinet member for Adult Social Care*

The Big Plan 2015-2018



**Joe McManners**

*Clinical Chair of Oxfordshire Clinical  
Commissioning Group*

# Introduction

---

Oxfordshire Health and Wellbeing Board's vision is that:

- more adults will have the support they need to live their lives as healthily, successfully, independently and safely as possible, with good timely access to health and social care services;
- everyone will be given the opportunity to voice their opinions and experiences to ensure that services meet their individual needs;
- the best possible services will be provided within the resources we have, giving excellent value for the public.

Oxfordshire County Council's Social & Community Services vision is to support and promote strong communities so that people live their lives as successfully, independently and safely as possible. We believe that people themselves, regardless of age or ability, are best placed to determine what help they need to meet this aim.

The Big Plan 2015-2018 describes how Oxfordshire County Council and Oxfordshire Clinical Commissioning Group will make changes over the next three years. These changes will begin to make the vision of the strategy a reality for adults with learning disabilities in Oxfordshire.

It takes into account the following:

- the progress against the previous Big Plan;
- what people with learning disabilities, their families, friends and carers, staff and other professionals and members of the public told us during public consultation;
- national and local developments affecting the commissioning and provision of learning disability services;
- the financial context.

## The Big Plan vision

---

Oxfordshire Clinical Commissioning Group and Oxfordshire County Council want people who have a learning disability to have choice and control, to live as independently as possible as part of the broader Oxfordshire community, to live in the right home for them with the right support, and to be healthy and safe.

We will build on the skills, resources, and abilities that people and communities already have, rather than focusing on what they can't do. We will simplify the social care system, making it more personal, flexible, and accountable to people who need to use it.

In order to do this we will provide information and advice so that people know how to get the right support at the right time. We will enable people to move between levels of support, building on their individual strengths and capacity so that they live as independently as possible.



## Where do we want to go?

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We want people who have a learning disability to have choice and control, to live as independently as possible as part of the broader Oxfordshire community, to live in the right home for them with the right support, and to be healthy and safe.

People with learning disabilities, their families, friends and carers, and people who work with them have told Oxfordshire County Council and Oxfordshire Clinical Commissioning Group what is important to them - their priorities. We will use these priorities to make decisions during the next three years. This will help us to keep on track with where we want to go and to make decisions that are consistent with this plan.

Strategic intentions determine the actions we are planning to take over the next three years to turn our priorities into reality. We know some of these will take time to do, or may need more detailed planning to turn these intentions into reality.

### **The Big Plan 2015-2018 has four overall priorities:**

**Priority one:** We will enable people with learning disabilities to have more choice and control over their lives.

**Priority two:** We will enable people with learning disabilities to take an active part in their community, through work, volunteering, friendships, and other opportunities.

**Priority three:** We will enable people with learning disabilities to make choices about where they want to live, and support them and their families with their decision.

**Priority four:** We will have the right support in place for people with learning disabilities to enable them to remain safe and keep well.

# The Policy Context

---

This document is informed by a number of national legislative and leadership developments relevant to the commissioning of care and support for people with learning disabilities. These are also being reflected in the updating of the Council's policies, processes and guidance.

This document incorporates and is in line with the national and regional learning disability commissioning guidance. It will deliver against the national objectives from the Winterbourne View/ transforming care programme which aims to:

- improve quality of life through empowerment, choice, control and improved inclusive support that effectively meets people's needs;
- reduce the prevalence and incidence of behaviour that challenges amongst people with learning disabilities;
- reduce the number of individuals placed in more restrictive settings which are inappropriate for their needs;
- reduce the use of psychoactive medication, restraint and seclusion to manage behaviour that challenges.

## **The Care Act 2014**

The Care Act 2014 represents the most significant legislation in adult social care in over 60 years, and it aims to develop a clearer, more person-centred and fairer system. It brings together law that has grown incrementally over the years into a single statute and makes important changes to the way the care and support system works to promote people's wellbeing, prevent and postpone needs for care and support, and put people in control.

This includes putting carers on the same legislative footing as those they care for. Thirdly it introduces funding reform, legislating for a cap on care costs to limit what people would pay for their care over their lifetime.

## **The Children and Families Act 2014**

The Children and Families Act 2014 seeks to improve services for vulnerable children and support families. The changes to the law to give greater protection to vulnerable children, better support for children whose parents are separating, a new system to help children with special educational needs and disabilities, and help for parents to balance work and family life.

It makes changes to the adoption system meaning more children who need homes could be placed more quickly. Reforms for children in care include giving them the choice to stay with their foster families until their 21st birthday

## **Driving Up Quality Code**

The Driving Up Quality Alliance has developed a code for providers and commissioners to sign up to, to demonstrate their commitment to driving up quality in services for people with learning disabilities. The code has a particular focus on people with challenging behaviour who have longstanding and complex support needs but can be applied to all people with learning disabilities, including those who have autism. It outlines what good support looks like and provides examples of good and bad practice.

## **Winterbourne View Joint Improvement Programme**

The Winterbourne View Joint Improvement Programme has been refreshed and is working in local areas to provide swift and lasting action across the system to ensure that the services that are commissioned throughout people's lives are personalised, safe and local. The Local Government's Association and NHS England's joint improvement programme will provide leadership and support to transform services locally, building on current good practice.

National partners have committed to a programme for change to transform health and care services and improve the quality of the care offered to children, young people and adults with learning disabilities or autism who have mental health conditions or behaviour that challenges to ensure better care outcomes for them.

This should result both in a movement away from the use of long stay, large-scale hospital services and also lead to real change in the attitudes and culture.

## **The Population in Oxfordshire**

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In 2010 it was estimated that around 900,000 adults aged 18 and over in England had a learning disability, of whom 191,000 (21%) were known to learning disabilities services. In 2010 Oxfordshire was home to around 1.2% of England's adults aged 18 and over. On a proportionate basis, this suggests that around 11,100 adults in the county might have a learning disability.

In September 2013, 1,923 people with learning disabilities were known to social services in Oxfordshire.

National estimates predict that demand for services will increase at a rate between 0.6% and 4% per year between 2009 and 2026. Although there has been a steady increase in the number of people open to learning disability teams in recent years (from 1792 in March 2012 to 1923 in September 2013), the number of people in supported living and care homes increased between 2011/12 and 2012/13 but fell in the first 6 months of 2013/14. (Oxfordshire Joint Strategic Needs Assessment 2014)

Of the approximate 11,100 adults with a learning disability in Oxfordshire, 2,600 have a learning disability that is moderate or severe<sup>1</sup>.

In September 2014, 2,066 people received support from a social care learning disability team of whom 1,794 had a paid for service. The other 272 will be open to the teams for low level support and monitoring, including concerns over safeguarding. There were 2,311 eligible for health support, and 820 service users with a current open health referral. The health and social care service users overlap.

Of the 1,794 people who received a paid for service:

- 282 are currently in a care home (190 outside Oxfordshire)
- 659 are currently in supported living
- 469 people are receiving a direct payment and of these 48 people are using their direct payment to pay for a care home or direct payment place

- 82 people are receiving home care
- 54 people are in long term shared lives placements
- 75 people are in short term placements with shared lives
- 429 people are getting day care
- 6 people using hospital services. About half of the people using assessment and treatment hospital services do so for mental health reasons.

The need for social care services for adults with learning disabilities in England is likely to increase over the next decade, changes driven by three main factors:

- there are more people
- who are living for longer
- with increased complexity of need

Each year the council funds this increasing need for services for adults with a learning disability. This is worked out by applying national changes in prevalence rates to local population. The prevalence rates are taken from a study by Emerson & Hatton<sup>2</sup>

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<sup>1</sup> 'Estimating Future Need for Social Care among Adults with Learning Disabilities in England: An Update' 2011 Emerson & Hatton from Improving Health and Lives Learning Disabilities Observatory

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<sup>2</sup> [http://www.learningdisabilitycoalition.org.uk/download/CeDR\\_November.pdf](http://www.learningdisabilitycoalition.org.uk/download/CeDR_November.pdf)

## The Financial Context

There are two big financial challenges facing Oxfordshire County Council and Oxfordshire Clinical Commissioning Group in relation to supporting people with learning disabilities. These are the increasing levels of need and demand, and there are requirements to deliver financial savings. These are challenges that we share with many parts of the UK.

The Learning Disability Pooled budget for 2015/2016 is £81.843m. This is made up of £74.241m gross budget and -£5.481m Client Contributions budget from Oxfordshire County Council and £13.083m from Oxfordshire Clinical Commissioning Group.

	2015-16	2016-17	2017-18	Total
	£m	£m	£m	£m
<b>Oxfordshire County Council</b>				
Budget brought forward	68.085	74.241	72.306	
Short Term Additional funding	4.893	-2.360	-3.350	-0.817
Demography	2.100	2.100	2.100	6.300
Efficiency Savings	-1.125	-1.675	-1.100	-3.900
In year adjustments	0.288			0.288
Total Gross Budget	74.241	72.306	69.956	1.871
Client Contributions	-5.481	-5.481	-5.481	
Total Net Budget	68.760	66.825	64.475	1.871
<b>Oxfordshire Clinical Commissioning †</b>				
Budget brought forward	12.153	13.083	12.644	
Short Term Additional funding	0.930	-0.465	-0.465	0.000
Demography*		0.550	0.406	0.956
Efficiency Savings *		-0.524	-0.507	-1.031
Total Budget	13.083	12.644	12.078	-0.075
<b>Total Pooled Budget</b>	<b>81.843</b>	<b>79.469</b>	<b>76.553</b>	<b>1.112</b>

† Clinical Commissioning Group contributions are subject to change

\* Clinical Commissioning Group Demography and Efficiency Savings are estimates calculated as a percentage of the budget brought forward

Oxfordshire County Council have committed to funding known demographic increases (see population section) using a national estimate. This means we will increase the budget by £2.1m each year. Oxfordshire Clinical Commissioning Group have also committed to fund demographic pressures.

However the number of adults known with a learning disability has increased more than the expected 2.7%. In addition, we have seen increased demand for services over and above what we had anticipated. The Council and the Clinical Commissioning Group have put short term additional funding in to the pooled budget in 2015/16 over and above the funding for demographic growth. This funding will be withdrawn over 2016/17 and 2017/18 and further savings will need to be achieved in order to bring spending in line with budgets so that the pooled budget can support more people within the available resources. We will need to make this money work more effectively to be able to fund this extra demand.

This continued demand, over and above the expected increase, means that as of 31 August 2015 the council's share of the pooled budget is forecast to overspend by £0.719m.

The learning disability service has a strong history of delivering efficiency savings and managing the health and social care pooled budget in a way that supports greater independence and an improved quality of life through community-based, less restrictive, more independent and lower cost services.

## **Priorities**

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### **Priority one: choice and control**

We will enable people with learning disabilities to have more choice and control over their lives.

We will work with people with learning disabilities, their families, friends and carers, and with providers to develop a clear service pathway for people with learning disability that leads towards greater independence and equal access to mainstream services and the broader community.

We will ensure that people who use services have personal plans that enable them to meet their personal goals and live as independently as possible. We will help people to review what their life looks like now, and what they want it to look like in the immediate and long term future. These plans will also outline what they need to do to meet their goals and what support they will get to assist them in this.

We will make sure that people are able to choose different types of support, not just different support providers. We will work to develop the market so that real choice is available. This will include work to enable people with learning disabilities, their families and carers, to know what good quality support looks like.

We will work to help people make and communicate choices that matter to them. This will be alongside the people that care for them where the person wants to receive help and support. We will ensure that people who need help to make their views known have access to advocacy services, and will support self-advocacy so that people can have their own voice.

### **Priority two: part of Oxfordshire**

We will enable people with learning disabilities to take an active part in their community, through work, volunteering, friendships, and other opportunities.

We believe that people with learning disabilities want to be able to do the same things as any other citizen of Oxfordshire. We will support people with learning disabilities, their families, friends and carers, to identify opportunities to participate and contribute through work and volunteering in their local community. We will work with employers and will develop volunteering opportunities that are available to people with a learning disability.

We will ensure that people can use their personal budgets to purchase the care and support they need to achieve their goals, from a choice of providers with a choice of the types and times of support. This would include evening and weekend support, and individual and group activities in community settings, as well as more traditional day services if people want this.

We will enable people with learning disabilities to be fully participating citizens, with access to the same opportunities as everyone else. We will support people to develop their own

networks that help them live independently beyond the funding and support that they receive from Oxfordshire County Council and Oxfordshire Clinical Commissioning Group.

### **Priority three: living in the right home**

We will enable people with learning disabilities to make choices about where they want to live, and support them and their families with making and implementing their decision.

We will have a clear pathway for people with learning disabilities that will enable them to live in the place that is right for them, with support that enables them to live as independently as possible.

We will provide clear, easy, and efficient ways to help people get the support they need, and to help them move on when they no longer need support. This means providing services that respond quickly in a crisis, and that enable people to move towards living arrangements where they no longer need support.

We will enable people to use personal budgets to purchase respite support from a choice of providers with a choice of the types and times of support. This would include evening and weekend support, a range of respite that can meet the needs of people with complex health needs, as well as flexible support to enable family carers to work. We will continue to explore different models of affordable shared housing, including extra care provision, and the full range of supported provision in the community.

We will ensure that people with learning disabilities, mental health needs and substance misuse issues who have lower support needs but may behave in ways that put themselves or others at significant risk have support that keeps them safe and helps them address their needs.

### **Priority four: healthy and safe**

We will have the right support in place for people with learning disabilities to enable them to remain safe and keep well.

We will make sure that everyone who provides care and support to people with learning disabilities provides a good service. We will work with the Care Quality Commission and with self-advocacy groups to ensure that services are monitored by professionals, families, and people with learning disabilities regularly.

We will ensure that locally commissioned mainstream health services providing support for physical and mental health (such as psychological therapies like cognitive behaviour therapy, and services in hospital and the community) are accessible. We will work with NHS England to ensure that nationally commissioned services (such as primary care, dentistry and some specialist services provided in hospital) are accessible. We will work with local providers to encourage them to offer services funded nationally that are designed specifically for people with learning disabilities (such as health checks in primary care).

We will develop a community-based intensive support service that will enable most people who become unwell to receive health assessment and treatment at home rather than in an assessment and treatment unit.

We will make sure that when people have a mental health crisis effective timely support is available so that, people are assessed and receive the right treatment. Wherever possible this should take place in their own home and any admission should focus on a swift return to their own home alongside assessment and treatment.

We will make sure that safeguarding works for people with learning disabilities and that the new Multi-Agency Safeguarding Hub manages safeguarding issues as they arise.

## **Strategic Intentions**

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Oxfordshire County Council and Oxfordshire Clinical Commissioning Group will work together to commission and provide a range of health and social care services that will support people with learning disabilities, their families and carers to achieve things that are important to them, and will achieve the priorities set out in this plan. The strategic intentions we set out below give a broad overview of the actions we plan to take over the next three years. We will do this within the context of available financial resources, feedback from people with learning disabilities, their families and carers, and national policy developments.

We will use a single Resource Allocation System for everyone who receives support from us and ensure that it works equally for all adults. The Resource Allocation System uses a formula to calculate personal budgets for people who are eligible for support from adult social care.

We will commission universal information and advice services for the population of Oxfordshire in line with the requirements of the Care Act and ensure that they are adequately meeting the needs of people with learning disabilities, their families, and carers.

We will commission advocacy and self-advocacy services within Oxfordshire to enable people with learning disabilities to speak for themselves about the services and support that they want. We will support people to use personal budgets to make choices and buy support for personal development and activity during the day, and respite support for families and carers.

We will commission supported living in a way that ensures that everyone can live locally in a way that supports the priorities of 'The Big Plan' and is within the personal budget envelope of funding.

We will continue to work together with children, education, health and social care commissioners to ensure that young people are supported to prepare for adulthood in line with the requirements of the Children and Families Act. This will include planning transition (the process of moving from children's to adults services) which is an important element of any person-centred plan for someone with a learning disability.

We will ensure health services make reasonable adjustments so that people with learning disabilities get the right level of care for their condition and advice on living well. This includes general practice, dentistry, acute health care, physiotherapy, and speech / language therapy.

Rather than commission different health services for people with Learning Disabilities we will ensure mainstream health services make reasonable adjustments so that people with learning disabilities get the right level of care for their condition and advice on living well. To facilitate this work we will commission a Reasonable Adjustments Advisory



service whose main function is to ensure that all services make reasonable adjustments to enable access.

We will work with NHS England and local providers to ensure that nationally commissioned health services also make reasonable adjustments to support people in Oxfordshire living with Learning Disabilities. This includes primary care and dentistry and some hospital services.

We will change the way we commission and provide learning disability specific health and social care. Our intention is to integrate any services delivered around the person receiving them, wherever possible. We will establish a clear process for assessing eligible needs for specific health and social care and we will provide services that maximise independence whilst continuing to meet assessed eligible needs.

We will work together with mainstream health services to ensure that needs of people with complex health needs continue to be met. As part of this work we will commission a complex health needs case management function and a continuing health care service.

# Commissioning Intentions 2015 – 2016

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Below is an outline of plans for Community Learning Disability Teams and hospital specialist assessment and treatment services for adults with a learning disability in Oxfordshire.

In line with the priorities outlined in this Big Plan and our strategic intentions, we will reshape these services over the next three years to deliver them to everyone with a learning disability in Oxfordshire more effectively.

## The current situation

For adults with a learning disability in Oxfordshire, Health and Social Care currently jointly purchase some health provision (certain kinds of physical health support, mental health support, and learning disability health support) and all social care is provided by the County Council. This includes eight assessment and treatment beds. The health and social care teams are located together. This service is available to the 2,000 people who are currently in contact with the Community Learning Disability Team.

Additionally a range of day services, respite, supported living, employment support and advocacy services are provided for people with learning disabilities. There are no changes planned for supported living and advocacy services. Plans for changes to day services and respite services are still being developed and the people who use those services will be involved in this process.

## Our plan for services post January 2016

We plan to reshape services in line with the proposed service model (appendix 1).

### Tier 1: Education, awareness, and prevention

#### Learning Disability Wellbeing and Employment

Our vision for the future is that the Learning Disability Wellbeing and Employment Service will have a broad responsibility to support people with learning disabilities across Oxfordshire to work, volunteer, and connect to their local community. Building on models with an evidence base of success this will be a supported employment model<sup>3</sup> alongside a community connector model.

The Wellbeing and Employment service will be expected to work closely within the Mental Health pathway, and the Autism and Behaviour Support pathway. It will receive referrals from the Learning Disability Intensive Support Team. There may be scope for this service to work with a number of people currently using day services and thus increase the funding available to it. This will be covered in the development of plans for the future of day services

### Tier 2: General Health and Social Care

#### Learning Disability Reasonable Adjustments Advisory Service

The Learning Disability Reasonable Adjustments Advisory Service will work across the health and social care system to ensure that all services make reasonable adjustments (in line with their Disability Discrimination Act requirements) to enable access. This advisory service will support our overall intention of enabling everyone with a learning disability in Oxfordshire to successfully access general health and social care services.

The service will comprise people with learning disabilities, families, and health and social care professionals. The support and challenge it will offer will be training, advice, and policy/practice support for staff.

All health and social care contracts in the future will include a requirement to allow this service access and for the services to take account of any recommendations arising from this.

### **Physical Health Support**

Physical health support for adults with a learning disability will be provided by NHS services that are available to the general population. We will explore how this can be achieved as part of our service integration plans and what this means for non-specialist services in terms of reasonable adjustments required.

This is likely to be community health provision for speech and language therapy, neurology for epilepsy support, physiotherapy, dietetics, community nursing, dementia support and occupation therapy in relation to mobility and other physical issues.

### **Mental Health Support**

Mental health support for anybody with a mental health problem will be provided through universal mental health services. It is our ambition to bring the needs of people with learning disability and severe mental illness into scope of our developing approaches to outcomes-based contracting. People would have the same approach to their care. This would include community and bed based care.

The Improved Access to Psychological Therapy service has been reviewed and now includes provision for people with learning disabilities and autism. This service will make the necessary reasonable adjustments to ensure that talking therapies are available and accessible.

### **Tier 3: Learning Disability Social Care**

#### **Learning Disability Social Care First Response, Complex, and Reviews Function**

Oxfordshire County Council has been engaged in a comprehensive programme (the Adult Service Improvement Programme) to improve the way that adult social care operates for everyone in the county. This takes into account changes in legislation, in technology, in public expectations, and in available resources.

This has resulted in an agreed new model for the delivery of social work. Learning disability social care assessment and planning will be delivered in the same way as social care assessment and planning for everyone in Oxfordshire.

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<sup>3</sup> <http://www.ndti.org.uk/major-projects/current/employment-support-for-disabled-people1/>

"Three functions - First Response, Complex, Reviews: The new model will separate staff into functions. Current arrangements have the same member of staff being responsible for quick incoming work, long term complex work and scheduled annual reviews. This has led to waiting lists, client complaints and poor staff morale. 'Lean' principles suggest that separating these functions so that staff are able to focus on one of these three types of work will bring efficiency into the system."

Responsible Localities: End Stage Report - Stage 1 approved at Adult Services Improvement Programme Board, 17.03.2014

The learning disability social care assessment and support planning function will continue to be discharged by Oxfordshire County Council. This will be delivered in line with the process approved by the Adult Service Improvement Programme.

### **Adult Social Care Learning Disability First Response and Long Term Complex Function**

The assessment, reassessment and support planning function will continue to be provided by the specialist learning disability practitioners. There is an on-going need to ensure efficient management, so management will be reviewed again alongside the development of the locality teams.

### **Review Function**

The countywide generic review service includes a learning disability review responsibility. This includes ensuring that everyone who receives a service has this service reviewed at least on an annual basis, to ensure that it still meets their needs.

### **Tier 4: Intensive Support**

#### **Autism and Intensive Behaviour Support**

Analysis of demand for assessment and treatment in hospital indicates that about half of adults with a learning disability who have used assessment and treatment hospital services do so on the basis of their behaviour challenging their current support provider or living situation. Many of these people also have issues wholly or partially caused by an autistic spectrum disorder. Many people could have been supported to stay at home if effective, early, and targeted support was available for them.

The Autism and Intensive Behaviour Support service will provide a 7 day a week early intervention and intensive support service for a small number (in the order of 250 in a year). The focus of the service will be on supporting the individual and the people they are living with (either family or support provider) to develop ways to effectively live together.

This will include autism advice and support, specialist behaviour support, additional capacity (including overnight stays) as required to maintain placements, training for individuals, families, and staff, and support to take part in a range of community activities. The service will also have access to a small amount of short stay respite (no more than 7 days at any one time) to provide family respite

The service will develop a robust relationship with NHS England specialist learning disability commissioners and case managers working together to reduce the number of people with a learning disability cared for out of county and to work in partnership to ensure early discharge back to local services.

We are exploring the possibility of a wider autism specific approach, pulling together

services that currently span a range of adult provision into a single clear service.

### **Case management of complex health needs**

A number of people with a learning disability in Oxfordshire (approximately 150 people) have multiple and complex health needs and receive frequent health interventions from a number of health professionals and services. Analysis of current activity around managing health interventions for this group of people suggests that robust case management is critical to ensuring that health needs of this people are met. We are planning to commission a complex health needs case management function to enable this to happen.

### **Continuing Health Care**

As part of the work to support people with complex health needs we will commission a continuing health care service to ensure that people who are eligible to receive this support will continue to have their needs met.

## **Timeline for implementing these changes**

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We recognize that our vision is highly ambitious and that implementation of our strategic intentions will take time. This work started in April 2015 and will continue over the life of this Big Plan.

**Year 1** – Plan & commission some services (Well Being & Employment Support; Dementia Support; Improved Access to Psychological Therapy); manage & assess impact; new social services model begins working

**Year 2** – Transition period for learning disability specialist health services transfer to mainstream health begins; reasonable adjustments service scoped & best practice defined; commission further services (advocacy service; Medically Complex Case Management service)

**Year 3** – Transition continues. Review new services

**Year 4** – all health services for people with learning disabilities & autism provided for by mainstream health services. Evaluate & review strategy; develop new strategic intentions post-2018.

**Year 1 in detail:**

<b>Strategic intention - What are we going to do?</b>	<b>Process - How are we going to do it?</b>	<b>Timeline - When are we going to do it?</b>
Implement a single Resource Allocation System	Process agreed by the Adult Social Care Improvement Programme	Spring 2015
Intensive Support Team created in existing specialist health provider	Transfer required staff into this team	Autumn 2015
Commission a Well-Being and Employment Support service	Procurement	Summer-autumn 2015
Specialist Learning disability input to adult Multi Agency Safeguarding Hub	MASH Staff will co-ordinate response with Learning Disability staff	March 2016
Increase Access to Psychological Therapies(IAPT)	Integrate into procurement of new IAPT service (Oxfordshire CCG) with transfer of resource	Autumn 2015
Social Care	Re-organise in line with all Adult Social Care	Spring 2015
Dementia Advisory service	Integrate into procurement for countywide service	Autumn 2015

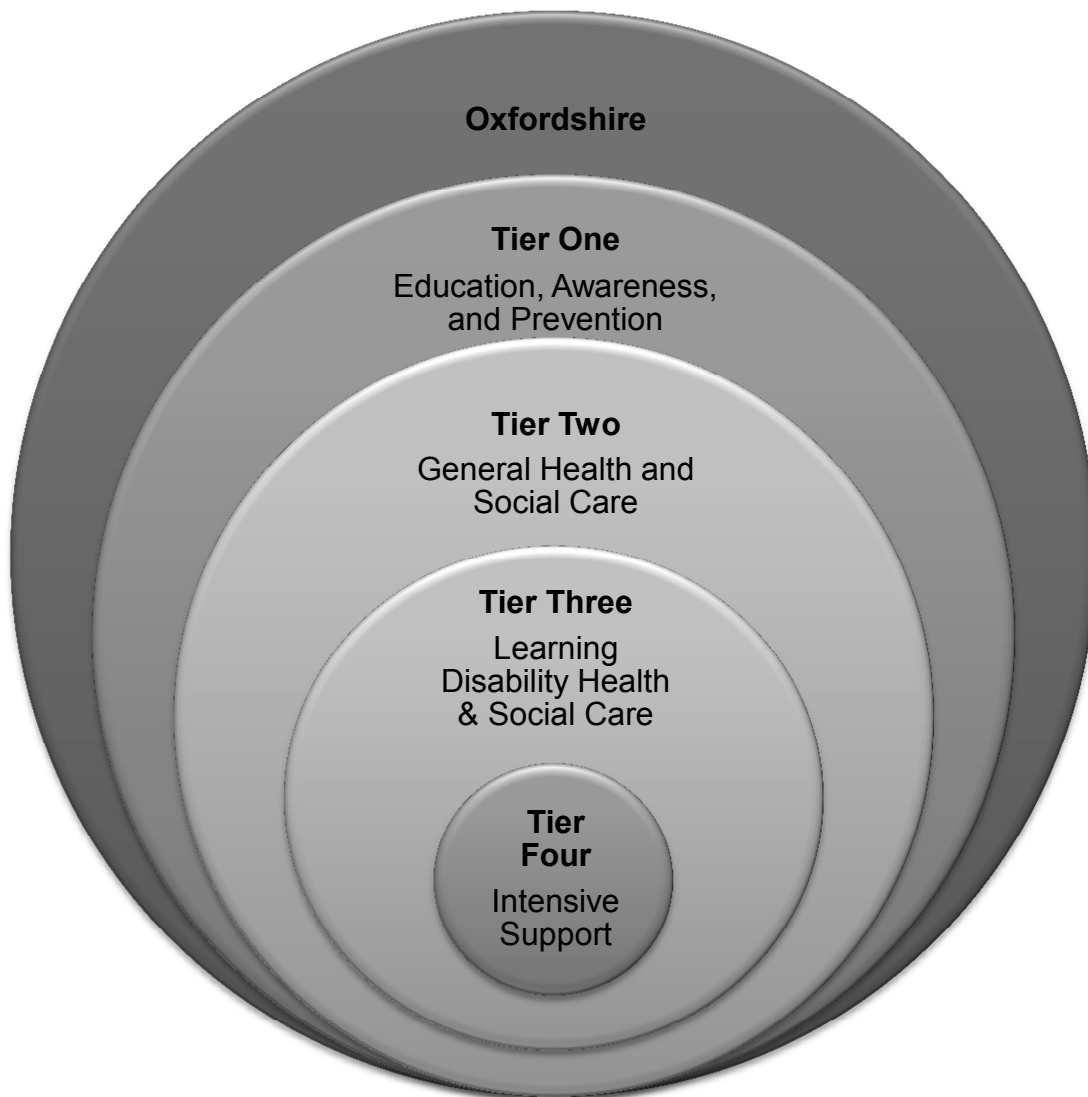
**Implementation timetables for each year will be developed each spring.**

# Appendix 1

## The Service Model

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Our overall intention is to have a clear pathway of support that will enable people to move between levels of support flexibly, building on individual strengths and capacity so that people live as independently as possible, and are able to quickly enter and leave enhanced support as required.



## **Tier 1: Education, Awareness, and Prevention**

We will provide information and advice enabling people with learning disabilities to live well and stay well in the community. This includes general information and advice for carers and the broader community ensuring Oxfordshire is welcoming to the needs and aspirations of people with learning disabilities.

Services in this tier will be provided by a range of voluntary and independent sector providers and are open to anyone who wants to use them. We would anticipate that many would be provided by organisations that are open to many people, including people with learning disabilities.

This will include services that enable people to connect to their local community, to develop local networks, supportive relationships, to work, and to volunteer.

## **Tier 2: General Health and Social Care**

General health and social care is the support to which everyone in Oxfordshire with a health or a social care need is entitled. People with learning disabilities should be able to expect that such services are available through mainstream health and social care organisations.

This includes general practice, dentistry, acute health care, physiotherapy, speech and language therapy, access to community centres and day opportunities, and advocacy.

We anticipate that many of the health services in this tier will be provided by NHS organisations, and that the social care services may be provided by Oxfordshire County Council or by independent and voluntary sector partners. Where services are provided within mainstream structures we will work to ensure that reasonable adjustments were made to enable accessibility. This might include staff training or specialist frontline workers in more generic teams.

## **Tier 3: Learning Disability Health and Social Care**

Learning disability health and social care are specialist services that focus on the health and social care needs of people which are related to their learning disability. They work to enable people to live in their communities and access mainstream services. This includes specialist nursing social work, early intervention and support to family carers, respite and supported living services, and transition support and planning.

We anticipate that this will be provided in an integrated way with a specialist health partner. Our intention is for people to be supported as close to home as possible, and if they have to leave their home to return as quickly as practical.

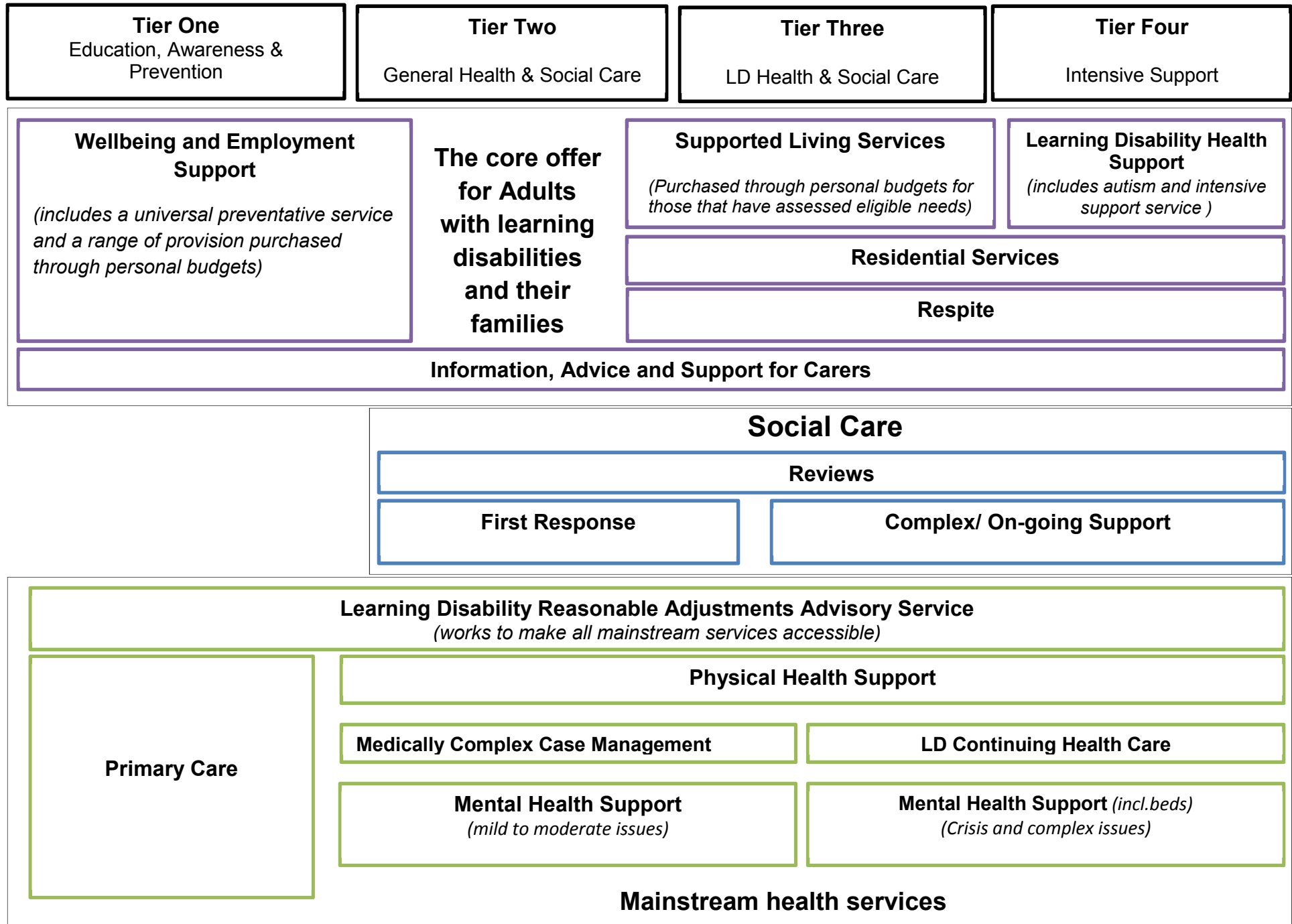
## **Tier 4: Intensive Support**

Intensive support is available to people with learning disabilities who are significantly unwell as a result of mental illness, or other issues. It includes specialist support for people and the families and services that support them where behaviour challenges current support, a clear pathway to enable people to be supported when they are unwell and to recover, and to return to appropriate community provision. It includes assessment and treatment at home as an alternative to admission and access to inpatient services if needed.



We anticipate that this will be provided in an integrated way with a specialist health partner. Our intention is for people to be supported as close to home as possible, and if they have to leave their home, that they return to it as quickly as is practical and safe

## Appendix 2 - The Services



Division(s):

**CABINET – 20 OCTOBER 2015**  
**ADULT SOCIAL CARE WORKFORCE STRATEGY**  
**Report by Director of Adult Social Care**

## **Purpose**

1. The purpose of this report is to:
  - a) Update Cabinet on the Adult Social Care Workforce Strategy
  - b) Outline the strategy's delivery plan including governance arrangements
  - c) Seek Cabinet's endorsement of the strategy and the delivery plan

## **Background**

2. Adult social care sector in Oxfordshire is facing significant challenges with the workforce capacity and capability, arising from growing demand for care and support and the increasing complexity of care and support needs.
3. Modelling by the Council has established that the county's social care workforce needs to grow by up to 750 carers every year for the next 10 years just to keep pace with the growing numbers of people requiring care.
4. Oxfordshire County Council (OCC) has worked in partnership with the Oxfordshire Association of Care Providers (OACP) and others, to promote the care sector as a career, help providers recruit and retain staff and run training initiatives.
5. The workforce programme is focused on the external social care workforce (i.e. non-Council) that includes home care and care home workers and nurses in care homes.

## **Workforce strategy**

6. To address the longer term workforce issues, Oxfordshire County Council worked with stakeholders during 2014/15 to develop and produce the Oxfordshire Adult Social Care Workforce Strategy 2015/18 and draft implementation plan.
7. The strategy documents were made available for wider stakeholder engagement between 30 January and 13 April 2015. The single issue that attracted most comment from stakeholders was training. Stakeholders also identified specific skill gaps, in particular around dementia and assistive technology. There was general enthusiasm for apprenticeships as a route into social care for young people.
8. The workforce strategy and implementation plan has been well received by other local authorities in the region. The South East Association of Directors of Adult Social Services (ADASS) Region is proposing to use the documentation as a template for local authorities.

## Workforce programme

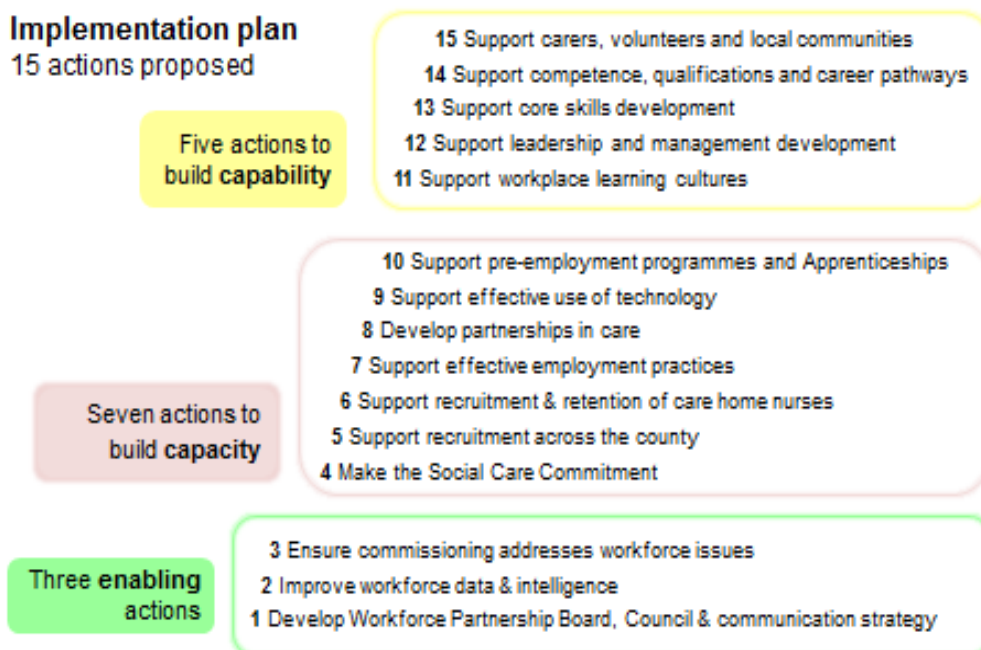
### Current programme

9. During 2014/15 the workforce programme - funded by a one year grant from Health Education Thames Valley - has focused on a number of specific activities as well as the development of the workforce strategy. These activities are summarised in the table below:

Project / work-stream	Purpose	Deliverables
1. Assistive technology awareness, training & installations	Purpose	<ul style="list-style-type: none"> <li>Increase awareness of health and social care workers on the benefits and use of assistive technology.</li> <li>Increase equipment installations in people's homes to prevent care packages stepping up, reduce ambulance calls and to reduce hospital admissions.</li> </ul>
	Target(s)	<ul style="list-style-type: none"> <li>216 social and health care workers trained</li> <li>250 installations of standalone technology</li> </ul>
	Delivered	<ul style="list-style-type: none"> <li>252 social and health care workers trained</li> <li>Over 1,000 installations of standalone technology</li> </ul>
2. Dementia learning & development	Purpose	<ul style="list-style-type: none"> <li>Increase the capability of the care workforce by achieving core workforce competencies</li> </ul>
	Target(s)	<ul style="list-style-type: none"> <li>319 people trained via 7 different course types</li> </ul>
	Delivered	<ul style="list-style-type: none"> <li>487 people trained via a range of course types and qualifications.</li> </ul>
3. Values-based recruitment pilot project	Purpose	<ul style="list-style-type: none"> <li>Recruiting for values and behaviours has been shown to be effective in reducing staff turnover rates, which are high in social care.</li> <li>The Council is working with the Oxfordshire Association of Care Providers to run values and behaviour pilots with 6 organisations with the aim of reducing staff turnover.</li> <li>The materials for this pilot will then be shared with other providers to develop their capacity to recruit and select on this basis.</li> </ul>
	Target(s)	<ul style="list-style-type: none"> <li>Pilot of values based interviewing with 4 social care providers</li> </ul>
	Delivered	<ul style="list-style-type: none"> <li>6 social care providers participated in pilot</li> <li>Values &amp; behaviours framework</li> <li>2 day training course in values-based interviewing techniques and related tools and resources</li> <li>Model for values-based recruitment and interviewing</li> </ul>

**Future programme**

10. The purpose of the Workforce Strategy is to build the capacity and increase the capability of the social care workforce in Oxfordshire.
11. The implementation plan sets out the practical steps that can be taken to achieve the strategy. It comprises 3 core elements and 15 headline actions, which are summarised as follows:
  - Actions to increase workforce capacity - 7 actions to increase attraction and recruitment, improve retention and reduce staff turnover, optimise use of technology, deliver more apprenticeships, improve employment practice.
  - Actions to increase workforce capability - 5 actions to increase the skills and competence of the workforce including actions to improve leadership and management, improve learning at work and support implementation of the Care Certificate.
  - Enabling actions - governance, regular stakeholder engagement forum, communications and engagement activities, actions to improve workforce data and intelligence, workforce commissioning toolkit.



12. The strategy includes a number of key activities, some of which are as follows:

### **Action on recruitment & recruitment events**

13. The strategy delivery plan includes a wide range of actions aimed at attracting more people of all ages, including 16/17 year old and people 50+ to work in adult social care. Oxfordshire has recently commissioned the Oxfordshire Association of Care Providers (OACP) to organise six job fairs over the winter period. The purpose of the job fairs is to attract job seekers who may be interested in social care jobs and to link them to social care providers. These initiatives and others, including the development of a "work in adult social care" jobs portal, vacancy matching service, provision of employment advice for potential candidates and employers, delivery of an iCare Ambassador Scheme and more, will be delivered.

### **Values Based Recruitment**

14. Oxfordshire County Council is leading the development of values-based recruitment in social care. Over the coming months Oxfordshire is planning to run a series of one day training courses on values based recruitment to enable social care employers to implement the approach in their organisation and help build a pool of values-based recruitment trainers.

### **Apprenticeships**

15. The county needs to grow the number of young people recruited into social and health care careers in response to rising demand for care and support. The workforce programme has proposed a target to triple number of health and social care apprenticeships to 45 completed apprenticeships per year. The new contracts for home care require providers to employ an apprentice for every £500,000 of business awarded by the County Council.

### **Workforce Commissioning Toolkit**

16. Oxfordshire has developed key elements of a workforce commissioning toolkit. This approach has been applied to the new 'Help to Live at Home' contracts for home care. The contract now includes a workforce schedule as part of the service specification, tender questions for providers on workforce issues and the inclusion of specific items such as training in the breakdown of costs. These aspects will be applied to other social care tenders.

### **Workforce Learning Cultures**

17. Learning in the workplace is a practical and desirable option for developing the skills, knowledge and competencies of the social care workforce.
18. Oxfordshire partnered with TDAR (Transfer & Development of Learning at Work) an EU-funded project, to trial with social care employers a new half day workshop on developing cultures that support learning at work. The workshop focuses on the many simple and low cost things that managers can do to support learning and reflection through good management practice. It was well received by the participation employers.

### **Whole Systems Approach**

19. Oxfordshire County Council is working with NHS partners to progress a whole systems approach to workforce issues.
20. The need and opportunity for collaboration on workforce issues is also currently being explored through a South East ADASS led scoping study on the issues facing 18 South East local authorities.
21. A more detailed explanation of these activities and other activities that are proposed as part of the workforce programme, is set out in the implementation plan, which has been widely circulated (a copy of which is available on request).

### **Governance**

22. Delivery of the Workforce Strategy will be managed and overseen by a Workforce Programme Board, comprising representatives of the following organisations and interests:
  - Oxfordshire County Council (Joint Commissioning)
  - Oxfordshire Association of Care Providers
  - Oxfordshire Clinical Commissioning Group
  - Representatives of service users and carers
23. The delivery plan includes a Workforce Engagement Forum with six-monthly learning and networking events modelled on an approach used by Health Education Thames Valley. Other engagement activities proposed include the development of learning networks to help support individuals working in the sector to develop and share their skills and promote leadership on care quality issues.

### **Funding**

24. Developing the Workforce Strategy and delivery plan has put the Council in a strong position to bid for and potentially secure external funding to develop the workforce.
25. We are preparing bids for funding to deliver specific programmes for work including a programme aimed at recruiting and re-training older workers to work in adult social care and another to increase workforce capability initially in care homes.

### **Recommendations**

26. **Cabinet is recommended to:**
  - (a) endorse the Adult Social Care Workforce Strategy 2015 to 2018;
  - (b) commit to implementing the strategy delivery plan; and
  - (c) request regular progress reports from the Director of Adult Social Care on progress in implementing the strategy and towards achievement of its objectives and targets.

JOHN JACKSON  
Director of Adult Social Services

Background document: Oxfordshire Adult Social Care Workforce Strategy 2015/18

Contact Officer: Shaun Bennett: Commercial Services and Market Development Manager

October 2015



Division(s): All

## CABINET– 20 OCTOBER 2015

### Information and advice strategy and specialist advice service procurement plan

#### Report by the Director of Adult Social Services

#### Introduction

1. The information and advice strategy (Annex 1) has been developed in response to the requirements in the Care Act 2014 for local authorities to provide information and advice relating to care and support issues for adults and carers.
2. The strategy sets out the council's strategic and commissioning intentions for this area of work whilst ensuring that the financial resources available for the provision of information and advice are used effectively so that the council is able to meet its statutory obligations:
3. *Our ambition and the outcomes we wish to achieve are for Oxfordshire residents to have access to the information, advice and guidance they need in order to get the right support at the right time. We aim to help people to become more self-reliant and better able to manage their personal health and well-being. We want people to be able to lead full and independent lives, to stay connected to and part of their local communities. We will do this by putting in place high quality and well-structured provision that:*
  - *supplies clear, comprehensive and accurate information about adult social care and other related issues*
  - *is accessible and is delivered in a variety of methods and formats*
  - *has a broad, countywide 'reach' - offers a consistent level and quality of service across the county*
  - *complements existing national and local resources from all sectors*
4. The strategy determines the following priorities for information and advice:  
**Priority 1:** Increasing general awareness of information and advice and supporting people to 'self-serve' wherever possible  
**Priority 2:** Ensuring access to more specialised advice and support which enables individuals to fully understand the range of options available to them to meet their care and support needs  
**Priority 3:** Focusing on our statutory responsibilities to support and safeguard the county's more vulnerable residents such as older people and adults with disabilities

## **Background**

5. Following a broad review of the range of internal and external services providing information and advice, a new service model (annex 2) has been developed for a specialist advice service for Oxfordshire focused on providing direct advice to support families and individuals aged over 16 with benefits, debt, budgeting and other financial issues.
6. The new service is deliverable at a cost of £200,000 and will sit alongside and complement other existing information and advice provision, notably the Community Information Network, which the Council remains committed to and funds at an annual cost of £250,000 for three years.
7. The Community Information Network provides a free information and advice service for adults of all ages, local communities and organisations in Oxfordshire, linking up, raising awareness, signposting and keeping everyone informed about the range and variety of support services, activities and other opportunities that exist across the county.
8. Savings of £100,000 against advice services have already been agreed by the council; the grants and contracts for the existing services in scope of these agreed savings<sup>1</sup> are due to end in March 2016. These services currently cost £366,000 per annum.
9. The information and advice strategy and the proposed specialist advice service model were the subject of a public consultation which ran from 13 July - 11 September 2015.

## **Key Issues**

10. The consultation attracted only a very small number of responses.
11. There was broad support for the information and advice strategy; respondents welcomed the recognition in the strategy of the importance and preventive value of prompt and accurate information and advice.
12. There was concern that in order to be effective, the strategy should be adequately funded and that reduced funding for information and advice was a risk to the delivery of the strategy, especially given the new Care Act responsibilities.
13. We believe however that the level of county council funding allocated more broadly to a wide range of information and advice services is adequate to deliver our statutory duties.

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<sup>1</sup> In scope contracts/grants: Rose Hill & Donnington Advice Centre; Berinsfield Information & Volunteer Centre, Blackbird Leys Neighbourhood Support Scheme, Oxfordshire Chinese Community & Advice Centre, Oxford Citizens Advice Bureau, West Oxfordshire Citizens Advice Bureau, Age UK Oxfordshire Welfare Benefits, and Oxfordshire Community Work Agency.

14. There was strong support for the components of the proposed service model that involve direct work with people (telephone advice, outreach and support with appeals, such as unsuccessful benefit claims). The suggested proportion of funding to be allocated to outreach work was felt to be too low, and target numbers were not felt to be achievable within the likely financial envelope.
15. As a result of these responses, the proposed percentage allocation of budget for the components of the specialist advice service have been reviewed and adjusted to give greater weight to the outreach component, which will provide face to face access to specialist advice for the most vulnerable residents countywide.
16. Respondents to the consultation highlighted some particular concerns. These are outlined below, together with the county's response below.

<b>Concerns</b>	<b>Response</b>
<p>17. The loss of council funding from local advice centres could cost the council more in the longer term and undermines the aim of preventing or delaying needs for care and support</p>	<p>Whilst the county council is not the sole or main funder of many of the existing providers, we recognise that the loss of any funding as a result of county council grants and contracts ending will have an impact on existing providers' abilities to continue to provide current levels of service.</p> <p>However, we are confident that the majority of services will have sufficient resources to continue to support Oxfordshire residents, possibly with a reduced service offer.</p>
<p>18. The withdrawal of county council funding will impact on whether local advice centres can carry on providing specialist advice</p>	<p>The council is proposing to commission a single specialist advice service. We are confident that this will enable us to meet our statutory duty.</p> <p>We recognise that this may have an impact on current providers but, as with any procurement, our intentions to purchase a single service does not necessarily mean that a single organisation would provide the service and does not assume that local advice centres could not be involved as the council would welcome tender applications from a range of potential providers</p>

19. The interdependency with other information and advice services, many of which are also subject to review and/or closure
- We would expect any provider of the new specialist service to work collaboratively with the range of information and advice provision in Oxfordshire. We recognise that, over time, this may change in response to need, strategic direction and available funding.
20. The council is facing significant and on-going financial pressures at a time when demand for services is increasing and all areas of spend are subject to scrutiny. If a reduction in spend on information and advice services is not made, then extra savings will need to be found elsewhere in adult social care.
21. The consultation report is attached as Annex 3 and the County Council's detailed response to the issues as Annex 4.

### **Financial and Staff Implications**

22. The proposed new specialist advice service model allows us to deliver an effective countywide service for £200,000 (£150,000 from Adult Social Care and £50,000 from Children Education & Families) leading to annual savings of £166,000 from April 2016.

### **Equalities Implications**

23. We know that users of some of the currently funded information and advice services reside in the more deprived areas of the county, and that there is also specialist support provided to some residents where English is not their first language. The reductions in council funding for information and advice may result in a reduction in the availability of existing service provision to support some of these citizens.
24. A Service and Community Impact Assessment is available in the members resource room.

### **RECOMMENDATION**

25. **Cabinet is**
- (a) **RECOMMENDED to approve the Information and Advice Strategy; and**
  - (b) **Subject to the approval of the Information and Advice Strategy (above) Cabinet is RECOMMENDED to approve the plan for the procurement of a specialist advice service for Oxfordshire.**

John Jackson  
Director of Adult Social Services

Contact Officer: Benedict Leigh (Strategic Commissioner, Adults)  
October 2015

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## **Adult Social Care**

# **Information and advice strategy 2015 – 2018**

**OXFORDSHIRE COUNTY COUNCIL**

**ADULT SOCIAL CARE**

**Information and advice strategy 2015 - 2018**

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## **Introduction**

This strategy sets out how we are responding to the information and advice requirements for local authorities as stated in the Care Act 2014, whilst ensuring that the financial resources we have available to invest in the provision of information and advice are used effectively so that the council is able to meet its statutory obligations.

Information and advice for people in Oxfordshire is provided in a wide range of formats and delivery mechanisms by statutory bodies such as central government, county council, district councils and the NHS and also by voluntary, community, charity and faith organisations.

This strategy will ensure that Oxfordshire residents have access to the information and advice that they need to enable them to understand the range of support services that are available (with a particular focus on non-statutory services), how the care and support system works, what services are available and how to access them.

The strategy is aimed at all adults in Oxfordshire, regardless of ability to pay for any support required, who have a current need for social care support or who are likely to have a need in the future, or are supporting someone with a social care need, and who require information and advice to maintain their independence and prevent/reduce/delay the need for care and support.

## **What is 'information and advice' and why is it important?**

'Information and advice' is an umbrella term, covering a range of activities and interventions that help people to become more self-reliant and better able to manage situations and circumstances in their lives.

The 'subject matter' that people seek information and advice on is wide-ranging but typically includes issues such as: welfare benefits; debt and money advice; social care support and services; housing; legal issues; health matters; employment; family/relationship issues etc.

This strategy assumes the following definitions taken from Care Act 2014 statutory guidance<sup>1</sup>:

*The term 'information' means the communication of knowledge and facts regarding care and support*

*'Advice' means helping a person to identify choices and/or providing an opinion or recommendation regarding a course of action in relation to care and support*

In relation to social care and support, people (including self-funders and carers) need

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<sup>1</sup> [Care and Support Statutory Guidance issued under the Care Act 2014, Department of Health October 2014](#)

access to comprehensive information and advice to help them to navigate the care system to find support that is right for them. Very often, a person's first experience of care and support may be at a time of crisis e.g. ill health, hospital admission, loss of carer, and at a time when important, potentially expensive decisions may need to be made.

The availability and provision of timely, relevant, comprehensive and accurate information and advice should help to promote wellbeing, increase people's abilities to exercise more personal choice and control, support them in their decision-making and contribute to the prevention or delay of the need for care.

### **National policy context**

The Care Act 2014 represents the most significant legislation in adult social care in over 60 years, bringing together law that has grown incrementally over the years into a single statute. It aims to develop a clearer, more person-centred and fairer system. It makes important changes to the way the care and support system works to promote people's wellbeing, prevent and postpone needs for care and support, and put people in control. This includes putting carers on the same legislative footing as those they care for.

The Care Act 2014 places a duty on local authorities to *“establish and maintain a service for providing people in its area with information and advice relating to care and support for adults and support for carers”*.<sup>2</sup>

The council's responsibilities under the Care Act 2014 in relation to information and advice provision can be summarised as follows:

#### **The council's offer *must* include:**

- a. How to raise safeguarding concerns about any adult who may be at risk
- b. The care and support system locally, including the process for getting support
- c. How to complain or formally appeal
- d. When independent advocacy will be provided
- e. Paying for care and support (including charging arrangements)
- f. The choice and types of support, and the choice of care providers available in the area
- g. How to access independent financial advice on matters relating to care and support

#### **The council's offer *should* include:**

- h. Housing and housing-related support options
- i. Treatment and support for health conditions
- j. Preventative services (e.g. practical support, befriending, handypersons)
- k. Intermediate care services (e.g. aids and adaptations)
- l. Benefits advice
- m. Employment support
- n. Transition from children's services

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<sup>2</sup> [Care Act 2014 Part 1 Section 4 \(1\)](#)

- o. Carers services and benefits
- p. Sources of independent information, advice and advocacy
- q. Planning for future care costs

### **Local context**

Oxfordshire County Council is continuing to face significant financial pressures, and the amount of savings required in the next few years will require widespread and fundamental organisational change.

To respond effectively to these challenges, the council will make the transition to being an organisation that:

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

The Corporate Plan<sup>3</sup> sets out the council's vision for Oxfordshire:

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

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

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

In response to these challenges, Adult Social Care will focus on **prevention**, **protection** and **personalisation**: keeping people well through investment in services that prevent some people from needing social care, or reduce/delay the need for care; ensuring people can live a life free from abuse and the fear of abuse;

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<sup>3</sup> [Corporate Plan update for 2015/16](#)

ensuring people have more choice and control over the way they are supported and facilitating a market of good quality services that can be used by everyone.

### **The vision - our strategic intentions**

The Social & Community Services vision is *'to support and promote strong communities so that people live their lives as successfully, independently and safely as possible. We believe that people themselves, regardless of age or ability, are best placed to determine what help they need'*.<sup>4</sup>

To support this vision, we have determined the following priorities for information and advice:

**PRIORITY 1: Increasing general awareness of information and advice and supporting people to 'self-serve' wherever possible**

**PRIORITY 2: Ensuring access to more specialised advice and support which enables individuals to fully understand the range of options available to them to meet their care and support needs**

**PRIORITY 3: Focusing on our statutory responsibilities to support and safeguard the county's more vulnerable residents such as older people and adults with disabilities**

The ways in which people access information and advice are changing; there have been significant developments in online services and websites in recent years, and an overwhelming wealth of information is now available online. This is coupled with developments in the use of social media to communicate and share information and the rise of the '24/7' culture, where the expectation is that resources and services are available beyond traditional 'office hours'.

However, we know that not everyone chooses to or is able to use online services and therefore we will ensure that information and advice is easily accessible and is provided in a choice of delivery mechanisms and formats which reflect the varying needs of everyone who might want to use the service: by phone, in person face to face, written information/publications, as well as online.

Our ambition and the outcomes we wish to achieve are for Oxfordshire residents to have access to the information, advice and guidance they need in order to get the right support at the right time. We aim to help people to become more self-reliant and better able to manage their personal health and well-being. We want people to be able to lead full and independent lives, to stay connected to and part of their local communities.

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<sup>4</sup> [Adult Social Care Business Strategy 2015/16 to 2017/18](#)

We will do this by putting in place high quality and well-structured provision that:

- supplies clear, comprehensive and accurate information about adult social care and other related issues
- is accessible and is delivered in a variety of methods and formats
- has a broad, countywide 'reach' - offers a consistent level and quality of service across the county
- complements existing national and local resources from all sectors

These outcomes are linked to the following 'I' statements from Think Local Act Personal's 'Making it Real'<sup>5</sup> initiative:

*"I have the information and support I need in order to remain as independent as possible."*

*"I have access to easy-to-understand information about care and support which is consistent, accurate, accessible and up to date."*

*"I know where to get information about what is going on in my community."*

### **The current situation**

Oxfordshire County Council both internally provides and externally commissions a variety of services that specifically provide or include an element of information and advice. This will not change, as effective services always include elements of information and advice.

Alongside our externally commissioned services, information and advice provision and signposting to other agencies and services as appropriate is a key function of the Social & Health Care Team in our Customer Services Centre, and our frontline social care teams working with adults in the community and hospitals also provide information and advice to service users, their families and carers in the course of their work.

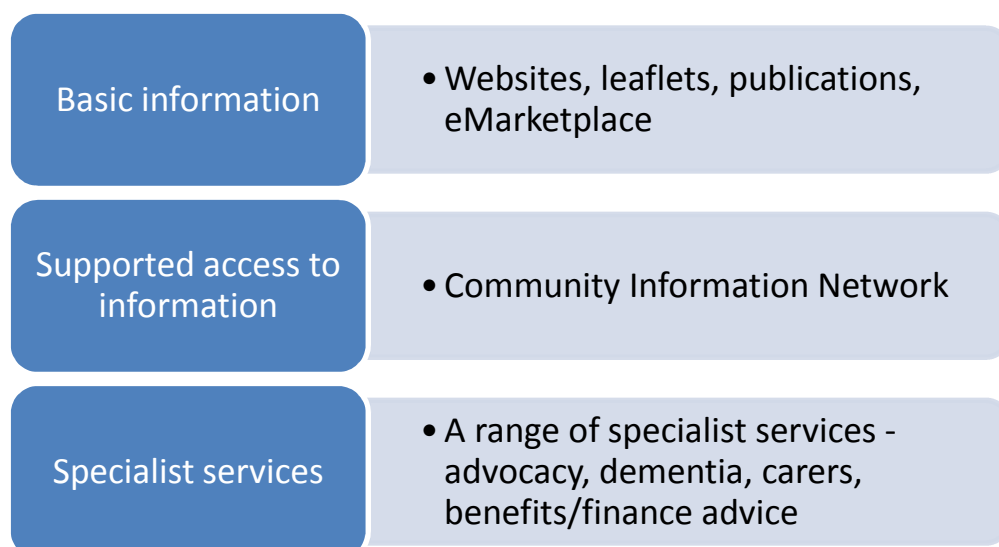
Information and advice is also available on our public website and via our corporate and Public Health communication and marketing campaigns.

Our key statutory partners such as the City and District councils, Oxfordshire Clinical Commissioning Group and Public Health also provide and fund information and advice services in the county. Our intention is to complement and not duplicate these services, whilst focusing our resources on meeting the care and support information and advice needs of people for whom there is a statutory responsibility - this includes older people, adults with learning disabilities, adults with mental health problems and those with physical and sensory impairments and their carers.

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<sup>5</sup> [Think Local Act Personal Making it Real](#)

## **Commissioning intentions**



The diagram above sets out our model for information and advice provision.

### **Commissioning intentions for priority 1: general awareness of information and advice**

- We are investing in the development of a new 'eMarketplace', which will bring together information, advice and guidance on care and support with a searchable directory of local services, activities and providers in Oxfordshire. The eMarketplace will be available and accessible to everyone without having to make contact with the council.  
*(This relates to the following Care Act responsibilities (see p.4 +5) - b, e, f, g, j, k, o, p)*
- We have published a revised edition of the [Oxfordshire Support Finder Care and Support Guide](#), which is available in various locations across Oxfordshire and signpost adults to services that enable them to stay independent for longer. The 'hard copy' guide enables those who do not have access to the internet, or who do not use it, to get the information they require.  
*(Care Act responsibilities - b, e, f, g)*
- We are continuing to fund the [Community Information Network](#), a significant component of our information and advice 'offer' which is now in its second year of operation. The Community Information Network provides a free 'awareness-raising', linking and signposting information and advice service for adults of all ages, local communities and organisations in Oxfordshire, keeping everyone informed about the range and variety of support services, activities and other opportunities that exist across the county.  
*(Care Act responsibilities - a-q)*
- We are updating and continually improving the [social and health care](#) pages on our public website to ensure that Oxfordshire residents understand the care and support 'system' and can find the information and advice they need.  
*(Care Act responsibilities - a-q)*

## Commissioning intentions for priorities 2 & 3: specialist advice and support and focus on statutory responsibilities

- **Carers** - [Carers Oxfordshire](#) provides accessible on line and face to face assessments, support information and advice on all aspects of services and needs for carers. The service has been reviewed and the intention is to re-procure a similar model in 2016, which will also include mental health carers support services.  
(Care Act responsibilities - o)
- **Advocacy** - services are currently delivered by a number of organisations within Oxfordshire, with the key partnership organisations [Oxfordshire Advocacy](#) and [SEAP](#) (a national advocacy provider) supplying the majority of the statutory and NHS complaints advocacy in the county. Services include access to trained advocates to support people with mental health and mental capacity needs or who require an advocate to support them in matters relating to adult social care. A review of the services has been undertaken prior to re-procurement in 2016.  
(Care Act responsibilities - d)
- **Equipment information and advice** - [Guideposts Trust](#) provides accessible specialist information and advice about products, services and organisations to assist people with disabilities and older people to increase and maintain their independence. A new countywide service for children and adults is being procured in 2015. It will bring provision of equipment and assistive technology closer together and include provision of:
  - General information and advice relating to disability
  - Specialist information and advice relating to assistive equipment and technology
  - Equipment demonstration and support to purchase products
  - Assessment, referral and review for equipment and assistive technology services
  - Trading - provide the structure for people to purchase simple aids to daily living from all points of service delivery.(Care Act responsibilities - k, p)
- **Dementia** - there is a range of services available in the community to support people with dementia and their carers, funded by both the council and the NHS. A new specialist dementia advice service targeted at people with dementia who have been recently diagnosed and are requiring advice, information and support will be launched towards the end of 2015. The new service will replace a number of existing similar services, but will be offered through a single county wide team. Dementia information and advice will also continue to be offered through national specialist charities supplemented by the [local Dementia Web](#).  
(Care Act responsibilities - i)
- **Wellbeing and employment** - a new Wellbeing and Employment Support Service is planned to start in 2016 that will support people with a range of

disabilities to live a productive life, with minimal dependence on services, by enabling them to access informal community support and friendships, start volunteering, and get paid work. The service will be universally available to all adults resident in Oxfordshire who are: people with learning disabilities; people with autism; people with physical disabilities, including people with a sensory impairment. The service will be delivered to service users in a variety of community settings across the county and will deliver outcomes that enable people to make healthy choices around their lifestyle, participate in sports and physical activity, social activity and friendships, enable people to move into and maintain volunteering opportunities and/or employment.

*(Care Act responsibilities - m)*

- We are proposing to commission a **specialist advice service** that is focused on supporting people for whom we have a statutory responsibility: older people, adults with learning disabilities, adults with mental health problems, adults with physical and sensory impairments, adult and young carers, young people aged 16+ and families with young children (particularly those with disabled children) to access benefits and entitlements, and with other financial issues such as debt and budgeting.

We believe that supporting people to make the best use of the money available to them, maximising income and helping manage debt will improve people's choice and control to meet their needs and enhance their wellbeing.

The service will include telephone and face to face provision, and will assist people who fund their own care and support as well as those who are eligible for support from the council. The new advice service will work closely with and complement the [Community Information Network](#).

*(Care Act responsibilities - l, o, p)*



## **Specialist advice service proposal**

### **Introduction**

Oxfordshire County Council currently both provides and commissions a range of information and advice services related to care and support issues for adults and carers, and a number of these services are also used by families and young people.

The implementation of the Care Act 2014 coupled with challenging financial and demographic circumstances have required us to examine our existing provision and priorities, and our aim going forward is to make the best use of available resources so that Oxfordshire residents get the information and advice they need and we meet our statutory obligations.

### **Service model and description**

We are proposing to develop a **specialist advice service** for Oxfordshire, jointly funded by Adult Social Care and Children Education and Families, that is focused on meeting the needs of people for whom we have a statutory responsibility: older people, adults with learning disabilities, adults with mental health problems, adults with physical and sensory impairments, adult and young carers, young people aged 16+ and families with young children (particularly those with disabled children).

The holistic advice service will provide free, independent advice to assist people with benefits, debt, budgeting and other financial and welfare issues.

The service will have four key components:

- a) a **telephone advice line** staffed by specialist workers to provide advice and guidance on benefits, entitlements and other financial matters, undertake benefit/entitlement 'checks' over the phone and signpost callers on to other sources of help where this is required
- b) an **outreach service** for people who are unable through poor health or disability to access advice services in their communities at venues such as local neighbourhood centres or Citizens Advice Bureaux, or who are unable to seek or make use of advice and information available online or over the phone. Trained and experienced specialist workers will visit people face to face in their own homes, in GP surgeries or in other settings to provide advice and guidance, give practical assistance with benefit claims etc.
- c) a **training and consultancy service** on benefits/debt/financial matters for advisers in other settings such as local neighbourhood advice centres, charities, local government and other organisations providing support with benefits and financial issues. The service should include:
  - o a programme of training sessions, seminars and workshops to communicate and advise on basic benefits and financial issues, including key legislative/policy/casework changes; we would expect the service to provide

a minimum of 8 days of training to providers and community groups to build general community capacity to provide low level preventative benefits and financial information

- a telephone consultancy service for professionals and advisers from other organisations providing advice on complex benefits, entitlements and welfare rights issues

d) an **appeals and representation service** - tribunal and court work, assisting with appeals e.g. regarding benefit cessation or unsuccessful new claims

The suggested breakdown of costs for the different components of the proposed specialist advice service is:

- Telephone advice line: 30%
- Outreach (including appeals and representation): 60%
- Training and consultancy: 10%

The service will be available Monday - Friday; ideally the telephone advice line and outreach elements to be available on Saturdays also to facilitate access to the service by people working traditional 'office hours'.

It is not essential that the service has an office base that can be used for 'drop-in' or planned appointments as it is expected that outreach face to face interventions will usually take place at the service user's home.

### **Service outcomes**

The overall aim of the service is to support people to live their lives as independently, successfully and safely as possible within the community by maximising income, helping to make the best use of the money available to them and managing debt, which will improve people's choice and control and enhance wellbeing.

The service should deliver measureable outcomes for individuals in terms of additional benefit income, resolved financial issues, decreased debt, customer satisfaction and enhanced wellbeing.

We anticipate that the new service will deliver face to face support to around 800 people a year. The number of people supported via the representation element of the service will depend on the volume of relevant referrals, but is anticipated to be at least 50 people per year.

### **Client profile and service eligibility criteria and referral process**

The telephone advice line and outreach service is primarily aimed at older people, adults with learning disabilities, adults with mental health problems, adults with physical and sensory impairments, adult and young carers, young people aged 16+ and families with young children (particularly those with disabled children).

Whilst the telephone advice line can be accessed universally, the face to face, countywide outreach service is for people who because of health or disability issues or the complexity

of their situation require this form of intervention and are unable to access a similar service from a neighbourhood advice centre, CAB or other venue.

The service provider will be expected to use discretion to judge a person's eligibility for a face to face intervention according to the information available about the person's needs and their circumstances.

Referrals to the outreach service may arise as a result of a person contacting the telephone advice line, or may be made by other advice providers, health professionals, OCC social care/client finance staff etc.

### **Staff competencies**

It is important that staff delivering all the elements of the proposed service have up to date knowledge and experience of: benefits and entitlements; personal financial management e.g. dealing with debt, budgeting; how care and support system works (for adults and children, particularly children with disabilities who are transitioning to adult social care) and are experienced in working with vulnerable people and people who may be distressed and in crisis.

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# Engagement Report

## Information and Advice strategy and proposal for specialist advice service

### Consultation

July 2015 to September 2015

## **1. Purpose of this document**

This document is a report following a public consultation on the **Information and Advice strategy for Adult Social Care** and our proposal for a **specialist advice service**.

## **2. Timescale**

Oxfordshire County Council (OCC) embarked upon this consultation from 13 July 2015 to 11 September 2015.

## **3. Process and Methodology**

An online engagement method on the Oxfordshire County Council website via the consultation portal was used which provided three key documents; Information and Advice Strategy, Service and Community Impact Assessment and Specialist Advice Service Proposal and an online survey. The link to the consultation was sent out to over 30 identified stakeholders and the link promoted to all staff in the Adult Social Care Directorate via the Adult Social Care Weekly Roundup e-mail.

## **4. Background**

This consultation covers our **Information and Advice strategy for Adult Social Care** and our proposal for a **specialist advice service** which will provide free, independent advice to assist people with benefits, debt, budgeting and other financial and welfare issues.

'Information and advice' is an umbrella term, covering a range of activities and interventions that help people to become more self-reliant and better able to manage situations and circumstances in their lives.

We believe that the availability and provision of timely, relevant, comprehensive and accurate information and advice should help to promote wellbeing, increase people's abilities to exercise more personal choice and control, support them in their decision-making and contribute to the prevention or delay of the need for care.

### **The information and advice strategy for Adult Social Care**

The information and advice strategy sets out how we are responding to the information and advice requirements for local authorities as stated in the Care Act 2014, whilst ensuring that the financial resources we have available to invest in the provision of information and advice are used effectively so that the council is able to meet its statutory obligations.

We have therefore determined the following priorities for information and advice:

**PRIORITY 1: Increasing general awareness of information and advice and supporting people to 'self-serve' wherever possible**

**PRIORITY 2: Ensuring access to more specialised advice and support which enables individuals to fully understand the range of options available to them to meet their care and support needs**

**PRIORITY 3: Focusing on our statutory responsibilities to support and safeguard the county's more vulnerable residents such as older people and adults with disabilities**

**5. Summary and key themes**

The survey received 13 online responses and all responses were anonymous. Overall, the strategy and specialist service proposal were supported by respondents to the online survey.

There was support for all components of the service proposal; face to face outreach support in particular for more vulnerable people who would not be able to access telephone support or online information and advice.

The Telephone Helpline was mentioned positively as a way to reach and support more people, but equally, concern was raised that the Telephone Helpline might be a barrier for vulnerable people receiving support due to communication issues, for example. For this reason, outreach was considered to be an important component, to enable those people who are unable to use the Telephone Helpline to get support.

Appeals and Representation, and Training and Consultancy were mentioned less frequently and were not prioritised as greatly as the Telephone Helpline and Outreach, although still considered important by some respondents.

Concerns were expressed that a reduction in funding, particularly for local advice centres, and a focus on the council's statutory responsibilities could have a negative effect on preventing crises, supporting people to maintain their independence and prevent needs for care and support.

The suggested amount of face to face support proposed was questioned, and concerns were raised that people were not just signposted to other services. Also, respondents asked how people would identify the support service.

At each end of the spectrum, the importance of availability of services for young people and older people was highlighted and that the service will be equitable to all who need it countywide.

Prevention and ensuring that people's situation do not worsen, was a key theme running through responses to the survey, and that the new service would not be robust enough to prevent people from falling into crisis. It was considered that in the long term this could have a greater impact on people's lives and the services and organisations in place to support them.

People felt that it was important to recognise what other services are available countywide, to reduce duplication and enable cohesive partnership working.

There were a number of detailed responses from advice organisations. The following quotes highlight the most common concerns mentioned:

*"While we welcome the decision of the council to consider funding a much needed specialist advice service we are concerned that the service will rely on signposting*

*individuals to local advice agencies or Citizens Advice while cutting funding to these agencies."*

*"To take funding from advice centres providing specialist advice in some of the most disadvantaged areas of Oxfordshire in order to fund the Council's statutory responsibilities under a specific Act seems very difficult to justify, especially in the light of the social impact that such cuts are likely to have because of the increasing difficulty of finding replacement funding. Such a course of action also threatens simultaneously to undermine the success of the proposed advice service. Instead, the Council should build on the accumulated expertise, and local knowledge and trust, of these advice centres by ensuring that they are incorporated into any provider contracts for the specialist advice service and by continuing to fund the specialist advice that they provide."*

## **6. Analysis**

### **Information and advice strategy**

**Question1. Do you agree with the three information and advice priorities?**

**Priority 1: Increasing general awareness of information and advice and supporting people to 'self-serve' wherever possible**

There were 13 responses to this question. They ranked the priorities as follows:

Strongly Agreed	5
Agree	7
Neutral	1
Disagree	0
Strongly Disagree	0

**Priority 2: Ensuring access to more specialised advice and support which enables individuals to fully understand the range of options available to them to meet their care and support needs**

There were 13 responses to this question. They ranked the priorities as follows:

Strongly Agreed	8
Agree	5
Neutral	0
Disagree	0
Strongly Disagree	0

**Priority 3: Focusing on our statutory responsibilities to support and safeguard the county's more vulnerable residents such as older people and adults with disabilities**

There were 13 responses to this question. They ranked the priorities as follows:

Strongly Agreed	8
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## Annex 3

Agree	2
Neutral	2
Disagree	1
Strongly Disagree	0

### **Further Comments**

*"These all seem reasonable priorities."*

The focus on vulnerable Oxfordshire residents was welcomed; although concerns were expressed that restricting to statutory responsibilities may cause greater pressures as the ability to support people before they are most vulnerable could be reduced. Also, the County Council has a much broader remit to increase the wellbeing of all Oxfordshire residents.

It was stated that providing legal advice and information to people to whom the council does not yet have a statutory duty will potentially save the council considerable future expense.

### **Concerns**

Concern was expressed that people are provided with services and are not just signposted to other organisations. Also mentioned was concern about how people will find out about services.

*"The strategy proposed will not ensure access to specialised advice and support"*

There was a concern that a restricted focus on minimal statutory responsibilities alone may be unlikely to be cost-effective, given the greater efficiency of providing comprehensive specialist advice to prevent the need for social care and other social and community services provision (such as children being taken into care).

### **Question 2:**

**Is there anything else we should include in the priorities and why?**

Comments included: Support to services providing the essential information and advice, ensuring that there is access to specialist information and advice for young people. The services listed are predominantly for the over 50s and that service should be equitable across the whole of Oxfordshire.

One respondent stated that the priorities should be widened to include people with long term health needs to whom OCC has no statutory duty.

Also there was a comment raising concern regarding how new services would be evaluated for effectiveness to ensure that future contracts reflect the needs of users.

### **Question 3:**

**Are there any other comments that you would like to make about the information and advice strategy?**

*"We are pleased to see specialist services and advice supported in the Strategy; however the specialist area of support to older people appears to have been diminished in the proposed service specification by making it an all age service"*

Concern was raised that commissioned services could be duplicated by other organisations. Also, that there may be a mismatch between the aim to focus on statutory activity and the aim to provide early intervention activity.

**General comments**

*"We welcome the fact that some funding has been preserved for specialist advice"*

*"Providing good legal advice and information has a significant impact in improving people's mental health and wellbeing and is one of the best preventative measures the council can take to reduce the number of people, especially older people who need social care and support."*

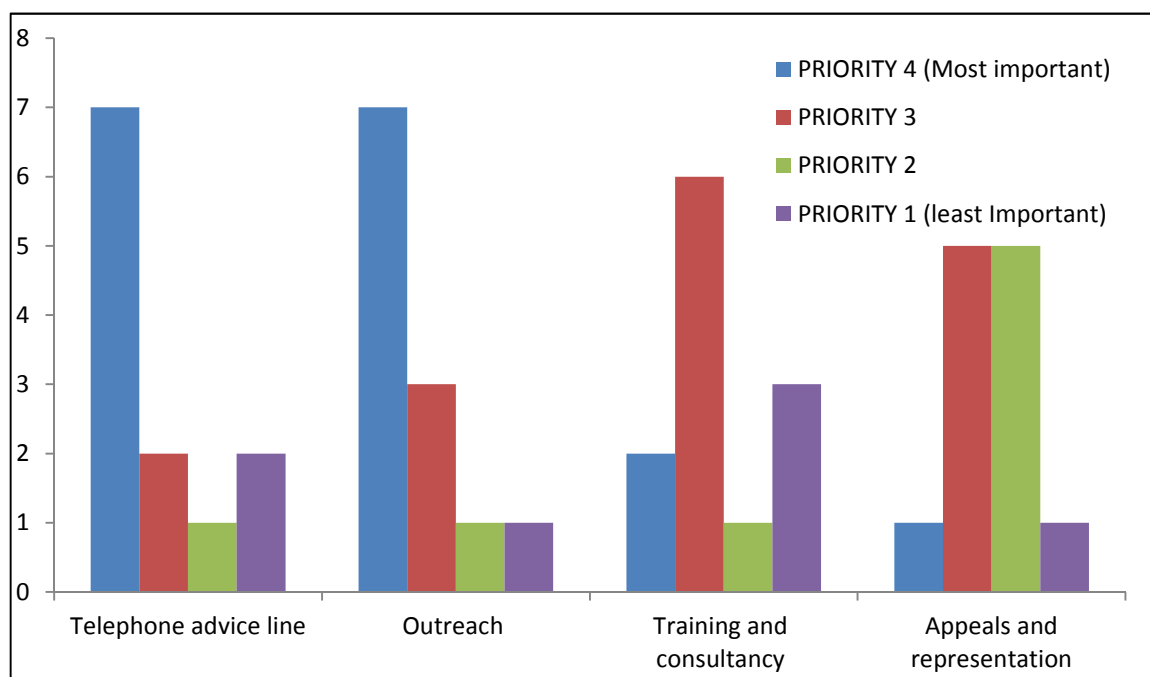
*"We welcome the recognition in the strategy of the importance of information and advice and the preventative value of prompt and accurate advice. We would encourage the maintenance of a broad definition of information and advice – ie not simply relating to care and support. The desire to commission a specialist advice service acknowledges the fact that information about care and support on its own will not provide the holistic support on inter-related topics such as benefits, debt, housing and employment which is needed to maintain independence. We welcome this approach."*

## The Specialist Advice Service

### Analysis

**Question 1: Please rank the four elements of the proposed service in order of priority.**

Due to the small number of respondents (12) to this question, it is difficult to detect an overall trend. However, from those that responded, answers indicate that the Outreach and Telephone Advice Line are considered a greater level of priority. Appeals and Representation and Training and Consultancy, whilst not being rated as a highest priority, are still seen as important.



However, concerns were raised regarding costs and efficiency:

*"The outreach service envisaged, based mostly on home visits, is unnecessarily time-consuming, expensive and inefficient."*

*"A telephone helpline is not adequate to enable individuals to maximise their income and reduce their debts. It can only be useful to provide very basic information to those who are already competent and confident. Face-to-face advice and support is essential for most of those who need this service."*

### **Question 2:**

**Your highest priority component of the proposed service - please tell us why you consider this the most important**

Many respondents felt that all the components of the proposed service were important and were unable to rank them.

However, of those who responded, the Telephone Helpline was considered a high priority as it created the "easiest access to greatest number of people". Also, *"because this is the most effective way of providing advice, and will lead to the most efficient outcomes"*.

It was also stated that the Telephone Helpline enables more people to access information and advice at an earlier point (before crisis, so preventative) and enables them to retain more control.

*"It is important that clients can access the service by telephone and this should be the first point of contact for clients. As much specialist advice as possible should be given by phone to protect the face to face services for those who are most vulnerable. Telephone services can provide information and advice for clients who are confident or who have family support to enable them to follow up the advice with what are often complex tasks."*

Yet *"because the most vulnerable people in society are often unable to access online information and advice"* there is still considered a need for face-to-face and outreach services. *"Maximum value will be secured from the available budget by ensuring that as much funding as possible can be used to enable action on behalf of clients who are not able to act for themselves"*.

One provider stated: *"Our experience shows that face to face visits supported by on-going communication by telephone and letter provide the best quality services with the highest outcomes for clients"*

A further comment received stated that face-to-face support and advice is essential to properly assist the groups of people for whom the county council has statutory responsibilities. It was felt that face to face support creates better outcomes for people when dealing with complex issues such as benefits and debt.

### **Question 3:**

**Your lowest priority component of the proposed service - please tell us why you consider this the least important**

In some instances, respondents did not rank priorities as it was felt that they are all closely interconnected and make such a positive contribution to people's lives. Whilst the Telephone Helpline was listed as a high priority, a number of respondents also considered it a low priority. This was because *" a telephone helpline cannot deliver outcomes to match those of face-to-face services and that is particularly true for two groups of clients - those with language or literacy issues and those with disabilities including learning difficulties or mental health problems"*.

*"The efficacy of telephone advice in particular for this group of clients has been shown to be limited. They will need face to face advice from specialist advisors who can deal holistically with their complex needs and problems whilst being able to see the paperwork associated with claims, debts etc."*

All elements of the service are considered important to most of the respondents. However, whilst it was stated that training and consultancy can be achieved through

diverse national means and is therefore of a lower priority, it is still considered to be important as consultancy and training make a significant contribution to ensuring that front line staff in other agencies and organisations can respond appropriately to queries.

Also, whilst appeals/tribunal representation may be needed in fewer cases, the impact on individuals of claims failing or of poor administration are devastating and the additional costs of failed appeals could impact on council budgets elsewhere.

**Question 4;**

**Any other suggestions for the new specialist advice service, or comments;**

A respondent suggested that a lot of the low level, initial information and advice could also be accessed via the Community Information Network.

Other comments included:

*"Local advice centres should be included as partners in the specialist advice service"*

*"I think you need on-line as well as telephone based with live chat"*

*"Joint provision with other services especially CCG's and district or city councils."*

*"Increasing the signposting of clients to advice agencies, while at the same time removing funding from some of those agencies which enables them to respond to clients when they present, will potentially undermine key objectives of preventing the need for care and support and maintaining independence".*

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**Information and Advice Strategy and Proposal for Specialist Advice Service -  
Response to the Consultation  
September 2015**

**Introduction**

1. This report sets out our response to the report of the public consultation on the information and advice strategy and proposal for specialist advice service, and should be read in conjunction with the strategy and service proposal as well as the consultation report.
2. The consultation took place from 13th July to 11th September and was available on the online portal on the Council's public website. A weblink to the consultation was sent out to over 30 identified stakeholders and the consultation was also promoted to all staff in the Adult Social Care Directorate via the 'Weekly Round-Up' e-mail.
3. The consultation attracted only 13 responses, received via the online consultation portal and by letter.

**Response**

4. Overall, the strategy and specialist service proposal were supported by respondents, who welcomed the recognition in the strategy of the importance and preventive value of prompt and accurate information and advice.
5. There was support for the components of the proposed service model service that involve direct work with people (telephone advice, outreach and support with appeals), in particular for face to face outreach support for more vulnerable people who would not be able to access telephone support or online information and advice.
6. Respondents to the consultation highlighted some particular concerns which are outlined below, together with the council's response.

<b>Concerns</b>	<b>Response</b>
7. The suggested proportion of funding to be allocated to outreach work was felt to be too low, and target numbers were not felt to be achievable within the likely budget	As a result of these concerns, the proposed percentage allocation of budget for the components of the specialist advice service have been reviewed and adjusted to give greater weight to the outreach component, which will provide face to face access to specialist advice for the most vulnerable residents countywide
8. The strategy needs to be adequately funded in order to be effective and reduced funding for	We believe that the level of county council funding allocated more broadly to a wide range of information and

information and advice was a risk to the delivery of the strategy, especially given the new Care Act responsibilities

advice services is adequate to deliver our statutory duties

9. Focusing on statutory responsibilities may cause greater pressures as the ability to support people before they are most vulnerable could be reduced; the County Council also has a broader remit to increase the wellbeing of all Oxfordshire residents

The council is also investing in services to identify and support people to remain independent and connected to their communities, to prevent, reduce or delay the need for formal social care input.

10. The loss of council funding from local advice centres could cost the council more in the longer term and also undermines the aim of preventing or delaying needs for care and support

Whilst the county council is not the sole or main funder of many of the existing providers, we recognise that the loss of any funding as a result of county council grants and contracts ending will have an impact on existing providers' abilities to continue to provide current levels of service

However, we are confident that the majority of services will have sufficient resources to continue to support Oxfordshire residents, possibly with a reduced service offer

11. The assumption that these local advice centres will carry on providing specialist advice but the withdrawal of county council funding will impact this

The council is proposing to commission a single specialist advice service. We are confident that this will enable us to meet our statutory duty

We recognise that this may have an impact on current providers but, as with any procurement, our intentions to purchase a single service does not necessarily mean that a single organisation would provide the service and does not assume that local advice centres could not be involved as the council would welcome tender applications from a range of potential providers



12. The interdependency with other information and advice services, many of which are also subject to review and/or closure

We would expect any provider of the new specialist service to work collaboratively with the range of information and advice provision in Oxfordshire. We recognise that, over time, this will change in response to need, commissioner action, and available funding

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Division(s):

## CABINET - 20 OCTOBER

### **NEW ARRANGEMENTS FOR THE DELIVERY OF EDUCATION SUPPORT AND ENGAGEMENT WITH SCHOOLS IN OXFORDSHIRE IN RESPONSE TO FUTURE NATIONAL AND LOCAL CHALLENGES**

#### **Report by Director for Children's Services**

#### **Introduction and current context**

1. In July 2012 the Council agreed that it *'will ensure that support services for schools continue to be available, whether they are provided in-house or through the commercial market place. We will not seek to retain them in-house unless there is strategic value in doing so, but will work with schools to ensure they have access to services.'*
2. The growth of school autonomy has triggered a debate about the role of local authorities and the conditions necessary to encourage and sustain a self-improving system. This paper argues that there is still significant strategic value in retaining in-house school improvement services.
3. The Corporate Plan 2015-18, A Thriving Oxfordshire, states that the Council *'has a crucial leadership role in ensuring there is a diverse supply of strong schools for the county's children and a key role in continuing to improve educational attainment in the county.'*
4. Oxfordshire's Children and Young People's Plan 2015-18 wants Oxfordshire to be *'the best place in England for children and young people to grow up in, by working with every child and young person to develop the skills, confidence and opportunities they need to achieve their full potential.'*
5. These plans reinforce the Council's aim for strong schools, which provide children and young people with appropriate knowledge, skills and understanding, which will be fundamental to the future of a thriving Oxfordshire. An in-house service, able to trade with all schools and settings to ensure its future viability, will provide the Council the opportunity to continue to improve educational standards for all.
6. While schools can, and do, receive support services from a variety of sources, the Council would be well placed to continue to have in-house capacity to achieve the corporate aims and targets. This will provide for an integrated approach across health, social care, safeguarding and post 16 education and training. It will also enable a more integrated and bespoke approach for the future, to address whatever particular pressures or concerns face the county.

7. In Oxfordshire our work with schools will be underpinned by the following principles:
- We act as champion for all children, young people and their families.
  - We recognise and respect increased school autonomy and will develop mature ways of working with all schools and academies.
  - We value debate and discussion with schools as equal partners and will seek opportunities to ensure the exchange of views and build a learning and collaborative community.
  - We scrutinise the standards achieved by all schools and will support and challenge as necessary, as we still have a clear accountability mandate.
  - We identify isolated schools and those at risk, offering support as we are determined not to leave any school behind.
  - We share any concerns in the appropriate manner with those that are responsible for schools i.e. the governing body, sponsor, Regional Schools Commissioner, Ofsted.
  - We work with schools and partners to create a future school-led self-improving system, e.g. through the establishment of the Strategic Schools Partnership where we seek to model effective behaviours to build capacity, responsibility and accountability with partners.
  - We provide data that allows both for individual schools and for thematic issues to be clearly identified and addressed.
  - We understand that school leaders know where to access the high quality support they need and we will provide opportunities for schools to lead and innovate.
  - We ensure that there is local capability to support all schools and will ensure the highest quality, with low overheads and effective systems to support our core business.

### **Responsibility for Schools**

8. Oxfordshire has overall responsibility for children in 285 schools. Of these, 198 (69.5%) are maintained schools and 81 (28%) are academies, including both converter and sponsored academies. A further 13 schools are currently in the process of becoming academies.
9. There are currently 15 Multi-Academy Trusts (MATs) with 61 academies between them and 7 more schools programmed to join before December 2015.
10. The Government has published its intention to provide 500 more Free Schools in this electoral term, some of which will be established in Oxfordshire. In addition, the LA has statutory responsibility for the Virtual School for children in care.

## **Council Stance on School Diversity**

11. Following the Education Act 2011, Oxfordshire County Council stated its support for the conversion of schools to become academies and for the establishment of new forms of schools, including free schools, studio schools and university technical colleges. The Council has a strong track record of supporting schools to become academies and endorsed a formal position regarding the academies programme in 2012.
12. The proposed Education and Adoption Bill is aimed at those schools 'requiring improvement'. It introduces a requirement upon local authorities to facilitate academy conversion and contains a provision requiring all schools with an inadequate Ofsted rating to become academies, which extends the existing policy presumption to a legal requirement.

## **Education Strategy 2015-18**

13. The Council's strategic aim is for a more autonomous and self-improving education system and it is committed to enabling schools and settings to promote excellence and lead their own improvement. The draft Education Strategy 2015-18 reflects the significant changes of the last three years and the succession of Ofsted Frameworks for schools, each one raising the bar in terms of thresholds and expectations. The Education Strategy 2015-18 defines the new relationship that the Council will have with its schools. Further detail about the targets within the new Education Strategy can be found in Annex 3.

## **Educational Performance**

14. The quality of education provided in many schools in Oxfordshire is often good, and sometimes outstanding, but across the county as a whole, standards for learners are not yet good enough when compared with statistical neighbours. Systems and processes are not yet fully effective in ensuring that all schools have the support and challenge to become as good as the best. Educational performance for vulnerable and disadvantaged learners is an area of significant risk for the county and, although recent progress has been made, the gap between the educational attainment and progress of vulnerable groups compared with their peers is not closing consistently.
15. There are relatively few schools in the lowest Ofsted categories of Special Measures and Serious Weaknesses, but there are not yet enough outstanding schools to be ranked in the top quartile for this indicator nationally. 87% of primary schools are judged to be good or outstanding by Ofsted, a significant improvement and now exceeding the national average. 88.6% of secondary schools are rated good or outstanding by Ofsted, also better than the national average. 83% of special schools are rated good or outstanding by Ofsted, which is below the national average.

16. Changes to the Ofsted inspection framework for schools and the impact of the new national criteria for identifying 'coasting schools' will mean that the county's comparative position with regard to educational standards will remain under constant external scrutiny for the foreseeable future.

### **Educational Roles of Local Authorities (LAs)**

17. The role of the Council in education has changed rapidly in recent years, yet councils are still bound by over 200 statutory duties covering education and children's social care (see Annex 1).
18. The national changes that affect the role with respect to education include:
- Increasing system diversity with the conversion of schools to academies, the introduction of free schools and the resulting reduction on centrally retained funding for school improvement.
  - A growing market of providers for school support services competing with LAs for best value and choice.
  - Local Government annual efficiency targets, resulting in continuous budget reductions.
  - The change of LA's role from provider to advocate, commissioner and quality assurer.
  - The increase in school based providers arising from the Teaching Schools initiative.
  - A growing recognition of schools' ownership of their own improvement and political will to devolve as much as possible to the front line.
  - Increased regionalisation of decision making and planning of national bodies such as the Schools Commissioner, funding agencies and Ofsted.
19. LAs should, as a matter of due process, decision making and scrutiny, undertake a local test of assurance to check that their structural and organisational arrangements enable them to discharge both their education accountabilities effectively. The proposals in this report are part of that due diligence and future thinking approach for school improvement functions.

### **Council Provision for School Improvement Functions**

20. Over the last six years the Schools and Learning Service (S&LS) has been subject to annual staffing and budget reductions. Following policy directives, the service had re-focused the breadth of its work on schools causing concern and reduced its oversight of curriculum matters and the quality of all schools. Increased trading of training and consultancy was not previously deemed to be a priority as a strategy for offsetting the impact of these changes until 2013.
21. More recently, the service has reconfigured its provision for school improvement to keep all schools under review, reflect changes to grant

funding and prepare for the Ofsted Framework for inspecting local authority school improvement arrangements (LAASSI).

22. As part of this work, the S&LS has now established full cost recovery models in order to be ready to operate on a commissioned basis in line with the national direction of travel. The range of functions that secure the statutory accountabilities and the strategic responsibilities of the LA for school improvement are now clearly organised for internal commissioning and deployment purposes into two main categories:
- Core Offer (Statutory – ‘Must Do’)
  - Core Offer Plus (Strategic – ‘Intervening early to make a difference’)
23. Analysis of effective LAs indicates that an optimal balance of staff deployment across the different functions appears to be in the following ratios:
- Core Offer (Statutory): 25%-40% (OCC has historically been deploying c.70%).
  - Core Offer Plus (Strategic): 35%-40% (OCC has historically been deploying c.20%).
  - Traded Activity: 20%-30% (OCC has historically been deploying c.5-10%).

It is important to note that effective LAs are conducting activity across all three areas, which makes important connections between the three aspects and yields better outcomes overall with each function complementing the other two. (The groupings of Core Offer and Core Offer Plus functions being delivered for 2015-16 are set out in Annex 2).

24. The functions under the Core Offer (Statutory) do not significantly change from year to year unless major piece of new legislation occurs. In Oxfordshire, the approach now is to deliver these ‘compliance’ functions as efficiently as possible, releasing further capacity for the Core Offer Plus (Strategic) functions that have the potential to make the difference in outcomes and seek to prevent failure.

### **School Collaborations in Oxfordshire**

25. Oxfordshire is divided into 26 area partnerships of schools. These are led by schools and some of them have progressed to employing formal co-ordination to help them deliver their locality improvement agenda.
26. Seven of the partnerships have evolved into formal collaborative companies, with a view to running a more business like model and securing efficiencies through shared services and procurement.
27. The Oxfordshire Teaching Schools Alliance (OTSA) is a nationally accredited group of five designated Teaching Schools (with 35 Strategic Partner Schools) that have formed a strategic alliance. It is a growing partnership of Oxfordshire schools, Oxfordshire County Council, Higher Education

Institutions and other significant educational organisations. Their vision is that, by bringing together the strengths of all OTSA partners, they have a unique opportunity to develop a sustainable culture of aspiration, collaboration and excellence leading to a world class education for all young people in Oxfordshire. The alliance is a key player in the Strategic Schools Partnership which forms part of the proposed solution for the future. (See Section B.).

## **Progress to Date and the Way Forward**

### **The Strategic Schools Partnership – A Commissioning Model**

28. The Council has been considering the most appropriate model for the future delivery of school improvement functions since the January 2012. Options for a private sector joint venture arrangement and a public:public partnership with Hampshire County Council have both been considered and rejected. The model now proposed is a local solution, structured to create a sustainable model for the future. It is a system led model, but recognises that the Council still has to discharge a significant number of statutory functions relating to education, school improvement and quality assurance (irrespective of the reduced number of maintained schools) and that the schools market place as provider is as yet relatively immature.
29. The first phase in this process has been to establish a Strategic Schools Partnership (SSP). A shadow board was established in April 2015 comprising key partners who share responsibility and accountability for education in the county, with partners from the CEF Directorate, the Schools and Learning Service (S&LS), schools, governing bodies, the Diocesan Boards, Higher and Further Education, the Teaching Schools Alliance and Oxford City Council. The board has developed data sharing and quality assurance protocols to govern its work. From September 2015, the Strategic Schools Partnership will convene as a full board with agreed terms of reference.
30. Comprehensive consultation on a range of aspects concerned with the principles, scope and operational details of the Strategic Schools Partnership was conducted in June 2015. The consultation responses indicated agreement in principle to the direction of travel. There was also agreement that the Council should have a pivotal role in enabling partnerships and building relationships.

### **Restructure 1 - Schools and Learning Service (S&LS)**

31. The key milestones for the two phases are set out in the table below. This paper focuses on the proposals to restructure services within the current Education and Learning portfolio to better deliver the responsibilities of the Council and to address more cost effectively the challenges raised in the Section A of this report.



**Table 1: Phased Approach and Key Milestones for Future Actions**

<p><b>Phase 1</b></p> <p><b>Strategic Schools Partnership (SSP)</b></p> <p><i>April 2015 – April 2016 →</i></p>	<p>1.1</p> <p>1.2</p> <p>1.3</p> <p>1.4</p>	<p>Establish a Commissioning Partnership Model with key partners for delivery of an initial range of school improvement initiatives. A key partner for the delivery of school to school support will be the Oxfordshire Teaching School Alliance (OTSA).</p> <p>Establish governance, accountability and quality assurance protocols that will ensure accurate commissioning to meet needs, deploy the commissioning funds and oversee value for money outcomes.</p> <p>Grow commitment to the SSP with all schools and stakeholders, winning hearts and minds and increasing capacity to share effective practice.</p> <p>Establish a Commissioning Fund for the SSP board to deploy – target £300k per annum to support strategic priorities.</p>
<p><b>Phase 2</b></p> <p><b>Internal Commissioning &amp; Business Readiness</b></p> <p><i>April 2015 - March 2016 →</i></p>	<p>2.1</p> <p>2.2</p> <p>2.3</p> <p>2.4</p> <p>2.5</p> <p>2.6</p>	<p>Evolve the S&amp;LS into a traded arm, with the requirement to ring fence a proportion of any surplus to re-invest in the service.</p> <p>Reconfigure specialist professional staff in the S&amp;LS and administrative support from the core Children, Education &amp; Families Directorate to the S&amp;LS to better meet business and trading needs.</p> <p>Establish an internal commissioning model for the retained statutory and strategic functions to accurately determine real costs and zero based budgeting in advance of more structural changes.</p> <p>Develop commercial and public sector experience to manage the development of an effective traded model, with a view to further scoping potential models for the future.</p> <p>Roll out a trial of time recording systems to ensure that management information relating to a commissioning model is available.</p> <p>Establish trading income generation targets and systems to secure target and monitor variance.</p>

32. The traded arm provides an opportunity to establish a Traded Net Surplus Share Agreement on a sliding scale of agreed ratios. The return for the Council could contribute towards the cost of any annual Core Offer Plus

commissioned projects. Such a re-investment in education would be positively viewed by schools. Entering into a share agreement with a new traded arm could secure an on-going revenue stream for the Council.

## **Restructure 2: Education and Learning Services (E&LS) to a Central School Support Portfolio**

33. The proposed changes to a business model for the Schools and Learning Service outlined above has implications for the remaining services within Education and Learning. These comprise the School Organisation and Planning Service, the Foundation Years' Service and the Special Educational Needs Service. The proposal is to reform these services (following service efficiencies) into a **Central School Support Portfolio**. The existing post of Deputy Director would be reconfigured to include a significant commissioning function with the traded service and as a member of the Strategic Schools Partnership.

### **Options Appraisal**

34. The status quo is unsustainable because of the range of drivers noted in Section A. The service will continue to shrink as annual budgets reduce and the central resource correspondingly reduces with increasing academy conversions. Unless action is taken, this shrinkage will happen in an ad hoc way as staff leave. The ability to service the Council's statutory requirements with appropriate quality will become compromised within the next year or so and relationships with schools would become further stretched.
35. The Council has indicated through its Education Strategy that it wishes to make a strategic contribution to the quality of education provided across Oxfordshire schools and enable all learners to fulfil their potential. It also wishes to be well placed in educational league tables when compared with statistical neighbours and on Ofsted outcomes as evaluated through both school inspections and also the Ofsted inspection of LA arrangements for school improvement. If the Council wishes to continue to make a difference to educational outcomes, then some investment in strategic functions is essential.

### **Options Appraisal Summary**

**Table 2: Options Appraisal Summary**

<b>Option</b>	<b>Description</b>	<b>Implications</b>
Option A	<b>Reduce school improvement to statutory compliance functions only</b>	There would be a significant risk that the service would lose further knowledge about schools and be unable to raise performance alerts with governing bodies. The current service staff would have to reduce by approximately one third with significant consequent redundancy and pension liabilities.

Option	Description	Implications
		<p>There would be no added value from trading and schools would need to purchase their professional development solely from the wider market place.</p>
Option B	<p><b>Cease Service and secure school improvement functions purely via Commissioning arrangements</b></p>	<p>The Council would need to use its entire current core budget (and possibly more) to commission services from a range of providers in the market place (including schools) to match the existing provision.</p> <p>Fees are likely to be higher as providers bear the risk of outcomes.</p> <p>Coherence is likely to suffer as no one provider will be able to meet the full set of requirements and, therefore, additional commissioning capacity and central quality assurance would also be needed.</p> <p>One-off initial redundancy and pension costs would need to be met by the Council and these would be high given the salary levels and longevity of service of specialist staff.</p>
Option C	<p><b>Outsource school improvement</b></p>	<p>This option has already been explored and rejected in 2012-13.</p> <p>It would involve going out to the market again, which would be expensive and may not yield suitable providers. It would not address the stated desire for a local solution to local issues. It would, however, provide the opportunity to secure best value with competitive bidding and potentially offer a broader range of services to access, subject to the final provider selected.</p> <p>It would not yield initial savings as private sector charges are likely to be higher than the in-house provider.</p> <p>Due diligence by the selected provider is likely to result in additional redundancy and pension costs as in Options A and B.</p>
Option D	<p><b>Establish a new traded arm within OCC</b></p>	<p>Stability and local knowledge is secured via commissioning the Core Offer and Core Offer Plus, with the traded arm enabled to trade more innovatively and reinvest surplus in the service. The development of commercial skills would grow the business, so the traded arm has a good chance of success whilst providing</p>

Option	Description	Implications
		<p>a value added model for both the county and its schools.</p> <p>The successful development of a traded arm might in the future progress to the development of a separate traded company, bringing fewer liabilities to the Council.</p>

## Legal Considerations

36. None

## Financial and Staffing Considerations

37. Current Budget Position 2015-16:

Service Area	Gross Expenditure £000	Grant Income £000	DSG Income £000	Other Income £000	Recharges £000	Net Expenditure £000
Governor Services	436				-351	85
Business Development	87					87
School Improvement	608					608
Schools Causing Concern	421					421
Vulnerable Learners	397		-154			243
Narrowing the Gap	659		-200	-74	-347	38
Looked After Children	1,185	-665	-329			191
Social Inclusion	617		-476			141
<b>TOTAL</b>	<b>4,410</b>	<b>-665</b>	<b>-1,159</b>	<b>-74</b>	<b>-698</b>	<b>1,814</b>

38. Local Authority (LA) net budgets are funded from a variety of sources, including the Education Services Grant (ESG). This is allocated to LAs on the basis of pupil numbers and is intended to fund a number of core LA education responsibilities. Some of these responsibilities apply to all schools and academies and some only relate to maintained schools. £87 per pupil is allocated in respect of pupils in maintained schools, and £15 per pupil in respect of pupils in all schools and academies for LA retained duties.
39. Current estimated ESG for 2015-16 is £5.3m, reflecting expected conversions of maintained schools to academy status in this financial year. ESG reduces as more schools convert from maintained to academy status. If all schools

converted to academy status and the current ESG rate of £15 per pupil is maintained for all pupils in respect of retained duties, it is estimated that ESG would be reduced to £1.3m. This contributes to other CEF budgets, as well as Schools and Learning. Some of the main areas of work (see also Annex 2) that would still need to be funded in whole or part include:

- Director of Children’s Services.
  - Strategic planning for education service.
  - Preparation of revenue budgets for education, plus external audit of related grant claims and returns.
  - Internal audit and other tasks necessary to discharge S151 responsibilities.
  - Provision of information for the Secretary of State.
  - Identifying children not receiving education, and addressing poor attendance.
  - Asset management strategy, including basic need.
40. The financial model required for future Schools and Learning core services needs to have the potential to contract to reflect reducing ESG as more schools convert to academy status and changing LA responsibilities. If the development of a trading model is endorsed, this could generate extra income to support ‘core offer plus’ activities that are strategically desirable rather than essential.
41. An illustration of possible reductions in ESG over the next couple of years is shown in the following table, assuming continued conversion of maintained schools to academy status. The speed of continued academy conversions will determine how quickly the ESG reduces to the current estimate of the £1.3m minimum for retained duties, assuming 100% conversion. The table shows the estimated split between the retained duty and the general element of the grant.

	July 2015 Estimate				July 2017 Estimate			
	Pupil Numbers	ESG - retained duties element £000	ESG - general £000	ESG - Total £000	Pupil Numbers	ESG - retained duties element £000	ESG - general £000	ESG - Total £000
Maintained Primary and Secondary	44,095	661	3,836	4,498	30,000	450	2,610	3,060
Maintained Special	579	9	214	223	579	9	214	223
Academies Primary and Secondary	44,290	664		664	58,385	876		876
Academies Special/PRU	479	7		7	479	7		7
<b>Total</b>	<b>89,443</b>	<b>1,342</b>	<b>4,050</b>	<b>5,392</b>	<b>89,443</b>	<b>1,342</b>	<b>2,824</b>	<b>4,166</b>

42. Dedicated Schools Grant (DSG) funds a substantial part of education services, including some of the services in Schools and Learning. DSG is divided into 3 Blocks: Schools, Early Years and High Needs. The main on-going source of DSG funding in the Schools and Learning area is from DSG High Needs Block, and relates to vulnerable learners, looked after children and inclusion teams. The total of on-going DSG High Needs Block funding allocated in 2015-16 is £1.159m. It is expected that this level of contribution can continue in the near future for continued provision of these services. This may need to be reviewed if there are growing pressures elsewhere in the DSG High Needs Block, or following expected further reforms of DSG.
43. Current staffing of the service includes 48.37 fte specialists and 17.09 fte administrative staff. It is expected this will reduce, although the scale of reduction will depend on the preferred option.

## **Equalities Implications**

### **Service and Community Impact Assessment (SCIA)**

44. A SCIA has been completed for this project and indicates that there are no significant matters beyond those which would occur without the proposals. Indeed, the proposals, if implemented would, to a degree, mitigate the impact of reducing budgets and loss of specialist school improvement and inclusion expertise to the county and schools. (Attached as Annex 4).

## **Next Steps**

45. If the direction of travel is approved, the next steps are:
- Consultation with schools and governing bodies.
  - Consultation with staff.

## **RECOMMENDATIONS**

46. **Cabinet is RECOMMENDED To:**
- (a) **Approve, in principle, the creation of a ring-fenced trading service for Schools and Learning, trading with third parties and to allow for further developmental work and consultation with key stakeholders.**
- (b) **Endorse the proposal to reconfigure the remaining services into a streamlined and integrated Central School Support Portfolio comprising the remaining non-delegable functions.**

JIM LEIVERS

Director for Children, Education & Families

Contact Officer: Rebecca Matthews, Interim Deputy Director – Education and Learning (01865 815125) September 2015

**Annex 1****Statutory Functions Relating to Education for Local Authorities**

Statutory guidance was set out in 2013 relating to the roles and responsibilities of the Director (DCS) and Lead Member for Children's Services (LMCS).

<b>DCS Statutory Accountabilities</b>	<b>LMCS Statutory Accountabilities</b>
<ul style="list-style-type: none"> <li>• Strong strategic local leadership.</li> <li>• Development of an increasingly autonomous and diverse education and children's service sector – ensuring fair access and supply of school places.</li> <li>• Working with school leaders, support the drive for higher educational standards for all children and young people, paying particular attention to the most disadvantaged groups and being ambitious in tackling under-performance.</li> <li>• Act as effective and caring corporate parents for looked after children.</li> <li>• Ensure integration of children's services across the council ensuring smooth transitions.</li> <li>• Involve and listen to parents, carers, children and young people.</li> <li>• Ensure local voluntary and community sectors, charities, social enterprises and the private sector are included in the scope of LA planning, commissioning and delivery of children's services where appropriate.</li> <li>• Include named partners in co-operation to improve children's health and wellbeing.</li> <li>• Establish local co-operation arrangements to reduce child poverty.</li> <li>• Comply with duties under the Equality Act 2010.</li> <li>• Comply with safeguarding and welfare duties under the Children Act 2004 section 11.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that the needs of ALL children and young people, including the most disadvantaged and vulnerable and their families and carers, are addressed.</li> <li>• Work closely with local partners to improve the outcomes and wellbeing of children and young people.</li> <li>• Have regard to the United Nations Convention on the Rights of the Child and ensure that children and young people are involved in the development and delivery of local services.</li> <li>• Provide strong strategic leadership and support and challenge to the DCS and relevant members of the senior team as appropriate.</li> </ul>

A range of school improvement specific legislation also applies and governs the work of the current Schools and Learning service:

- Proposed Education and Adoptions Bill (Expected to come into force in December 2015)
- Schools Causing Concern Statutory Guidance – January 2015 (Revised Version)
- DfE Local Authority Statutory Roles and Responsibilities 2013
- Education Act 2011 (amended the 2006 Act)
- Academies Act 2010
- The School Governance Regulations 2010 (Transition Regulations)
- Apprenticeships, Skills, Children and Learning Act, 2009 (ASCL Act)
- Education and Inspections Act 2006 (in particular Part 4 and Section 72)
- Education Acts 2005
- Education Act 2002
- School Standards and Framework Act 1998
- Education Act 1996 (S.13a re. Educational Excellence)



**Annex 2****2015-16 Groupings of Core Offer (Statutory) and Core Offer Plus (Strategic) Functions**

For 2015-16 the following key functions have been agreed. They are the ones against which the zero based budget allocations have been calculated and staffing capacity has been deployed.

(\* denotes applicable to academies also)

<b>Statutory – Core Offer (CO) ‘Must Do/Compliance’</b>	<b>Strategic – Core Offer Plus (CO+) ‘Makes the Difference’</b>
<ol style="list-style-type: none"> <li>1. Attendance and Exclusions Issues.</li> <li>2. Assessment and Moderation.</li> <li>3. NQT Appropriate Body Registration and Qualified Teacher Status (QTS).</li> <li>4. *Standards and progress strategic overviews for all schools, including Data Analysis.</li> <li>5. *Virtual School for Looked after Children.</li> <li>6. Elective Home Education (EHE).</li> <li>7. *Children Missing Education (CME) Register.</li> <li>8. *Child Performance and Employment - safeguarding.</li> <li>9. Curriculum compliance.</li> <li>10. Schools causing concern.</li> <li>11. Schools Ofsted inspections and HMI Liaison.</li> <li>12. School Governance - maintained schools database.</li> <li>13. SACRE/Agreed Syllabus.</li> <li>14. British Values (PREVENT) issues.</li> <li>15. Information, Advice and Guidance (IAG)/Not in Education, Employment or Training (NEETs)/Post 16 commissioning and tracking.</li> <li>16. Educational Visit Co-ordination and Quality Assurance.</li> <li>17. *Special Educational Needs (SEN) and Inclusion Strategy.</li> <li>18. Headteacher appointments and qualifications checks – Directors Representation Rights.</li> </ol>	<ol style="list-style-type: none"> <li>1. *School Improvement statistical performance and standards database/analysis.</li> <li>2. *Autumn Term Risk Assessment Position Statement.</li> <li>3. Governance quality - monitoring for issues that may compromise school standards.</li> <li>4. *Closing the Gap– Disadvantaged and Vulnerable Learners (SEN/BME/GRT/Pupil Premium).</li> <li>5. New National Curriculum and Assessment implementation.</li> <li>6. School to School Support (S2SS) models and brokerage.</li> <li>7. Increasing numbers of children and young people in Good and Outstanding Schools.</li> <li>8. Workforce – Schools’ leadership and management framework for succession planning and system leadership.</li> <li>9. Effective practice dissemination.</li> <li>10. Senior staff recruitment processes.</li> <li>11. Annual preventative/development initiatives (based on data) e.g. Every Child projects, attendance, closing the gap for vulnerable learners.</li> <li>12. *Overview of academies’ performance for alerts to the Regional Schools Commissioner.</li> <li>13. Headteacher Appraisal support (traded for all except inadequate category 4 schools).</li> </ol>

## **Annex 3**

### **Education Strategy 2015-18 Overview**

The draft Education Strategy (2015-18) indicates the following aspirational targets for Oxfordshire's learners:

- a. Every school and setting in Oxfordshire to be at least good by 2018.
- b. More of our schools to be outstanding - 25% by 2018.
- c. Improved standards across the county to ensure that outcomes for children are consistently in the highest performing 25% nationally.
- d. A reduced achievement gap between children and young people from deprived backgrounds to be in line with the highest performing 25% of local authorities nationally, with a strong equalities and early intervention approach promoted across all education providers.
- e. The attendance of all children and young people to match the attendance rates of the highest attaining authorities.
- f. A reduction of both fixed term and permanent exclusions across the county.
- g. Strong collaboration between early years settings, schools, alternative providers and colleges in order to realise the vision and improve education in Oxfordshire.
- h. A resilient and sustainable market of school and childcare places meeting local demand.
  - i. Every local area to offer a wide range of provision to ensure that vulnerable children and young people can remain in their local area wherever possible.

**Annex 4**

**Service and Community Impact Assessment (SCIA)**

**Front Sheet**

**Directorate and Service Area:**

Children, Education & Families - Education & Learning Service

**What Is Being Assessed**

Re-structuring of Schools & Learning Service and E&L Services to create a traded arm (Part of Strategic School Partnership Project)

**Responsible Owner / Senior Officer**

Rebecca Matthews (Interim Director for Education & Learning Service)

**Date of Assessment**

18 August 2015

**Summary of Judgement**

There are no significant negative impacts on the service or community from these proposals. The proposals have been predicated on sustaining quality services for schools and securing compliance for the Council in the delivery of its statutory and strategic functions including its advocacy and duty of care roles.

If these proposals are not agreed and implemented then there are likely to be medium and longer term implications for the supply and quality provision of services for vulnerable groups of children and young people.

There will be some redundancies of specialist advisory school improvement and inclusion staff with loss of expertise to the end user and financial implications for the Council regarding redundancy payments and pension liabilities but by implementing these proposals it is expected that these implications will be less than they would have been under the planned efficiencies as the trading plans will mitigate some loss of budget..

## Detail of Assessment

### Purpose of Assessment

This assessment has been completed in response to restructure proposals going to cabinet in September 2015 resulting from government policy and local government budget reductions

### Social Value

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

### Context / Background

The proposals involve the evolution from a centrally employed service (the Schools & Learning Service) to the creation of a traded arm.

This proposal is part of the wider move to a schools led school improvement system and the move from the LA being provider to commissioner in line with national and local policy.

### Proposals

The proposals are subject to Cabinet decision in September 2015 but have been predicated on :

*Sustaining a service that is under threat financially as more schools become academies and efficiency reductions have an impact*

*Extending trading opportunities under a commercial process to retain specialist expertise at the local level*

*Aligning with government policy on school led improvement*

*Shifting from the Local Authority being a service provider to commissioner functions, through the development of a traded arm*

### Evidence / Intelligence

The proposals were part of a wider consultation with all schools and other partners in May 2015.

The staff are broadly in favour of increased trading

Unions (COTO) are being consulted in September 2015 and have been briefed previously.

Two other alternative models have been subject to options appraisal and rejected since 2012.

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

**Alternatives Considered / Rejected**

An options appraisal for 2 other options has been conducted between 2012 -2014. The council has rejected both an external outsource of joint venture option and a public: public partnership with Hampshire CC in favour of a local solution for local issues and to reinforce its commitment to the strategic schools partnership.

**Impact Assessment**

<b>Impact on Individuals and Communities</b>			
<b>Group</b>	<b>Impact/Requirements</b>	<b>Risks</b>	<b>Mitigating Action</b>
Age	The age profile of the staff in S&LS is a mature one	Redundancies will be expensive due to longevity of service and incur pension liabilities	Adopt proposals to retain staff wherever possible via a commercial traded model
Disability	n/a		
Gender Reassignment	n/a		
Pregnancy And Maternity	n/a		
Race – This Includes Ethnic Or National Origins, Colour Or Nationality	The commissioned specification provides for focused support and early intervention for vulnerable groups	If Core Offer Plus functions are not funded the intervention work in this area which is bot statutory will be compromised	Elicit commit from collaboratives of school to address locality issues
Religion Or Belief – This Includes Lack Of Belief	n/a		
Sex	n/a		
Sexual Orientation	n/a		
Marriage And Civil Partnership	n/a		
Rural Communities	The commissioned specification will ensure that all schools including small rural primaries are kept under review. This is important as nationally they may not be deemed to be statistical significant due to small cohort	Small schools are left to themselves as do not represent a viable market proposition	All schools data will e evaluated under the School Quality Assurance Procedures. Support will be offered to the schools where performance risks are identified irrespective of the

	size yet collectively contain Oxfordshire learners in significant numbers.		school size
Areas Of Deprivation	As above – particular focus will be secured for geographical location variations in performance and the thrust of building capacity at the 26 Area Partnership levels (many of which contain deprived areas) is a key strand of the Strategic Schools Partnership	The specific areas of need are the ones least likely to be able to recognise their own challenges and have the capacity to deal with systemic issues The ‘gap’ data for Oxfordshire’s vulnerable groups is one of the priority performance areas for the Council in education terms and is trigger for the Ofsted inspections of LA arrangements which is currently RAG rated RED	The SSP Board will analyse locality variations as part of their data model and commission appropriate thematic interventions – either from school to school support providers or via the Core Offer Plus centrally funded projects The work of the Inclusion and Closing the Gap teams will be closely interfaced with the work of the School Quality Assurance team under these restructuring proposals.

<b>Impact on Staff:</b>			
<b>Group</b>	<b>Impact/Requirements</b>	<b>Risks</b>	<b>Mitigating Action</b>
Staff	Some significant changes to the focus of work through the development of traded opportunities.	Loss of expertise	Ability to subcontract quality staff that have been lost to the service via associate contracts. Recognition that staff would have been lost anyway under budget reductions and these proposals mitigate those losses to a degree.
Other Council services	The integrative relationship between the staff in the current S&LS will need to be	Risk of fragmentation	The liaison arrangements required by the annual

	protected		commissioning specification will ensure an integrated approach for the end user and joined up commissioning by the local authority.
Other Providers of Council Services	The traded arm will work as a partner to some of these other providers that are locally based and could look to increasing the range of services to be included.	The traded service will be operating in a competitive market scenario but in essence they already are as schools have choice regarding where to spend their delegated budgets.	The traded service will be supported to develop its more commercial and efficient trading practices to generated better value for money. Freedom from some council restrictions as a business unit will be an enabling factor in a commercial environment
Any Other Relevant Element	n/a		

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

**How might the proposal improve the social well-being of the relevant area?**  
 The total value of the commissioned functions from the new company will be in excess of £1m per annum and will be annually commissioned (based on data) to improve the outcomes and life chances of all Oxfordshire children and young people with a specific focus on vulnerable groups of learners (SEND; GRT; BME; PPG;LAC).  
 The thrust of the Strategic School Partnership is predicated on developing the education community into a system led collaborative model for school improvement which collectively works for the overall benefit of Oxfordshire learners.

**How might the proposal improve the economic well-being of the relevant area?**  
 The opportunity to increase trading with commercial freedoms will generate new revenue for the council and extend the market of service providers for school improvement and inclusion functions.

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

This is a local solution for local issues and will enhance locally provided school to school support.

<b>Action Plan</b>		
<b>Action</b>	<b>By When</b>	<b>Person responsible</b>
1. Ensure the new service mirrors an appropriate balance of age and gender and ethnicity in the staffing profile	April or September 2016	DD
2. Ensure that commissioning specification focus on the supporting the most vulnerable groups of learners and makes a positive difference to the gap between their outcomes and those of their peers	Annual specification contract renewal - March annually	DD

**Monitoring and Review**

Monitoring of this SCIA will be conducted annually if the proposals are accepted by Cabinet – the timing and process will be as part of the development of the annual specification. Consultation outcomes on the Strategic School Partnership were published to all schools in early July 2015.

**Person responsible for assessment:**

**Rebecca Matthews (Interim Deputy Director for Education & Learning Service)**

<b>Version</b>	<b>Date</b>	<b>Notes</b> (eg Initial draft, amended following consultation)
1	28.7.15	Discussed 29.7.15
2	18.8.15	Following CCMT meeting



Division(s):All
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## CABINET– 20 OCTOBER 2015

### Academies Programme 2015 – 20: Strategic Groupings of Schools Report by Director for Children’s Services

#### Introduction

- In July 2012 the Council set out a policy position in relation to the national academies programme in Oxfordshire. Since that point it has continued to implement its policy on academies through an Academies Programme Project as part of its overarching Education Strategy. There are three main strands of activity within the project:
  - Encouraging and supporting groups of schools to convert
  - Ensuring that underperforming schools become Academies with an appropriate sponsor
  - Developing new Academies and Free Schools in response to demographic need or parental demand
- The position as at 1<sup>st</sup> June and as programmed for 1st December 2015 are set out below.

At 1 <sup>st</sup> June 2015	By 1 <sup>st</sup> December ( programmed conversions)
25 (74%) Secondary academies (3 sponsored)	28 (82%) Secondary academies (4 sponsored)
49 (21%) Primary academies (8 sponsored)	61 (26%) Primary academies (8 sponsored)
5 (38 %) Special academies (1 sponsored)	5 (38 %) Special academies (1 sponsored)
3 Free schools (one 4-18, two 4-11)	3 Free schools (one 4-18, two 4-11)
1 Studio School (14-19)	1 Studio School (14-19)
	1 University Technical College (14-19)

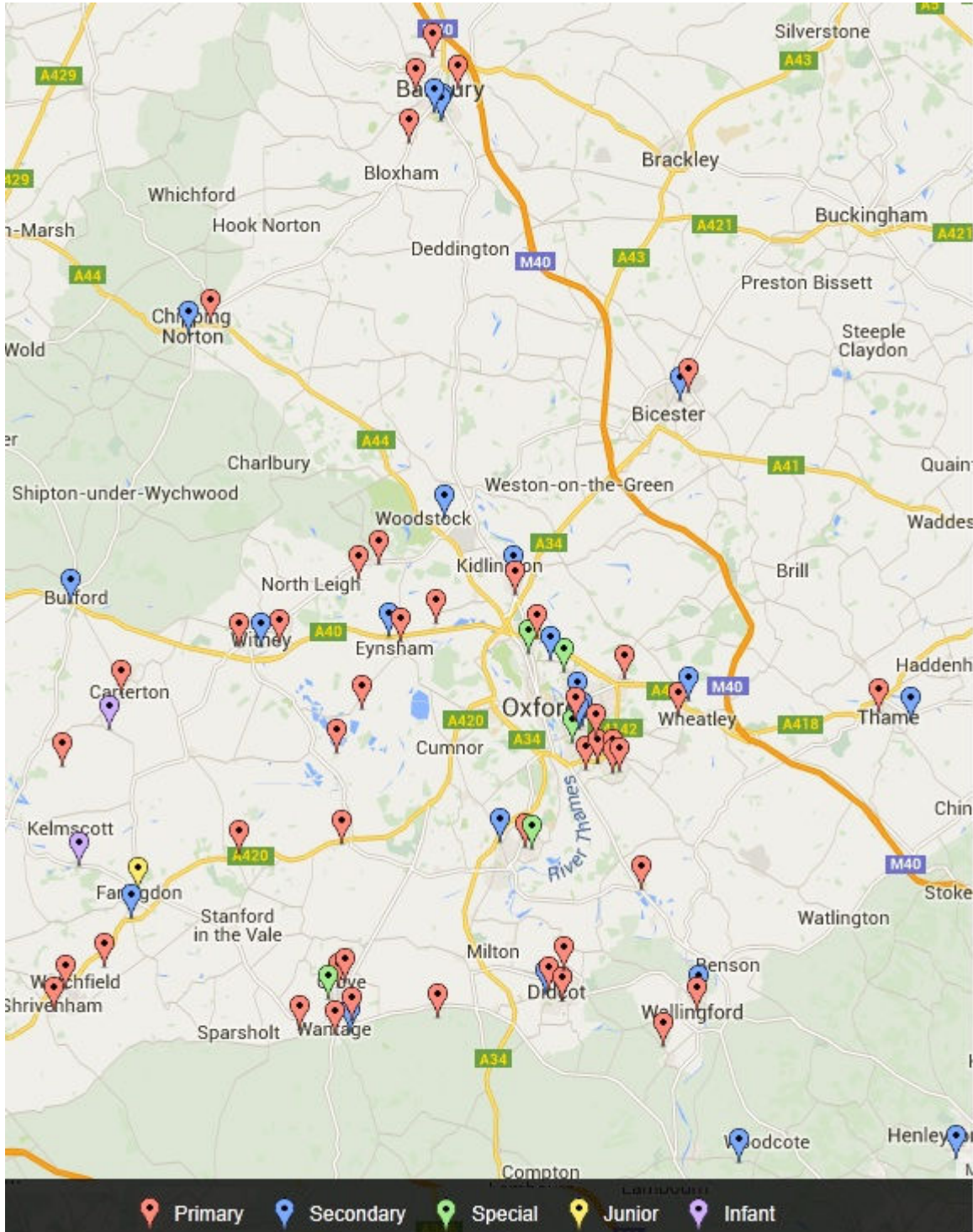
- There are currently 15 Multi Academy Trusts (MATs) with 61 academies between them and 7 more schools programmed to join by December in the county. An additional two MATs covering different geographic areas will be in place by the end of the year.
- Eight new build academies have proposed opening dates in the next 3 years and are in the detailed planning stage. Over 20 more could be delivered in this parliamentary term. Details of MATs and new school proposals and agreed sponsors are set out at Annex 1.
- Most schools that converted to academy status in 2014 did so as members of groups.
- Half the pupils in publicly funded education in Oxfordshire are now taught in academies.

7. There are marked differences in volume of academy conversions between locality areas.
8. The Council will always be consulted on any proposal from an external bidder to set up a new academy in Oxfordshire as the responsible body for strategic pupil place planning.
9. The Regional Schools Commissioner (RSC) was appointed in September 2014 and has decision making powers and responsibilities in respect of academies in the county. Positive working relations continue to be developed with officers with regard to the Oxfordshire Academies Programme.
10. Following the election of a new Government in May a new legislative programme has been set out. The Education and Adoption Bill 2015 sets out a continued commitment to the academies programme, further use of powers of compulsion to convert where schools are underperforming, delegation of school improvement powers to Regional Schools Commissioners and a commitment to provide 500 more Free Schools in this electoral term has been published. It is clear that the academies programme will continue and that more publicly maintained education places in Oxfordshire will be provided in this way.

## **Background**

11. The Council has already recognised that as provision in the publicly funded education sector becomes more diverse it offers a unique chance to improve outcomes and opportunities for all young people in Oxfordshire through a common vision and collaborative working practices. It is in a strong position from which to influence the future pattern of education provision in the county. Two key initiatives in this regard have already been subject to full consultation with stakeholders.
  - a) A new protocol for positive working practices between the Council and academies in the county has been agreed and is currently being disseminated.
  - b) A new Local Strategic Schools Partnership is being formed to involve all the different providers of education in the County in agreeing a common vision for education standards in the county and the combined operational means to deliver this.
12. The Council has strong relationships with existing schools and has been engaged in building up relationships with new providers in the county. There are a number of smaller schools in the county which may find it a challenge to engage in discussions about future academy status effectively and may feel isolated or threatened by potential new partners in provision. This has been highlighted in annual reports on the programme published in 2013 and 2014.

13. The map below shows the distribution of academies in the county. Provision is concentrated in specific areas reflecting the trend of schools converting as groups of academies and the continued influence of geographical links and traditional partnerships. The new schools in Didcot, Banbury and Bicester will all be managed by new providers to Oxfordshire with excellent track records in education provision. One school is to be sponsored by a 'locally grown' trust. One other 'locally grown trust' is promoting a new Free School in its local area.



14. Whilst the majority of secondary schools are now academies the majority of primary and special schools are not.
15. The new legislation proposes to widen the powers of the Secretary of State to compel schools of concern to convert to academy status and to shorten the time in which that must be achieved. It is inevitable that more Oxfordshire schools will be considered for conversion under this statute.
16. At present there is a good working relationship with DfE officials when looking for sponsorship solutions. It is also likely that more Free School bids will be made in the county. For example, one bid has recently been approved to open a secondary Free School in Oxford in 2017.
17. There are now examples of differing academy group solutions across the county and a local and national message that schools, particularly primary schools, should convert to academy status as part of groups. To date the Council has offered support with the conversion process and, for schools requiring sponsorship solutions, advice in choosing a sponsor. It has not sought to influence the decisions taken by individual governing bodies but preferred to see suitable group solutions 'emerge'.
18. It is anticipated that a drive to increase the number of schools converting to academy status will result from the enactment of the Education and Adoption Bill. There are now MATs with good track records in education provision operative in the county.
19. The number of local academies gaining approved sponsor status is low but slowly increasing and further academies would meet current criteria were they to apply.
20. The Council has a respected position with the RSC, who will be responsible to the Secretary of State for the implementation of this policy in the County, and excellent local knowledge to offer in identifying sustainable solutions.

### **Strategic implications for Academies Programme in Oxfordshire**

21. To build on the above position for the benefit of pupils in Oxfordshire it is proposed that a more assertive policy be adopted in identifying appropriate sponsors for schools likely to face compulsory conversion to academy status.
22. To promote appropriate groupings to form new and to build on successful existing Multi Academy Trusts based in the county.
23. To further develop and promote the collaborative company model, both to incorporate more schools in these but also to extend the scope of their pooling of resources (including staff) and responsibility. These companies offer a wider opportunity for schools as a potential 'stepping stone' to MATs or an alternative model of working in groups, save for where schools become eligible for compulsory conversion. They represent a potential mechanism for

providing Church of England Aided schools with an alternative to the very limited options currently permissible by their Board of Education. A guide for schools considering this option is reproduced as Annex 2.

24. Principles to be observed in developing the new approach at paragraphs 21 - 23 above include the following.
- a) No school 'left behind' by virtue of ethos or size.
  - b) Consideration of geographical proximity of schools.
  - c) Recognition of active formal partnership links.
  - d) Robust consideration of potential of Multi Academy Trusts to promote good and better standards of education and effective working with the Council in carrying out its statutory duties such as place planning.
  - e) Recognition that a strategic plan for school groupings is required to maintain standards and accountability amongst education providers in the county.
  - f) Recognition that too many different trust arrangements will potentially dilute the local effectiveness of schools and adversely affect the Council in fulfilling its statutory duties, for example, to provide sufficient good quality pupil places.
  - g) Seek dialogue about expansion opportunities in the county sought by trusts located in the county.
  - h) Engage with academies in all phases that meet the criteria to be approved as a sponsor with a view to encouraging them to seek such status and offer local solutions in education provision.
  - i) Work with RSC to hold non performing trusts to account.
  - j) Work with RSC to promote expansion of good performing trusts in county.
  - k) Free School bids from suitable approved sponsors to be encouraged in areas where no basic need solutions are available from current resources and to promote diversity of choice for parents throughout the county.
  - l) Recognition of the formal position of the three Dioceses represented in Oxfordshire schools regarding consent for those schools to convert to academy status.
  - m) Engagement at county level about appropriate academy solutions for C of E schools with ODST. (Schools are currently advised to pursue individual solutions direct with the Oxford Diocesan Board of Education).
25. The above approach to be shared with the RSC with a view to agreeing a joint approach 'in principle' to identifying academy solutions in the county.

### **Financial and Staff Implications**

26. For new schools sought by the Council to meet basic need there is an estimated cost of £200 - £250k cost per primary school or special school for pre-opening costs and to meet diseconomies of scale anticipated in the period from school opening until classes are open to cover the whole age range of the school. This rises to £400k for a secondary school.
27. The indicative Portfolio Growth Fund set aside by Schools Forum to meet these costs will need to be closely monitored in relation to additional Free Schools should they be approved to meet Basic Need requirements.

28. Staff resources have been identified until September 2016 to deliver the Academies Programme. Further consideration will need to be given to resources required to support provision of new schools and an accelerated conversions programme, should it be required, after that date.

### **Equalities Implications**

29. There are no direct implications for equality and diversity included in this paper.

### **RECOMMENDATION**

30. **The Cabinet is RECOMMENDED to**  
Adopt the principles set out at paragraph 24 of the 'Strategic Implications for Academies Programme' section above.
- (a) Adopt a more assertive policy in identifying appropriate sponsors for schools required to convert to academy status.
  - (b) Promote appropriate groupings to form new Multi Academy Trusts and encourage the growth of existing Multi Academy Trusts based in the county.
  - (c) Further develop and promote the collaborative company model, both to incorporate more schools in these and to extend the scope of their pooling of resources and responsibility and
  - (d) Use collaborative companies as a 'stepping stone' to the formation of Multi Academy Trusts.

Jim Leivers  
Director for Children, Education and Families

Background papers:

Contact Officer: Allyson Milward  
September, 2015

## Annex 1

Groups (MATs) and new sponsors operative in County

<b>Group</b>	<b>Number of schools</b>	<b>Relationship</b>
United Learning	2	Based on sponsored old style academy in Banbury
Oxford Diocesan Schools Trust	8	CE faith schools in Oxfordshire (4 more in progress)
CfBT	2	Sponsored academies. Trust Reading based
Vale Academy Trust	4	Based on part local partnership
Eynsham Partnership Academy	7	Based on whole existing partnership
Faringdon Academy of Schools	8	Based on local partnerships. 2 schools not included because VA and 1 not wanting to convert.
Aspirations Academy Trust	4	Banbury, has other schools in Dorset and West London.
The Cherwell School Trust	2	Local relationships ( 2 more in progress and have made bid for Free School)
Cheney School Trust	2	Local relationship (approved sponsor for 1 new school)
Propeller Academy Trust	2	Special schools with local relationship with FE college
Dominic Barbieri Trust	7	RC schools Oxford City and south
Oxfordshire Primary Education Trust	5	Umbrella Trust based on school to school support network, Didcot
Blackbird Academy Trust	3	Local schools in Oxford City sponsored by independent school
Bicester Learning Academy	2	Local relationship between federated schools
Pope Francis Trust	3	RC schools north of county

<b>New Schools</b>	<b>Anticipated date of opening</b>	<b>Sponsor</b>
UTC Oxfordshire (Didcot)	September 2015	Activate Learning
Great Western Park GEMS Academy, Didcot	September 2016	GEMS
Barton West Primary School	September 2016	Cheney School Trust
NW Bicester Primary School	September 2016	White Horse Federation
Longford Park Primary School, Banbury	September 2016	GLF
Aureus Secondary School, Didcot	September 2017	GLF
Chalkhill Primary School, Didcot	September 2018	GLF
Bicester Technology Studio School	September 2016	Activate Learning

Oxfordshire School Collaborative Companies as at March 2015

<b>Company Name</b>	<b>Area</b>	<b>Schools</b>	<b>Contact School</b>
Henley Partnership of Schools Ltd	Henley	1 Secondary 5 Primaries	Gillots School
WOSP Ltd (West Oxford Schools Partnership)	West Oxford	1 Secondary 5/6 Primaries	Matthew Arnold School
Wheatley Area Learning Partnership Co. Ltd (WALP Ltd)	Wheatley	1 Secondary 10 Primaries 1 Special	Wheatley Park School
Watlington Partnership of Schools Ltd	Watlington	1 Secondary 6 Primaries 1 Ch. Ctre	Icknield Community College
The Vision Learning Company Ltd	Bicester	5 Primaries	Finmere C of E Primary
Local Collaborative Company (LCC)	Warriner & Shenington	1 Secondary 9 Primaries	The Warriner School / Shenington C of E Primary School
The Didcot (Area) Partnership of Schools Ltd. <i>Charitable Inc. Organisation</i>	Didcot	15 schools, 2 secondaries 1 nursery, 12 Primaries	Blewbury C of E School





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## **Annex 2**

### **Setting up a collaborative company**

#### **Option for schools to formalise arrangements for collaboration between local groups of schools.**

A Collaborative Company is an option open to schools to formalise arrangements for collaboration between local groups of schools. It is open to community schools although other types of schools can be members of the group.

The County Council sees this as a practical option for schools who do not feel ready to convert to academy status at this time but wish to consider more formal arrangements for service provision. This could in future be used as a basis for conversion to academy status as part of a group of schools

#### **Introduction**

A school company is a suitable vehicle to provide a group of schools with a legal identity to procure and provide services and facilities collectively.

Section 11 of the Education Act 2002 enables governing bodies of maintained schools to form companies on their own or with other schools or with certain other educational bodies (including academies) for prescribed purposes. The permitted activities are;

- purchasing goods and services for schools in the company
- providing services or facilities to other schools either directly or facilitating that provision by a third party, and
- exercising functions which the Local Authority (LA) is able to contract out.

#### **Setting up a school company**

Maintained schools (but not any other types) will need permission from their relevant LA to join a school company and the company will need a LA to supervise it.

School companies are required to register with Companies House. A sample memorandum of association and articles of association are available for Oxfordshire schools to adapt for their own use.

A board of directors will need to be appointed to run the company. At least 40 per cent of the directors of a school company must be non-executive directors; that is directors who are not employed by or contracted to the company to provide services for payment.

#### **Benefits of a school company**

It has its own legal entity and can:

- enter into contracts,
- employ staff (members may share costs),
- limit liability - A school company is a private company limited by either shares or guarantee. This means that if a school company were to fail financially, the liability of each company member would be limited to either the size of the guarantee (usually around £10) or the unpaid amount outstanding on the

shares, depending on which is relevant. A group of schools working together will wield a greater purchasing power.

### **Becoming Academies**

A school company must always have at least one maintained school amongst its membership. If every member were to convert to academy status the company would no longer constitute a school company but could use other legislation to remain as a company. The memorandum of association and articles of association would need to be amended accordingly.

### **Recommendation**

Oxfordshire County Council recommends this model as an option where schools in an existing partnership wish to retain and develop current successful ways of working in a formal context regardless of the status of the individual schools.

The establishment of a company enables schools to agree the level of collaboration which meets their needs. This can cover items such as making joint appointments, sharing of expertise in specific curriculum areas, and negotiating favourable rates for purchase of external consultancy.

Being a member of the company does not affect the governance nor the budget allocation of the schools involved.

The establishment of a company gives an opportunity to establish formal links with a group of schools which can be retained regardless of change in status while at least one member of the group is a maintained school. It may also provide a model for an academy trust in the future. There is flexibility for schools to review their membership of the company on a regular basis.

### **Next steps**

Oxfordshire has commissioned a set of documentation to enable a group of schools to set up a company if they wish to do so. There is no charge for these papers, which were prepared by Browne Jacobson Solicitors, however please be aware that if you approach Browne Jacobson you will be charged for further advice.

## CABINET – 20 OCTOBER 2015

### BUSINESS MANAGEMENT AND MONITORING REPORT QUARTER 1 2015-2016

Report by Head of Policy, Maggie Scott

#### Introduction

1. This paper provides details of performance for quarter one (April-June 2015) for Cabinet to consider. Performance dashboards are included at Annex 1 for information and discussion.
2. The **key achievements** this quarter are:
  - Timely decisions on adult safeguarding.
  - Maintained high levels of adult social care direct payment recipients and people on Self-Directed Support.
  - Continued fall in the proportion of children who become subject to a second or subsequent plan within 24 months of the end of a previous plan.
  - The percentage of visits to looked after children completed in line with the plan is well above target at 92%, despite increasing caseloads.
  - Rise in the proportion of children attending primary and secondary schools judged as good or outstanding. Three maintained schools have come out of special measures and are now judged to be good.
  - Following work with GPs on recording patient risk scores, the number of people identified as high cardiovascular risk who have received a health check is well above target at 194 (target: 158).
  - The percentage of highway defects repaired within timescales is well above target, with 100% of highway defects posing an immediate risk of injury repaired within 24 hours.
  - Broadband access has been delivered to 58,615 households in Oxfordshire, well above the target of 57,209.
3. Cabinet is asked to take particular note of these **key issues**, and consider what action is required;
  - Providers remain unable to meet demand for adult social care. This is contributing to:
    - Continued high levels of delayed transfers of care.
    - Delays in starting home care.
    - More people being permanently placed in care homes (12.2 per week against a target of 10.5).
  - Continuing low numbers of people are accessing reablement services.
  - Caseloads in children's services continue to be high and rising, particularly for children subject to a child protection plan. This is contributing to:
    - High numbers of looked after children being placed out of county (83 against a target of 70).

- Below target proportions of visits to children on child protection plans being completed on time, despite the target being lowered since last year.
- The number of permanent exclusions from secondary schools during the 2014/15 academic year is more than double the figure from the previous academic year, and the number of fixed term exclusions from secondary schools has also increased.
- The absence rates of looked after children continue to be above target.
- The availability of fire stations for emergency response remains below the 100% target.

## Key Performance Issues

4. This section discusses the key performance issues that arise from the performance dashboards. The dashboards can be found in Annex 1.

### *Adult Social Care*

5. This quarter 161 people have been **placed in care homes** (indicator 4) – this is equivalent to 12.2 people per week and includes individuals coming from hospital or their own home, or who were previously self-funding but their savings have fallen below the threshold for local authority funding. The rate is above target and higher than the same period last year. This is in part due to general increasing demand for services, as more people are living longer. It is also a symptom of the capacity issue within the market for home care provision, as care homes are used as an alternative to home care. However, relative to other authorities, Oxfordshire tends to perform well on this measure and it is expected that Oxfordshire will be in the top quartile nationally when figures are published later in the year; the local target has deliberately been set at an ambitious level as this is both in the best interest of the service users and because care home placements incur a large financial cost to the council.
6. The number of **people starting reablement** (indicator 9) in this quarter was 618, having dropped by 10% from a rate of 7.5 per day to 6.8 per day since the last quarter. June saw the second fewest starts in a month since the contract began in October 2012. This continues a fairly consistent downward trend since November 2014. It is linked to a drop in referrals, particularly of people in their own home (as opposed to in a hospital bed). At the same time, only 45% of people are able to **access reablement within 3 days** (indicator 8).
7. A multi-agency project has been set up to improve access to reablement and the performance of the whole reablement pathway, of which the reablement service is just one part. The project includes the Council, Oxfordshire Clinical Commissioning Group, the Oxford University Hospital Trust and Oxford Health. Work streams include developing a commissioning pathway, and improving the interface between the different parts of the reablement pathway. The draft proposals were considered by the chief officer group on August 21<sup>st</sup>. The recommendation for a single provider service from hospital delivered by a combined service from both current providers was agreed and the providers

are developing a plan to implement this change. Having a single pathway out of hospital, will allow the reablement service to provide more focus on referrals from the community, both increasing the volume and timeliness of response.

8. The high number of **delayed transfers of care** (indicators 10-12) remains a problem, and is higher than the same time last year. Social care delays are more than double the target and higher than the same time last year. This is largely due to an increase in delays for home care; on average this quarter the proportion of **home care cases which have started within the agreed 3 days** (indicator 13) is 25%, and was at only 17% in June. Care home delays, in contrast, have dropped by 18% since the same period last year.
9. As set out in detail in the Q4 report for 2014/15, the biggest issue facing adult social care remains the fact that provision of care is insufficient to meet the demand for services. The medium to long term responses to this are around incentivising the market to increase provision, and developing the capacity and capability of the care workforce with the Oxfordshire Association of Care Providers. However these will take some time to deliver improvements.
10. In the short term the following steps are being taken to improve the immediate responsiveness:
  - Continued trials to co-locate purchasing officers with the centrally-based contracts team.
  - Continued recruitment campaigns via posters, radio, social media and leaflet drops
  - Considering the use of alternatives to physical home care visits, including calls and assistive technology
  - Continue exploring purchasing care from providers who are not currently on the council's approved list (but are registered with the Care Quality Commission).
  - Maximising the use of direct payments so service users can look at alternative choices to traditional home care
  - Introduced interim block contracts to generate access to services with improved response times
11. There has been a fall in the **number of carers being assessed** (indicator 15). This may in part reflect recording issues. New recording guidance has been issued and there is a growing focus on carer recording in Adult Social Care. The low number of carer assessments may also indicate that the Care Act is not resulting in as many carers as expected coming forward for assessment as had been predicted.
12. The **number of carers receiving a service** (indicator 16) has fallen. Again, this is likely to be because the Care Act is not having the expected impact on the number of carers asking for a service. Before the Care Act, carers could directly access some services, such as GP direct payments, without the need for an assessment; these are now subject to assessment and the number of people accessing these has dropped. The thresholds for access to a one-off direct payment are currently being reviewed.

13. It is worth noting that both targets for indicators 15 and 16, on assessments and services for carers, are based on estimates of the likely demand from carers for support. The uncertainties around the implementation and impacts of the Care Act mean that these estimates may not reflect actual levels of demand, and this may not necessarily reflect a problem with performance. Demand currently appears to be lower than was previously expected.

### ***Children Education and Families***

14. The main issue in children's social care continues to be the **increase in case numbers**, particularly the numbers of children subject to a child protection plan. At the end of June, there were 634 children on a plan; this represents a 11% increase from March 2015, which in itself was a 13% rise from March 2014, and is the first time this figure has risen above the national average. The increase is largely due to more young people going onto a plan as opposed to people staying on a plan for longer.

		March	April	May	June
<b>Children subject of a child protection plan</b>	<b>Number</b>	572	611	623	634
	<b>% increase</b>		7%	2%	2%
<b>Looked after children</b>	<b>Number</b>	514	535	544	552
	<b>% increase</b>		4%	2%	1%

15. The percentage of **visits to children on child protection plans** (indicator 7) is below target at 74% against a target of 85%. This is likely due to a general increase in caseloads, but it is also partly a recording issue and team managers are working to closely monitor performance in order to ensure that visits are completed on time and are written up promptly.
16. The **number of children placed out of county** (indicator 12) and not in a neighbouring authority has jumped from 74 at the end of last year to 83 this quarter. This is considerably above the quarterly target of 70, and is largely due to the general increase in the number of looked after children (38 in the period). The council's Placement Strategy is in the process of being implemented to help to reduce the need to place people out of county – this involves building new children's homes in county and a campaign to recruit more foster carers.
17. Early indicators show good results for Oxfordshire children in **GCSEs and A levels**, including that 50% of students achieved two or more A levels at grade A\*-B. However, verified results will be published in the Autumn and more detailed information will be provided in the Q2 report later this year.
18. In the last quarter, two academy schools (part of the Blackbird Academy Trust) and one maintained school have been **judged as inadequate** (indicator 14). Prior to these judgements, the schools had previously been good (Windale), requiring improvement (William Morris), and inadequate (Orchard Meadow). There is a programme of support in place for these



schools that will be delivered by an internal school intervention leader, brokering additional support from Teaching & Learning consultants and other agencies as appropriate. This work will be monitored and quality assured by the Improvement and Development Manager for schools. Discussions are also underway with the academy trust.

19. The number of **permanent exclusions from secondary schools** during the 2014/15 academic year (indicator 18) is more than double the figure from the last academic year, rising from 19 to 47. The majority of these exclusions are from academies (where the council has less influence), and three quarters are for boys, with the main reason being persistent disruptive behaviour. The number of **fixed term exclusions from secondary schools** (indicator 20) has also increased.
20. Work is underway to further strengthen the In Year Fair Access Panels in order to support schools before reaching the point of exclusion. This could be, for example, through a managed move to a different school or an allocation of funding to support the child in their current school. The process is reliant on the ongoing engagement with it by schools. A bid has been submitted the Commissioning Board for research into good practice across the county to prevent exclusion and increase the effectiveness of the panels. If the bid is successful, this work is expected to begin towards the end of term 1.
21. The **persistent absence and overall absence rates of looked after children** (indicators 24 & 25) continue to be above target. This equates to eight looked after children being persistently absent. The absence of looked after children continues to be monitored on a daily basis (on behalf of the Virtual School) with individual absences escalated immediately. In many cases these absence rates still represent improvement for the children involved.
22. Cabinet members are also asked to note that systems for monitoring the timeliness of decision making in the MASH were being introduced and embedded during the first quarter of 2014/15, and performance data will begin to be reported from quarter two onwards.

### ***Environment & Economy***

23. The **total capital receipts delivered from property disposal** (indicator 11) are currently on 4% of the £2.252m baseline identified in the annual disposals programme. This is because the bulk of payments is expected to be made later in the year - a further £550k is anticipated in Q2 and £685k in Q3, with the remainder due in Q4. This indicator is thus 'on target' despite the low percentage for Q1.
24. The **number of inward investments** (indicator 1) is currently at 4 against an annual target of 35. This number appears low but is expected to be substantially higher in later quarters, due to cyclical factors.
25. The **amount of household waste reused, recycled or composted** (indicator 9) is down very slightly from the end of last year. This is largely due

to the fact that wood is now being sent for energy recovery rather than recycling. The indicator is still on target, but there is a risk that this may fall throughout the year.

26. The Customer Service centre is currently only answering 70% of **calls within 20 seconds** (indicator 12), which is below the target of 80%. This is due to a high number of vacant posts within the services since the recruitment freeze. These posts have now been recruited to and new staff are beginning their training and induction. It is therefore anticipated that this level will begin to rise again throughout the year.

### ***Public Health***

27. The number of **people who have received health checks** (indicator 3) is slightly below target this quarter on 4,059. This reflects the aspirational target set. Oxfordshire generally performs well against national and local comparators (national benchmarking for Q1 is not yet available). Actions being taken to improve uptake include:
- Increasing GP providers' awareness of the financial incentives associated to uptake within their contracts.
  - Continued marketing and communications of the programme in areas of low uptake.
  - Refocusing on the quality of the protocol followed by GP providers for inviting and offering health checks to eligible members of the population.
28. The number of people supported to become '**4 week quitters**' (indicator 5) is currently at 342 against an annual target of 3,650. A new provider started on the 1 April 2015 and Q1 figures are therefore unlikely to be representative as the services are still embedding processes and ensuring that data collection of successful quitters is robustly captured. Events are organised across the county including the launch of the service in Banbury and Stoptober in the Cowley centre. In addition, outreach is provided to pharmacy and GP services.
29. Data is not yet available for two of the five indicators for Public Health. This is expected in October and will be added in due course.

### ***Oxfordshire Fire & Rescue Service***

30. The number of citizens provided with **safety advice** (indicator 2) is currently below target. Due to capacity issues in the City, fewer safety messages have been delivered there than in other districts. Compared with Q1 of 2014/15 around a third fewer citizens were provided with safety advice in the City.
31. The **availability of fire stations for emergency response** (indicator 4) has dropped again this quarter and remains below the 100% target. The new Thames Valley Fire Control Service which opened in April 2015 has had a temporary impact on the way that this data is counted, meaning that a crew of three is no longer classed as 'available'. As a result, the Q1 figure is lower than what would have been reported previously. This issue is expected to be

resolved by the end of the calendar year. This does not have an impact on response times. Additionally, the first quarter includes the beginning of the annual leave period which adversely affects the availability of retained fire engines.

**Trading Standards**

32. The amount of **money saved** (indicator 1) for consumers is below target this quarter. Proactive work is underway, which is likely to identify further doorstep crime victims requiring support. This will be reported on in more detail in the report for Q2.
33. The number of **high-risk business inspections completed** (indicator 2) is also slightly below target this quarter. Progress on this indicator has been delayed due to workload issues rising from a large court case in June. However, all inspections due in the year have been programmed for the remaining three quarters.

**RECOMMENDATION**

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

MAGGIE SCOTT  
HEAD OF POLICY

**Contact Officer:** Claire Phillips, Senior Policy and Performance Officer, x3967

## ANNEX 1

## ADULT SOCIAL CARE

Success Indicator			Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
Safeguarding	1	Number of safeguarding referrals	Monitoring only	Y	4,368	1,089				Monitoring only
	2	Decisions on 75% of safeguarding alerts to be made in one working day	75%	Y	New measure	75%				G
	3	Percentage of safeguarding referrals that will have an outcome in 20 working days	75%	Y	New measure	75%				G
Supporting People to live at home as long as possible	4	Reduce the number of older people permanently placed in a care home and funded by the local authority to 10.5 per week or fewer ( <i>Better Care Fund Metric</i> )	10.5	Y	11.4	12.2				R
Personalisation	5	Maintain the high level of eligible people on Self-Directed Support	80%	N	82%	82%				G
	6	Maintain the number of people using social care who receive a direct payment	1,431	N	1,431	1,444				G
	7	Maintain the high proportion of service users who have had a review in the last 12 months	75%	N	64%	66%				A
Reablement Services	8	People will be able to access reablement services within 3 days	80%	Y	54%	45%				R
	9	Increase the number of people accessing reablement	3,750	Y	2,743	618				R
Delayed Transfer of Care	10	Reduce delayed transfers that are the responsibility of social care ( <i>average number of people per day</i> )	20	Y	37	44				R
	11	Reduce delayed transfers that are the responsibility of both social care & health ( <i>average number of people per day</i> )	8	Y	26	30				R
	12	The % of people in hospital who may need care on discharge, where social service are told 3 working days or more before their planned discharge date	100%	Y	47%	45%				R
Waiting Lists	13	Proportion of home care cases where care was started within 3 days of request to the care agency	80%	Y	New measure	25%				R
Support to Carers	14	Increase the number of carers known	17,000	N	16,265	16,526				A
	15	Increase the number of carers receiving a carer assessment	7,000	Y	6,042	1,131				A
	16	Increase the number of carers receiving a service	2,450	Y	2,226	304				A
Providing Information to all	17	Number of people supported by the Community Information Network	20,000	Y	25,654	Not yet available				Not yet available

Success Indicator			Target	Position at end of May 2015	On Target	Notes
Financial Performance	18	Actual expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget	< 2.0% of net budget	+£0.792m or +0.5%	Yes	Includes a forecast overspend of +£0.821m on the Council's share of the Learning Disability Pooled budget.
	19	Actual expenditure Fire and Rescue, Emergency Planning and Community Safety is in line with the latest agreed budget	<2.0% of net budget	-£0.292m or -1.2%	Yes	
	20	Actual Pooled Budget Reserves (as at 31 March 2016)	-	£3.284m	-	
	21	Other Directorate Reserves (as at 31 March 2016)	-	£0.285m	-	Fire Control and other Fire & Rescue and Community Safety Reserves.
	22	Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy	-	-	-	
	23	Planned savings for 2015/16 assumed in the MTFP have been achieved	100% achieved	77% expected to be achieved	No	There is a risk that a saving of £1.600m relating to the Learning Disabilities Pool will not be achieved.

CHILDREN EDUCATION & FAMILIES

1	Measure on timeliness of decision making in MASH	<p><b>Success Indicator</b></p> <p>Number of referrals to children's social care – broken down by referring agency</p>
2	During Q1 the processes for reporting on timeliness of decision making in the MASH were being introduced and embedded. Data will be available for inclusion in the performance dashboard from Q2 onwards.	

	Success Indicator	Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
3	Reduce the proportion of children who become subject to a second or subsequent plan within 24 months of the end of a previous plan	9%	Y	data not yet available	5.7%				G
4	No child protection plan cases without an allocated social worker	0	N	0	0				G
5	No looked after children cases without an allocated social worker	0	N	0	0				G
6	Percentage of child protection reviews completed on time	95%	Y	93.3%	95.7%				G
7	Percentage of visits to children on child protection plan completed in line with the plan and within the Council's 28 day standard	85%	N	75%	74.2%				A
8	Percentage of visits to looked after children completed in line with the plan	85%	N	92%	92%				G
9	Children who go missing from home on two or more occasions, as a percentage of all children who go missing from home	monitoring only	Y	19.0%	11.4%				monitoring only
10	Number of children subject to both child protection plans and being looked after	monitoring only	N	33	44				monitoring only

11	<p><b>Success Indicator</b></p> <p>Number of children ceasing care who were adopted</p>
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	Success Indicator	Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
12	No more than 70 children placed out of county and not in neighbouring authorities	70	N	74	83				R

## CHILDREN EDUCATION &amp; FAMILIES (CONTINUED)

		Success Indicator	Target (for 14/15 academic year)	Cumulative Target Y/N	Year End Position (for academic year 13/14)	Q1	Q2	Q3	Q4	RAG Rating
Raising Attainment	13a	% of children attending primary schools judged good or outstanding by OFSTED	86%	Y	82%	86%				G
	13b	% of children attending secondary schools judged good or outstanding by OFSTED	85%	Y	82%	89%				G
	13c	% of children attending special schools judged good or outstanding by OFSTED	83%	Y	75%	92%				G
	14a	National ranking of schools judged good or outstanding by Ofsted	Top Quartile	Y	New measure	Top Quartile				G
	14b	Number of schools currently judged inadequate by OFSTED	1	Y	6	3				R
	14c	Number of schools judged inadequate by Ofsted during the academic year	0	Y	3	3				R
Closing The Gap	15	Primary school persistent absence rate	<1.9%	Y	2%	T5 2.1%				A
	16	Secondary school persistent absence rate	<6.2%	Y	6.2%	T5 6.0%				G
	17	Number of Permanent exclusions – primary schools	<9	Y	10	T1-T6 provisional 8				G
	18	Number of Permanent exclusions – secondary schools	<17	Y	19	T1-T6 provisional 47				R
	19	Number of Fixed Term exclusions – primary schools	<496	Y	496	T1-T6 provisional 434				G
	20	Number of Fixed Term exclusions – secondary schools	<2,052	Y	2,052	T1-T6 provisional 2,075				A
	21	Proportion of young people Not in Education, Employment or Training (NEET)	<4%	Y	4.7%	3.6%				G
	22	Proportion of young people whose NEET status is 'not known'	<5%	Y	5.2%	4.8%				G
	23	Reducing rate of first time entrants to criminal justice per 100,000 10-17 year olds	<24.7	Y	Not yet available	Not yet available				Not yet available
	24	Looked after children absence rate	<3%	Y	4%	T5 4.4%				R
	25	Looked after children persistent absence rate	<3%	Y	4%	T5 4.5%				R
26	% Troubled Families Turned Around	80%	Y	55%	100%				G	

		Success Indicator	Target	Position at end of May 2015	On Target	Notes
Financial Performance	27	Actual expenditure for Education & Early Intervention is in line with the latest agreed budget	< 2.0% of net budget	+£0.602m or +1.6%	Yes	Includes an overspend of + £0.421m on Home to School Transport.
	28	Actual expenditure for Children's Social Care is in line with the latest agreed budget	<2.0% of net budget	+£1.890m or +3.6%	No	Includes forecast overspends on Service Management and Central Costs (+£0.648m, Safeguarding (+£0.336), Referral and Assessment (+£0.239m), Services for Disabled Children (+£0.275m) and Corporate Parenting (+£0.309m).
	29	Actual expenditure Children, Education & Families Central costs is in line with the latest agreed budget	<2.0% of net budget	-£0.008m or -0.1%	Yes	
	30	School Reserves (as at 31 March 2016)	-	£20.866m	-	Includes £5.9m new school set up fund which will be used to address expected budget pressures in future years for pupil growth, or basic needs revenue funding for the creation of new schools and academies.
	31	Directorate Reserves (as at 31 March 2016)	-	£1.898m	-	Includes £1.188m for Thriving Families
	32	Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy	-	0	-	
	33	Planned savings for 2015/16 assumed in the MTFP have been achieved	100% achieved	75% expected to be achieved	No	

ENVIRONMENT & ECONOMY

		Success Indicator	Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
Strategy & Infrastructure Planning	1	Inward investment: Oxfordshire chosen for 35 re/investments	35	Y	New measure	4				A
	2	% of major District Council applications responded to within the agreed deadline	60%	Y	84%	86%				G
	3	% of mineral and waste applications determined within 13 weeks	50%	Y	91%	67%				G
	4	Monies secured in S106/S278 agreements as a % of requirements identified through the Single Response process	70%	Y	86%	99%				G
	5	No more than 20% of S106 monies held within 2 years of potential payback	20%	Y	New measure	3%				G
Commercial	6	% of highway defects posing an immediate risk of injury repaired within 24 hours	98%	N	100%	100%				G
	7	% of highway defects that create a potential risk of injury repaired within 28 calendar days	80%	N	88.70%	96.80%				G
	8	Maintain a minimum public satisfaction rate with the highways service	45%	N	53.90%	Not available until Q3			Not available until Q3	
	9	% of household waste is reused, recycled or composted	59%	Y	61%	60%				G
	10	% satisfaction on customer satisfaction surveys received in relation to the facilities and property contract.	80%	N	89%	90%				G
	11	Total capital receipts delivered from property disposal, as a percentage of the target capital receipts baseline (£2.252m) identified in the annual disposals programme	100%	Y	77.70%	4%				A
Customer Services	12	% calls answered within 20 seconds	80%	Y	70%	70%				A
	13	% of calls dealt with at first contact where the CSC has responsibility for a complete solution	90%	Y	99%	99%				G
	14	% of calls dealt with at first contact where the CSC has responsibility to pass to a designated officer outside CSC	100%	Y	100%	100%				G
	15	Broadband – deliver quarterly target against total homes passed (THP) as per contract (starting June 2014)	14,292	N	13,917	15,698				G

Success Indicator

16 Number of jobs generated through Invest in Oxfordshire

17

18

Number of apprenticeship placements

This data is reported by the Skills Funding Agency and is based on the academic year, not financial year. There is therefore no data for 2015/16 yet.

Number of claimants of Job Seekers Allowance

Contextual Data

19 Annual road condition against £ spent per mile

20

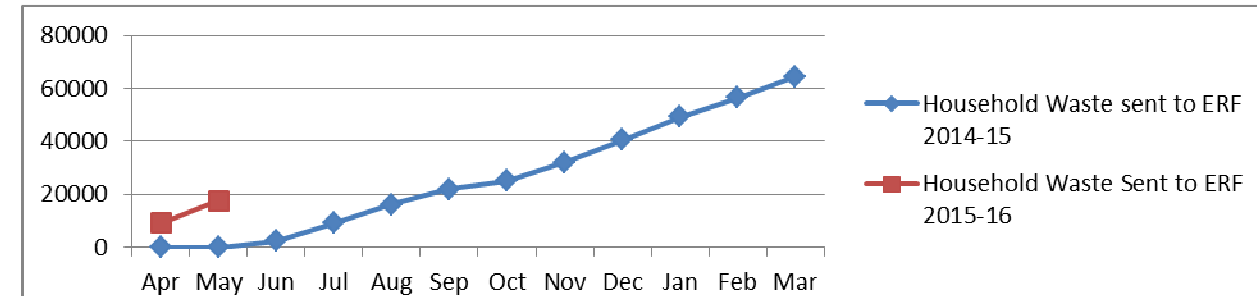
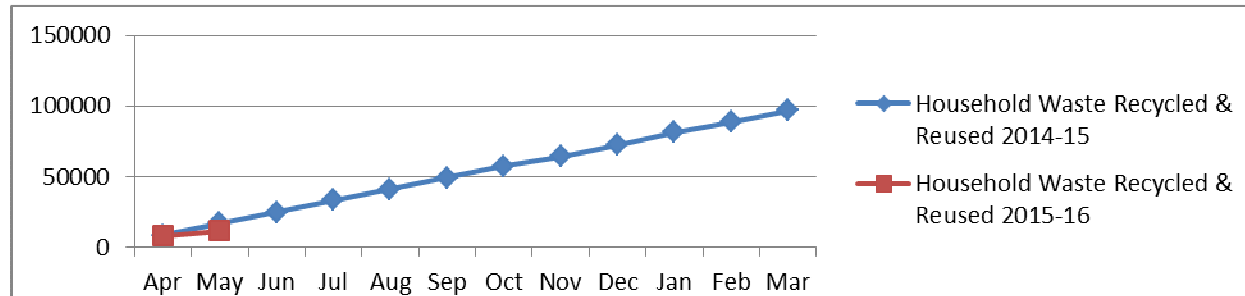
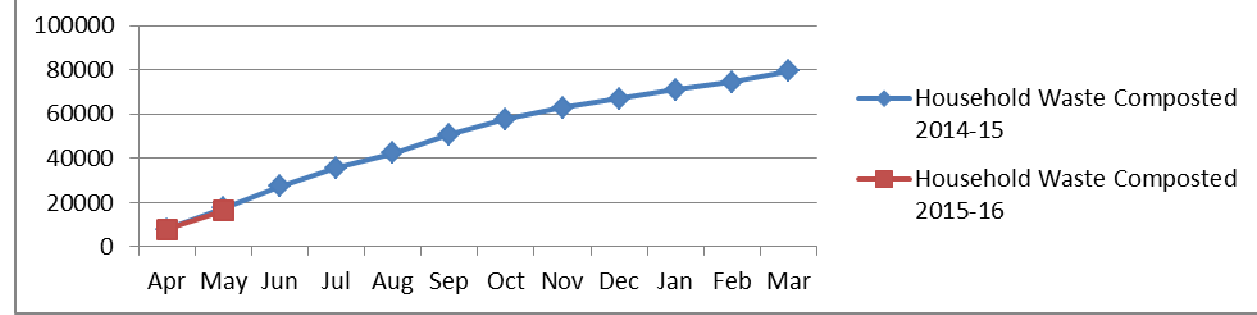
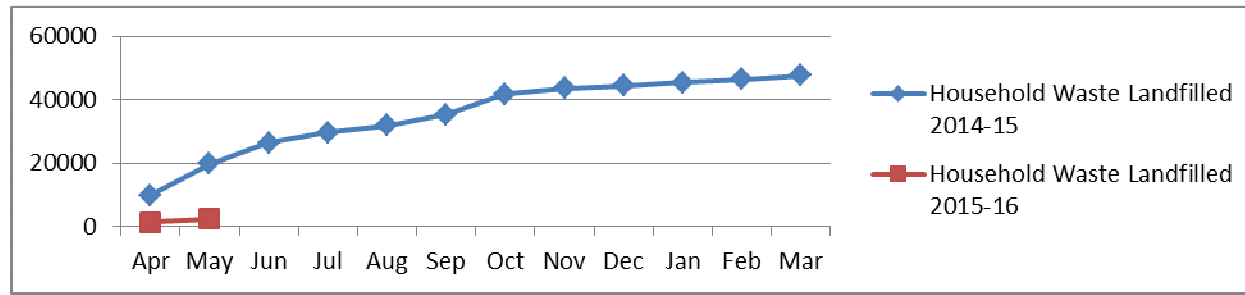
21

Road condition (number of defects) against the same quarter last year

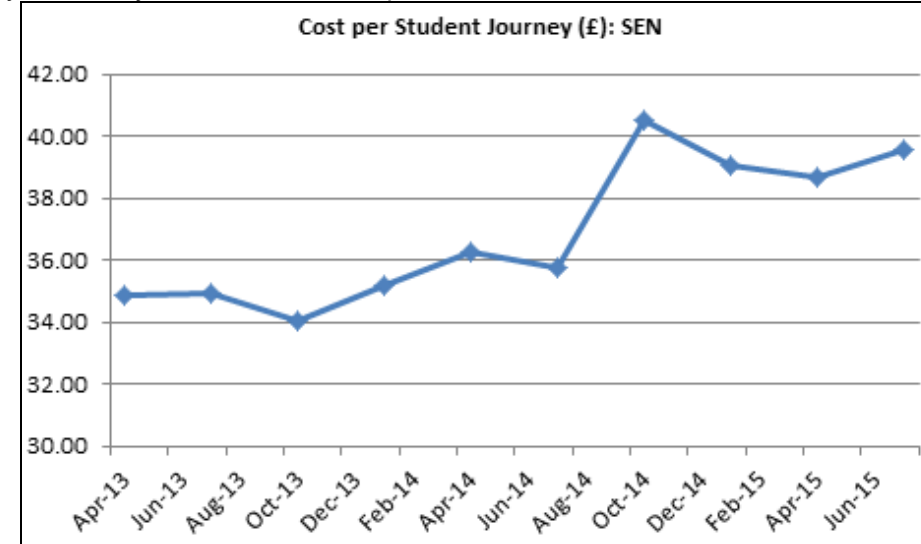
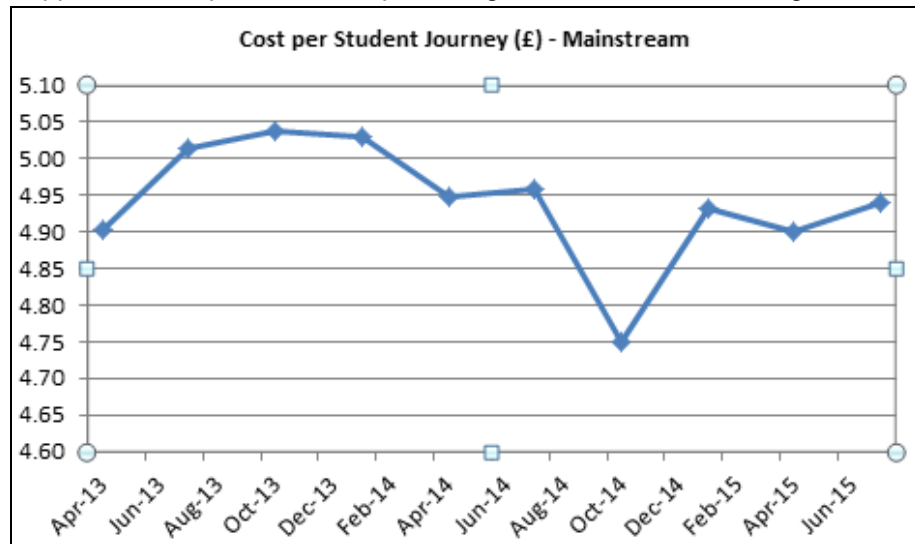
Amount of waste arising per head of population (year on year comparison)

Success Indicator

22 Amount of waste going to landfill, composting, dry recycling & ERF, respectively



23 Supported Transport – number/percentage of service users no longer travelling by taxi but by other forms of transport



Success Indicator		Target	Position at end of May 2015	On Target	Notes
24	Actual expenditure for Strategy and Infrastructure is in line with the latest agreed budget	< 2.0% of net budget	+£0.010m or +0.1%	Yes	
25	Actual expenditure for Commercial Services is in line with the latest agreed budget	<2.0% of net budget	+£1.935m or +2.4%	No	Includes a forecast overspend of +£1.577m on Waste Management.
26	Actual expenditure for Oxfordshire Customer Services is in line with the latest agreed budget	< 2.0% of net budget	+£0.702m or +3.6%	No	Includes a forecast overspend of +£0.500m relating to one off costs associated with the transfer of services to Hampshire County Council.
27	Directorate Reserves (as at 31 March 2016)	-	£6.287m	-	
28	Number of 2015/16 budget virements requested requiring Council approval as they were larger than £0.500m or a change in policy	-	0	-	
29	Planned savings for 2015/16 assumed in the MTFP have been achieved	100% achieved	93% expected to be achieved	Yes	



## PUBLIC HEALTH

Success Indicator			Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
National Childhood Measurement Programme	1	% Primary school children classified as obese in Year 6	16%	N	16.9%	annual measurement			annual measurement	
	2	% of primary school children classified as obese in reception	<7%	N	7.3%	annual measurement			annual measurement	
Health checks	3	Cumulative number of the eligible population aged 40-74 who have received a health check since April 2015	18,939	Y	21,395	4,059				A
	4	Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes)	385	Y	158	194				G
Smoking Cessation	5	Support 3,650 people to become '4 week quitters' per annum	3,650	Y	1,955	342				R
Drug Treatment & Rehabilitation	6	Number of users of opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of opiate users in treatment.	7.6%	Y	6.7%	Data not yet available				Data not yet available
	7	Number of users of non-opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of non-opiate users in treatment.	39%	Y	22%	Data not yet available				Data not yet available

Success Indicator			Target	Position at end of May 2015	On Target	Notes
Financial Performance	8	Actual expenditure is in line with the latest agreed budget	< 2.0% of net budget	+£0.063m or +0.3%	Yes	Funded by a ring-fenced grant of £30.419m in 2015/16. Any underspend will be placed in the Grants and Contributions Reserve for use in future years.
	9	Actual Directorate Reserves (as at 31 March 2016)	-	£1.345m	-	(*) 2013/14 and 2014/15 underspends held in Grants and Contributions Reserve,
	10	Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy	-	0	-	
	11	Planned savings for 2015/16 assumed in the MTFP have been achieved	100% achieved	86% Achieved	No	Public Health is wholly grant funded and does not have any savings to achieve in 2015/16.

## FIRE AND RESCUE SERVICE

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

## TRADING STANDARDS

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

## CA14

Success Indicator		Target	Based on position at end of May 2015 – Reported to Cabinet on 21 July 2015	On Target	Direction of travel	lead	Notes
<b>Chief Executive's Office</b>							
1	Actual expenditure is in line with the latest agreed budget	< 2.0% of net budget	+£0.063m or +0.3%	Yes	n/a	Joanna Simons	
2	Actual Directorate Reserves (as at 31 March 2016)	-	£1.345m	-	↓	Joanna Simons	Includes £0.572m Cultural Services reserves, £0.302m Registration Service reserves and £0.431m held to fund future County Council elections.
3	Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy	-	0	-	n/a	Joanna Simons	
4	Planned savings for 2015/16 assumed in the MTFP have been achieved	100% achieved	86% Achieved	No	n/a	Joanna Simons	
<b>Corporate</b>							
1	Actual expenditure for the Council is in line with the latest agreed budget	< 2.0% of net budget	+£5.630m or +1.37%	Yes	n/a	CCMT	
2	Cross Directorate Reserves (as at 31 March 2016)	-	£18.776m	-	↓	CCMT	Includes the Grants and Contributions Reserve (£16.089m), Vehicle and Equipment Reserve (£2.167m), Government Initiatives (£0.236m) and the ICT Projects Reserve (£0.285m).
3	Corporate Reserves (as at 31 March 2016)	-	£2.835m	-	↑	Lorna Baxter	Carry Forward and Efficiency Reserves.
4	Capital Reserves (as at 31 March 2016)	-	£32.980m	-	↓	Lorna Baxter	
5	Cash Flow Reserves (as at 31 March 2016)	-	£6.956m	-	↓	Lorna Baxter	Being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
6	General balances as a proportion of the original gross budget (£831.083m)	-	£13.946m or 1.68%	-	n/a	Lorna Baxter	
7	Total reserves as a proportion of the original gross budget (£831.083m)	-	£100.028m or 12.0%	-	n/a	Lorna Baxter	
8	Capital programme use of resources compared to programme agreed in February 2015	90%	95%	Yes	n/a	Sue Scane	
9	Capital programme expenditure realisation rate		95%	-	n/a	Sue Scane	
10	Year to date debtor invoices outstanding - General	33 days	45 days	-		Lorna Baxter	Target as per Financial Strategy.
11	Year to date debtor invoices outstanding - Social Care Clients	62 days	63 days	-		Lorna Baxter	Target as per Financial Strategy
12	Percentage of debtor invoices cleared in 90 days	97%	97%	-		Lorna Baxter	Target as per Financial Strategy
13	Treasury Management Indicators – Average Interest Rate achieved (In - House) compared to Treasury Management Budgeted Rate	0.70%	0.75%	Yes	n/a	Lorna Baxter	Benchmark rate for 3 month LBID is 0.445%
14	Treasury Management Indicators – Average Annualised Return achieved compared to Benchmark Rate (*) (Pooled Fund)	0.48%	0.32%	Yes	n/a	Lorna Baxter	

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

Division(s): N/A
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## CABINET – 20 OCTOBER 2015

### FORWARD PLAN AND FUTURE BUSINESS

#### Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision

Portfolio/Ref

#### Cabinet, 10 November 2015

- **Staffing Report - Quarter 2 - 2015** Cabinet, Deputy  
 Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report. Leader  
 2015/061
- **Public Consultation Report - Supported Transport (Subsidised Buses and Dial-A-Ride)** Cabinet,  
 Environment  
 For Cabinet to decide whether to withdraw all subsidies or £2.3 million of subsidies. 2015/095

A decision on whether to cease funding for Dial-A-Ride.

Request to Cabinet to consider funding proposals to support community groups to mitigate the impact of any changes.

- **Treasury Management Mid Term Review (2015/16)** Cabinet, Finance  
 To provide a mid term review of Treasury Management activity in 2015/16 in accordance with the CIPFA code of practice. 2015/060

#### Deputy Leader, 23 November 2015

- **Oxfordshire Fire & Rescue - 365 Alive Vision - 2016-2022** Deputy Leader,  
 2015/093  
 To seek approval of the draft strategic vision for Oxfordshire Fire & Rescue.
- **Community Risk Management Action Plan (CRMP) Fire & Rescue - Draft** Deputy Leader,  
 2015/030  
 To seek approval of the draft Community Risk Management Plan – Fire & Rescue.

**Cabinet Member for Children, Education & Families, 9 November 2015**

- **Proposed Specification for a New Secondary School at SW Bicester** Cabinet Member for Children, Education & Families, 2015/068

Whether to approve the proposed specification for a new secondary school in SW Bicester.

**Cabinet Member for Environment, 12 November 2015**

- **Oxfordshire Minerals & Waste Annual Monitoring Report 2015** Cabinet Member for Environment, 2015/090

To seek agreement to the Minerals & Waste Annual Monitoring Report for 2015, setting out progress on preparation of the Minerals & Waste Local Plan and the results of monitoring of minerals & waste planning policies.
- **Proposed Disabled Parking Places - Cherwell Area** Cabinet Member for Environment, 2015/074

To seek approval of the proposals.
- **Proposed Amendments to Residents Parking Scheme - Abingdon** Cabinet Member for Environment, 2013/017

To seek approval to proceed.
- **Proposed Parking Restrictions - Various, Cholsey** Cabinet Member for Environment, 2015/076

To seek approval of the proposals.
- **Proposed 30mph Speed Limit - Drayton Road, Abingdon** Cabinet Member for Environment, 2015/077

To seek approval of the proposals.
- **Proposed Loading Restrictions - Pembroke Street, Oxford** Cabinet Member for Environment, 2015/078

To seek approval of the proposals.

Division(s): Didcot West. Hendreds & Harwell
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## CABINET – 20 OCTOBER 2015

### Aureus Secondary School, Didcot – Capital Governance Approval

#### Report by Director for Environment and Economy

#### Introduction

1. As a consequence of Great Western Park, a new housing development in Didcot there is a need to provide a new 1,200 place secondary school.
2. The school is required by September 2017 in order to meet pupil pressures arising from the development.
3. Funding is captured within the Council's Capital Programme and is being procured using the EFA Contractors Framework with Kier Construction Ltd being appointed to design and build the school.
4. The school will be run as an Academy and GLF Academy Trust have been confirmed as the Academy Sponsor. It is essential that the council has accommodation in place to enable GLF to provide secondary school places from September 2017.
5. The Outline Business Case was approved in July 2015. The Design & Build (D&B) contract between OCC and Kier Construction Ltd is scheduled to be signed and executed on 22 October 2015 in order for the school to be ready for a September 2017 opening.
6. This report is being submitted to enable the project to contractually commit to facilitate the commencement of the project subject to planning approval (30 September 2015) and the transfer of land to OCC ownership (5 October 2015).
7. Funding to construct the secondary school will be from a combination of S106 developer contributions and funding from Oxfordshire County Council.

#### Except and Confidential Information

8. The Full Business Case is included as Annex 1 to the report. The financial assessment of the project, is included as Annex 2 to the report., is exempt because of the commercially sensitivity nature of its content.

The public should therefore be excluded during consideration of the annexes because its discussion in public would be likely to lead to the disclosure to members of the public present of information in the following category

prescribed by Part I of Schedule 12A to the Local Government Act 1972 (as amended):

3. *Information relating to the financial or business affairs of any particular person (including the authority holding that information);*

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that where a tender or bidding process is in progress disclosure would prejudice the position of the authority in the process of the transaction and the Council's standing generally in relation to such transactions in future, to the detriment of the Council's ability properly to discharge its fiduciary and other duties as a public authority

## **RECOMMENDATION**

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

(a) approve the Full Business Case for the proposed Aureus Secondary School at Great Western Park, Didcot

(or)

(b) in the event that the approval of the planning application for the secondary school and the completion of the land transfer has yet to take place, delegate to the Chief Finance Officer and Director for Environment & Economy in consultation with the Leader the authority to approve the Full Business Case; and

(c) delegate to the Chief Finance Officer and Director for Environment & Economy in consultation with the Leader the authority to award the Design & Build contract.

SUE SCANE

Director for Environment & Economy

Annex 1: GWP Secondary School – Stage 2 Final Business Case

Annex 2: Financial Appraisal

Contact Officer: Mark Holmes, Programme Office Manager (Carillion), 01865 780200

Supporting Officers:

Jeff Woodall, Contract Performance Management, 07554 103353

Kevin Griffin, Service Manager - School Organisation and Planning 01865 816457

Howard Cox, Infrastructure Framework Manager, 01865 810436

September 2015

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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of the Local Government Act 1972.

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