

County Council

10 February 2012

Agenda

Declarations of Interest

This note briefly summarises the position on interests which you must declare at the meeting. Please refer to the Members' Code of Conduct in Part 9.1 of the Constitution for a fuller description.

The duty to declare ...

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

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

Whose interests are included ...

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

When and what to declare ...

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

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

Taking part if you have an interest ...

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

"Prejudicial" interests ...

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

What to do if your interest is prejudicial ...

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

Exceptions ...

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

Seeking Advice ...

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

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

To: **Members of the County Council**

Notice of a Meeting of the County Council

Friday, 10 February 2012 at 10.00 am

County Hall, Oxford OX1 1ND



Joanna Simons
Chief Executive

February 2012

Contact Officer: *Deborah Miller*
Tel: (01865) 815384; E-Mail:deborah.miller@oxfordshire.gov.uk

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

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

The civic party will process into the Council Chamber at 9.58 am.

A buffet luncheon will be provided.

AGENDA

1. Minutes (Pages 1 - 28)

To approve the minutes of the meeting held on 13 December 2011 (**CC1**) and to receive information arising from them.

2. Apologies for Absence

3. Declarations of Interest - see guidance note

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

4. Official Communications

5. Appointments

- (a) to appoint Councillor Patrick Greene to the vacancy on the Growth & Infrastructure Scrutiny Committee;
- (b) to appoint Councillor Stewart Lilly to the vacancy on the Planning & Regulation Committee;
- (c) to make any changes to the membership of the Cabinet, scrutiny and other committees on the nomination of political groups.

6. Petitions and Public Address

7. Director of Public Health Annual Report (Pages 29 - 66)

Council is RECOMMENDED to receive the report and note the recommendations.

8. Service & Resource Planning 2012/13 - 2016/17 (Pages 67 - 250)

Report by the Assistant Chief Executive & Chief Finance Officer (**CC8(a)**) and Report of the Cabinet by the Leader of the Council (**CC8(b)**). The recommendations set out below (and in the report) are made subject to the Commentary on the Budget Proposals by the Assistant Chief Executive and Chief Finance Officer, as the Council's Section 151 Officer, to be circulated separately. Annex 6 (Dedicated Schools Grant Provisional Allocation 2012/13) will be circulated separately, following the outcome of the School's Forum Meeting on 1 February 2012.

The Liberal Democrat, Labour and Green Groups propose to submit amendments to the budget proposals (**CC8 Liberal Democrat**), (**CC8 Labour**) and (**CC8 Green**) respectively and these will be circulated separately.

(a) (in respect of revenue) RECOMMEND Council to approve:

- (1) a budget for 2012/13 as set out in Annex 1;**
- (2) a medium term plan for 2012/13 to 2016/17 as set out in Annex 2 (which incorporates changes to the Business Strategies set out in Annex 3);**

- (3) a council tax requirement for 2012/13 of £284.525m;
 - (4) the Council Tax and Precept calculations for 2012/13 set out in Annex 4 to the report and in particular:
 - (i) a precept of £284.525m; and
 - (ii) a Council Tax for Band D equivalent properties of £1,161.71;
 - (5) the planned level of balances and reserves for 2012/13 to 2015/16 as set out in Annex 5;
 - (6) the use of Dedicated Schools Grant for 2012/13 as set out in Annex 6;
 - (7) virement arrangements for 2012/13 as set out in Annex 7;
- (b) (in respect of treasury management) to RECOMMEND Council to approve:
- (1) the Treasury Management Strategy Statement as at Annex 8 including the Prudential Indicators;
 - (2) that in relation to the 2012/13 strategy any further changes required be delegated to the Chief Finance Officer following consultation with the Leader of Council and the Cabinet Member for Finance.
- (c) RECOMMEND Council to approve the Minimum Revenue Provision Methodology Statement as set out in paragraphs 10 to 14 of Annex 9.
- (d) (in respect of Capital) to approve:
- (1) the Capital Strategy at Annex 10 and Corporate Asset Management Plan and Transport Asset Management Plan at Annexes 11a and 11b;
 - (2) the Capital Programme for 2011/12 to 2016/17 as set out in the capital programme at Annex 12;
 - (3) the prudential indicators for capital set out in Annex 13.

9. Oxfordshire County Council Corporate Plan 2012/13 - 2016/17 (Pages 251 - 280)

The Council's Medium Term Corporate Plan 2012/2013-2016/17 (**CC9**) sets out the challenges facing the County Council, the rationale for our objectives, and identifies the priority and activities on which we will focus.

The approach set out in last year's directorate business strategies and the overarching Corporate Plan continue to provide the foundations for our strategy. The next twelve months will therefore be the second year of delivering the four year plan we set out last year.

The Strategy & Partnerships Scrutiny Committee reviewed the draft Plan and submitted comments to the Cabinet, who approved the draft on 17 January 2012.

A summary of the key elements of the Medium Term Financial Plan (MTFP) will be included once the Council has approved the budget, and the MTFP will form an annex to the plan.

The Cabinet RECOMMENDS Council to approve the Corporate Plan subject to the inclusion of a summary of the Medium Term Financial Plan and any changes in the text approved by the Chief Executive after consultation with the Leader of the Council.

Pre-Meeting Briefing

There will be a pre-meeting briefing at County Hall on **Thursday 9 February 2012 at 10:15 am** for the Chairman, Vice-Chairman, Group Leaders and Deputy Group Leaders

OXFORDSHIRE COUNTY COUNCIL

MINUTES of the meeting held on Tuesday, 13 December 2011 commencing at 10.00 am and finishing at 3.25 pm.

Present:

Councillor Patrick Greene – in the Chair

Councillors:

Don Seale	John Goddard	Anne Purse
Alyas Ahmed	Janet Godden	David Robertson
M. Altaf-Khan	Tim Hallchurch MBE	John Sanders
Alan Armitage	Jenny Hannaby	Larry Sanders
Lynda Atkins	Tony Harbour	Bill Service
Marilyn Badcock	David Harvey	Dave Sexon
Mike Badcock	Steve Hayward	Chip Sherwood
Roger Belson	Mrs J. Heathcoat	C.H. Shouler
Norman Bolster	Hilary Hibbert-Biles	Dr Peter Skolar
Ann Bonner	Ian Hudspeth	Roz Smith
Liz Brighouse OBE	Sarah Hutchinson	Val Smith
Iain Brown	Stewart Lilly	Richard Stevens
Louise Chapman	Lorraine Lindsay-Gale	Keith Strangwood
Jim Couchman	A.M. Lovatt	Lawrie Stratford
Tony Crabbe	Sajjad Hussain Malik	John Tanner
Roy Darke	Kieron Mallon	Alan Thompson
Arash Fatemian	Charles Mathew	Melinda Tilley
Anda Fitzgerald-O'Connor	Keith R. Mitchell CBE	David Turner
Jean Fooks	David Nimmo-Smith	Nicholas P. Turner
Mrs C. Fulljames	Neil Owen	Michael Waine
Anthony Gearing	Zoé Patrick	David Wilmshurst
Michael Gibbard	Susanna Pressel	

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

109/11 MINUTES

(Agenda Item 1)

RESOLVED: that the Minutes of the meeting of Council held on 1 November 2011 be approved and signed.

110/11 APOLOGIES FOR ABSENCE

(Agenda Item 2)

Apologies for absence were received from Councillors: Billington, Carter, Handley, Jelf, Jones, Reynolds, Rose and Viney.

111/11 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE

(Agenda Item 3)

Councillor Skolar declared a personal interest on Agenda Item 12, by virtue of the fact that he had a relative in a Care Home.

Councillor Mitchell declared a personal interest in Agenda Item 15 by virtue of his being a member of the Local Government Pension Scheme.

Councillor Skolar declared a personal interest in Agenda Item 15 by virtue of being in receipt of a NHS pension.

Councillor Mitchell declared a personal interest in Agenda Item 17, by virtue of his position as a member of Adderbury Library Friends Group.

Councillor Roz Smith declared a personal interest in Agenda Item 15 by virtue of her being in receipt of a Local Government Pension.

112/11 ORDER OF BUSINESS

(Agenda Item)

RESOLVED: to vary the order of Business as indicated in these Minutes.

113/11 OFFICIAL COMMUNICATIONS

(Agenda Item 4)

The Chairman reported as follows:

- (i) The Chairman sought agreement to hold an extraordinary meeting of Council on the 20 March at 10.00 am. The meeting was necessary due to the legal requirements of the Localism Act on a number of important governance matters including:
 - approval of a pay policy for Council staff;
 - approval of a new Code of Conduct together with necessary arrangements for undertaking investigations;
 - approval of Equality objectives for the Council.
- (ii) The Chairman had sadly attended 7 repatriations for fallen servicemen since the Memorial Garden was dedicated.
- (iii) The Chairman undertook to send a card with the Council's best wishes to Councillor Jones who was in Hospital.

- (iv) The Chairman undertook to send a card and flowers with the Council's best wishes to Janet Choldcroft who was unwell.
- (v) A listing of Chairman's Events was now available on the website:
<http://www.oxfordshire.gov.uk/cms/content/chairman-council>

114/11 APPOINTMENTS

(Agenda Item 5)

RESOLVED: to appoint Mrs Kathleen Medlock as the Parent Governor Representative for Primary Schools on the Children's Services Scrutiny Committee.

115/11 PETITIONS AND PUBLIC ADDRESS

(Agenda Item 6)

The following Petition was received:

Mrs Nicky Hancock, Resident of Ardington presented a Petition of 300 signatures asking the County Council to give consideration to providing the residents of Ardington and Lockinge with a daily bus service, particularly at peak hours, to accommodate travel in the Didcot/Harwell direction and to Wantage.

116/11 TREASURY MANAGEMENT MID TERM REVIEW

(Agenda Item 8)

The Council had before them a report (CC8) which set out the Treasury Management Activity undertaken in the first half of the financial year, including debt and Investment activity, an update on Prudential Indicators, changes in Strategy, any Breaches of approved Strategy and a forecast of interest receivable and payable in the financial year.

RESOLVED: (on a motion proposed by Councillor Couchman, seconded by Councillor Shouler and carried unanimously) to note the report.

117/11 REVIEW OF THE CONSTITUTION

(Agenda Item 9)

The Council had before them a report on the Review of the Constitution (CC9) which suggested minor changes to improve the business and efficiency of the Council and reviewed the Council's Petition Scheme, to fulfil Council's requirement for an annual review of the scheme.

The Chairman sought agreement from the Meeting to amend the motion in the following terms (amendment shown in strikethrough and bold italics):

- (a) Approve the addition to the Protocol on Members' Rights and Responsibilities of explicit reference to Directors' responsibilities to

report to the Monitoring Officer on a quarterly basis of their arrangements for keeping members informed of local issues;

(b) to maintain the Petition Scheme for Oxfordshire County Council in its current form;

~~(b) Determine whether or not to maintain a Petition Scheme for Oxfordshire County Council;~~

(c) Amend the Councillor Call for Action Rules (Part 9.3, Annex 1) so that the committee hears, in the first instance, from the member concerned and that the consideration of evidence and witnesses occurs if and when the committee agrees to pursue the relevant Councillor Call for Action.

It was agreed nem con to accept for consideration the amendment.

Councillor Greene moved and Councillor Seale seconded the recommendations set out in the report and on the face of the Agenda as amended by above.

In response to a question from Councillor Godden on the Annex to the report, Mr Clark undertook to provide a written response to members giving details of the updates and clarifications needed in Part 8.3 of the Constitution.

Councillor Larry Sanders moved and Councillor Sherwood seconded the following amendment shown in bold italics:

(a) Approve the addition to the Protocol on Members' Rights and Responsibilities of explicit reference to Directors' responsibilities to report to the Monitoring Officer on a quarterly basis of their arrangements for keeping members informed of local issues;

(b) Determine whether or not to maintain a Petition Scheme for Oxfordshire County Council;

(c) Amend the Councillor Call for Action Rules (Part 9.3, Annex 1) so that the committee hears, in the first instance, from the member concerned and that the consideration of evidence and witnesses occurs if and when the committee agrees to pursue the relevant Councillor Call for Action;

(d) This Council instructs the Monitoring Officer to amend the Council Procedure Rules so that the Green Group and the independent member are treated on the same terms as the other groups on the Council as regards the order in which motions on notice are included on the agenda."

Following debate the amendment was lost by 51 votes to 3, with 10 abstentions. The substantive amended motion was then put to the vote and it was:-

RESOLVED: (nem con)

- (a) Approve the addition to the Protocol on Members' Rights and Responsibilities of explicit reference to Directors' responsibilities to report to the Monitoring Officer on a quarterly basis of their arrangements for keeping members informed of local issues;
- (b) to maintain the Petition Scheme for Oxfordshire County Council in its current form;
- (c) Amend the Councillor Call for Action Rules (Part 9.3, Annex 1) so that the committee hears, in the first instance, from the member concerned and that the consideration of evidence and witnesses occurs if and when the committee agrees to pursue the relevant Councillor Call for Action.

118/11 REPORT OF THE CABINET

(Agenda Item 10)

The Council had before them the report of the Cabinet meeting held on 15 November 2011.

In relation to paragraph 1, (Establishment Review) (Question from Councillor Fooks) Councillor Robertson undertook to provide a written response giving detail of how many staff had been successfully redeployed.

In relation to paragraph 1, (Establishment Review) (Question from Councillor Pressel) Councillor Robertson undertook to provide a written response giving detail of how many agency staff and consultants were doing work that used to be undertaken by staff who had been made redundant and whether the use of consultants had gone up or down since 2009.

In relation to paragraph 3, (2011/12 Financial Monitoring & Business Strategy Delivery Report September 2011) (Question from Councillor Waine) Councillor Couchman gave an assurance that local members would be consulted on the land use of the disposed properties in relation to Bicester Library.

119/11 QUESTIONS WITH NOTICE FROM MEMBERS OF THE COUNCIL

(Agenda Item 11)

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

In relation to Question 11, Councillor Fatemian agreed to write to the award winning Ace Chairman to ask when he thought the numbers of bed blocking would go down.

120/11 MOTION FROM COUNCILLOR ARASH FATEMIAN

(Agenda Item 12)

Councillor Fatemian moved and Councillor Mitchell seconded the following motion:

This Council welcome the findings of the Commission on Funding of Care and Support chaired by Andrew Dilnot. In particular, that the recommendations from the commission remove uncertainty from the cost of social care and introduce a cap on how much any individual should pay for their care. If implemented, the recommendations from the Dilnot Commission will further the Council's Adult Social Care Directorate in closer working between health and social care and using resources to meet increased demand more effectively, resulting in better outcomes for older people.

In Summary the commission recommends that:

- Individuals' lifetime contributions towards their social care costs should be capped at £35,000 (the most appropriate and fair figure). After the cap is reached, individuals would be eligible for full state support.
- The means-tested threshold, above which people are liable for their full care costs, should be increased from £23,250 to £100,000
- There should be national eligibility criteria and portable assessments to ensure greater consistency
- All those who enter adulthood with a care and support need should be eligible for free state support immediately rather than being subjected to a means test.

Council welcomes the recommendations of the report and believe they will lead to better outcomes for Older People across the country but specifically in Oxford.

Council asks the Leader to write to the Department of Health and the local MPs to express our support for implementation of the proposals at the earliest opportunity."

Following debate, with the agreement of Council, Councillor Fatemian amended the penultimate paragraph of his motion by substituting the text "Oxford" with "Oxfordshire".

The motion, as amended was put to the vote and it was:

RESOLVED: (Unanimously)

This Council welcome the findings of the Commission on Funding of Care and Support chaired by Andrew Dilnot. In particular, that the recommendations from the commission remove uncertainty from the cost of

social care and introduce a cap on how much any individual should pay for their care. If implemented, the recommendations from the Dilnot Commission will further the Council's Adult Social Care Directorate in closer working between health and social care and using resources to meet increased demand more effectively, resulting in better outcomes for older people.

In Summary the commission recommends that:

- Individuals' lifetime contributions towards their social care costs should be capped at £35,000 (the most appropriate and fair figure). After the cap is reached, individuals would be eligible for full state support.
- The means-tested threshold, above which people are liable for their full care costs, should be increased from £23,250 to £100,000
- There should be national eligibility criteria and portable assessments to ensure greater consistency
- All those who enter adulthood with a care and support need should be eligible for free state support immediately rather than being subjected to a means test.

Council welcomes the recommendations of the report and believe they will lead to better outcomes for Older People across the country but specifically in Oxfordshire.

Council asks the Leader to write to the Department of Health and the local MPs to express our support for implementation of the proposals at the earliest opportunity.

121/11 MOTION FROM COUNCILLOR JANET GODDEN

(Agenda Item 13)

Councillor Fooks moved and Councillor Altaf-Khan seconded the following motion as amended by Councillor Shouler in bold italics:

"Council welcomes the Coalition Government's proposal to extend free childcare to disadvantaged two-year-olds by April 2013 and notes that this should benefit around 1,000 infants in Oxfordshire.

Council looks forward to the new arrangements that will improve life chances for these two-year-olds, but notes that many of the county's nurseries and children's centres are currently full. Council asks Cabinet to ensure that sufficient provision will be available in appropriate and local settings for such very young children ***within the funding envelope available*** and to report to CEF Scrutiny if there is likely to be any shortfall."

Following debate, the motion as amended was carried unanimously and accordingly:

RESOLVED:

"Council welcomes the Coalition Government's proposal to extend free childcare to disadvantaged two-year-olds by April 2013 and notes that this should benefit around 1,000 infants in Oxfordshire.

Council looks forward to the new arrangements that will improve life chances for these two-year-olds, but notes that many of the county's nurseries and children's centres are currently full. Council asks Cabinet to ensure that sufficient provision will be available in appropriate and local settings for such very young children within the funding envelope available, and to report to CEF Scrutiny if there is likely to be any shortfall."

122/11 MOTION FROM COUNCILLOR SARAH HUTCHINSON

(Agenda Item 14)

Councillor Hutchinson moved and Councillor Brighthouse seconded the following motion:

"Between January and October 2011 youth unemployment rose by 72% across the county, with an 80% increase in Oxford West and Abingdon, a 100% increase in Banbury and a 140% increase in Witney.

Given the devastating effect that unemployment can have on young people, their life chances, and their families, and the long-term costs this inflicts on society, this council is deeply concerned about the effect of the Coalition government's policies on young people, who are being robbed of employment and educational opportunities.

Council therefore asks the Cabinet Member to write to the Prime Minister expressing alarm at youth unemployment in Oxfordshire and asking the Government to take more action to provide our young people with long-term, properly paid jobs."

Following debate the motion was lost by 52 votes to 9 with 2 abstentions.

123/11 MOTION FROM COUNCILLOR ZOE PATRICK

(Agenda Item 16)

Councillor Patrick moved and Councillor David Turner seconded the following motion:

"This Council welcomes the Quality Bus Partnership and the introduction of the Smartcard joint-ticketing and joint timetabling which has followed. Council recognises that this has had some impact on helping to alleviate traffic congestion and carbon reduction in the city centre. Council therefore calls on the Cabinet to extend joint-ticketing outside Oxford to other areas of the county where more than one bus company operates and where this can help to encourage more bus usage in Oxfordshire."

Following debate the motion was lost by 36 votes to 20 with 2 abstentions.

124/11 MOTION FROM COUNCILLOR JOHN TANNER

(Agenda Item 15)

Councillor Tanner moved and Councillor Hutchinson seconded the following motion:

“This Council believes that all employees within Oxfordshire, both private and public, should have decent pensions. Elderly people who have worked hard all their lives should not be forced into poverty in their declining years, resulting in an increased call on Oxfordshire County Council services.

We regret the disruption caused to public services on 30th November. But that day of action demonstrated just how valuable are the services provided by local government staff, teachers, National Health Service employees and other public sector workers within Oxfordshire. We recognise that for local government employees, whose wages have been frozen, a cut in pension benefits is the last straw.

We applaud those dedicated public servants, including our own employees, who were prepared to lose a day's pay in order to campaign for decent pensions and proper services for the public.

It is unreasonable to ask local government employees to pay more, work longer and get less when local government public pension funds (including the Oxfordshire Pension Fund) are already funded. The public sector has a responsibility to show others what it is to be good employers, to pay decent wages and provide proper pensions.

We request the Leader to write to the Coalition Government to urge them to:

- a) negotiate just pension settlements with the public sector unions
- b) support the local government employers in providing good pensions for local government workers
- c) encourage private employers to provide pensions at least as good as the public sector.”

Following debate the motion was lost by 39 votes to 10 with 9 abstentions.

125/11 MOTION FROM COUNCILLOR SUSANNA PRESSEL

(Agenda Item 17)

Councillor Pressel moved and Councillor Stevens seconded the following motion:

“This Council has listened to the many individuals and groups who are worried that some libraries might struggle to get enough volunteers to keep them open for long enough each week.

We therefore request Cabinet in bringing forward its budget proposals to include in a reserve enough money to put back some of the staff posts which have been proposed for removal, if this becomes necessary.”

Following debate the motion was lost by 46 votes to 8 with 1 abstention.

126/11 MOTION FROM COUNCILLOR LARRY SANDERS

(Agenda Item 18)

Councillor Larry Sanders moved and Councillor Sherwood seconded the following motion:

“It is important that as many residents as possible learn to communicate well in English. This is good for their children's education, good for the economy and good for the promotion of an inclusive and harmonious community.

Unfortunately, in recent years, Government policy has led to the reduction of the number of residents receiving free English language tuition from Oxfordshire County Council by 84%, from 760 to 120, in the period 2006/7 to 2010/11. This has led to a decrease in the number attending County Council English language classes by 53%, from 772 to 361, in the same period.

Resolved:

That this County Council:

- recognizes the importance of encouraging and aiding residents to become more effective communicators in English;
- asks the Safer and Stronger Communities Scrutiny Committee to assemble the views of community organisations, local schools and employers and the Adult Learning team with the goal of making recommendations to these groups and other decision-makers which will encourage people to take up the educational opportunities available and which will assist them in making contact with all governmental and non-governmental agencies which could make grants which would make it possible for more people to take part.”

Following debate the motion was lost by 37 votes to 19 with 1 abstention.

127/11 MOTION FROM COUNCILLOR RICHARD STEVENS

(Agenda Item 19)

The time being 3.30 pm the meeting closed and the motion from Councillor Stevens was considered dropped in accordance with Council Procedure Rule 15.1.

..... in the Chair

Date of signing

QUESTIONS WITH NOTICE FROM MEMBERS OF THE COUNCIL

Questions	Answers
<p>1. COUNCILLOR TONY CRABBE</p> <p>During the course of 2011 a review was undertaken, and some measures were introduced by cabinet, to rationalize the cost of School Transport. As a result a reduction was made in the allowable mileage for transport of pupils by private car where no organized School Transport was available. These pupils would otherwise need to be transported by Taxi. The allowable mileage was unreasonably halved from two return journeys per day to one return journey. In certain cases this has meant that parents have withdrawn cooperation because of the failure to compensate for both full journeys. This has resulted in the need to provide a Taxi to transport a pupil to school with a significant increase in cost to the Council. The Council's agreed policy is to provide transport for pupils by the most economical means. Does the Cabinet member agree that, as a result of these recent changes, there is a contradiction in the current policy that needs to be urgently addressed to ensure that unnecessary costly Taxi's are avoided and thereby minimize School Transport costs?</p>	<p>COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR SCHOOLS IMPROVEMENT</p> <p>An extensive consultation about a revised home to school transport policy was undertaken during late 2009 and early 2010 (not 2011 as stated in the question). The revised policy was predicated upon the need to realise significant savings in the total cost of home to school transport through bringing entitlements to free transport into line with statutory requirements and through introducing greater equity, for instance for different faith communities.</p> <p>A paper was presented to Cabinet on 22nd June 2010 with a comprehensive home to school transport policy which, with the addition of an amendment in the name of Councillor Waine to address concerns about the impact on large families of the revised entitlement to transport on faith grounds, was agreed unanimously. This decision, and the revised home to school transport policy, was reported to full Council on the 14th September 2010.</p> <p>The section of the policy relevant to the question is that which provides for parents to be offered the option of the payment of a mileage allowance instead of the provision of free home to school transport by taxi, contract bus or public service. This offer will only be made where it is the cheapest option and it is likely to remain so; there is no obligation on the parent to accept nor for the Council to enter into such an arrangement. To quote the policy verbatim "Where parents wish to take their children to school and it is therefore possible to avoid the provision of a taxi the Local Authority may agree to the payment of a mileage allowance."</p> <p>Prior to the introduction of the 2010 policy there was a variety of practice with some parents being paid for 4 journeys per day and others only two. The current policy provides for two journeys a day to be reimbursed at 40p per mile, one to transport the child to school and one to bring them home. For the overwhelming majority of parents this formalising of the reimbursement of two journeys per day represented no change to what they were previously receiving. In many, if not most cases, the</p>

Questions	Answers
	<p>parent is able to combine the journey to school with the journey to work or some other destination. There will be some occasions where reimbursing a parent for more than two journeys per day might be a cheaper option than the alternative of a taxi or some other means of transport. However, to increase the entitlement across the board would clearly increase the overall costs to the Council since there are currently 127 children in respect of whom a mileage allowance is being paid. Of these, few would actually be making four journeys exclusively connected with the 'home to school run'.</p> <p>If a child is entitled to free home to school transport and the parent is unwilling to transport their child on the conditions of the Council's policy, the Council will discharge its legal responsibility to provide free transport by the cheapest alternative. Once a transport service has been provided it can then accommodate additional children at little or no additional cost to the Council, and if there are spare seats these can be offered on a concessionary basis to other children who are not entitled to free transport. The concessionary fares charged will help to defray the additional costs to the Council.</p> <p>There are currently 127 children in respect of whom a mileage allowance is being paid to parents, in every case for two journeys per day. Parents have a right to appeal both against decisions not to provide free home to school transport and against the reimbursement of two rather than four journeys. To date there has been one appeal against the two journeys rule; this appeal was not upheld by the appeal panel of three councillors. There has also been one recorded case of a parent declining to continue to transport their child so obliging the Council to provide taxi transport; the same parent who lodged the unsuccessful appeal.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>When students qualify for free school transport and there is no available organised bus, some parents transport their children to school thus making a considerable saving to the Council for a</p>	<p>SUPPLEMENTARY ANSWER</p> <p>Thank you Chairman, it did go through our group and through Council and I am sure that the Council did vote for this amendment and change in policy. I was not a Cabinet Member at the time. The answer that I have given to Councillor Crabbe does give the numbers of such children. In answer to his actual question, I think that the policy is good and sensible and reasonable. If the Councillor wants the policy</p>

Questions	Answers
cost of a taxi. Does the Cabinet Member believe that it was reasonable or sensible to change the policy to reimburse parents for only one return journey per day when there are clearly two, so an even greater saving is made at the cost of the parents provided they are prepared to continue the arrangement?	changed he should go through the usual procedures.
<p>2. COUNCILLOR JOHN SANDERS</p> <p>How much work has been undertaken by officers in furthering the idea of having a CPZ covering the whole of Oxford City?</p>	<p>COUNCILLOR RODNEY ROSE, CABINET MEMBER FOR TRANSPORT</p> <p>The Cabinet Member for Transport is NOT planning a City CPZ.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Does this mean that the Cabinet refuses even to consider extending CPZ's?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I think Chairman, it is rather different to planning a city wide CPZ and we are perfectly open to suggestions and considerations subject to the costs to do it.</p>
<p>3. COUNCILLOR JOHN SANDERS</p> <p>If a city-wide CPZ were introduced, will the Cabinet Member give an assurance that the needs of local businesses, shoppers, disabled people, churchgoers and short-term visitors will be considered and will the Cabinet Member consider that day and time restrictions may need to be varied in different parts of the City?</p>	<p>COUNCILLOR RODNEY ROSE, CABINET MEMBER FOR TRANSPORT</p> <p>The Cabinet Member for Transport is NOT planning a City CPZ.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Is the refusal to consider extending CPZs</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I think the idea of a city wide CPZ has never had political thought. I think it has</p>

Questions	Answers
city wide due to the bloody nose it received from Oxford citizens regarding the existing CPZs?	been an officer thought.
<p>4. COUNCILLOR JOHN SANDERS</p> <p>If a CPZ were to be brought in for the whole City will the cabinet member give absolute reassurance to the residents of Oxford that they would not be charged?</p>	<p>COUNCILLOR RODNEY ROSE, CABINET MEMBER FOR TRANSPORT</p> <p>The Cabinet Member for Transport is NOT planning a City CPZ.</p>
<p>5. COUNCILLOR JOHN TANNER</p> <p>Will the Cabinet member say when the contract with Viridor for an incinerator at Ardley will now be made public? Could she estimate how much waste will be brought in from outside Oxfordshire to feed the 300,000 tonne plant?</p>	<p>COUNCILLOR LORRAINE LINDSAY-GALE, CABINET MEMBER FOR GROWTH & INFRASTRUCTURE</p> <p>Now that the planning permission for the energy from waste (EfW) facility is finally secure, implementation of the residual waste treatment contract is able to proceed. We have successfully closed the financial terms of the contract which will divert nearly all our residual municipal waste from landfill and provide value for money for the council tax payers of Oxfordshire.</p> <p>I am happy to say that significant progress has been made in preparing the contract for publication. This is a complex document and we are taking care to balance the release of information with the need to redact genuinely commercially sensitive information. Officers are working hard to prepare the document in liaison with our contractor, and the main project agreement will be ready before Christmas. There are a number of schedules to the contract which will take a little longer and these should be available by mid January.</p> <p>The County Council's Oxfordshire Waste Planning Strategy Consultation Draft, September 2011, included an assumption that 90,000 tonnes per annum of capacity at the Ardley EFW plant would be used by waste from outside Oxfordshire. This assumption will be reviewed in the light of responses received to the consultation and any new information before the Minerals and Waste Core Strategy Proposed Submission Document is prepared for consideration by Cabinet and Full Council.</p>

Questions	Answers
<p>SUPPLEMENTARY QUESTION</p> <p>I would like to thank the Councillor for her reply. She seems to have left out the date in the when the contract is to be published – could she tell us what the date will be?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>Thank you Chairman, we don't have a precise date at the moment. I have asked the officers to get the contract to you before Christmas.</p>
<p>6. COUNCILLOR JOHN TANNER</p> <p>Does the Cabinet member agree with the Council for the Preservation of Rural England (CPRE) that the amount of sand and gravel to be extracted each year from Oxfordshire should be a maximum of 800,000 tonnes rather than 1.26 million tonnes? What comfort can she give to residents of the Lower Windrush Valley, Eynsham and elsewhere that future workings will not damage the countryside and create unacceptable traffic movements?</p>	<p>COUNCILLOR LORRAINE LINDSAY-GALE, CABINET MEMBER FOR GROWTH & INFRASTRUCTURE</p> <p>The County Council's Oxfordshire Minerals Planning Strategy Consultation Draft, September 2011 includes a proposal, in Policy M2, that provision should be made for working of sand and gravel at the rate of 1.26 million tonnes a year. A number of the responses that have been made to this consultation include comments on this policy. Some (including the CPRE) consider that the figure should be lower than 1.26; others consider that a higher figure is appropriate. All the points that have been made in the responses to the consultation will be carefully considered, and the figures in Policy M2 will be reviewed in the light of the consultation responses and any new information before the Minerals and Waste Core Strategy Proposed Submission Document is prepared for consideration and decision by Cabinet and Full Council.</p> <p>The County Council's minerals planning vision and objectives set out in the Minerals Planning Strategy Consultation Draft, September 2011 include minimising the impacts of mineral working, including impacts on the countryside and impacts from traffic movements. The intention is to come up with a strategy which will provide for the minerals that need to be supplied in Oxfordshire without causing unacceptable environmental or other impact. The consultation draft Minerals Planning Strategy includes Policies C3 (Environmental and amenity protection), C5 (Landscape) and C7 (Transport) to ensure that proposals that would have unacceptable impacts are avoided when decisions are made on the location of specific sites for mineral working and on planning applications for particular mineral working proposals.</p>

Questions	Answers
<p>SUPPLEMENTARY QUESTION</p> <p>I wonder if the Cabinet Member would consider it a failure if the Cabinet decides on a policy where we are still intending to dig out 1.26 million tonnes of gravel a year?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>No, we do not consider this to be a failure. The County Council has worked very hard to reduce the figure of extraction demanded from the County from 2.1 million tonnes, which was part of the original government demands and part of the original plan. We had our own investigation into the supply and demand figures required and we came out with this figure of 1.26 million which we feel is a very good average, if you take into account the fact that the very major mark at the moment is probably the result of the economic downturn, which we all hope will change in the future, but we have to make plans to 2030. Not only do we have to make plans for 2030 we have a lot of housing which is planned for the County and we also have to provide a 7 year bank of potential reserves. So that is why we are comfortable with the figure we have come to.</p>
<p>7. COUNCILLOR JOHN TANNER</p> <p>Will the Cabinet member accept my congratulations on securing Government funding for the East-West rail link? Will he say how much money has been allocated in each of the next few years, whether there is still a funding gap and when he expects work to start on the new rail link?</p>	<p>COUNCILLOR DAVID ROBERTSON, DEPUTY LEADER</p> <p>We have had positive announcements about East West Rail in the past few weeks which gives us reassurance that we will finally see the railway reopened by 2017.</p> <p>Whilst it is true that we have taken a massive step forward, it is still too early to say we have definitely secured Government funding. But the Government has acknowledged the strategic importance of East West Rail and has included it in the National Infrastructure Plan announced by the Chancellor in his Autumn Statement.</p> <p>This is a significant achievement for all concerned in the Consortium. The Rail Minister, Theresa Villiers MP, visited Bicester Town on Monday to meet representatives from the Consortium and view for herself the proposals for East West Rail.</p> <p>Before Government funding is formally confirmed, there are two conditions that need to be met by Spring 2012. The first being that there is a satisfactory business case. The Consortium is confident that its business case of £6 return for every £1 invested is sound as this was endorsed in a report by Oxford Economics in the summer. The report also pointed to the prospect that the railway could generate</p>

Questions	Answers
	<p>more than £38m a year for the UK economy. These are exceptional figures for a rail project.</p> <p>The other condition is securing local contributions towards the cost of the project. The total scheme is estimated to cost around £270 million but the share of this between Government and other sources has not yet been defined. The Consortium will be working out what a 'suitable local contribution' might be from along the route between Reading and Bedford, although it will probably involve a mix of real money, contributions from the private sector, and partners' expertise, particularly on issues like planning, permitted development, environmental assessment, highways, rights of way across the track and the like, along with savings as a result of collaborative working cutting red tape.</p> <p>Provided the conditions have been met, the Government will confirm next summer what funding it will provide to Network Rail after 2014. Network Rail will then work with the East West Rail Consortium to deliver the scheme set out by the Consortium in its November 2011 Prospectus (available on the website at www.eastwestrail.org.uk), subject to the Consortium meeting a share of the costs.</p> <p>If all goes according to plan, we anticipate construction work getting underway in 2015 with train services running in 2017.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>I would like to thank the Deputy Leader for his very full and helpful reply. Could he explain why in his answer he says that it is still too early to say if we have defiantly secured Government funding, when in a press release issued on 29 November by the County Council it states that the Government has approved funding for a new railway line – could he explain the disparity?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>Yes Chairman, the Government did approve the funding for the East-West rail subject to the local authorities in the Consortium finding their share of it. The answer I have given to Councillor Tanner explains how we might put our share into that.</p>

Questions	Answers
<p>8. COUNCILLOR ALTAF-KHAN</p> <p>It is good news that the Government is investing an extra £4,435.413 in schools' capacity in our area to help fund much needed additional school places. Please can the Cabinet Member for Schools Improvement outline how this money will be spent?</p>	<p>COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR SCHOOLS IMPROVEMENT</p> <p>The additional resources are of course welcome but will, inevitably, have to be used to contribute towards the schools' Basic Needs Programme (fulfilment of the requirement to provide places for all children of statutory school age). An additional £10.1m of basic need has been identified in respect of 2012/13. The draft 6-Year Basic Need Programme (including the current year) cost is now estimated to be c. £28.750m (net of external funding and individual projects agreed as part of the capital programme review in 2010/11), identified to provide 1,786 pupil places throughout the County.</p>
<p>9. COUNCILLOR JENNY HANNABY</p> <p>In 2006, Dr Steven Richards currently Chairman of the Oxfordshire Clinical Commissioning Consortium, then chairman of the South East & South West Oxon PCT's professional executive committee, said that "There are too many delayed transfers in the system and we are looking at a model that offers the right care in the right place at the right time [...] We want to do that with better access for patients to specialist clinicians and a smoother run through the system, quite a lot of which would be in the community and in patients' own homes. "</p> <p>How can members have confidence in the new proposed solution, offering more of the same thing, when the initiative of 2006 brought no lasting results? What is so</p>	<p>COUNCILLOR ARASH FATEMIAN, CABINET MEMBER FOR ADULT SERVICES</p> <p>There is no easy or permanently lasting solution to the issue of the numbers of people requiring care on discharge from hospital and who may become delayed. Whilst we know that 97% of people go through hospital and are discharged in a timely fashion, the remaining 3% represent a significantly increasing level of activity in our acute hospitals year on year. What Stephen Richards said in 2006 remains true today. The ACE programme, formally started on 7th July this year, is a concerted programme across the whole of Health and Social Care organisations, from the most strategic level to that of individual patients, to get the model of care right, and patients' pathway through the care system, as swift as their condition allows.</p> <p>The programme is not just focussing on the headline numbers, but on a whole range of outcomes which stand for quality of patient care, and which collectively bear on the numbers. There has already been significant progress on quality in the patient pathway, and some impact too on the numbers of delays, which have reduced by some 50 over the past month. But as Stephen Richards said to Scrutiny Committee recently, we are prepared for the numbers to go up before they come down; we are tackling the underlying causes.</p>

Questions	Answers
<p>different now? Why are we repeatedly told that the answer lies in better joint working, when for years we have also been repeatedly told that joint working in Oxfordshire is good, and we were one of the first counties to have pooled budgets for services for older adults?</p>	
<p>SUPPLEMENTARY QUESTION</p> <p>It is now five months on from 7 July when the award winning ACE Chairman predicted the numbers would go up for bed blocking. Could he be asked to predict how many numbers will go down, as this would be of great interest to the clients still trapped in this impossible situation?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I am happy to undertake to contact the award winning ACE Chairman to ask him when he can give me a date on when he thinks the numbers will go down.</p>
<p>10. COUNCILLOR JENNY HANNABY</p> <p>The national and professional press has recently carried worrying stories about older people neglected and mistreated by care workers both in residential and nursing settings and in their own homes.</p> <p>Can we be confident that older people whose care we fund know how to complain and that their complaints are taken seriously? What is the position for people employing their own care assistants on personal budgets?</p>	<p>COUNCILLOR ARASH FATEMIAN, CABINET MEMBER FOR ADULT SERVICES</p> <p>The Council works hard to ensure that people it supports know how to comment on and complain about the services we fund. Over the last four years the number of formal complaints has increased each year from 59 in 2006/7 to 136 in 2010/11, this in part reflects the work that has been undertaken to promote the comments and complaints service and also the inclusion for the first time of concerns raised directly with the Director as formal complaints where appropriate.</p> <p>Each year the Local Involvement Network (LINK) organises an event for service users, their family and friends to meet with myself and the Director to discuss their priorities for the coming year. Last year they asked us to provide more information on how to send in comments and complaints that would help improve services. In response we have:</p> <ul style="list-style-type: none"> • Sent out a standard letter to all new clients and included a copy of the

Questions	Answers
	<p>comments and complaints leaflet.</p> <ul style="list-style-type: none"> • Ensured that whenever a client's needs are reviewed they were offered a copy of the leaflet • Made the leaflet available at all social care establishments and offices, GP surgeries and all hospitals in Oxfordshire • Ensures that organisations contracted to provide services by the council are required to give our comments and complaints telephone number as well as their own to their clients. <p>We are also producing a video, to go onto the website and be made available to service users, explaining the importance of making a complaint if you are unhappy, and how we will respond to the complaint. The video will include a complainant who has seen real improvements as a result of making a complaint, myself, the Director and the Complaints Manager. We need to continually re-enforce the importance of people sending in comments and complaints.</p> <p>When someone wishes to make a complaint about services purchased with their personal budget we ask them to initially address concerns directly with their care provider unless there are safeguarding concerns which would be investigated by the Council. Even though the Council have no powers to investigate complaints about services purchased with a personal budget, whenever possible, we will ask the care provider to share their response with the council so that we can monitor the situation under our contract monitoring obligations and ensure that relevant care manager is aware of the individual concerns. If they are unhappy with the response, or do not feel comfortable raising their concern, we will advise that either a Broker or Local Advocacy Group can provide support.</p> <p>The council employs contract monitoring staff who visit care providers either as part of a planned work programme or in response to issues which arise such as a complaint or a safeguarding alert. Monitoring visit will result in recommendations for areas of improvement and agreed actions for the provider to undertake. Staff will</p> <p>The system is the same for both service users where the care is directly organised</p>

Questions	Answers
	<p>by the council and those who purchase care through an agency with a direct payment.</p> <p>When a service user directly employs a care assistant, they set up a contract with the worker which would include the terms and conditions of the employment. Service users are supported in drawing this up either by care managers the council directly employs or independent brokers. All service users, once their service begins, will have a named co-ordinator who is a council member of staff to support the service user in ensuring their care is delivered appropriately. The council also has a contract with the A4E Direct Payments support service to support people directly employing a care assistant.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>I welcome the systems that have been put in place but I wonder if we could go back to how we used to years ago and put some mechanisms in place where local councillors are able to visit their homes in their wards and where their residents go.</p>	<p>SUPPLEMENTARY ANSWER</p> <p>On the issue of local Councillors visiting homes, that has been raised at Adult Services Scrutiny. A formal infrastructure doesn't exist like the old formal regime for unannounced investigations/formal investigations by the County Council. However, I would urge all Councillors to go and visit homes and providers of care in their own divisions.</p>
<p>11. COUNCILLOR JENNY HANNABY</p> <p>Will the Cabinet Member for Adult Services join me in welcoming the CQC decision to investigate Private Care Home providers?</p>	<p>COUNCILLOR ARASH FATEMIAN, CABINET MEMBER FOR ADULT SERVICES</p> <p>Yes, I do welcome this decision.</p> <p>The council strongly supported the previous regulation regime whereby CQC visited all registered care providers (both care homes and home care providers) and provided them with a star rating, which we used in our own contract management arrangements. The last time the CQC published figures on provider star ratings by council areas (2009/10) a higher percentage of people in Oxfordshire were placed in services rated as either 'good' or 'excellent' than the average for the rest of the country. The rate of improvement in services was also higher than the rest of the country.</p>

Questions	Answers
	<p>We see the role of CQC as part of our wider monitoring arrangements. I also welcome the Local Involvement Network's recent work visiting care homes and assessing the quality of care and would highlight that the council's own contract monitoring teams visit all care providers. This year we have trained a team of volunteer service users and carers who monitor the quality of services we purchase. This team visit other service users and ask them about the quality of care and any issues that need to be raised. Service users themselves are probably the best arbiters of service quality, and it is through their voice, along with local communities (as represented by the LINK) as well as CQC that service quality will be assured.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Families and clients are very hesitant in coming forward with their complaints and I am sure he would agree with me that we should give them every assistance in every way in getting their complaints through.</p>	<p>SUPPLEMENTARY ANSWER</p> <p>Yes I do agree that every assistance should be made so that people are not afraid to come forward to raise concerns or complaints. I am recording a video to encourage people who have concerns to come forward and make those concerns known. In the recording of the video, I have made it clear that people should not be afraid to come forward and that if they feel that their care would be affected that this County Council will not tolerate such a response.</p>
<p>12. COUNCILLOR ROZ SMITH</p> <p>Thank you for sending the link showing the Customer Service Centre statistical figures recently. I am sure you would agree that members of the public expect a quick and appropriate response to their telephone calls. However, I note that the last mystery shopping exercise was completed in 2008 to disabled persons and in autumn 2007 for general users. This information is now out of date. When is the next mystery shopper exercise planned?</p>	<p>COUNCILLOR DAVID ROBERTSON, DEPUTY LEADER</p> <p>We undertook 5 years of Mystery Shopping exercises which cost £36K plus a large amount of time from the team which roughly estimate could double this cost. At the time we didn't have contact statistics or call recording, so there was some justification in spending the money. Since then we have implemented a call recording system and the team leaders now mystery shop on a daily basis, listening to Customer Service Calls and providing feedback to advisors, which is incorporated into their annual appraisals.</p> <p>Mystery shopping has been a regular FOI request, because it can be seen as wasting tax payer's money. Quality and accountability against the standards is tighter than ever before for the main contact points, so it would seem wasteful to spend money on Mystery Shopping.</p>

Questions	Answers								
	<p>In addition, we will start to measure Customer Satisfaction more formally in the new year. We currently offer the option for customers to complete a feedback form on line via email and letter responses but we are not doing anything on phone calls, this was mainly due to shortage of resources, an issue which is now rectified.</p> <p>If anyone wishes to see the process on call monitoring, it can of course be provided.</p>								
<p>SUPPLEMENTARY QUESTION</p> <p>How are the new customer satisfaction surveys going to be done independently and assessed?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>We have stopped doing Mystery Shopping some considerable time ago. The statistics are now on the internet on a regular basis, allowing transparency on how we are performing at the customer care centre. I would encourage all members of the council to go round and have a try answering some of the calls that come in to see how the information about how the calls are being handled and in what time they are being answered. I personally also call the 'call centre' to establish how they are operating and I would encourage all councillors to do the same.</p>								
<p>13. COUNCILLOR LARRY SANDERS</p> <p>In your answer to my follow-up question on 1 November 2011 you said that statistics were being kept on the numbers of people of various ethnicities, gender and disability status who lost their jobs as a result of the cuts program in the last two years. Could Cllr Robertson please provide those numbers and how they compare with the number of people employed by the Council in those categories?</p>	<p>COUNCILLOR DAVID ROBERTSON, DEPUTY LEADER</p> <p>As previously indicated our HR team are monitoring the numbers of people who have lost jobs as we deliver the savings laid out in our Business Strategy. Information is tracked by directorate and in relation to the equality groupings shown below. The following table shows the breakdown of staff made redundant in the period 1 August 2010 to 31 August 2011 in comparison with the equality data for the Council. The total number of employees who were made redundant in the period was 186. We will be including quarterly updates on these numbers as part of our on-going Establishment reports to Cabinet, starting with the position as at 31 December 2011.</p> <table border="1" data-bbox="864 1334 2000 1461"> <thead> <tr> <th colspan="2"></th> <th>All redundancies 1 Aug 10 – 31 Aug 11</th> <th>OCC</th> </tr> </thead> <tbody> <tr> <td>Sex</td> <td>Male</td> <td>23%</td> <td>26%</td> </tr> </tbody> </table>			All redundancies 1 Aug 10 – 31 Aug 11	OCC	Sex	Male	23%	26%
		All redundancies 1 Aug 10 – 31 Aug 11	OCC						
Sex	Male	23%	26%						

Questions	Answers			
		Female	77%	74%
	Disability	Disability	2%	2%
		No Disability	98%	98%
	Ethnicity	White	82%	86%
		BAME	12%	5%
		Non-declared	6%	9%
	Age	16-24	0%	4%
		25-34	5%	16%
		35-44	18%	24%
		45-54	33%	31%
		55-64	41%	23%
		65+	2%	3%
<p>SUPPLEMENTARY QUESTION</p> <p>There is one item in the response that does look on the face of it a bit worrying. The ethnicity section of a very high rate of redundancies compared to the number of people in the BAME groups category. Is there anything that can be done to make sure that this is not the result of some sort of inherent prejudice?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I think that you should withdraw that statement. The Caucasian and minority ethnicity, in most directorates were none or very few made redundant in this particular period. In Social & Community Services the proportion of Asian employees made redundant was in line with the directorate figures, however in Children, Education & Families the number of black and ethnic staff is significantly higher at 27.5%. This is due to the closure of the Equality and Diversity Achievement Service during this period where the majority of staff and employees were from that particular ethnicity group, due to the nature of the work. This is the reason for the higher percentage against the OCC percentage.</p>			
<p>14. COUNCILLOR LARRY SANDERS</p>	<p>COUNCILLOR RODNEY ROSE, CABINET MEMBER FOR TRANSPORT</p>			

Questions	Answers
<p>Air pollution from vehicle emissions in Oxford can be held to be currently in breach of EU law. The measures proposed by you as outlined in your reply to me at the last Council meeting are largely to take place in the future and their success is uncertain. Does that mean that the Cabinet sees no other way but to continue in breach of EU laws for some time, with the risk of action being taken, while also continuing to tolerate the situation in which more people die prematurely from air pollution than sustain serious injury or die from traffic accidents?</p>	<p>The Council is pursuing the introduction of a Low Emission Zone for Oxford, in partnership with the City Council (the body responsible for air quality monitoring and management) and bus operators, working with the Traffic Commissioner to agree the appropriate framework for this scheme and what the details would look like.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>The answer is quite vague and set in the future. I wonder if it is possible to be a little bit more conscientious about dealing with an issue which actually effects people's health quite substantially.</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I think that it necessarily follows that anything I say now will relate to an issue in the future whether it is the near future or the far future is a matter for debate. I have no doubt that Councillor Rose is concerned about this along with his officer team and there is a degree of urgency about this to comply with the EU and all of our interests.</p>
<p>15. COUNCILLOR LARRY SANDERS</p> <p>The recent report by the Equality and Human Rights Commission into home care commissioned by local authorities found evidence of a "systematic failure" across the country and that elderly people's human rights were being breached. Commissioned home care, in Oxfordshire, as elsewhere in the country, is being delivered in ways which become more and</p>	<p>COUNCILLOR ARASH FATEMIAN, CABINET MEMBER FOR ADULT SERVICES</p> <p>Thank you for raising this question. I was equally concerned at the recent report from the Equality and Human Rights Commission and have sought assurances from the Director on the same.</p> <p>Members will have noted that in response to an earlier question I spoke about the positive quality rating that the Care Quality Commission had given to home care providers in Oxfordshire. We believe that the Council's work alongside providers has contributed to such a position.</p>

Questions	Answers
<p>more difficult to monitor. Very little care is now provided by the Council's own staff; less is being provided by established companies; more is provided by ad hoc arrangements.</p> <p>What is the County Council doing to make sure that the care for which it pays, and indeed care received by the many vulnerable people who pay for their own care, is of good quality? What processes are in place to prevent the neglect and cruelty which the report found to be so widespread across the country?</p>	<p>The Council retendered its Support at Home Services contract earlier this year with a new contract commencing in July.</p> <p>Our approach to assuring quality covers 3 main phases - at the tender stage, through raising awareness and information sharing, and through on-going monitoring as part of the normal contract management arrangements.</p> <p>At the tender stage we assess the application documentation that is submitted by providers. All providers have to be registered by the Care Quality Commission and we assess various components such as Health & Safety, Insurance, Data Protection and Business Continuity. A further pre-requisite is that all providers must sign up to Oxfordshire's Safeguarding requirements and be prepared to use an Electronic Time Monitoring System of the council's choice. Such a system records when a visit takes place and its duration, and can identify any missed or late calls.</p> <p>Information sharing and raising awareness of issues is an important and on-going process.</p> <p>To achieve this we use avenues such as our Internet pages, through e-mails and mailshots and through regular provider meetings. A key element of this information sharing is the provision of an 'Induction' process for providers at the start of a new contract. Since June we have held 8 half day training sessions for home support providers where we have explained in more detail what this Council's expectations are. These sessions have covered areas such as Safe Recruitment, Safeguarding, Shared Care Protocols, Health & Safety/Moving and Handling, Business Continuity and what to expect from our Contract Monitoring activity. All presentations made to providers are available on the Taking Control website.</p> <p>The emphasis here is on a provider being clear about what we expect of them and for them to be fully responsible for the services they deliver under our contract</p> <p>Our on-going contract monitoring activity includes</p> <ul style="list-style-type: none"> • intelligence gathering including a review of past performance together with a

Questions	Answers
	<p>review of any safeguarding issues</p> <ul style="list-style-type: none"> • Reviewing the latest Care Quality Commission reports • reviewing electronic time monitoring information • reviewing complaints • carrying out contract/quality monitoring visits which may be undertaken either as part of a planned work programme or in response to issues which arise. • obtaining views from service users <p>A key part of any monitoring visit involves holding a number of individual interviews with the provider's Registered Manager and its staff to cross-reference and confirm areas of concern.</p> <p>The Director also operates an internal risk management process using a traffic light system. Any provider that generates concerns is subject to increased monitoring by the Contracts Unit to ensure that an action plan for improvement is in place and implemented.</p> <p>More recently and as I mentioned earlier the Directorate has recruited and trained a number of volunteers (essentially experts by experience) to visit service users and hear their views about the services they receive. They then feed back to the Contracts Team. We are very much in the first phase of this activity with the first round of visits. However I'm sure members will agree with me that this is both an interesting and exciting development and one which I know the Director wishes to extend in the future.</p> <p>The fundamental importance of assuring quality is fully accepted by the Directorate. As part of the reorganisation of joint commissioning we are planning on strengthening the contracting function and creating a new senior post to monitor Contracts and Quality across adult social care (subject to consultation with staff). This is partly as a response to concerns about the quality of care for older and disabled people nationally, in recognition of the relative weakness of the regulator and to increase our ability to manage external services effectively as more of our provider services are outsourced.</p>

Questions	Answers
	<p>Finally, I would like to return to the theme of the recent report from the Equality & Human Rights Commission. Members will be pleased to hear that the Director's staff will be raising this very issue for discussion with contracted providers later today at one of the regular business meetings we hold with them.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>I would like to add the following to the list that he has provided of ways of monitoring this issue: the forthcoming working party of the Adult Services Scrutiny Committee and Social Care Scrutiny Committee.</p>	<p>SUPPLEMENTARY ANSWER</p> <p>Thank you to Councillor Sanders for those comments and I am happy to add that.</p>

**DIRECTOR OF
PUBLIC HEALTH
FOR OXFORDSHIRE**

ANNUAL REPORT

V

*Reporting on 2010-2011
Recommendations for 2011-2013
Produced: November 2011*

Director of Public Health for Oxfordshire Annual Report V

Purpose of this report

This is an independent report produced by the Director of Public Health for Oxfordshire.

Its purpose is to use the best available science to point the way forward to better health and wellbeing for Oxfordshire.

This report reviews the previous four years of Director of Public Health annual reports, re-assesses priorities and makes recommendations for change.

This report reanalyses the scientific information in the Joint Strategic Needs Assessment (JSNA) and other key data*, and draws conclusions about:

- **Is this topic still a priority for Oxfordshire?**
- **What progress has been made against recommendations in the previous four annual reports?**
- **What further recommendations need to be made to improve health and wellbeing in this county?**

It is appropriate to review the previous four years of annual reports because we stand at the point of change: The advent of a new government and the prevailing economic situation means that all public sector organisations are undergoing fundamental change.

The planned abolition of PCT's and Strategic Health Authorities and their replacement by GPs in a leading role fundamentally changes the way health services are driven. We are also accommodating radical change and significant cost reductions in local government. In addition, more emphasis is placed than ever before on local people driving local change. At the same time local hospitals and community services are merging to form large NHS Trusts which are more independent and have more freedoms than ever before.

Throughout all this change public health is 'coming home' to local government after a three decades sojourn in the NHS.

We stand at the point of change, and yet at the same time we serve the same population whose problems and issues change only gradually from decade to decade.

Amid so much change, it is highly appropriate to take a fresh view of old problems, review progress and set out clearly and concisely where our efforts need to be placed.

This annual report aims to carry out these tasks.

It is intended that this report is used by planners of services across the County. Its production has been timed explicitly to influence the new Health and Wellbeing board as it sets its priorities. It is therefore deliberately pithy, brief and concise yet wide ranging: it is intended to be used, not to gather dust on shelves.

I hope you enjoy it and more importantly, use it.

Dr. Jonathan McWilliam
Director of Public Health for Oxfordshire
November 2011.

* (there is a list of the sources used at the end of the report.)

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Chapter 1 - The Demographic Challenge.

Introduction

The previous four Director of Public Health annual reports have highlighted the challenges posed to services by the growing number and proportion of older people in Oxfordshire. It is a blessing that long lives and good health are increasing steadily in this County, but service planners face the challenge of redesigning services to meet the needs of older people in the face of changing expectations and a harsher fiscal environment.

What does the Joint Strategic Needs Assessment say about the Demographic Challenge?

- The number of older people in Oxfordshire continues to grow as expected.
- The growth in the number of people aged 85+ is roughly in line with the England average, *But: The growth in the number of older people is not uniform across the County. It is markedly higher in our more rural districts than in the City. West Oxon has the highest rates, followed in descending order by Cherwell, South and Vale with the City far below. This is shown in the figure 1.*
- The *proportion* of older people in the population also continues to increase, which means that every pound spent from the public purse has further to go.
- The cost of caring for older people increases markedly with age, rising into the last year and month of life. This is true for both health care and social care. This is shown in figures 2.
- Older people rightly demand and expect a flexible range of services built around their individual needs so that they can maintain independence and stay close to home for as long as possible. A new generation of services is required to meet these needs.
- An increasing number of people are engaged in caring for elderly friends and relatives and many more volunteer their help. Many of these people are elderly themselves. We are dependent upon these friends, relatives and volunteers. Support to enable carers to care and the framework which makes volunteering possible must be husbanded.
- These challenges are faced by the whole of our society. The predicament we are in as a nation and our ability to fund the services as a country have been spelt out clearly in the recent Dilnot report.
- There are wide variations in referrals for older people in all parts of the NHS and social care systems. This lack of standardisation warrants further investigation.
- Access to services for the elderly population living in rural areas is a continuing cause for concern.
- There is a growing number of people with dementia in the County who require access to new emerging treatments.

Key Data.

The following charts tell the whole story. Figure 1 shows the number of people aged 85+ rising into the future. Note the different experiences of the Districts within Oxfordshire, with West having the greatest increase and the City far below the rest. The fact remains that the overall rate of growth is just above the national average.

Figure 1 - Projected population - England, Oxfordshire and districts - estimated percentage growth from 2008 in those aged 85 years and over

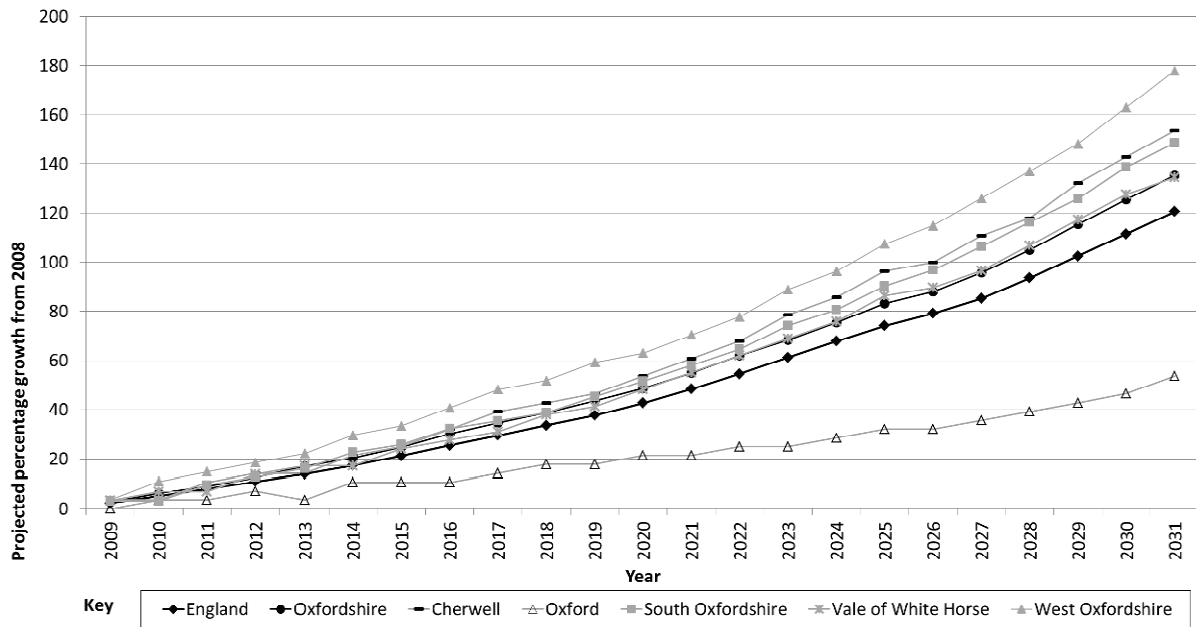
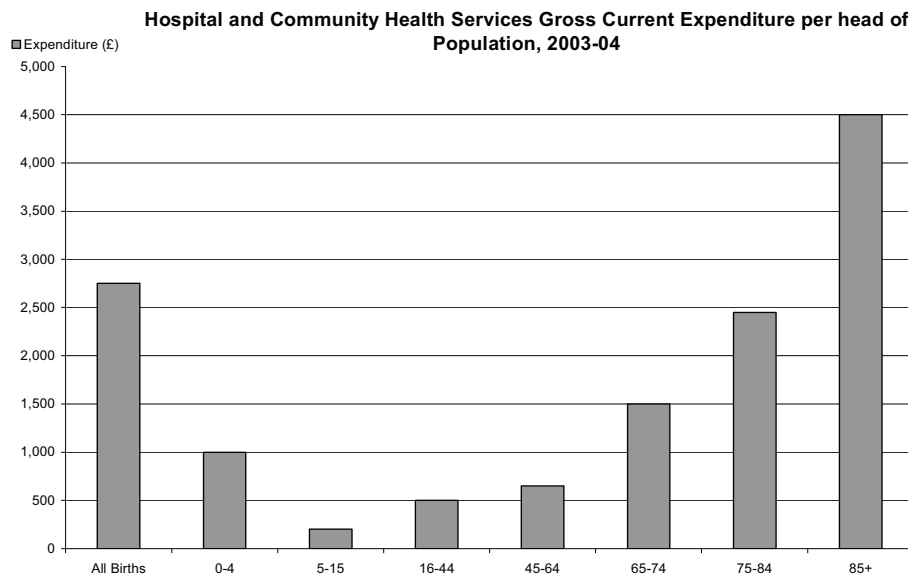


Figure 2 - Department of Health data showing how the cost of health care rises rapidly with increasing age.



The same picture is true of social care and this puts extra pressure on Local Authority budgets. For example, the average age of a person entering a care home in 2011/12 is 86 and the average age of a person starting a care package is 84. Compared with a person aged over 65, a person aged over 85 is 3.5 times more likely to require a new care package and 4 times more likely to require a care home

placement. A person over 90 is 4 times more likely to need a care package and 5 times more likely to need a care home. As the number and proportion of older people in the population grows, the pressure on health and social care to find new ways of doing things will increase. The only solution is to work together as one, particularly with the NHS.

Is 'The Demographic Challenge' Still a Priority for Oxfordshire?

Most certainly, IT IS.

This is the absolute immediate priority and it dwarfs all other priorities in this report. New approaches to the care of older people must be found if the public sector is to remain solvent: we cannot wait.

The recipe for success is becoming clearer all the time. The basic principles bear repeating here. They are:

1. Preventing disease where possible in the middle decades, investing in services backed by scientific evidence.
2. Minimising the impact of disease once it has begun e.g. through early detection programmes and expert patient approaches.
3. Having a single set of service priorities and goals across Oxfordshire's public sector so that public spending in this County is properly aligned (expressed as clear outcome measures and explicit targets).
4. Finding solutions which treat health and social care as though they were a single service.
5. Working hand in glove with the public at all stages.
6. Creating a smooth 'flow' of services from prevention through treatment-and-care and on into rehabilitation.
7. Balancing 'everyday' services for the common conditions faced by the vast majority with 'specialist' services for those with rarer conditions and commissioning these specialist services selectively and with great care.
8. Balancing services which are 'closer to home' while delivering modern, high quality services.
9. Commissioning services using tight specifications based on outcomes, the best evidence and delivery of explicit results.
10. Looking intelligently at wherever REFERRALS are made from one part of the 'system' to another and reducing those which are unnecessary. The decision to refer is the decision to open the public purse, this includes all types of referrals. These include
 - Self referrals by the public to A&E or to GPs.
 - GP referrals to consultants.
 - Referrals from community specialists to consultants.
 - Referrals from one consultant to another (a particular worry in Oxfordshire).
 - Referrals and applications for social care.(NB looking at referrals *is* a two-edged sword, as the same careful analysis *can* also result in some increases in referrals where quality is found wanting).
11. Working in partnership with private providers of care.
12. Caring for Oxfordshire's carers and supporting volunteers.

13. Working with older people to put their care into their own hands wherever we can afford to do so.
14. Focussing on high quality end-of-life care.
15. Creating a climate in which communities can draw on their own resources to help themselves.
16. Identifying and using the contribution other organisations can make – not just the NHS and adult social care. Issues like transport, housing, the fire and rescue service and trading standards, are crucial.

What Progress has been made Against Recommendations in the Previous Four Annual reports?

In summary:

- This topic is now well-recognised as being of prime importance.
- Oxfordshire has made good progress in recognising this challenge early on.
- Partnership working is strong and scrutiny committees have made a valuable contribution. We have the opportunity to strengthen this further through the new Health and Wellbeing Boards.
- The importance of good care for our carers has also been recognised and there has been a welcome increase in resources used to fund helpful initiatives such as carers' breaks. This work needs to be further strengthened.
- Preventative services such as screening services (e.g. the new bowel screening programme) and immunisations services (e.g. 'flu jabs') continue to perform well.
- The care of people with dementia is also improving steadily since a specific group was formed to take this forward. This needs to be maintained.

However:

- We have not been immune from structural challenges which are part of the way England's health and social care system is set up. As the 'Dilnot Report' highlighted, it is difficult to marry seamlessly the 'free-at-the-point-of-delivery' NHS system with a social care system which is gate-kept by means-testing and thresholds for care. This has shown itself in our struggles to manage the care of people at discharge from hospital into community hospitals or to other provision.
- The **scope** of potential joint work for older people is usefully set out in our 'Ageing Successfully' strategy, **but** this is too weak on action planning and **delivery** of concrete results to drive work forward. This needs to be rectified.
- We have also yet to identify and agree a set of outcome measures relevant for Oxfordshire for the care of older people for all public sector organisations. Without this we have no compass to steer by and no yardstick to measure progress. This must be a major priority for the new Health and Wellbeing Board.
- We have yet to strike the right balance in this County between 'District General Hospital' services for the majority and 'Specialist and Super-specialist' services for the few. It is a great boon to have internationally renowned hospitals on our doorstep, but it is another two-edged sword. Because we can only spend each pound of public money once, we need to look carefully at referral rates from one consultant to another all of which commit tax payer's money. We need to secure the right balance between high quality care and affordability.

Recommendations

1. Strategic Priorities for the Health and Wellbeing Board

By March 2012 Oxfordshire's Health and Wellbeing Board should establish an effective subgroup specifically designed to take forward practical work that will make an impact on all of these issues. Specifically the subgroup should:

- Be led by adult social care and clinical commissioning Group representatives working together with NHS provider trusts, other service providers the voluntary sector, public representatives and carers.
- Agree clear outcome measures and process targets for 2012, 2013 and 2014 which bind together the efforts of all organizations in a single direction.
- Set clear local trajectories for each outcome measure and performance targets. Performance against these should be monitored and reported publicly through the Health and Wellbeing Board.
- Ensure that plans are produced to correct poor performance.
- The work program should include the commissioning of practical services which will:
 - prevent disease in older people through screening and immunization programs (e.g. screening programmes such as Bowel screening health checks etc and flu jabs).
 - increase the number of carers offered help and support.
 - demonstrate evidence of effective use of the new direct payments for older people.
 - demonstrate that variations in all referral rates will be looked at systematically and action taken.
 - ensure that lengths of hospital stay are minimized while quality is kept high and the figures for delayed transfers of care are reduced.
 - strengthen the careful monitoring and control of specialist-to-specialist referrals for older people so that quality is balanced against cost.
 - show that readmission of patients to hospital or unnecessary admission of patients to nursing homes and long-term care is minimized.
 - ensure good end-of-life care and high quality care for people with dementia.

2. Strategic Priorities for the Oxfordshire Clinical Commissioning Group

By March 2012 Oxfordshire's Clinical Commissioning Group should be fully engaged in joint planning through the Health and Wellbeing Board for improving the care of older people in Oxfordshire, and should plan a general review of the variations in self-referrals, GP referrals and consultant to consultant referrals for Oxfordshire's population.

3. Need for Strong Public Involvement

By June 2012 the Health and Wellbeing Board should ensure that its Public Involvement Board is fully engaged with older people across the County and is in a position to insert their views directly into the planning process.

4. Need to Scrutinise Plans

By September 2012 Oxfordshire's Joint Health Overview and Scrutiny Committee should scrutinize the Health and Wellbeing Board's arrangements for care of older people and should expect to be able to scrutinize a concrete plan based on the items in the recommendations above.

Chapter 2 - Breaking the Cycle of Deprivation

Introduction

Previous annual reports have made the case for concentrating the efforts of all organisations on 'Breaking the Cycle of Deprivation'.

What do we mean by this? We mean that in this County there are a relatively small number of wards where social disadvantage and poorer life chances are handed down from generation to generation. Previous reports have shown that these areas are found primarily in parts of Banbury and Oxford and larger market towns.

This message has been grasped by organisations and mainstream services **are** beginning to be re-shaped to focus on these areas. The overall objective has to be to level-up standards across the County where possible.

The question arises, **'is this still an issue, or have we solved it'**.

This chapter attempts to answer this question.

This question is now particularly acute as GP Commissioners arrive on the scene to invest half-a-billion pounds of public money in health services per year.

GP commissioners will build up a county plan from locality plans; it will be a challenge for them to face the need to redistribute resources to break the cycle of deprivation.

What does the Joint Strategic Needs Assessment say about Breaking the cycle of deprivation?

On this topic we can safely let the Joint Strategic Needs Assessment findings do the talking for us. Key indicators from this and companion documents show that:

Indicator 1 - Child Poverty

The County's Child Poverty Strategy shows that in Oxfordshire there are 15,660 children living in poverty, which is almost 12% of all children in the county. (Poverty is defined as living in a household with 60% less than the average household income^{*}). The experience of poverty is not just about lack of money, it's about life chances for young people - a young person participating in a local workshop summed it up as follows "Poverty.... It's what's in your life, not what's in your bank account".

Four out of five children living in poverty live in our towns and the City and one fifth live in rural areas. (12,315 in the City, Banbury and larger market towns and 3,345 in rural areas). This is low compared to the national average, **but** variations between parts of the county tell the critical part of the story.

- **Almost one in four (23%) of children in Oxford City (5800 children) are living in poverty.**
- **Ten wards in Oxford, one in Banbury and one in Abingdon are in the worst 25% in England for levels of child poverty, these are Banbury Ruscote, Barton & Sandhills, Blackbird Leys, Carfax, Churchill, Cowley Marsh, Iffley Fields, Littlemore, Lye Valley, Northfield Brook, Rose Hill & Iffley, Abingdon Caldecott.**

^{*} In this case, the average used is the Median which is the middle of the range of all household incomes

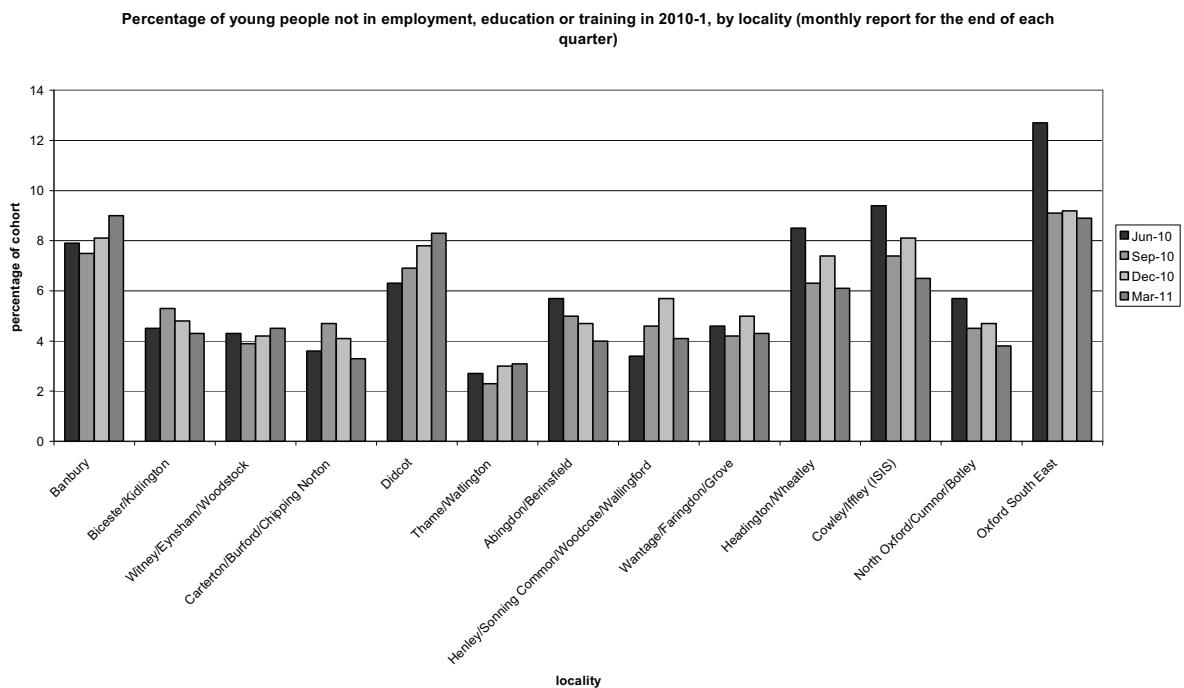
This indicator shows clearly the areas where our attention needs to be focussed to break the cycle of deprivation.

Indicator 2 - Young People Not in Education, Employment or Training

This provides a useful indicator of overall life chances for our young people. Being in education, employment and training helps to provide young people with the skills they need to step out of the cycle of deprivation. The overall picture across the County has improved since 2009 following focussed action, but a closer look within the county shows where the major problems lie. Banbury, socially disadvantaged areas of Oxford and Didcot have a higher percentage of young people who are not in education, employment or training than elsewhere in the County. Rates in Didcot and Banbury are the only places where rates are still increasing.

5.9% young people in Oxfordshire aged 16-18 were classified as NEET in 2010-11. This was higher than the South East average of 5.4% for the same period but lower than the England average, which was reported as 7.3% at the end of 2010.

Figure 3 - Percentage of Young People Not in Employment, Education or Training



Indicator 3 - Unemployment and Benefit Claimants.

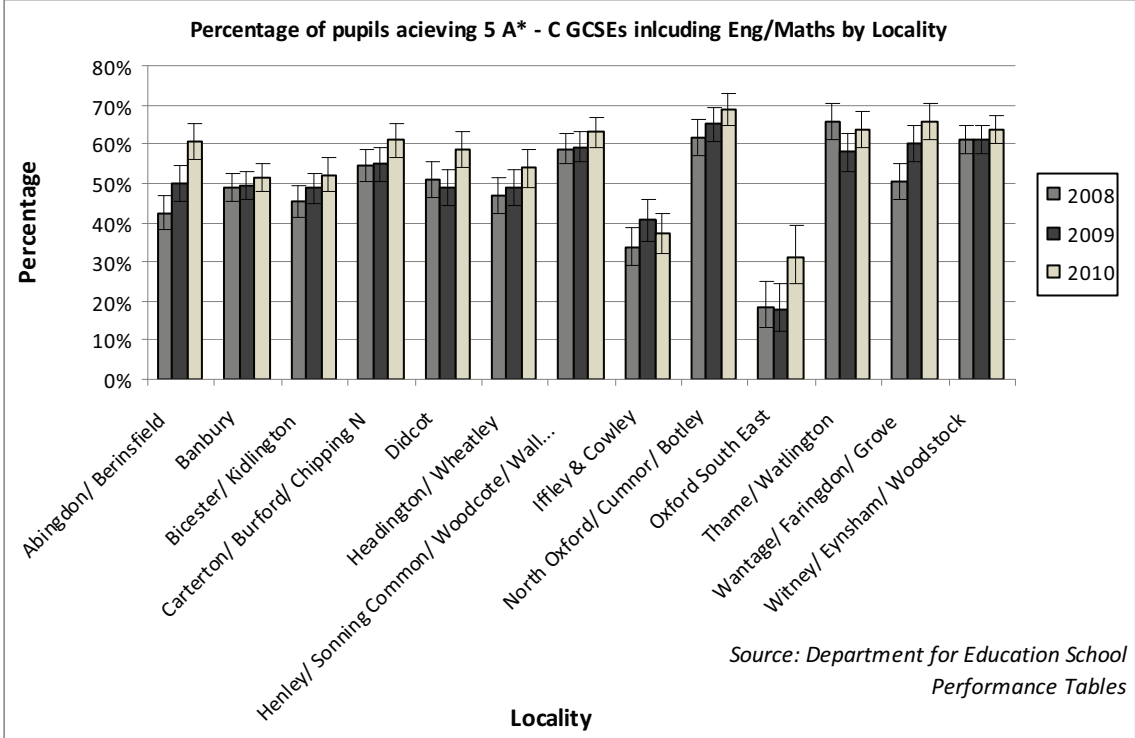
Being in regular work helps individuals and families to improve their life chances and so helps to break the cycle of deprivation. The rate of people claiming Job Seekers Allowance (JSA) in England has been declining slowly since the peak in April 2009, and seems to have levelled off during 2010-11 but is still above pre-recession levels. The number of people claiming unemployment benefits in Oxfordshire has largely mirrored national trends through the recession, and, thankfully, has always remained well below the England average.

However, some parts of the county have percentages of people claiming Jobseekers Allowance (JSA) which are well above England averages, especially in parts of the City and Banbury.

For example, 5.9% of people of working age in Blackbird Leys are claiming Job Seekers Allowance, 4.6% in Northfield Brook and 4.8% in Banbury Ruscote, compared with an Oxfordshire rate of 1.8% and an England rate of 3.7% (figures from Dept for Work and Pensions, April 2011).

Indicator 4 - Educational attainment

Figure 4 - GCSE Attainment

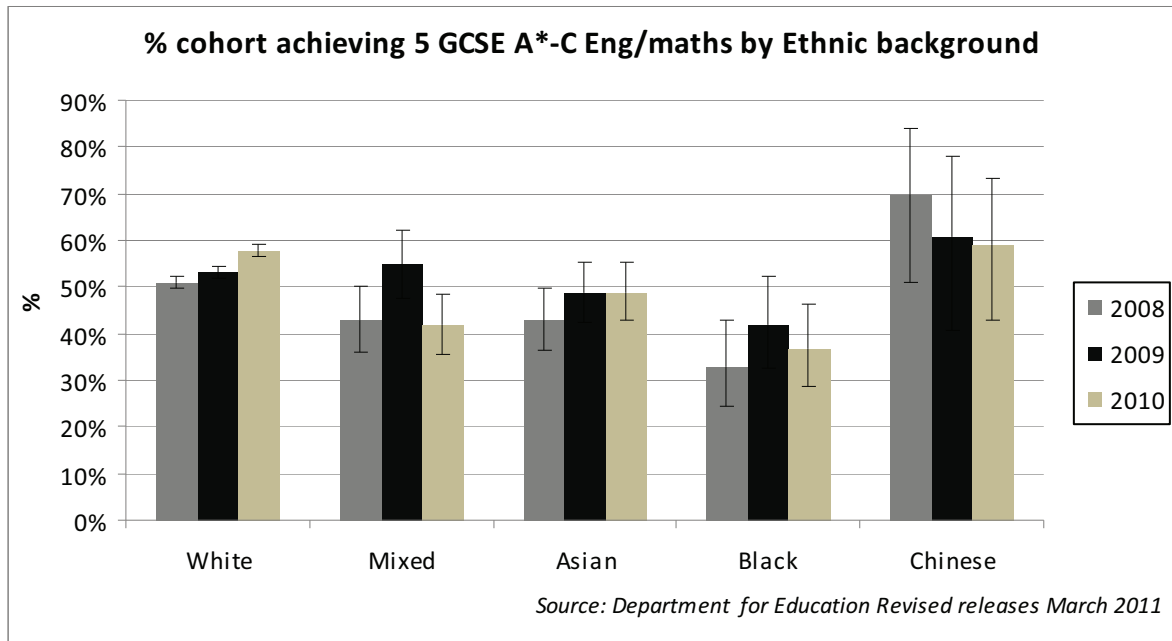


In 2010 the number of young people achieving at least 5 GCSEs with grades of A*-C including English and Maths has risen in almost all areas of the County since 2009. The only exception was the Iffley/Cowley locality in Oxford which will feature in next year’s annual report. The 2011 data still awaits full analysis but shows a small fall against national trends.

As the chart shows, there are still stark differences between different areas of the county. Achievement rates in North Oxford/Cumnor/Botley are more than twice as high as those 5 miles away in South East Oxford area which covers the wards of Blackbird Leys, Rose Hill and Iffley, Littlemore and Northfield Brook.

There are also some remaining inequalities in achievement rates by ethnic group. These are shown in figure 5 which shows that results for black, Asian and mixed ethnic children were significantly poorer than their white counterparts.

Figure 5 - GCSE Attainment by Ethnic grouping



Indicator 5 - Teenage Pregnancy

In terms of the 'cycle of deprivation', teenage pregnancy is both a challenge and a success - there are still inequalities across the County, **but targeted action has shown that previously very high rates in the City have fallen steadily over the last 5 years.** This is a major success.

Overall the Oxfordshire under 18 conception rates is decreasing, broadly in line with rates in England. Oxfordshire has the 17th 'best' rates for all Local Authorities in the Country and those Local Authorities with lower rates tend to be smaller authorities in leafy shires with few areas of deprivation.

For Oxfordshire teenage pregnancy remains a useful and relevant measure of social disadvantage and poor life chances for children, young people and families. The most recent analysis shows that **Oxfordshire has 8 hotspot wards with particularly high rates**; hotspots are defined as those wards with more than 60 conceptions per year per 1,000 females aged 15-17 years. This is a cause for concern, but is also an improvement thanks to the attention we have given to this problem: the 8 current hotspots compares with 10 last year and 18 the year before that. The 8 current hotspots include 5 wards in Oxford, 1 in Banbury (the highest) and 1 each in Witney and Didcot. The wards with the highest rates are:

- Grimsbury and Castle (the highest), Banbury
- Northfield Brook, Oxford.
- St. Mary's, Oxford.
- Iffley Fields, Oxford.
- Barton and Sandhills Oxford.
- Blackbird Leys, Oxford.
- Didcot Park, South Oxfordshire.
- Witney Central, West Oxfordshire.

Indicator 6 - Crime

Overall crime rates in all districts of Oxfordshire continued to fall throughout 2010-11. The total number of crimes reported in the County fell by 4% in 2010-11 with violent crimes falling by 20%, Criminal Damage by 9.4% and burglary by 13%.

The picture here is once again uneven across the County. The greatest number of crimes occur in Oxford City, though crime rates there have been falling at proportionately higher rates than that in other parts of the county. Public order offences are more prevalent in the city centre while incidents of domestic burglary and domestic violence are more scattered. A summary of local crime figures highlights crime rates which are higher than the national average is included below.

Figure 6 - Local Crime figures 2010/2011 showing offences per 1,000 resident population. Rates which are higher than the national average are larger and in bold

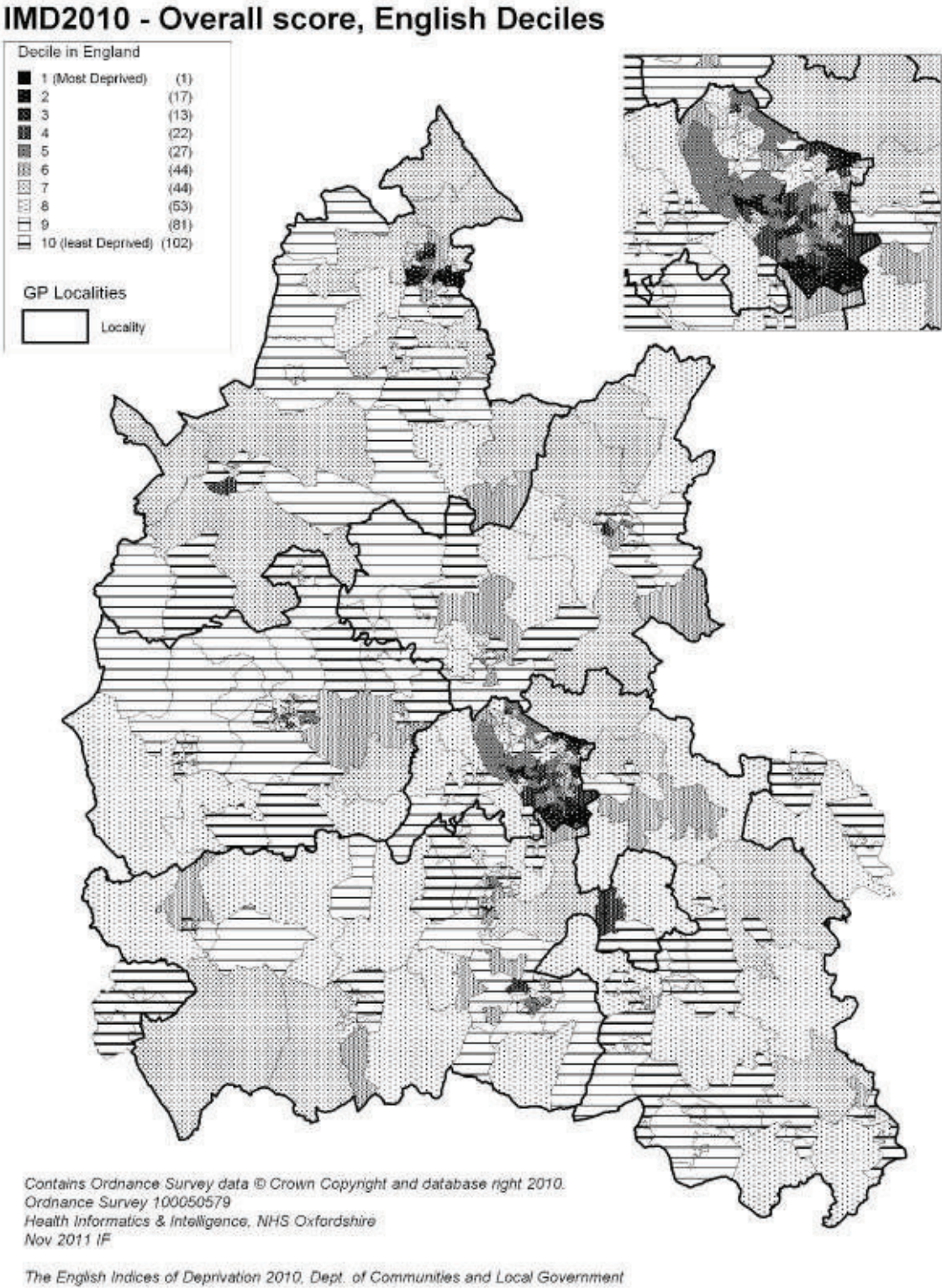
	OXFORD CITY	SODC	WODC	VALE	CHERWELL	England AVERAGE
Burglary	9.7	7.6	5.0	4.4	5.4	9.6
Criminal damage	15.4	9.7	9.1	7.9	10.7	12.7
Drug offences	6.6	2.1	1.2	3.1	3.1	4.2
Fraud and forgery	5.2	4.2	2.1	2.1	4.7	2.7
Offences against vehicles	7.7	5.1	3.4	3.0	4.0	8.2
Other offences	1.7	0.6	0.5	0.4	0.9	1.2
Other theft offences	49.7	14.1	12.8	11.2	18.2	19.3
Robbery	1.7	0.2	0.2	0.1	0.4	1.4
Sexual offences	1.5	0.7	0.6	0.7	0.9	1.0
Violence against the person	23.0	9.1	9.7	9.2	14.8	14.8

Data supplied by Home Office based on data collected by police forces in England and Wales between 2010 and 2011

Indicator 7 - Index of Multiple Deprivation (IMD)

The Index of Multiple Deprivation 2010 combines a number of indicators (such as the income deprivation affecting children index used above), chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area (called Lower Super Output Areas – LSOA) in England. This allows each area to be ranked relative to one another according to their level of deprivation.

Figure 7 - Map showing Index of Multiple Deprivation 2010 by Small Area (LSOA)



The 2010 IMD scores confirm that in general Oxfordshire is, for most, an affluent place to live. 324 out of 404 small areas are in the top 50% of most affluent places within England. However, on closer examination, the typical picture of disadvantage confined to small areas persists. Northfield Brook is the small area of Oxford which is the most deprived, the next 17 small areas which are most deprived all fall within Oxford City, Banbury and one small area of Abingdon.

Indicator 8 - Early Death and Areas of Social Deprivation

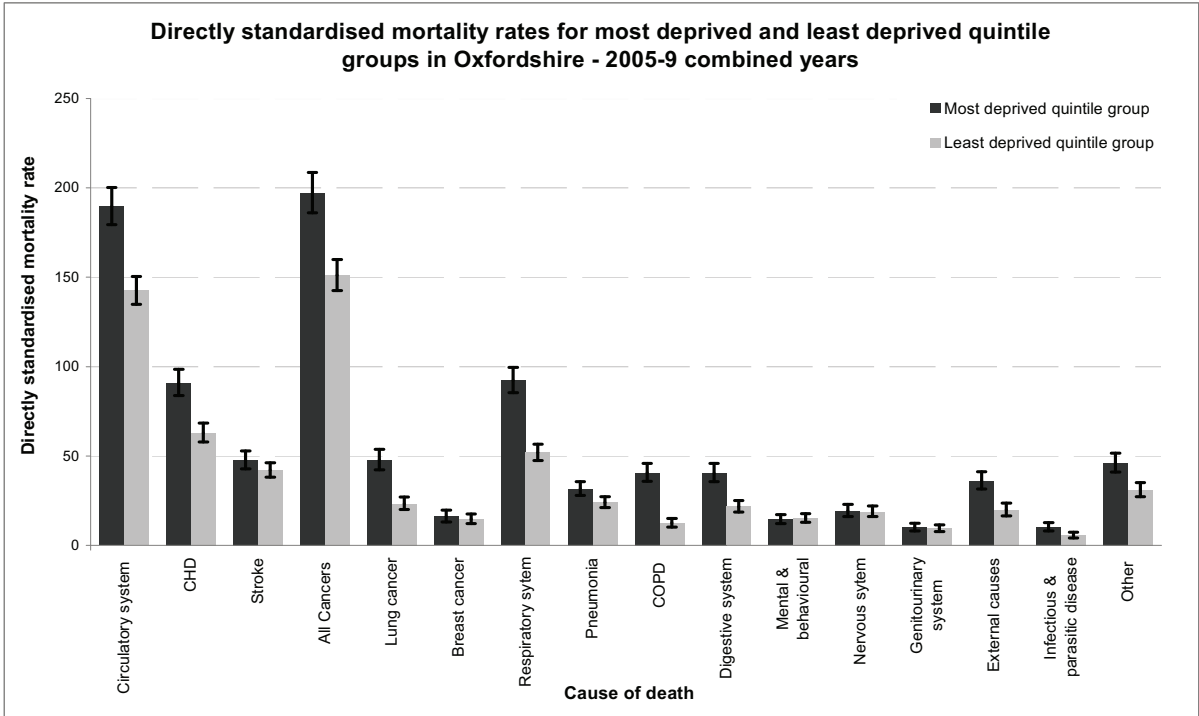
The chart below shows death rates across the county and the causes of death from 2005 to 2009.

For each cause of death the left hand column shows death rates in the 20% most socially deprived wards and the right hand column shows death rates in 20% most affluent wards.

The chart shows clearly that:

- Death rates in socially deprived wards are higher across the board than in affluent areas (i.e. the chances of dying at a younger age are higher).
- This is particularly apparent in the most common causes of death - circulatory diseases (e.g. coronary heart disease (CHD) and stroke and cancer).

Figure 8 - Comparing Mortality Rates in deprived and affluent wards



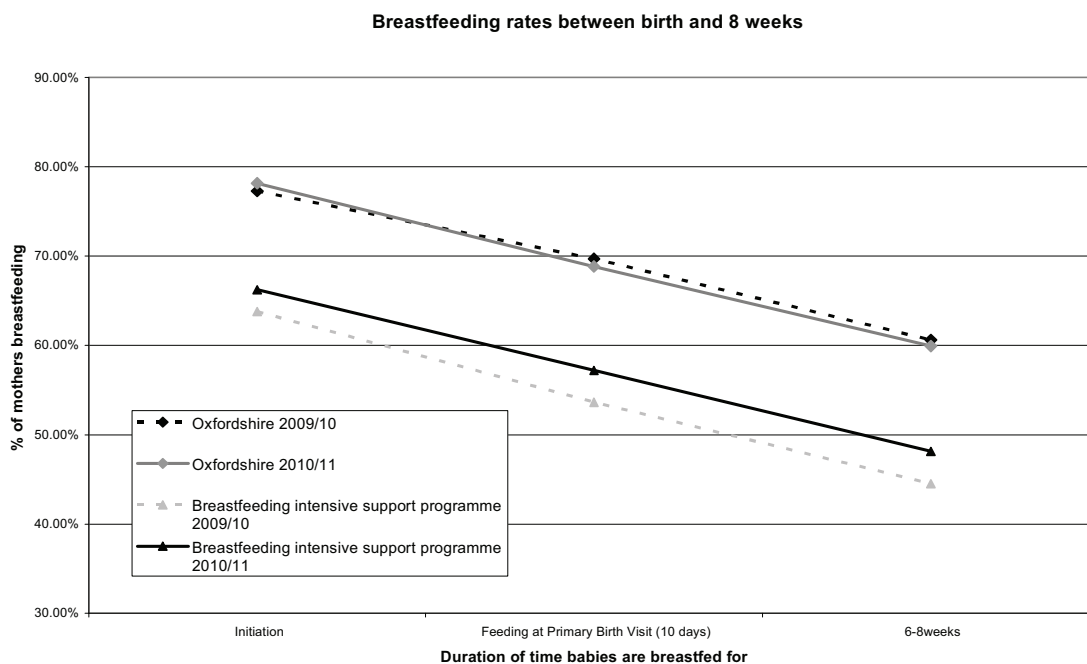
Indicator 9 - Breast Feeding Levels

Breastfeeding gives children a fantastic start in life. The percentage of mothers breastfeeding across Oxfordshire is high (79%) compared with national levels (74%), this is a good result. However, there are inequalities across Oxfordshire with not all mothers choosing to breastfeed their children. In 2009, areas of Oxford and Banbury were identified as having significantly lower breastfeeding rates than the rest of Oxfordshire. An intensive support service was set up, working out of general practices serving the populations with the poorest uptake. The practices were Blackbird Leys Health Centre - Oxford, both Donnington Health Centres - Oxford, Windrush Surgery - Banbury, 12 Horse Fair - Banbury, West Bar Surgery – Banbury

and The Orchard Health Centre - Banbury. The service was designed to support mothers in choosing to breastfeed and then provide practical help to continue feeding during the first weeks of life

Figure 9 shows that as expected, breastfeeding decreases as time goes by. The two top lines show breastfeeding rates for the whole county for the last two years. The bottom two lines show breastfeeding rates for the practices in Oxford and Banbury serving the areas with the lowest rates. This shows that, whilst the county average has been static, the extra support offered in the most deprived areas has improved rates across the board by about 4 percentage points. This is a good result.

Figure 9 - Breastfeeding rates between birth and 8 weeks, for 2009/10 and 2010/11



Indicator 10 - Obesity in Children

Being obese* in childhood puts your health on the back foot throughout life, and any obesity is a cause for concern (see chapter 4, dedicated to this topic). In *this* chapter we look at obesity rates in children in different parts of the County as a marker for where our effort is most needed to break the cycle of deprivation.

In Oxfordshire we measure obesity carefully in schoolchildren at two ages: reception year (around age 4 to 5) and year 6 (around age 10 to 11).

Figures 10 and 11 compare levels of obesity between the Districts within Oxfordshire and with the national average.

* Overweight and obesity are defined as abnormal or excessive fat accumulation that may impair health.

Body mass Index (BMI) is a simple index of weight-for-height that is commonly used to classify overweight and obesity in adults. It is defined as a person's weight in kilograms divided by the square of his height in meters (kg/m²).

The WHO definition is:

- a BMI greater than or equal to 25 is overweight - that is a 6 foot man weighing 13 stone 3 has a BMI of 25, whereas a female who is 5 foot 4 weighing 10 stone 6 has a BMI of 25
- a BMI greater than or equal to 30 is obesity - that is a 6 foot man weighing 15 stone 12 has a BMI of 30, whereas a female who is 5 foot 4 weighing 12 stone 7 has a BMI of 30

BMI provides the most useful population-level measure of overweight and obesity as it is the same for both sexes and for all ages of adults

In reception year, all Districts are below the national average. The City has the highest rates, followed by Cherwell and West Oxfordshire. (The very high figure for 2008/9 in West Oxfordshire is almost certainly inaccurate, due to a data recording error).

By year 6 however the picture changes, with Oxford City significantly higher than the national average with almost 1 in 5 (almost 20%) children obese with the other districts comfortably lower than the national average grouped around the 14-15% obese mark.

Figure 10 - Obesity amongst children in Reception Year 2006 to 2009 (Academic Years). England, Oxfordshire and Districts within Oxfordshire

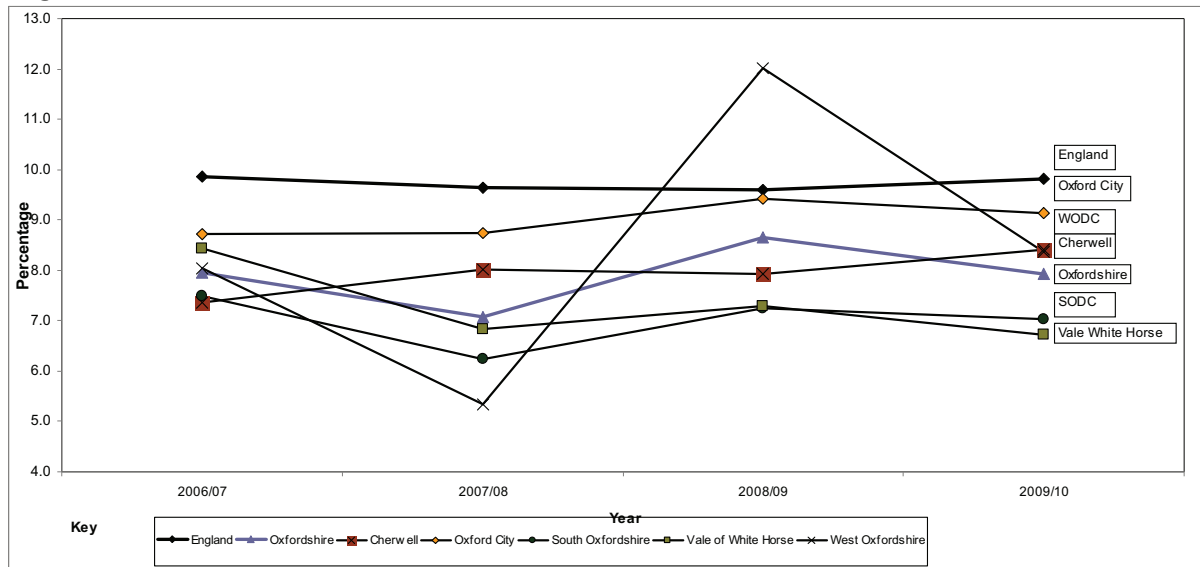
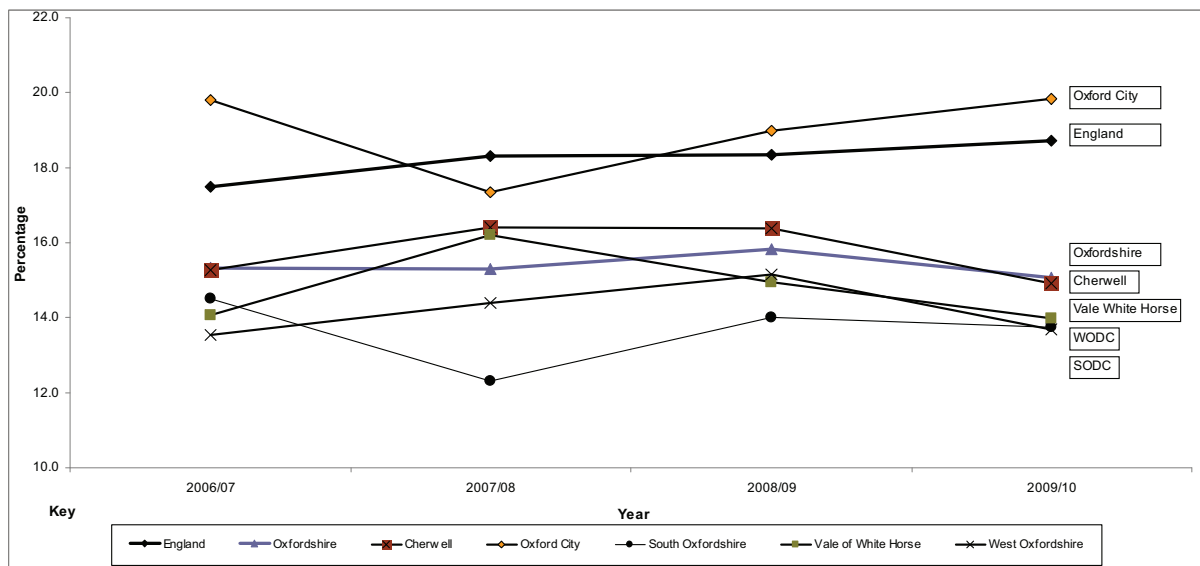


Figure 11 - Obesity amongst Year 6 children 2006 to 2009 (Academic Years). England, Oxfordshire and Districts within Oxfordshire



Is Breaking The Cycle Of Deprivation Still a Priority for Oxfordshire? *Unquestionably yes.*

The statistics quoted above paint the picture eloquently:-

Breaking the cycle of deprivation is *the* major long-term social challenge facing Oxfordshire.

As a problem overall, its impact on health is only surpassed by the demographic challenge posed by an ageing population.

We **HAVE** recognised this challenge over the past 4 years and we **HAVE** begun to make a difference and this is a great step forward, but it is clear that efforts will need to be maintained over successive decades if we are to beat this problem.

The issue still overwhelmingly affects the most socially disadvantaged parts of Oxford City and Banbury and consequently, this is where the focus for action must lie. Since we have recognised this issue as a major problem in this County, promising work has begun. It is vital that these green shoots are nurtured with care.

We seem to get the best results when we focus on:

- **making a difference to *specific families in specific areas*** through direct contact and action
- **Re-designing existing *mainstream services at the margin*** to give a slightly enhanced focus on deprived areas as opposed to designing stand-alone, short term initiatives. Stand-alone initiatives are always harder to sustain in times when finances are under pressure, and sustainability has to be the watchword.

What Progress has been made Against Recommendations in the Previous Four Annual reports?

Breaking the cycle of deprivation is now recognised as a major plank in Local Authority and NHS policy in Oxfordshire. This is a major achievement and all organisations should take credit for this. The altruistic use of the Local Area Agreement reward grant on this topic bears witness to this and is to be applauded. Important new initiatives and new ways of working have sprung out of this recognition, in particular:

- The family intervention project which has targeted help to the specific families who need it the most
- Work to target schools with poor educational attainment
- Reductions in teenage conceptions in the “hotspot” areas
- Fewer young people as a whole Not in Education, Employment and Training (NEET)
- Job Clubs linking with local employers to offer opportunities
- Apprenticeships, internships and volunteering opportunities for young people.
- Benefits advice available from Citizens Advice Bureau advisors in GP practices in Banbury as well as Oxford
- Further Local Area Agreement reward funding being made available for skills development and improving employability.

However the watchword here is persistence. This means persistence over time despite changes in fiscal policy, and organisational change.

The most pressing challenges in Oxfordshire are to:

- Ensure that the new Oxfordshire Clinical Commissioning Group is fully supportive of Breaking the Cycle of Deprivation as a policy and that their locality structure will enable them to focus on these areas in the County when the need arises.
- Ensure that 'Breaking the Cycle of Deprivation' continues to be a very visible major plank of policy across all organisations in Oxfordshire as partnership structures are reviewed and renewed. This should incorporate the implementation of the Child Poverty Strategy. It will be vital for the Health and Wellbeing Board to adopt this topic as a major priority and it will also be vital for the Community Safety Partnership and the Local Enterprise Partnership to play their parts also.

Recommendations

1. A Strategic Priority for the Health and Wellbeing board

By March 2012 the Health and Well-Being Board should have adopted Breaking the Cycle of Deprivation as a major priority for the public sector in the County.

A Children and Young People's Board should have been set up to continue the work of the Children's Trust on this topic and should report regularly on a basket of outcome measures and key performance targets designed to show progress to the main board. This should include setting specific local trajectories for 2012, 2013 and 2014. The Health and Wellbeing Board should require improvement plans to be in place where progress is not on target.

2. A Strategic Priority for Oxfordshire Clinical Commissioning Group

By March 2012 Oxfordshire's Oxfordshire Clinical Commissioning Group should be a fully signed-up partner to programmes of work designed to break the cycle of deprivation in Oxfordshire under the auspices of the Health and Wellbeing Board.

3. A Strategic Priority for the Community Safety Partnership and Local Enterprise Partnership

By June 2012 the Community Safety Partnership and Local Enterprise Partnership should have identified focussed action that they will oversee to play their part in Breaking the Cycle of Deprivation.

Chapter 3 - Mental Health: Avoiding a Cinderella Service

It is appropriate to conclude that services combating mental illness and promoting mental wellbeing HAVE improved over the last four years in Oxfordshire.

Four years ago mental health was definitely a 'Cinderella issue' - this is no longer the case. The challenge will be to sustain this improvement during a tough fiscal climate, especially as the impact of recession works its way through peoples' personal circumstances.

The analysis below shows why this conclusion is drawn.

What does the Joint Strategic Needs Assessment (JSNA) say about Mental Health?

Measuring and assessing mental health and wellbeing is difficult. Why? Because mental health is such a complex thing - it is so complex and so tied in with peoples social circumstances that it is hard to define. It isn't neat and tidy like diabetes.

Having said that, the JSNA sheds very useful light on the subject -

For example, we know that:

- Mixed anxiety and depression is the most common mental disorder - it is estimated to affect around 35,000 people in Oxfordshire at any one time (9% of adults). It isn't possible to say whether this level is rising or falling, but we DO know that more people than ever before are now receiving treatment for these common conditions.
- Levels of major mental illnesses like schizophrenia recorded by GPs are stable and are not rising.
- Oxfordshire's suicide figures show a decrease to bring County levels in line with national averages after a worrying upward trend.
- Rates of Accident and Emergency attendances for deliberate self-harm such as overdoses have fallen steadily over the last 4 years.
- National data shows early signs that people with mental health problems are becoming less stigmatised. The National 'Attitudes to Mental Illness survey 2011' shows that:
 - the percentage of people agreeing that 'Mental illness is an illness like any other' increased from 71% in 1994 to 77% in 2011.
 - the percentage saying they would be comfortable talking to a friend or family member about their mental health rose from 66% in 2009 to 70% in 2011.
 - the percentage saying they would feel uncomfortable talking to their employer about their mental health fell to 43%, compared to 50% in 2010.

What Evidence is there of service improvement?

The consensus among local professionals is that:

- The need to improve services which help to get people back into work and achieve independent living has been recognised, and these services are now being strengthened.
- Mental health service commissioning is much improved. Services are specified in contracts in much more detail.
- Much better services are in place for common conditions - e.g. more counselling in general practice and improved access to 'talking therapies'.
- The commissioning of dementia services is much improved in line with the national dementia strategy.
- Carers for people with mental health problems are benefitting from a welcome increase in GP-referred carers breaks.
- Joined up early intervention services for children and families will help to spot psychological problems early and will make treatment more accessible.

Is This Still a Priority for Oxfordshire?

Absolutely. The sea may be calmer, but it is by no means all plain sailing from here on. The next raft of challenges includes:

- Maintaining what we have achieved with tightening resources.
- Untangling the way we pay for NHS services within the 'payment by results system'. This tries to fix a standard price for standard treatments and works fine for physical illness..... mental illness however is much more complex as it resists being packaged up and neatly priced. It is hard to see how this will work smoothly.
- The move to join up all mental health services cradle to grave as part of the national 'No Health Without Mental Health' initiative.
- GP Commissioners will be taking the reins of NHS commissioning fully over the next year or so. We will need to keep focus and direction during this change.
- The long term impact of the recession will filter through to increase common psychological conditions - this is an inequalities issue as areas of social disadvantage experience higher levels of unemployment and other stresses.
- The recently created Oxford Health NHS Foundation Trust has now expanded into the physical health arena from its traditional base in providing mental health services. The impact of this is as yet unclear, but it will be important to keep focus here too.

What Progress has been made Against Recommendations in the Previous Four Annual reports?

Good Progress has been made:

- Mental health is now firmly on the agenda as a major concern - it is no longer such a Cinderella service.
- There is a much improved focus on older people and on dementia services.
- The creation of a large pooled budget for mental health services will help to 'glue' together the NHS and Local Authorities in commissioning services.
- More emphasis has been given to carers for people with mental health problems.

BUT

- We have struggled to set authoritative outcome measures for mental health - an issue that is currently being wrestled with at national level.

Recommendations

1. Strategic Priority of this Topic

By June 2012 Oxfordshire's Health and Wellbeing Board should ensure that a cradle to grave strategy is in place for mental health in Oxfordshire. It should ensure that all of its sub-groups are playing their part to commission integrated services for children, adults and older people.

2. Need to Review Pooled Budgets

By June 2012 Oxfordshire's Health and Wellbeing Board should ensure that the pooled budgets for mental health are reviewed and are working effectively to implement mental health commissioning.

3. Need for Outcome measures

By June 2012 Oxfordshire's Health and Wellbeing Board should ensure that meaningful outcome measures and trajectories are agreed for mental health services in Oxfordshire.

4. Strengthening the Public Voice

By June 2012 the Health and Wellbeing Board should ensure that its Public Involvement Board is fully engaged with mental health service users and carers and is in a position to put forward their views forcefully into the planning process.

5. Strategic Priority for Oxfordshire Clinical Commissioning Group

By June 2012, Oxfordshire Clinical Commissioning Group should have agreed to make the further improvement of the commissioning of NHS mental health services a priority, and they should be doing this through playing a full role as strategic partners in Oxfordshire's Health and Wellbeing Board.

Chapter 4 - The Rising Tide of Obesity

Previous annual reports highlighted the importance of halting the advance of obesity* in our society. This is important because:

- Obesity is on the increase in epidemic proportions in affluent Western society.
- Once obesity is established in childhood it is very hard to shake off in later life.
- Obesity reduces lifespan by around nine years.
- Obesity can lead to high blood pressure and long term conditions such as diabetes heart disease and stroke and cancer which lead to premature death and drive the costs of health and social care which we cannot afford.
- The risk of getting diabetes is up to 7 times greater in obese women and up to 5 times greater in obese men.
- The risk of developing diabetes is up to 20 times greater for people who are very obese (Body Mass Index over 40*).
- Obesity adds £1 million **every year** to the cost of the NHS in Oxfordshire alone.
- 10% of all cancer deaths among non-smokers are linked to obesity.
- Obesity decreases mobility making independent living harder.

A reduction in 10% of body weight gives the following benefits, even if you do not return into a normal weight category:

- a 20% fall in death rates overall.
- a 30% reduction in deaths related to diabetes.
- a 40% reduction in obesity-related deaths from cancer (e.g. bowel cancer).
- a 90% decrease in the symptoms of angina.
- a significant reduction in blood pressure and cholesterol levels.

What does the Joint Strategic Needs Assessment say about Obesity?

The key facts from the JSNA are:

For Adults:

- Levels of obesity in over 16s are gradually increasing nationally, but levels in Oxfordshire are not quite so high in comparison (22% for Oxon compared with 24 % nationally).
- National rates for adult obesity continue to creep up around 1-2% per year, but the most recent figures for Oxon show a slight fall - enough to be welcomed cautiously but this could be just a 'blip' in our favour.

* Overweight and obesity are defined as abnormal or excessive fat accumulation that may impair health.

Body mass Index (BMI) is a simple index of weight-for-height that is commonly used to classify overweight and obesity in adults. It is defined as a person's weight in kilograms divided by the square of his height in meters (kg/m²).

The WHO definition is:

- a BMI greater than or equal to 25 is overweight - that is a 6 foot man weighing 13 stone 3 has a BMI of 25, whereas a female who is 5 foot 4 weighing 10 stone 6 has a BMI of 25
- a BMI greater than or equal to 30 is obesity - that is a 6 foot man weighing 15 stone 12 has a BMI of 30, whereas a female who is 5 foot 4 weighing 12 stone 7 has a BMI of 30
- a BMI greater than or equal to 40 is morbidly obesity - that is a 6 foot man weighing 21 stone 1 has a BMI of 40, whereas a female who is 5 foot 4 weighing 16 stone 9 has a BMI of 30

BMI provides the most useful population-level measure of overweight and obesity as it is the same for both sexes and for all ages of adults

For Children:

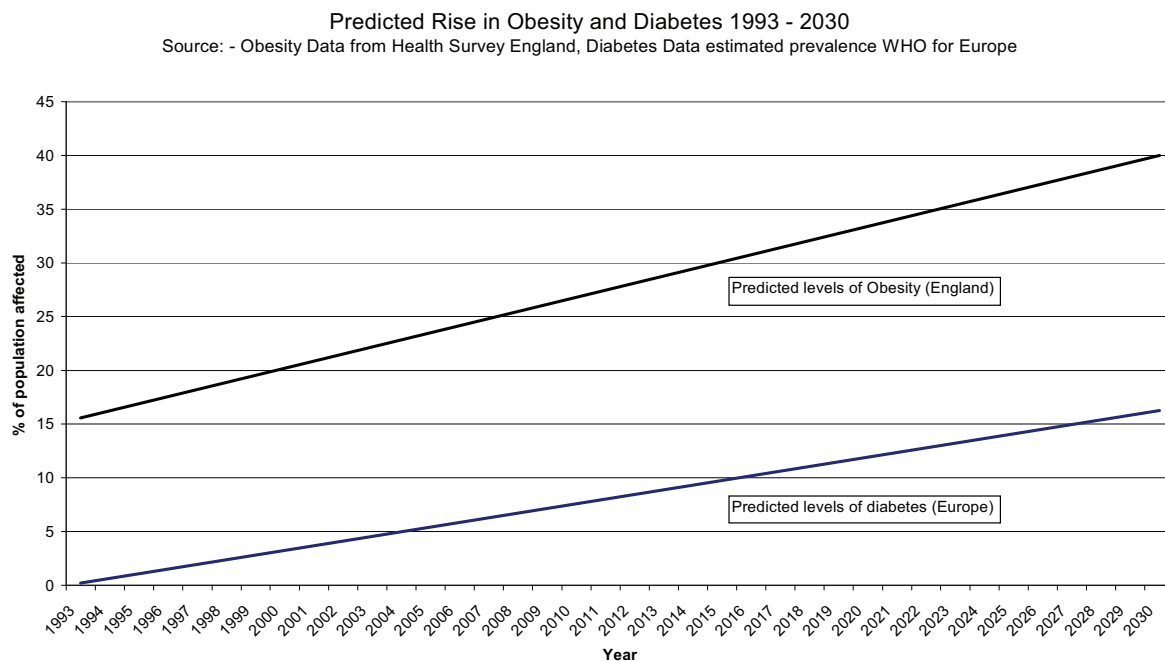
- Among children, levels of obesity are too high at around 8% of reception year children, rising to 15% of year 6 children. This shows that eating too many calories and taking too little exercise gradually increases weight year on year, with year 6 levels being almost double reception levels. This feeds through into ever increasing levels of obesity in young adults.
- The relatively 'good' county average masks the familiar pattern of social deprivation - Chapter 2 has already drawn attention to the fact that obesity levels are significantly higher in the City compared with the rest of the County.

However, that said, it isn't all bad news

- The trend in levels of childhood obesity has been pretty static both nationally and in Oxfordshire in recent years (2006-2010). This is good news as our aim is to halt the rising tide as a first step.
- Also, Oxfordshire's children do have lower levels of obesity than their National counterparts, with Oxon reception year levels around 1% lower than nationally (8% compared with 9%) and year 6 levels around 4% lower (15% compared with 19%).
- Oxon can take further comfort from recent data on exercise levels in adults. It transpires that **Oxfordshire is the sportiest and most active county in England according to the latest Active People survey results released by Sport England** earlier this year. Since 2005 the percentage of people in Oxfordshire participating in regular activity each week has risen year on year to 26%, **the highest in England**, with an increase of 514 people participating regularly compared in the last year. GO Active (Get Oxfordshire Active) is one of the projects in Oxfordshire that has contributed to this increase as a good example of Local Government and the NHS working in partnership. For example, since January 2009 over 13,000 people have taken part in GO Active activities such as Dance, Nordic Walking and Rounders across the county and independent research has shown that 84% of those involved are leading a more active lifestyle as a result.

Trends in chronic disease associated with obesity continue to show an upward trend. Figure 12 shows a worst case scenario for diabetes which we may face based on the "Foresight Report" which looked in detail at obesity levels using data from England and World Health Organisation predictions of worse case scenario diabetes levels across Europe.

Figure 12 - Predicted rises in Obesity and Diabetes



Is This Still a Priority for Oxfordshire?

The fight against obesity is the most important lifestyle challenge for the population of Oxfordshire. We are doing well as a County, but *can* do more to tackle this problem.

The risks of obesity are obvious. The benefits of losing weight are very clear, and yet, on the whole the trend is still going up. Why? Because, on the whole, in Western society as it stands, just by living an 'average' life, it is easier to become obese than it is to maintain a normal weight.

There is some comfort in the data for Oxfordshire, but not enough to justify taking our foot off the accelerator for a second. If we do not continue efforts to turn back the "rising tide" we may not be able to afford to treat the ensuing chronic disease and high levels of physical disability which will result. It is imperative that we continue to tackle obesity as a partnership, with each partner playing a full role.

There is huge scope here for District Councils to link the efforts of GP commissioners, road and transport planners public health staff, health visitors and schools to continue the fight against obesity. It is particularly important to take a cradle-to-grave approach to try to prevent people becoming obese in the first place - an approach which starts before the birth of the child and continues throughout life.

What Progress has been made Against Recommendations in the Previous Four Annual reports?

Progress against recommendations has been generally good. The calls for stronger partnership working have been heeded, and obesity was taken seriously as a priority by the Health and Wellbeing Partnership, a body that will be subsumed with the new Health and Wellbeing Board. These actions have helped us to be in a strong place in Oxfordshire going forward.

However:

It has proved difficult to measure reliably levels of adult obesity and physical activity in the general population. It was hoped that reliable information might be available through general practice but this has run into practical and statistical difficulties and is probably beyond our scope currently. We will need to continue to use national estimates and one-off surveys as a proxy to measure progress.

Successful work on obesity depends on good joint working between organisations. **Following the major re-structuring of public sector organisations over the last year, the major task facing us is to maintain, re-vamp or re-create the strong partnership work we traditionally enjoy in Oxfordshire.** It will be particularly important to connect District Councils, GP Commissioners, County Council, schools and the new Public Health Team as it transits to the County Council. The new Health and Wellbeing Board will have a pivotal role to play in driving this work forwards.

Recommendations

1. Strategic Priority for the Health and Wellbeing Board and its Health Improvement Board

By March 2012, Oxfordshire's Health and Wellbeing Board and its subsidiary Health Improvement Board should adopt the fight against obesity as a major priority, should set local targets for Oxfordshire and should regularly monitor progress against these targets. As part of this process, all Local Authorities, GP Commissioners and Healthwatch are recommended to adopt the fight against obesity as an important corporate priority.

2. Requirement for a re-vamped County Strategy

By June 2012, the new Public Health Team should agree and coordinate a cradle-to-grave strategy to prevent and treat obesity, on behalf of all organisations in Oxfordshire. This should include working together with all Local Authorities and GP Commissioners. This should be adopted by the Health and Wellbeing Board

3. Need to Retain Strong Partnership Working of the Sports Partnership Board

By June 2012, the Sports Partnership Board which has instigated and co-ordinated the "Go Active" project (that allowed countywide co-ordination of physical activity initiatives between District Councils and Health Services) should ensure that the scheme is made sustainable going into the future.

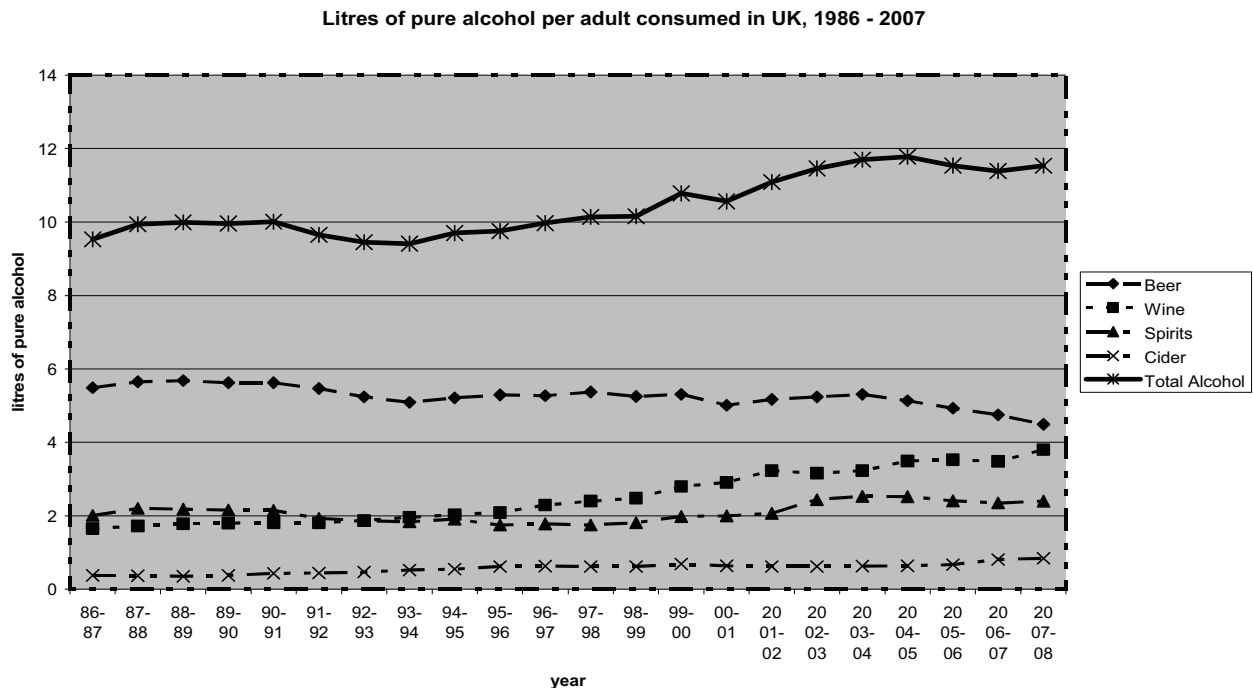
Chapter 5 - Alcohol: What's Your Poison?

Last year's Annual Report established that drinking too much alcohol was a cause of major concern for the future of health in Oxfordshire for the following ten reasons:

1. Alcohol consumption has risen in the last 40 years

In England, average adult alcohol consumption has risen by 40% since 1970. The graph below shows the recent trends in consumption.

Figure 13 - Alcohol Consumption in the UK



Source: Institute of Alcohol Studies Factsheet "Drinking in Great Britain" www.ias.org.uk

2. Many Adults exceed recommended drinking levels and one in five drinks at hazardous levels

3. Alcohol consumption in young people has increased with heavy drinking and binge drinking a concern in this group. Consumption among young women has been increasing rapidly.

4. Alcohol, without doubt, causes disease and early death. It is a poison.

- In England in 2006, 16,236 people died from alcohol-related causes.
- The number of deaths from alcohol-related liver disease has almost doubled in the last decade.
- Alcohol causes cancers of the liver, bowel, breast, throat, mouth, larynx and oesophagus; it causes osteoporosis, reduces fertility and causes accidents of all kinds.
- Alcohol is responsible for around 950,000 unnecessary admissions to hospital nationally per year, and this is rising (an increase of 70% in the 6 years between 2002/03 and 2008/09).

5. Alcohol is getting cheaper and more easily available

The real cost of alcohol has fallen: a unit of alcohol cost 67% less in 2007 than in 1987.

6. The health benefits of alcohol are overstated

Despite recent media coverage, attempts to define a 'safe' level of drinking are fraught with difficulty. Although above the age of 40 years, drinking a small amount of alcohol may reduce the risk of heart disease and stroke. For those who drink above this low level, and for those under 40 years who drink any amount, alcohol **increases** the risk of heart disease and stroke. For those of any age, drinking any amount of alcohol increases the risk of cancer, there is no safe limit. Across England, for every hospital admission that alcohol 'prevents', alcohol causes 13 people to be admitted.

7. Alcohol damages the family and social networks

8. Alcohol fuels antisocial behaviour and changes the character of our towns, especially in the evening at weekends

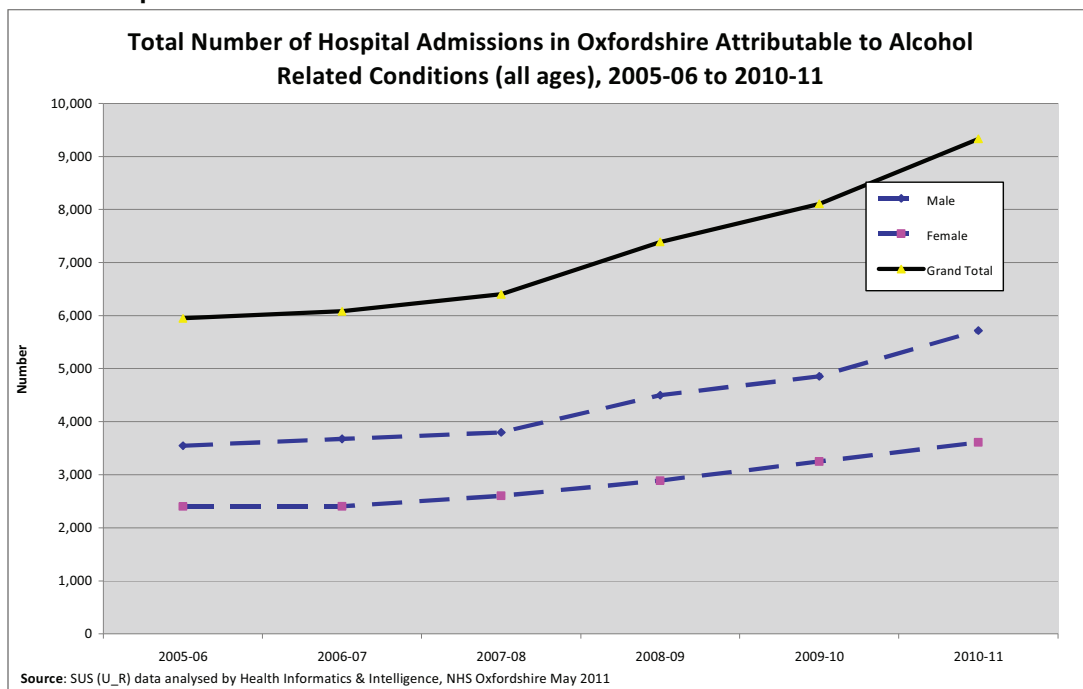
9. Alcohol damages front-line services and the economy and places a huge financial burden on the taxpayer.

10. Hospital admissions for alcohol related harm in Oxfordshire are rising

Local statistics show the burden of disease related to alcohol in Oxfordshire.

The graph below shows how hospital admissions due to alcohol related conditions are rising steeply and the position is worse than last year.*

Figure 14 - Hospital Admissions attributed to Alcohol



* This calculation takes into account health conditions and other causes of admission to hospital (i.e. accidents) that are either wholly or partially attributable to alcohol. The greatest proportion of alcohol related admissions to Oxfordshire hospitals in 2010-2011 related to the following health conditions;

- Breast cancer, Cataracts, Heart rhythm problems, Unspecified chest pain, Urinary tract infections

What Does the Joint Strategic Needs Assessment say about Alcohol?

Last year's report set out the scene fully:

There are two main points to make.

1) The trends in Oxfordshire mirror the national trends well -

All indications are that levels of drinking are gradually rising and that services are expending more and more effort to respond to the results in terms of ill health, accidents and crime.

2) Although the trend is going up, on the whole, Oxfordshire's levels are better than the England average.

In short, we do have a big problem to deal with even though other's have it worse.

Is This Still a Priority for Oxfordshire?

This topic *SHOULD* be a priority for Oxfordshire and the real solution is through prevention - that means persuading people of all ages to drink sensibly.

However, it is often said that "there is a tide in the affairs of men", and all the indications are that society as a whole is not yet ready to hear this message. It is highly unlikely that in the current climate the public sector can push back against the wave of cheap booze, relaxed licensing laws and a culture which subtly condones drinking.

As with the early years of public awareness campaigns regarding smoking and seat-belt legislation, the public are not yet prepared to hear the 'prevention' message when it comes to alcohol. It is even more of a tricky issue because, unlike smoking, alcohol in modest doses causes minimal harm, and it is also deeply embedded in social activity.... But then, 20 years ago so was smoking.....

This leaves us with a two-edged strategy:

1) Do what we can to chip away at public attitudes which support drinking to excess through education of all age groups.

2) In the meantime continue to apply sticking plaster to the symptoms through 'harm minimisation' approaches.

We are good at harm minimisation in Oxfordshire and we should be proud of what our blue-light services have achieved working with Local Authorities, the NHS and other partners. Some of the good work done is showcased in the next section.

What Progress has been made Against Recommendations in the Previous Four Annual reports?

Last year's recommendation was a clarion call to strengthen our harm minimisation strategy for Oxfordshire. This has been achieved well. A new strategy is in place and it is being actioned by a well-organised strategy group working across many organisations.

Here are 3 priority areas giving examples of good progress:

1. Community safety
 - Violent crime rates have continued to fall and our cities and town centres are safer. Latest figures for July – Sept 2011 show a decrease of 23% in the number of violent crimes compared with the same three months last year. This is a total of 169 fewer crimes just in those 3 months. The City had the biggest reduction, with 104 fewer violent crimes than in this period last year. This continues a long term trend for falling crime rates across the County. In addition, offering targeted advice to the most vulnerable people in A&E who are injured because of their drinking people has shown a 70% reduction in repeat attendances. The advice is offered to those who have already attended A&E several times and everyone aged under 18 with alcohol related conditions.
2. Health
 - Comprehensive guidelines have been produced for GPs and other practitioners to help with offering advice or referral for help to reduce alcohol related harm. The first step is to use a simple set of questions to get an idea of alcohol intake and then the practitioner can offer help and support accordingly.
3. Children and Young People
 - Lesson plans and follow-up activities for the school curriculum are available for teachers so that the issue of alcohol can be raised for discussion with young people. Work is also underway to help young carers whose parents may be misusing alcohol.

Recommendations

1. Strategic Priority of this topic

By March 2012 the Oxfordshire Community Safety Partnership and The Oxfordshire Drug and Alcohol Action Team should confirm the Alcohol prevention and harm minimisation remain priorities. Within this framework, the multi-agency approach of the Alcohol Strategy Group must be maintained and continually developed.

2. Strategic Alignment and clarity of who-does what

By March 2012, the Oxfordshire Community Safety Partnership and the Oxfordshire Health and Wellbeing Board should have reached agreement that the Oxfordshire Community Safety Partnership will take a lead role on setting outcome measures for alcohol and achieving progress. This progress should be reported to the Oxfordshire Health and Wellbeing Board via its Health Improvement Board.

3. Prevention and Education

By June 2012 an authoritative 'set' of public messages should be widely used throughout Oxfordshire tailored to different audiences, to help people to understand the personal implications of drinking alcohol. This is intended to help people make their own informed choices. These messages should be planned and promulgated through the Oxfordshire Community Safety Partnership working with Oxfordshire's Public Health Team.

4. Harm Minimisation

By June 2012 work the Oxfordshire Community Safety Partnership should conclude work with the Oxfordshire Clinical Commissioning Group to find the best means to develop the offer of brief advice through primary care and other settings, not just targeting those who are drinking at harmful levels but also using the AUDIT screening tool to help everyone understand their current level of drinking and whether there is reason to be concerned.

5. Moving gradually 'upstream' from harm minimisation towards prevention

By June 2012, the Oxfordshire Community Safety Partnership should ensure that essential reactive services are maintained to minimise alcohol related harm, (for example, through Nightsafe initiatives), **And** continue to move towards prevention in all this work. Specific plans should be drawn up to enhance the preventive element of all harm minimisation programmes. Examples of these approaches are:

- Promoting the work of Street Pastors who provide an important preventive element in keeping the night time economy safe.
- Finding new ways of reducing under-age sales.
- Enforcing licensing conditions.

Chapter 6 - Fighting Killer Diseases

Communicable diseases can have a major impact on the health of a population. A communicable disease is one which spreads from person to person through the air, water, food or person to person contact.

Over the last four years, most of the major killer infectious diseases have been in decline across Oxfordshire. However, these diseases remain a threat but their impact can be reduced further by good surveillance and information, early identification and swift action basic cleanliness, hand washing and good food hygiene.

This chapter reports on the most important diseases one by one.

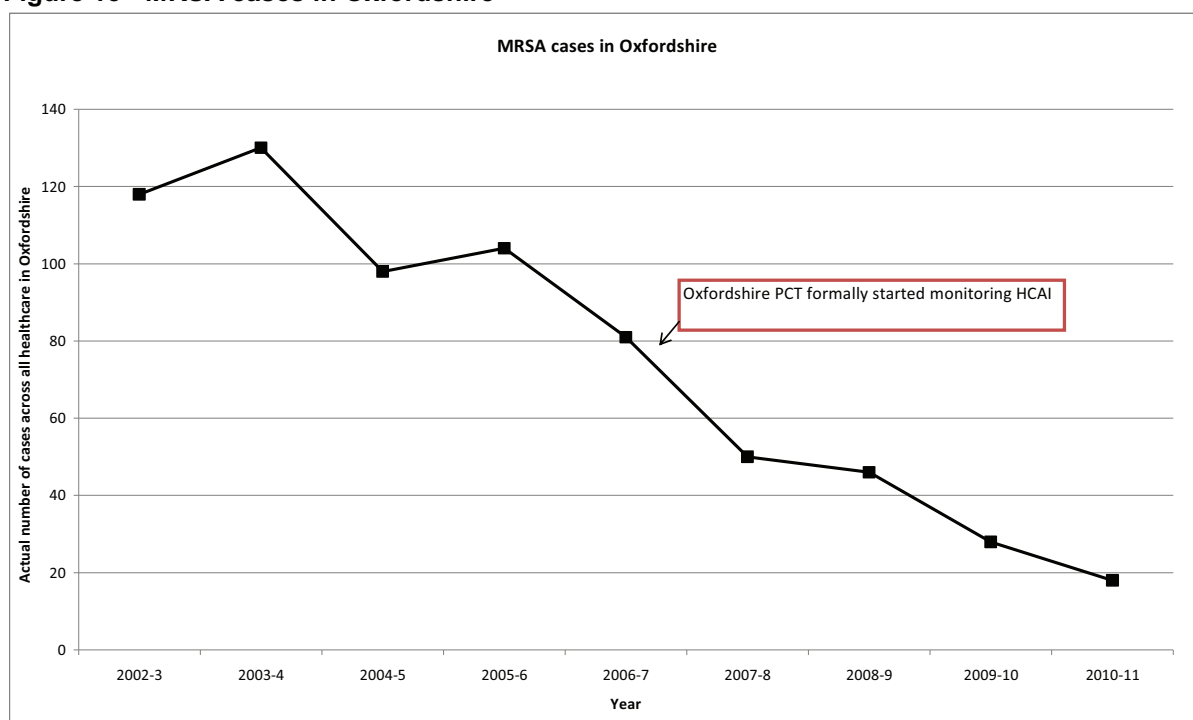
1. Health Care Associated Infections (HCAIs)

Infections caused by superbugs like Methicillin Resistant *Staphylococcus Aureus* (MRSA) and *Clostridium difficile* (*C.diff.*) remain an important cause of sickness and death, both in hospitals and in the community. However numbers of infections **can and have been** reduced through considerable focussed effort in this County.

a) Methicillin Resistant *Staphylococcus Aureus* (MRSA)

MRSA is a bacterium found commonly on the skin. If it gains entry into the blood stream (e.g. through invasive procedures or chronic wounds) it can cause blood poisoning (bacteraemias). It can be difficult to treat in people who are already very unwell so we continue to look for the causes of the infection and to identify measures to further reduce our numbers. The reduction in MRSA bacteraemia continued its downward trend seen since 2002-3. **This is an impressive achievement for healthcare in Oxfordshire.** Success has been due to improved detection, improved cleanliness, improved clinical procedures, focussed management action and strict surveillance.

Figure 15 - MRSA cases in Oxfordshire

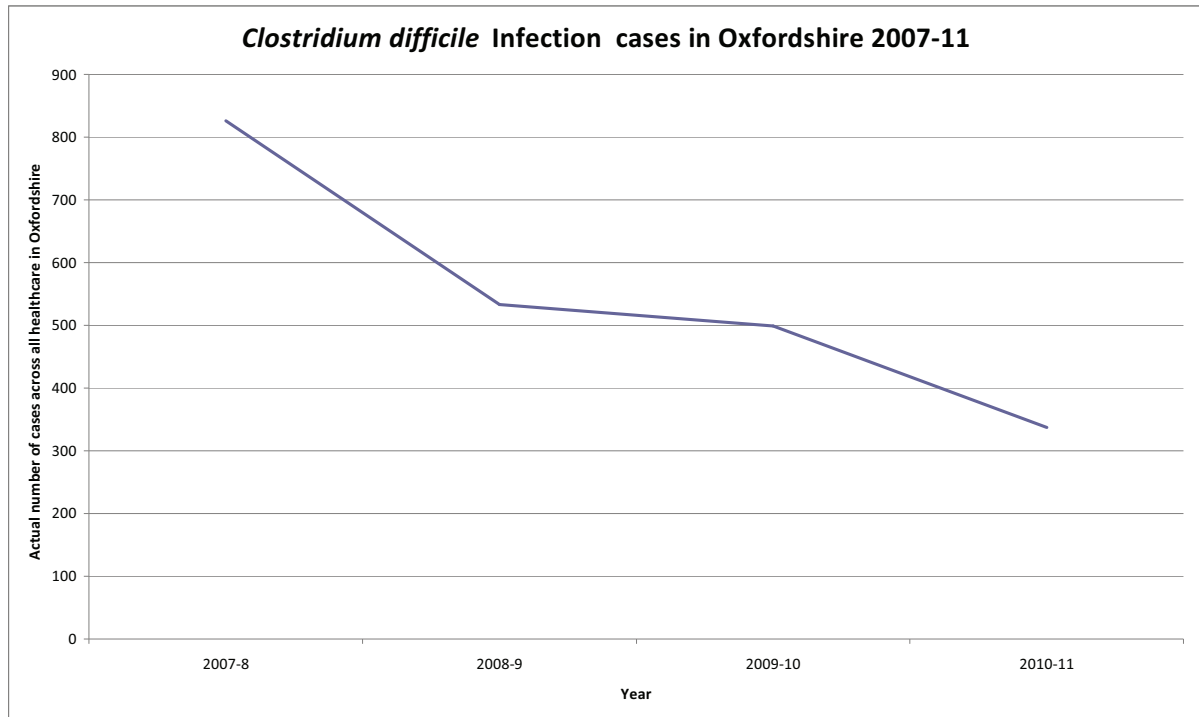


b) Clostridium difficile (C.diff)

Clostridium difficile is a bacterium that causes mild to severe diarrhoea which is potentially life-threatening especially in the elderly and infirm. This bacterium commonly lives harmlessly in some people’s intestines but commonly used broad spectrum antibiotics can disturb the balance of bacteria in the gut which results in the *C.diff* bacteria producing illness.

A focussed approach on the prevention of this infection is resulting in a steady reduction in cases since 2007/08.

Figure 16 - Clostridium Difficile Infections in Oxfordshire



Work continues in the Oxfordshire health economy to reduce inappropriate antibiotic use, and in healthcare settings improve the speed of isolation of suspected cases and cleanliness of the environment.

2. Tuberculosis (TB) in Oxfordshire

TB is a bacterial infection caused by *Mycobacterium tuberculosis* which mainly affects the lungs but which can spread to many other parts of the body including the bones and nervous system. If it is not treated, an active TB infection can be fatal as it damages the lungs to such an extent that the individual cannot breathe.

In Oxfordshire, the number of cases of TB in 2010 was 61 (28 with lung disease and 33 with other TB). The small increase in numbers in 2010 is related to our success in identifying TB in non-UK born population rather than as a threat to the Public Health.

Figure 17 - Tuberculosis incidence rate in Oxfordshire

Year	Number of Cases	Rate per 100,000 population
2006	53	8.4
2007	76	12
2008	56	8.8
2009	55	8.6
2010	61	9.5

Over the past 4 years the rates of new cases occurring, and the number of cases, has remained highest in Oxford City and Cherwell District Council. The county average rate for new cases is consistently lower than the UK rate. **This is a good achievement.**

Figure 18 - TB incidence rate by Local Authority, Oxfordshire, 2010

Local Authority	Cases	Population	Rate per 100,000 population
Cherwell	14	139,200	10.1
Oxford	32	149,300	21.4
South Oxfordshire	4	130,600	3.1
Vale of White Horse	6	118,700	5.1
West Oxfordshire	5	102,500	4.9
UK			13.9

Source: Enhanced TB Surveillance System

Prepared by: Thames Valley Health Protection Unit

The Chief Medical Officer has set local services a target of recording all TB cases and completing successful treatment in 85% of cases. Oxfordshire's successful treatment rates have risen to 94.5% in 2009 (above the Thames Valley average) compared with 84.2% in 2007 and 89.3% in 2008. High completion rates are an important indicator of good control. This year has seen the TB service introduce an even greater degree of accessibility helping improve the response times to TB.

3. Other Diseases Preventable by Immunisation

a) Childhood immunisations

Immunisation is the most cost-effective medical public health intervention. Levels of immunisation for childhood diseases in Oxfordshire continue to improve, with uptake now amongst the highest levels in the country. The work which has been on-going around data collection and record keeping, involving general practice, community and PCT staff, is resulting in more children being fully immunised.

The new Child Health Information System which went 'live' in mid February 2010 is an absolutely essential tool for keeping information accurate and quality high. The small number of children who are not immunised can now be followed up individually and offered immunisation.

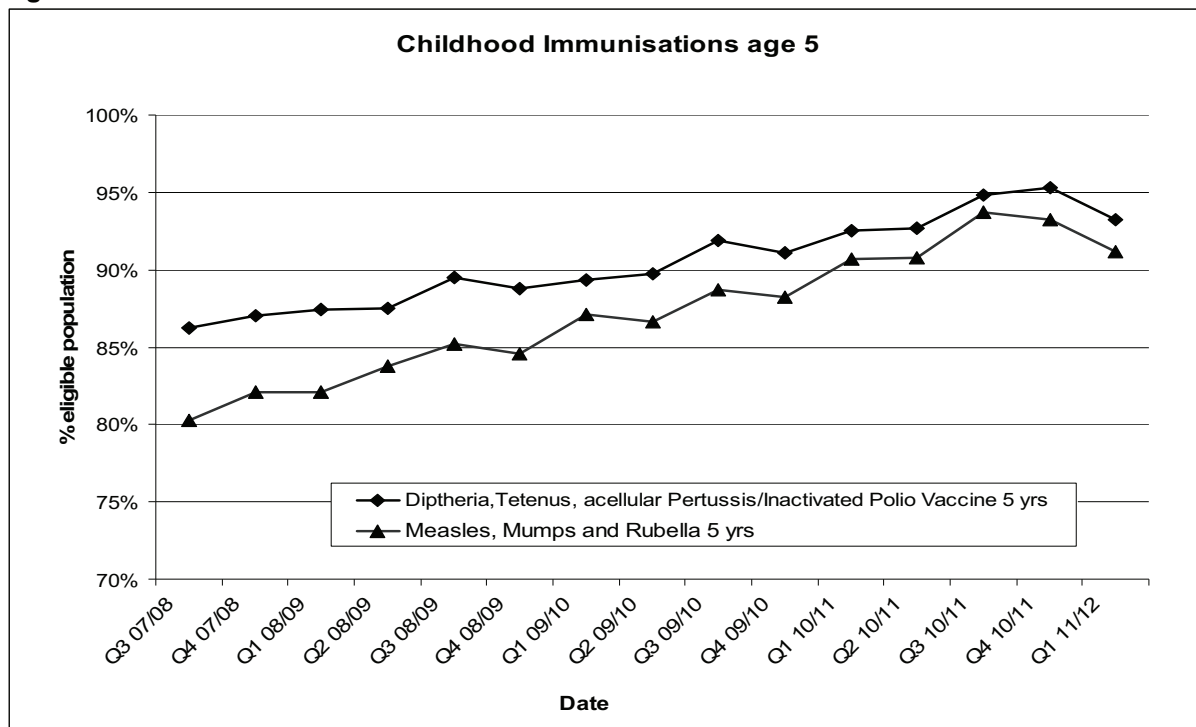
b) Measles Mumps and Rubella vaccine (MMR)

Uptake of this immunisation has risen by 6% over the last year and Oxfordshire's levels are the best in the Region. The importance of this is underlined by considering measles as an example:

In the absence of vaccination there would be approximately 8,000 cases of measles per year on average in Oxfordshire. Of these, approximately 40 people would suffer convulsions as a complication, 8 encephalitis and an average of 1 person per year would die.

The chart below shows the good success we have had in Oxfordshire overall in immunising our children against measles, mumps, rubella, diphtheria tetanus and polio. We will need to ensure that the downturn in the last quarter's data is reversed.

Figure 19 - Childhood Immunisations



c) Human Papilloma Virus vaccine (HPV): preventing cervical cancer

The problem with human papilloma virus (HPV) is that it may go on to cause cervical cancers. It is so common that at least 50% of sexually active men and women get it at some point in their lives although only a handful of the women affected go on to develop cervical cancer.

There is no treatment for the virus itself but a highly effective vaccine is available that protects against HPV types 16 and 18, the types most which between them cause over 70% of all cervical cancers. **HPV vaccination will save the lives of an estimated 400 women each year in the UK with 4 lives saved per year in Oxfordshire.**

We are currently immunising the 3rd cohort of girls with HPV vaccination – these were students in school year 8 during 2010/11 – the uptake for the whole course of 3 injections is expected to be at least 90% in this age group. The catch up programme, offering HPV to all girls up to the age of 18 years, took place during the academic year 2009/10.

This new vaccine is a significant step forward in the prevention of cancer.

4. Sexually transmitted infections

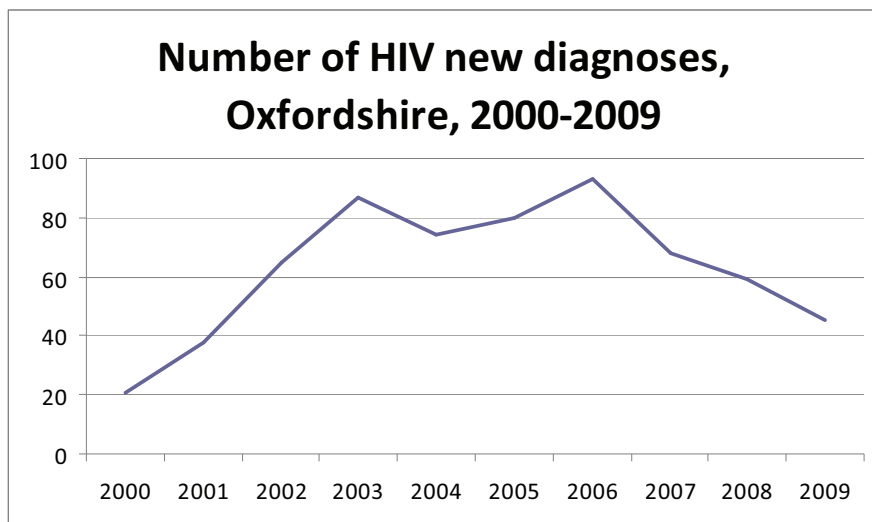
a) HIV & AIDS

HIV continues to be one of the most important communicable diseases in the UK. It is an infection associated with serious morbidity, high costs of treatment and care, and significant mortality.

It affects men and women, straight and gay, can be acquired in the UK or abroad and the best form of protection is still through 'safer sex' techniques.

In 2009, there were 214 new diagnoses of HIV in Thames Valley which is a 19% reduction from 2008. This is a good result. Of these new diagnoses 45 were new HIV diagnoses in Oxfordshire. The Oxfordshire figures continue to fall. We continue to work in partnership to get the prevention message across.

Figure 20 - Number of new HIV diagnosis reported in Oxfordshire, 2000-2009

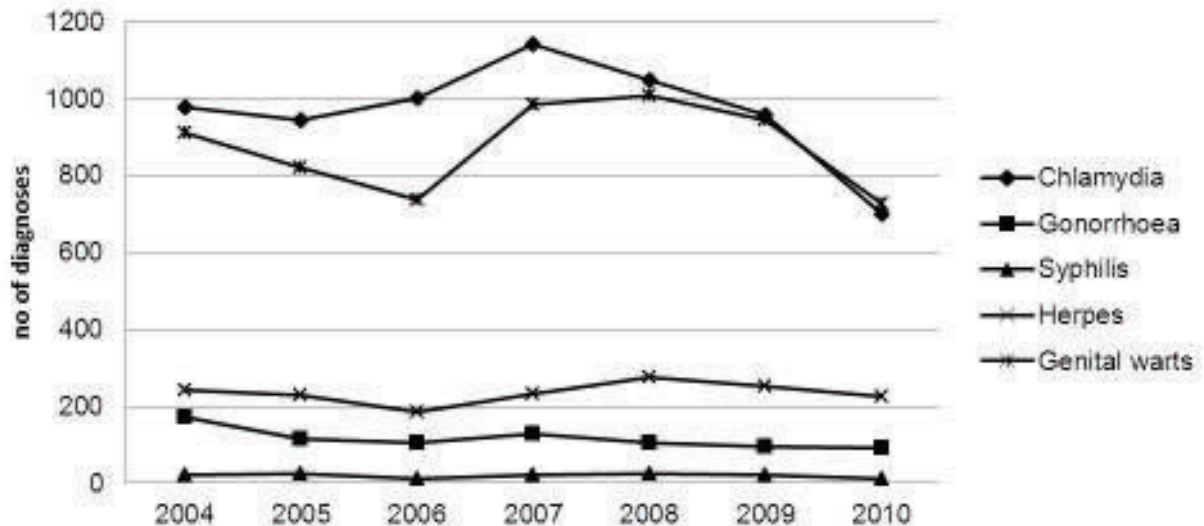


b) Sexual Health

It is important to monitor sexually transmitted diseases carefully to watch for increases in disease, the vast majority of which are preventable through taking basic 'safe sex' precautions. This is an important area to address because if Sexually Transmitted diseases are left undetected and untreated they may result in serious complications such as infertility in later life.

It is heartening to see that all the major sexually transmitted diseases fell during the last year. Chlamydia and genital warts remain the most common although there have been decreases in Chlamydia cases over both 2008 and 2009 from a highpoint in 2007.

Figure 21 - Diagnosed sexually transmitted infections for Oxfordshire residents 2004-2010



Is Fighting Killer Diseases Still a Priority for Oxfordshire?

Improved surveillance and good teamwork with the Health Protection Agency mean that all the major killer infectious diseases are in decline.....for now.

However, this is a trend that can quickly be reversed and it is imperative that we remain vigilant to the threats posed by new diseases emerging, old diseases developing resistance to treatment and peoples behaviour becoming more risky.

Killer communicable diseases are well managed in Oxfordshire but remain an ever-present threat. Constant vigilance is required and careful management will give us the best chance to keep these infections at bay.

This topic must always remain a top priority in order to protect the public health of Oxfordshire.

What Progress has been made Against Recommendations in the Previous Four Annual reports?

All the recommendations from the previous DPH annual reports have been met. Services, surveillance and management of diseases have been steadily improving over the last 4 years.

Recommendations

1. Maintain vigilance and priority during reorganisation

The Director of Public Health and the local Health Protection Agency must work closely during the forthcoming national reorganisation of public health services to maintain surveillance of communicable diseases during 2011/12/13 and take appropriate steps to control these diseases and any new emerging killer diseases.

2. The need to Report on these figures in Public

The Director of Public Health should report on killer infections and infectious diseases in subsequent annual reports.

Documents and Sources of Information used to produce this Report

Joint Strategic Needs Assessment versions 1 - 4
Public Health Surveillance dashboard
Health Protection Agency Infectious Disease data
Oxfordshire Safer Communities Partnerships Alcohol Strategy Group basket of indicators for Oxfordshire
The Child Poverty Needs Assessment for Oxfordshire
Oxfordshire Children and Young Peoples plan indicators
Oxfordshire PCT Performance data
GP Consortia Information packs – March 2011
Learned journals
Data from Govt Departments
Oxfordshire safer communities safer communities partnership performance framework

Acknowledgements

This document relies on the time and talent of colleagues whose contribution is acknowledged with grateful thanks.

Angela Baker	Val Messenger
Mark Booty	Sonia Mills
Alison Burton	Keith Mitchell
Sarah Breton	Catherine Mountford
Paul Cann	Ronan O'Connor
Julie Dandridge	Jan Paine
Clare Dodwell	Stephen Richards
David Etheridge	Sian Rodway
Arash Fatemian	Sue Scane
Shakiba Habibula	Joanna Simons
Anna Hinton	Paul Smith
Becky Hitch	Val Smith
Donna Husband	Meera Spillet
John Jackson	Gail Stockford
Paula Jackson	Guy Swindle
Huw Jones	Martin Tugwell
Mary Keenan	Matthew Tait
Kate King	Patrick Taylor
Amanda Le Conte	Fenella Trevillion
Jim Leivers	Peter Von Eichstorff
Sue Lygo	Alan Webb
Noel McCarthy	Jackie Wilderspin

COUNCIL – 10 FEBRUARY 2012

BUSINESS STRATEGY AND SERVICE & RESOURCE PLANNING 2012/13 – 2016/17

Report by Assistant Chief Executive & Chief Finance Officer

Introduction

1. The report and addenda to Cabinet on 17 January 2012 set out information known at that time on the revenue budget for 2012/13 along with the Medium Term Financial Plan (MTFP) and Capital Programme for 2011/12 to 2016/17.
2. The Final Local Government Settlement has still not been notified but the County Council's share of the District Council's collection fund surpluses has been finalised and is set out in this report. In addition, some information in respect of reserves is also provided.

Final Local Government Finance Settlement

3. From communications with Communities and Local Government, the Local Government Association understands that the current plans are for the Final Local Government Finance Settlement for 2012/13 to be debated by Parliament on 8 February 2012. As this is a matter for Parliament, confirmation of the settlement will not be given until it is debated. A further report will be provided when the settlement is confirmed along with any implications that result.

Collection Fund

4. All of the District Councils have now confirmed the County Council's share of income from collection fund surpluses and shortfalls. In total £4.019m will be received. The MTFP included an assumption of a £1.6m surplus; this is £2.419m more than included in the MTFP and is available on a one-off basis for 2012/13.

Reserves

5. The Service & Resource Planning report to Cabinet in December 2011 set out that those specific grants for 2011/12 announced after the budget had been set in February 2011 that were due to continue in 2012/13 provided additional funding and have been used towards balancing the overall budget.
6. In April 2011 the Financial Monitoring Report to Cabinet stated that, in relation to use of these grants in 2011/12, that a decision on how the extra funding was allocated should be delayed until after the outcomes of the various consultations were known. Given the outcome of the libraries consultation was

only agreed by Cabinet in December 2011 it is proposed that the £2.043m remaining funding in 2011/12 is added to the Efficiency Reserve and can be utilised in 2012/13 or later years to support one-off budget proposals.

Conclusion

7. This report reflects a number of changes since the last report to Cabinet on 17 January 2012 but does not provide the final funding position for the Council. The Medium Term Financial Plan, which forms Annex 1 of the Council report, reflects all of the changes described in this report.

SUE SCANE

Assistant Chief Executive & Chief Finance Officer
30 January 2012

Contact Officer: Lorna Baxter - Head of Corporate Finance
Tel. 01865 323971

COUNTY COUNCIL – 10 FEBRUARY 2012

CORPORATE PLAN

and

BUSINESS STRATEGY AND SERVICE & RESOURCE PLANNING

2012/13 TO 2016/17

Report by the Leader of the Council

Introduction

1. Having announced my intention to step down as Leader from May 2012, this will be my last Budget report to Council. In the last two years we faced particularly difficult times, with some tough decisions needed. This year's Corporate Plan and Service & Resource Planning process sees the continuation of the significant four year plans introduced last year. As such, there is far less change to be agreed today because we have shown that we can deliver the plans we agreed last year and are continuing on that path. It is important to say though that our key aim remains delivering high quality services to the residents of Oxfordshire within a challenging but necessary period of public sector spending constraint.
2. The Cabinet Member for Finance & Property's report to Cabinet on 17 January 2012 set out the detailed proposals from the Cabinet to continue the delivery of the financially sound budget and Medium Term Financial Plan (MTFP) for the authority.
3. The delivery of this budget is set within the framework of the Corporate Plan. We have again been able to **freeze the level of Council Tax** owing to our long-term prudent planning and to the grant from the Government. We are still providing a **real choice** in many of the services we provide, although we have had to reduce that choice in some areas and we have continued to provide those services with **improving cost effectiveness** year on year.
4. Our primary theme is to ensure that we have a Thriving Oxfordshire and we have amended our medium term objectives to ensure that we can provide the leadership needed so that growth in the county will ensure a prosperous future for all our citizens. The continuing economic climate means that, more than ever, we need to ensure that our services are as efficient as possible and to ensure that we can focus on breaking the cycle of deprivation which exists across our county. The Corporate Plan sets out the detail of our vision and the delivery plan we propose for the coming year based on:
 - (a) World Class Economy
 - (b) Healthy & Thriving Communities
 - (c) Enhancing the Environment
 - (d) Efficient Public Services.
5. The Plan links to the Business Strategies for each of the directorates which have been updated and are available on the internet (www.oxfordshire.gov.uk/businessstrategies). Later in this report, I have shown some of the linkages between the priority areas and the funding we have made available.
6. We are fortunate that, even though we need to make reductions in our services overall to ensure that as a country we live within our means and don't get into the difficulties we

see in some of our neighbours, we have, through our good management, also been able to ensure that we continue to invest in modernising our services; providing leadership for the growth agenda which will be key to turning this country around while still protecting those who are the most vulnerable.

Updated Information

7. The report to Cabinet in January set out the majority of our proposals but we were awaiting confirmation of both the Collection Fund and the Local Government Settlement. While the changes in funding available, taking account of the updated information, are set out in the Chief Finance Officer's supplementary report to this meeting, at the time of writing this report the Final Local Government settlement has not been confirmed. I am therefore able to propose some revised proposals, with the amendments built into Annexes 1 – 14 to this report. There may be a need to amend the proposals further if there are changes in the settlement.

Low Taxes – the level of Council Tax

8. Since 2005, this Administration has been keeping the rate of increase in council tax as low as possible. Our Medium Term Plan reflected the Conservative Party manifesto which promised a freeze on Council Tax for two years, with the provision of a grant to support those authorities that restricted the effective increase to 2.5%. We are delighted that the Government has enabled us to deliver on this promise. This means that we can freeze the level of Council Tax for another year. Although the details around the grant are different this year, we have been able to build in the consequences.
9. The position for the future years is less clear because we will see a radical change in the way local government is funded next year and, as yet, we can't be certain how this will work in practise. We have built in both the base level of funding we were anticipating from the spending review and the increase in tax which we thought was likely to be commensurate with inflation at that time. This position is very indicative and will need to be reviewed when more information emerges during the year.
10. By maintaining the future council tax increase levels at 3.75% we are saying that, without sufficient information, no change in the previous plan is a better starting position than an artificial change. Given that such a rise would trigger a referendum under the Government's new Localism Act, the Council will need to be clear next year whether it believes this is still a reasonable position, in which case it is likely to require a public mandate, although I suspect that, once we see the outcome of the Local Government Spending Review, we will be in a position to amend this figure.
11. This means that the average Band D rate will remain at £1,161.71, or £22.34 per week for 2012/13. This is the same as the current year and the previous one; a standstill for three years.

Linkage of Spending to Priorities

12. The Corporate Plan 2012/13 – 2016/17 sets out the council's priorities and they are linked to our budget proposals. Last year we protected from front line service reductions both Children's Social Care and the Fire & Rescue Service. Both of these are life saving services which help those at their most vulnerable and I am delighted that we have been able to continue with this protection again.
13. In delivering the savings set for the current financial year, we have shown that our plans were robust and that services are continuing to be delivered within the smaller funding

envelope available. There are, however, a few areas where we are seeking to make changes to those plans for 2012/13 to reflect the current pressures and other areas where we wish to make further investment, either to enable more efficiency or to recognise the public demands for services. These changes were set out in the Cabinet report.

World Class Economy

14. The Council has a key leadership role to play in ensuring Oxfordshire has a world class economy. We can achieve this through working with others, particularly the business sector, the health and education sectors and the voluntary, community & faith sector. We can deliver some of the infrastructure needed ourselves. For other elements we can provide influence and guidance. I am clear that it is through a buoyant economy that the people of Oxfordshire will prosper and that, in turn, will reduce the pressure on some of our other statutory services.
15. We will continue to invest in support for the Local Enterprise Partnership (LEP), working with the LEP to ensure that the county as a whole benefits from growth. We are pleased to support the work of the Enterprise Zone and will continue to work with District colleagues and businesses to maximise the impacts for our residents.
16. Tackling transport issues has been a key priority for this administration and remains so. This covers the whole range of forms of transport; from working with national bodies to support the rail strategy, to helping local communities through the Area Stewardship Fund, and a variety of highways and transport schemes in between. I am proposing that another £1m be added to the highways service in the coming year, recognising that this continues to be a priority area.
17. Another important contributor to a world class economy is skills and education. The education system nationally is changing fast and the Council's role is changing with it. Instead of being responsible for schools we envisage that, over the coming years, our role will change to one of champion for parents and children but also holding schools to account for their delivery of high class education and, if necessary, dealing with failures in the schools market.
18. There is continuing investment of over £25m in 2012/13 in schools through the capital programme, with priority being given to the provision of school places and essential maintenance. We recognise that, even if schools transfer to academies and we lose the maintenance responsibilities, we will still maintain responsibility for ensuring there are sufficient places across the mix of school types for our population.
19. The link between education and business is the skills agenda. We understand how important this is, to ensure that thriving businesses can recruit local talent, both for the benefit of the individuals as well as the business. We will continue to work to ensure that all 18-25 year olds are in education, employment or training. We are proud of our achievements in ensuring that apprenticeships are widely available in Oxfordshire.
20. The military form an important part of the Oxfordshire economy and we have worked closely in partnership with them. We were the first county to sign the military covenant this year. We worked closely with the RAF, the District and Town Councils and voluntary organisations to ensure that the return of repatriations to RAF Brize Norton was carried out with dignity and respect. We will continue to work with the military and I am particularly pleased that we have been able to embed the one-off funding of £100,000 we have made available in the past three years into the base budget so that we can continue to ensure the social, economic and environmental well-being of service personnel and their families.

Healthy & Thriving Communities

21. There has been considerable work in 2011/12 with the health service, working in partnership with the NHS and our developing GP consortium, to address the government's proposals to improve service provision for patients and reduce the cost pressures in the Health Service. This work links closely with our own prevention agenda, aimed at helping people maintain their independence and be supported where possible in their own homes. We will continue to invest in preventative services and increasing the availability of Extra Care Housing and other alternatives to residential care. We recognise that differing care provision is needed now than 10 years ago and we will work to ensure that we can provide these services for those in society who cannot provide it for themselves.
22. The council has long recognised that the numbers of older people is growing and that the costs of supporting the most vulnerable of them, including those with learning and physical disabilities, will fall to the council. We will continue to provide that support and have again demonstrated this with further investment in this area.
23. Another of our priorities is protection and safeguarding and we will continue to aim to reduce the number of children, young people and adults that need to be taken into care or are in need of protection. We will continue to work with partners to protect and safeguard our most vulnerable children and young people, to raise public and professional awareness of the needs of vulnerable adults.
24. Major changes have been made during the year to the way services are delivered for our young people and I am delighted that, overall, more provision, including through the voluntary sector is available than before the cuts were applied. We have also introduced a new way of delivering services to families and we feel that this service needs to embed those changes rather than looking for further efficiencies this year. Indeed, we welcome the fact that the Prime Minister has announced that additional funding will be available for local authorities who invest more in helping troubled families, building on the model we have created. I am delighted to be able to include additional funding of £1.6m over the next two years to achieve this.
25. During the year a great deal of time has been taken up over the debate about our Libraries service. What we have achieved is a clearly defined statutory service but we have been able to make adjustments to the funding to make some additional provision available, although some of this will still depend on the communities who have been so keen to maintain their libraries playing their part. I am hopeful that, with the investment we are putting into the service, this will be a good outcome for all.
26. The Big Society Fund has been another success from last year's proposals, with most of the funding available for 2011/12 allocated and many local people engaging in a positive way in their communities. We had built in another £0.4m for 2012/13, but have looked again at this area now we have more one-off funding available and we will be able to increase the fund for 2012/13 so that there will be up to £1m to allocate to sustainable local projects which meet the Council's criteria.
27. I can see a key emerging role for strategic authorities like Oxfordshire in looking beyond our own service boundaries at the many public agencies that provide support, care or funding to the most deprived individuals and families. Some of these troubled families will be involved with twenty or more public agencies; each playing a part in their lives but with no-one "owning" the whole of the problems. Agencies like the Benefits Agency, Job Centre Plus, the NHS and the police are driven by central targets which are not always sensitive to local need. Increasingly, I see a leadership role for this council in advocating for a more joined-up and flexible approach by these central agencies with a

local presence. Only local government has the local knowledge and the democratic mandate to provide this leadership role.

Enhancing the Environment

28. The linkage between enhancing our environment and delivering our growth agenda to secure the world class economy is strong. Without Oxfordshire being such an attractive place and having the infrastructure support, we would not be able to attract businesses and people to live and work here. We have continued our policy of resisting the “easy” solution of making huge revenue cuts in highway maintenance and we are conscious that there is still much to do in dealing with the frost and flood damage caused in recent years. Our highways contract is contributing significantly to real savings and there is continuing capital investment in the transport infrastructure of £24m in 2012/13. There are also proposals to put further investment into our highways, through revenue contributions to capital.
29. Before Christmas we were finally in a position to complete the contractual arrangement for the energy-from-waste facility at Ardley and this will enable us to make savings in the future by reducing the taxes on disposal of our waste to landfill. We are also investing from our capital programme in waste recycling centres.
30. We had hoped to reduce our energy usage and costs by turning off nearly half of our street lights between 12:30 am and 5:00 am. Unfortunately, the energy providers changed their tariffs and this ceased to be a cost effective investment. Instead, we have investigated alternative bulbs to reduce energy usage and cost and will be piloting those through the coming year. We have continued to work with schools on energy savings measures.
31. We will continue to work closely with district partners on waste management. We need to review how the targets and incentives are set and this will impact on our future years’ proposals. We recognise though that there will be significant changes in funding streams from 2013/14 and we need to ensure that we consider what is the best value for the residents of Oxfordshire as a whole.

Efficient Public Services

32. The Council has continued to invest in its programme to ensure that we are customer focused. We have further enhanced and developed our on-line services with the launch of our new look website and our Customer Contact Services, so that more enquiries can be dealt with at the first point of contact. We will continue to develop this programme, not only for the public but so that our own members and staff can find information more speedily and efficiently.
33. We have been working closely with BDUK to ensure that Oxfordshire is in a position to benefit from government funding to put high speed Broadband across the county. We have just submitted our bid and I am proposing today that we put some revenue investment in to ensure we have the resources to deliver such an important project. This is another example of how, through our leadership we can enable communities and business, and ensure a strong economy for Oxfordshire and I thank Cllr David Robertson for his leadership in this critical area.
34. We set out last year to reduce our senior management by 40%. This was a tough target but one we felt was essential if we were to protect front line services. We have been monitoring progress all year and, with the support of our remaining managers who have accepted that we need to work differently, we are in a position to report that this target

has been met. We must ensure that we develop those remaining managers and ensure that the structures that they support are robust. We will continue to look for opportunities to rationalise our property, working with partners across the public sector, but we also recognise that this will not be a quick fix, and have adjusted the timing for potential savings from this source.

35. My own take on staffing in local government is that, given the inevitability of further decline in public sector spending, council staff will have to be increasingly fleet-of-foot, able to anticipate emerging issues early and to develop flexible solutions for them. I think this inevitably points to more generic managers and fewer professional specialists, given the need for local government to work across its own organisational boundaries and the rest of the public sector. We are indisputably the most efficient part of the public sector and I am sure we are up to the challenges that the future holds.

Equalities

36. Oxfordshire County Council is committed to making Oxfordshire a fair and equal place in which to live, work and visit. We have recently published our Equalities plan for consultation. This sets out the council's approach to eliminating unlawful discrimination, harassment and victimisation; advancing equality of opportunity; and fostering good relations. Through the delivery of this plan, we aim to ensure that our services are accessible and to encourage supportive and cohesive communities through our service delivery. We have carried out Service and Community Impact Assessments (SCIAs) as part of our business strategies and then considered the overarching assessment which is attached to these papers at Annex 14. While it identifies some areas of impact, it also shows the mitigations we believe are in place.

Service & Resource Planning Consultation

37. As part of the Service & Resource planning process there has been a variety of consultation mechanisms used. During the year there have been service specific consultations on service changes. This included Oxfordshire Voice and the review of all the changes to the Business Strategies by the Scrutiny Committees. The comments from both of these sources were reported to Cabinet in January and were taken on board in making the final cabinet proposals.

Our Staff

38. I would again like to pay tribute to our loyal and hard working staff who have continued to deliver excellent services to the public while undergoing significant changes in the ways they are working and who continue to deliver good outcomes with far fewer colleagues. They recognise the pressures which local government and the public sector generally are facing and have risen to the challenges. It has been a huge privilege for me, as Leader of the Council, to witness the huge commitment of so many of our staff; always willing to go the extra mile and continuing to deliver despite the financial pressures we face and their inevitable consequences. I will continue to remind anyone and everyone who will listen of the value of this local government public sector ethos long after I have ceased to lead this council.

Conclusion

39. This Revenue and Capital Budget and the Medium Term Financial Plan for 2012/13 to 2016/17 delivers Low Taxes, Real Choice and Value for Money for Oxfordshire County

CC8(b)

Council. It achieves this in a prudent and sustainable form, against a continuing background of economic recession, a large structural imbalance in the national finances and severe cuts in public spending which now look certain to continue.

40. I am able to recommend a robust proposal which continues to freeze the level of Council Tax for the second year running, but balances expenditure with the funding we expect to receive over the plan period.
41. This budget is a continuing testimony to the strong service and financial planning framework we have established and to the clear vision we have for high quality, customer-focused services that meet the needs of all of the citizens of Oxfordshire. It demonstrates a clear inter-relationship with the Corporate Plan, with continuing investment in as many of our key priorities as we can afford to make Oxfordshire a better place for all of our citizens.
42. In stepping down as Leader, I am confident I leave a legacy of political courage, financial strength, high quality services and committed leadership locally, regionally and nationally that has propelled Oxfordshire to a position of national recognition and respect. I am also confident that the council has the political and managerial resources to take that legacy forward and to continue to deserve that national recognition.

43. Accompanying this report are the following documents:

Annex 1:	Detailed Revenue Budget 2012/13
Annex 2:	Medium Term Financial Plan (MTFP) 2012/13 – 2016/17
Annex 3:	Changes to the Business Strategy & Variations to the MTFP 2012/13 – 2015/16
Annex 4:	Council Tax and Precepts 2012/13
Annex 5:	Planned Balances & Reserves 2012/13 – 2015/16
Annex 6:	Dedicated Schools Grant Provisional Allocation 2012/13 (to follow)
Annex 7:	Virement Rules 2012/13
Annex 8:	Treasury Management Strategy Statement and Annual Investment Strategy for 2012/13
Annex 9:	Minimum Revenue Provision Policy Statement for 2012/13
Annex 10:	Capital Strategy 2012/13 – 2022/23
Annex 11a:	Corporate Asset Management Plan 2012/13
Annex 11b:	Transport Asset Management Plan 2012/13 – 2016/17
Annex 12:	Capital Programme 2011/12 – 2016/17
Annex 13:	Prudential Indicators for Capital
Annex 14:	Overarching Equalities Impact Assessment

44. RECOMMENDATIONS

- (a) (in respect of revenue) RECOMMEND Council to approve:**
- (1) a budget for 2012/13 as set out in Annex 1;**
 - (2) a medium term plan for 2012/13 to 2016/17 as set out in Annex 2 (which incorporates changes to the Business Strategies set out in Annex 3);**
 - (3) a council tax requirement for 2012/13 of £284.525m;**
 - (4) the Council Tax and Precept calculations for 2012/13 set out in Annex 4 to the report and in particular:
 - (i) a precept of £284.525m; and**
 - (ii) a Council Tax for Band D equivalent properties of £1,161.71;****
 - (5) the planned level of balances and reserves for 2012/13 to 2015/16 as set out in Annex 5;**
 - (6) the use of Dedicated Schools Grant for 2012/13 as set out in Annex 6;**
 - (7) virement arrangements for 2012/13 as set out in Annex 7;**
- (b) (in respect of treasury management) to RECOMMEND Council to approve:**
- (1) the Treasury Management Strategy Statement as at Annex 8 including the Prudential Indicators;**
 - (2) that in relation to the 2012/13 strategy any further changes required be delegated to the Chief Finance Officer following consultation with the Leader of Council and the Cabinet Member for Finance.**
- (c) RECOMMEND Council to approve the Minimum Revenue Provision Methodology Statement as set out in paragraphs 10 to 14 of Annex 9.**
- (d) (in respect of Capital) to approve:**
- (1) the Capital Strategy at Annex 10 and Corporate Asset Management Plan and Transport Asset Management Plan at Annexes 11a and 11b;**
 - (2) the Capital Programme for 2011/12 to 2016/17 as set out in the capital programme at Annex 12;**
 - (3) the prudential indicators for capital set out in Annex 13.**

Keith R Mitchell CBE FCA FCCA
Leader of the County Council
26 January 2012

Changes to the Budget and Medium Term Plan following finalisation of one-off funding:

	2011/12	2012/13	2013/14	Total
	£m	£m	£m	£m
<u>One-off Funding</u>				
Efficiency Reserve	2.043			2.043
Collection Fund surplus		2.419		2.419
Total Funding Available	2.043	2.419	0.000	4.462
<u>Use of one-off funding</u>				
CEF - Troubled Families		0.800	0.800	1.600
CEF - Underperforming school leaders		0.180	0.120	0.300
E&E - Highways Maintenance		1.000		1.000
E&E - Broadband Revenue costs		0.350		0.350
CEO - Big Society Fund make fund £1m over 2 years		0.300	0.300	0.600
Contribution to capital		1.000		1.000
Contribution to (+)/from (-) Efficiency Reserve		0.832	-1.220	-0.388
Total Funding Utilised	0.000	4.462	0.000	4.462

**Draft Revenue Budget 2012/13
Summary**

Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13	Change from Previous Year
		£000	£000	£000	£000	£000	£000	£000	£000	%
Children, Education & Families	Expenditure	545,574	78,377	1,438	799	-5,685	1,255	-54,367	567,391	4.0%
	DSG income	-386,803	-1,307	0	0	0	-1,000	9,321	-379,789	-1.8%
	Grant income	-32,139	-2,607	0	0	0	0	-5,108	-39,854	24.0%
	Income	-13,815	-78,125	-70	0	-90	0	50,166	-41,934	203.5%
		112,817	-3,662	1,368	799	-5,775	255	12	105,814	-6.2%
Social & Community Services	Expenditure	271,050	-2,438	3,669	-159	-6,266	4,612	-1,014	269,454	-0.6%
	Grant income	0	-275	0	0	0	0	0	-275	0.0%
	Income	-51,608	3,689	-459	239	699	-518	-1,586	-49,544	-4.0%
		219,442	976	3,210	80	-5,567	4,094	-2,600	219,635	0.1%
Environment & Economy	Expenditure	157,345	3,025	2,015	167	-3,097	-1,250	2,623	160,828	2.2%
	Grant income	-3,803	-246	0	0	0	0	0	-4,049	6.5%
	Income	-77,981	-266	-183	0	-39	0	-652	-79,121	1.5%
		75,561	2,513	1,832	167	-3,136	-1,250	1,971	77,658	2.8%
Chief Executive's Office	Expenditure	19,402	23	67	0	-326	-100	420	19,486	0.4%
	Grant income	0	0	0	0	0	0	0	0	0.0%
	Income	-11,651	288	-21	0	39	0	253	-11,092	-4.8%
		7,751	311	46	0	-287	-100	673	8,394	8.3%
Strategic Measures	Expenditure	45,534	873	-240	577	5,738	640	0	53,122	16.7%
	Income	-3,970	-1,830	0	0	-2,434	431	0	-7,803	96.5%
		41,564	-957	-240	577	3,304	1,071	0	45,319	9.0%
Un-Ringfenced Specific Grants	Expenditure	0	2,043	0	152	0	-2,195	0	0	0.0%
	Grant income	-48,519	-1,224	0	-1,541	-1,773	93	0	-52,964	9.2%
	Income	0	0	0	0	0	0	0	0	0.0%
		-48,519	819	0	-1,389	-1,773	-2,102	0	-52,964	0.0%
Formula Grant	Expenditure	0	0	0	0	0	0	0	0	0.0%
	Grant income	-122,160	0	0	0	0	0	6,848	-115,312	-5.6%
		-122,160	0	0	0	0	0	6,848	-115,312	0.0%

Draft Revenue Budget 2012/13 Summary

Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13	Change from Previous Year
		£000	£000	£000	£000	£000	£000	£000	£000	%
Collection Fund Surpluses/Deficits	Expenditure	0	0	0	0	0	0	0	0	0.0%
	Income	-3,782	0	0	0	0	0	-237	-4,019	0.0%
		-3,782	0	0	0	0	0	-237	-4,019	0.0%
TOTAL	Expenditure	1,038,905	81,903	6,949	1,536	-9,636	2,962	-52,338	1,070,281	3.0%
	DSG income	-386,803	-1,307	0	0	0	-1,000	9,321	-379,789	-1.8%
	Grant income	-206,621	-4,352	0	-1,541	-1,773	93	1,740	-212,454	2.8%
	Income	-162,807	-76,244	-733	239	-1,825	-87	47,944	-193,513	18.9%
		282,674	0	6,216	234	-13,234	1,968	6,667	284,525	0.7%

See Notes Below

Notes

1. DSG - Dedicated Schools Grant
2. MTFP - Medium Term Financial Plan. The existing MTFP relates to the Medium Term Financial Plan 2011/12-2015/16 agreed by Council on 15 February 2011
3. The 203.5% decrease in income in CEF relating to the amendment of the Schools budgets to match actual income and expenditure
4. Expenditure and Income include recharges which will be stripped out in the published Financial Plan to reflect real expenditure and income. For 2011/12 recharges totalled £99.691m. Actual gross expenditure was £939.214m.

Draft Revenue Budget 2012/13
Children, Education & Families

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13
				£000	£000	£000	£000	£000	£000	£000	£000
CEF1	CEF1	<u>EDUCATION & EARLY INTERVENTION</u>									
CEF1-1	CEF1-1	Management & Central Costs (including admin and negotiable recharges)	expenditure DSG income grant income income	568 0 0 0	184 -95 0 0	0 0 0 0	0 0 0 0	0 0 0 0	180 0 0 0	2,741 -218 0 0	3,673 -313 0 0
				568	89	0	0	0	180	2,523	3,360
CEF1-2	CEF1-2	Additional & Special Educational Needs	expenditure DSG income grant income income	18,340 -11,440 -491 -1,580	-947 167 0 -1	72 0 0 0	0 0 0 0	-1,169 0 0 10	1,000 0 0 0	-1,801 23 0 0	15,495 -11,250 -491 -1,571
				4,829	-781	72	0	-1,159	1,000	-1,778	2,183
CEF1-3	CEF1-3	Early Intervention	expenditure DSG income grant income income	26,772 -1,413 0 -831	1,292 -1,744 0 501	184 0 0 0	0 0 0 0	-2,516 0 0 0	75 0 0 0	-2,545 45 0 -9	23,262 -3,112 0 -339
				24,528	49	184	0	-2,516	75	-2,509	19,811
CEF1-4	CEF1-4	Education	expenditure DSG income grant income income	28,523 -16,784 -640 -4,034	-9,580 9,934 -64 -38	47 0 0 -62	0 0 0 0	-1,192 0 0 -100	0 0 0 0	-1,561 264 0 226	16,237 -6,586 -704 -4,008
				7,065	252	-15	0	-1,292	0	-1,071	4,939
CEF1-5	CEF1-5	School Organisation & Planning (Including Home to School Transport)	expenditure DSG income grant income income	18,595 -805 0 -2,276	-127 216 0 61	514 0 0 -6	799 0 0 0	0 0 0 0	-500 0 0 0	-1,576 -36 0 1,777	17,705 -625 0 -444
				15,514	150	508	799	0	-500	165	16,636

Draft Revenue Budget 2012/13
Children, Education & Families

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13
				£000	£000	£000	£000	£000	£000	£000	£000
	CEF1-6	Lines to be removed Business & Skills (Previously 14-19 Team (Young People's Learning Agency Transfer)) <i>(service moved to E&E in 2011/12)</i>	expenditure	832	-546	0	0	0	0	-286	0
			DSG income	0	-286	0	0	0	0	286	0
			grant income	0	0	0	0	0	0	0	0
			income	-194	194	0	0	0	0	0	0
				638	-638	0	0	0	0	0	0
		SUBTOTAL EDUCATION & EARLY INTERVENTION		53,142	-879	749	799	-4,967	755	-2,670	46,929
CEF2	CEF2	<u>CHILDREN'S SOCIAL CARE</u>									
CEF2-1	CEF2-1	Management & Central Costs (including admin and negotiable recharges)	expenditure	2,293	177	-2	0	0	0	669	3,137
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-7	-136	0	0	0	0	0	-143
				2,286	41	-2	0	0	0	669	2,994
CEF2-2	CEF2-2	Corporate Parenting <i>(previously called Social Care)</i>	expenditure		5,076	46	0	0	-300	-974	3,848
			DSG income		0	0	0	0	0	0	0
			grant income		-1,328	0	0	0	0	1,133	-195
			income		-638	-1	0	0	0	578	-61
				0	3,110	45	0	0	-300	737	3,592
CEF2-3	CEF2-3	Social Care <i>(previously called Family Support & Assessment)</i>	expenditure	11,934	-4,700	18	0	0	800	22,325	30,377
			DSG income	-419	1	0	0	0	0	-1,352	-1,770
			grant income	0	0	0	0	0	0	-1,243	-1,243
			income	-524	327	-1	0	0	0	-1,004	-1,202
				10,991	-4,372	17	0	0	800	18,726	26,162
CEF2-4	CEF2-4	Safeguarding <i>(previously called Safeguarding & Quality Assurance)</i>	expenditure	1,457	-302	4	0	0	0	-118	1,041
			DSG income	0	-64	0	0	0	0	0	-64
			grant income	0	0	0	0	0	0	0	0
			income	-89	-54	0	0	0	0	0	-143
				1,368	-420	4	0	0	0	-118	834

Draft Revenue Budget 2012/13
Children, Education & Families

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13
				£000	£000	£000	£000	£000	£000	£000	£000
CEF2-5	CEF2-5	Services for Disabled Children	expenditure	6,806	87	99	0	0	0	-66	6,926
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-100	0	0	0	0	0	0	-100
				6,706	87	99	0	0	0	-66	6,826
CEF2-6	CEF2-6	Youth Offending Service	expenditure	2,561	-125	3	0	0	-300	41	2,180
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	-924	0	0	0	0	0	-924
			income	-234	0	0	0	0	0	0	-234
				2,327	-1,049	3	0	0	-300	41	1,022
		Lines to be removed									
	CEF2-21	Placement & Care Costs (budgets shown in other parts of Children's Social Care)	expenditure	19,721	-1,683	272	0	100	100	-18,510	0
			DSG income	-1,352	0	0	0	0	0	1,352	0
			grant income	0	0	0	0	0	0	0	0
			income	-1,838	1,348	0	0	0	0	490	0
				16,531	-335	272	0	100	100	-16,668	0
	CEF2-22	Family Placement (budgets shown in other parts of Children's Social Care)	expenditure	1,738	714	9	0	0	0	-2,461	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	-60	0	0	0	0	60	0
				1,738	654	9	0	0	0	-2,401	0
		SUBTOTAL CHILDREN'S SOCIAL CARE		41,947	-2,284	447	0	100	300	920	41,430
CEF3	CEF3	<u>CHILDREN, EDUCATION & FAMILIES</u> <u>(CEF) CENTRAL COSTS</u> (previously called Quality & Compliance)									
CEF3-1	CEF3-1	Management & Admin (previously called Children, Education & Families Management & Central Costs)	expenditure	873	134	3	0	-408	-500	546	648
			DSG income	-81	0	0	0	0	0	-5	-86
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				792	134	3	0	-408	-500	541	562

Draft Revenue Budget 2012/13
Children, Education & Families

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13		
				£000	£000	£000	£000	£000	£000	£000	£000		
CEF3-2	CEF3-2	Children, Education & Families Support Service Non-Negotiable Recharges	expenditure	16,597	0	4	0	0	0	-937	15,664		
			DSG income	-178	-66	0	0	0	0	0	0	-244	
			grant income	0	0	0	0	0	0	0	0		
			income	-91	0	0	0	0	0	0	-91		
				16,328	-66	4	0	0	0	-937	15,329		
CEF3-3	CEF3-3	Premature Retirement Compensation (PRC)	expenditure	3,809	-1	160	0	0	0	0	-317	3,651	
			DSG income	0	0	0	0	0	0	0	0	0	
			grant income	0	0	0	0	0	0	0	0	0	
			income	-2	0	0	0	0	0	0	0	-2	
				3,807	-1	160	0	0	0	-317	3,649		
CEF3-4	CEF3-5	Joint Commissioning Recharge (previously called Service Level Agreement with Social & Community Services)	expenditure	3,005	-3,005	0	0	0	0	0	1,505	1,505	
			DSG income	-94	94	0	0	0	0	0	0	0	
			grant income	0	0	0	0	0	0	0	0	0	
			income	0	0	0	0	0	0	0	0	0	
				2,911	-2,911	0	0	0	0	1,505	1,505		
CEF3-5		Information Management & Business Support	expenditure	0	0	0	0	0	0	0	831	831	
			DSG income	0	0	0	0	0	0	0	0	0	
			grant income	0	0	0	0	0	0	0	0	0	
			income	0	0	0	0	0	0	0	0	-41	-41
				0	0	0	0	0	0	790	790		
CEF3-6		Lines to be removed Commissioning & Performance (budgets transferred to S&CS)	expenditure	0	2,298	5	0	0	0	0	-2,303	0	
			DSG income	0	-44	0	0	0	0	0	0	44	0
			grant income	0	0	0	0	0	0	0	0	0	0
			income	0	-78	0	0	0	0	0	0	78	0
							0	2,176	5	0	0	0	-2,181
SUBTOTAL CEF CENTRAL COSTS				23,838	-668	172	0	-408	-500	-599	21,835		

Draft Revenue Budget 2012/13
Children, Education & Families

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13
				£000	£000	£000	£000	£000	£000	£000	£000
CEF4	CEF4	<u>SCHOOLS</u>									
CEF4-1	CEF4-1	Delegated Budgets	expenditure	359,066	79,751	0	0	0	1,000	-48,787	391,030
			DSG income	-326,126	91	0	0	0	-1,000	3,998	-323,037
			grant income	-31,008	-291	0	0	0	0	-4,998	-36,297
			income	-1,932	-79,551	0	0	0	0	49,787	-31,696
				0	0	0	0	0	0	0	0
CEF4-2	CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	expenditure	15,170	5,859	0	0	0	0	0	21,029
			DSG income	-15,170	-5,859	0	0	0	0	0	-21,029
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
CEF4-3	CEF4-3	Devolved Schools Costs (including licenses, insurances and redundancy budgets)	expenditure	2,901	3,811	0	0	-500	-300	-2,652	3,260
			DSG income	-2,901	-3,811	0	0	0	0	5,075	-1,637
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-83	-83
				0	0	0	0	-500	-300	2,340	1,540
CEF4-4	CEF3-4	DSG Income	expenditure	58	0	0	0	0	0	330	388
			DSG income	-6,147	169	0	0	0	0	-330	-6,308
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				-6,089	169	0	0	0	0	0	-5,920
CEF4-5	CEF4-5	Capitalised Repairs & Maintenance	expenditure	3,718	10	0	0	0	0	0	3,728
			DSG income	-3,718	-10	0	0	0	0	0	-3,728
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
CEF4-6	CEF4-6	Joint Use Agreements	expenditure	0	0	0	0	0	0	1,776	1,776
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-1,776	-1,776
				0	0	0	0	0	0	0	0

Draft Revenue Budget 2012/13
Children, Education & Families

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13
				£000	£000	£000	£000	£000	£000	£000	£000
	CEF4-4	Lines to be removed Licenses and Insurances (budgets now shown in CEF4-3)	expenditure	237	0	0	0	0	0	-237	0
			DSG income	-175	0	0	0	0	0	175	0
			grant income	0	0	0	0	0	0	0	0
			income	-83	0	0	0	0	0	83	0
				-21	0	0	0	0	0	21	0
		SUBTOTAL SCHOOLS		-6,110	169	0	0	-500	-300	2,361	-4,380
			expenditure	545,574	78,377	1,438	799	-5,685	1,255	-54,367	567,391
			DSG income	-386,803	-1,307	0	0	0	-1,000	9,321	-379,789
			grant income	-32,139	-2,607	0	0	0	0	-5,108	-39,854
			income	-13,815	-78,125	-70	0	-90	0	50,166	-41,934
		DIRECTORATE TOTAL		112,817	-3,662	1,368	799	-5,775	255	12	105,814

**Draft Revenue Budget 2012/13
Social & Community Services**

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13
				£000	£000	£000	£000	£000	£000	£000	£000
SCS1		ADULT SOCIAL CARE									
SCS1-1		Older People									
SCS1-1ABC		Older People Non Pool Services	expenditure	20,394	3,886	207	13	-1,161	1,748	-442	24,645
			income	-26,776	-195	-378	239	160	0	0	-26,950
				-6,382	3,691	-171	252	-1,001	1,748	-442	-2,305
SCS1-1D	SCS1-1E	Older People and Equipment Pooled Budget Contributions <i>(Pooled Budget Contributions)</i>	expenditure	87,169	-1,850	2,010	-239	-2,669	800	-8,609	76,612
			income	0	0	0	0	0	0	0	0
				87,169	-1,850	2,010	-239	-2,669	800	-8,609	76,612
	SCS1-1B	Lines to be removed Information Advice & Community Building	expenditure	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
	SCS1-1D	Other Services	expenditure	65	-65	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				65	-65	0	0	0	0	0	0
		Subtotal Older People		80,852	1,776	1,839	13	-3,670	2,548	-9,051	74,307
SCS1-2		Learning Disabilities									
SCS1-2ABD	SCS1-2ABD	Learning Disabilities Non Pool Services	expenditure	10,755	-169	7	0	-550	518	2	10,563
			income	-16,091	482	-56	0	550	-518	-2	-15,635
				-5,336	313	-49	0	0	0	0	-5,072
SCS1-2C	SCS1-2C	Pooled Budget Contribution	expenditure	64,613	-792	930	0	1,369	550	160	66,830
			income	0	0	0	0	0	0	0	0
				64,613	-792	930	0	1,369	550	160	66,830
		Subtotal Learning Disabilities		59,277	-479	881	0	1,369	550	160	61,758

**Draft Revenue Budget 2012/13
Social & Community Services**

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12 £000	Permanent Virements Agreed in 2011/12 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	Variation to Existing MTFP £000	Proposed Virements £000	Budget 2012/13 £000
SCS1-3		Mental Health									
SCS1-3A	SCS1-3A	Non-Pool Services	expenditure	779	168	30	0	0	0	8	985
			income	0	0	0	0	0	0	0	0
				779	168	30	0	0	0	8	985
SCS1-3B	SCS1-3B	Pooled Budget Contributions	expenditure	6,903	-300	241	0	-254	0	0	6,590
			income	-258	0	-2	0	0	0	0	-260
				6,645	-300	239	0	-254	0	0	6,330
		Subtotal Mental Health		7,424	-132	269	0	-254	0	8	7,315
SCS1-4		Services For All Client Groups	expenditure	4,751	-88	72	0	-15	254	-11	4,963
			grant income	0	-275	0	0	0	0	0	-275
			income	-2,159	0	-5	0	0	0	0	-2,164
		Subtotal Services for All Client Groups		2,592	-363	67	0	-15	254	-11	2,524
SCS1-5		Physical Disabilities									
SCS1-5A	SCS1-1E	Pooled Budget Contributions	expenditure	0	0	0	0	0	0	8,780	8,780
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	8,780	8,780
		Subtotal Physical Disabilities		0	0	0	0	0	0	8,780	8,780
		SUBTOTAL ADULT SOCIAL CARE		150,145	802	3,056	13	-2,570	3,352	-114	154,684
SCS2		<u>COMMUNITY SAFETY</u>									
SCS2-1	SCS2-3	Safer Communities	expenditure	770	0	11	0	0	0	-2	779
			income	0	0	0	0	0	0	0	0
				770	0	11	0	0	0	-2	779
SCS2-2	SCS2-4	Gypsy & Traveller Services	expenditure	1,095	12	11	0	0	-50	41	1,109
			income	-980	-19	-1	0	0	0	0	-1,000
				115	-7	10	0	0	-50	41	109

Draft Revenue Budget 2012/13
Social & Community Services

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13
				£000	£000	£000	£000	£000	£000	£000	£000
SCS2-3	SCS2-5	Trading Standards	expenditure	2,623	-25	6	0	-267	50	-7	2,380
			income	-216	23	-3	0	0	0	0	-196
				2,407	-2	3	0	-267	50	-7	2,184
		SUBTOTAL COMMUNITY SAFETY		3,292	-9	24	0	-267	0	32	3,072
SCS3		<u>JOINT COMMISSIONING</u> (Previously Quality and Compliance)									
SCS3-1		Joint Commissioning	expenditure	0	0	0	0	0	0	29,753	29,753
			income	0	0	0	0	0	0	-1,870	-1,870
				0	0	0	0	0	0	27,883	27,883
	SCS3-1	Lines to be removed Resource Management	expenditure	19,702	-14	5	0	-60	0	-19,633	0
			income	-308	-1	-1	0	0	0	310	0
				19,394	-15	4	0	-60	0	-19,323	0
	SCS3-2	Strategy & Contracts	expenditure	1,592	39	9	0	-50	0	-1,590	0
			income	-12	0	0	0	0	0	12	0
				1,580	39	9	0	-50	0	-1,578	0
	SCS3-3	Leadership Team & Contingency	expenditure	861	-351	8	0	-120	0	-398	0
			income	0	0	0	0	0	0	0	0
				861	-351	8	0	-120	0	-398	0
	SCS3-4	Commissioning & Performance	expenditure	3,434	-3,434	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-3,434	3,434	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
	SCS3-5	Supporting People	expenditure	8,922	670	0	0	-552	0	-9,040	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				8,922	670	0	0	-552	0	-9,040	0

Draft Revenue Budget 2012/13
Social & Community Services

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12 £000	Permanent Virements Agreed in 2011/12 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	Variation to Existing MTFP £000	Proposed Virements £000	Budget 2012/13 £000
	SCS3-7	Closed Homes	expenditure	0	66	3	0	0	0	-69	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	66	3	0	0	0	-69	0
		TOTAL JOINT COMMISSIONING		30,757	409	24	0	-782	0	-2,525	27,883
SCS4		<u>COMMUNITY SERVICES</u>									
SCS4-1	SCS4-1	Library Service	expenditure	8,720	-61	45	0	-1,339	859	-144	8,080
			income	-790	-20	-12	0	0	0	-50	-872
				7,930	-81	33	0	-1,339	859	-194	7,208
SCS4-2	SCS4-2	Heritage & Arts Services	expenditure	2,460	36	6	0	-640	0	-106	1,756
			income	-303	-19	0	0	0	0	10	-312
				2,157	17	6	0	-640	0	-96	1,444
SCS4-3	SCS4-3	Cultural & Community Development	expenditure	617	-385	4	0	0	0	-87	149
			income	0	0	0	0	0	0	0	0
				617	-385	4	0	0	0	-87	149
		SUBTOTAL COMMUNITY SERVICES		10,704	-449	43	0	-1,979	859	-377	8,801
SCS5		<u>FIRE AND RESCUE & EMERGENCY PLANNING</u>									
SCS5-1	SCS2-1	Fire & Rescue Service	expenditure	24,460	218	63	67	46	-117	403	25,140
			income	-280	6	-1	0	-10	0	0	-285
				24,180	224	62	67	36	-117	403	24,855

Draft Revenue Budget 2012/13
Social & Community Services

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12 £000	Permanent Virements Agreed in 2011/12 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	Variation to Existing MTFP £000	Proposed Virements £000	Budget 2012/13 £000
SCS5-2	SCS2-2	Emergency Planning	expenditure	365	1	1	0	-4	0	-23	340
			income	-1	-2	0	0	-1	0	4	0
				364	-1	1	0	-5	0	-19	340
		SUBTOTAL FIRE AND RESCUE & EMERGENCY PLANNING		24,544	223	63	67	31	-117	384	25,195
			expenditure	271,050	-2,438	3,669	-159	-6,266	4,612	-1,014	269,454
			grant income	0	-275	0	0	0	0	0	-275
			income	-51,608	3,689	-459	239	699	-518	-1,586	-49,544
		DIRECTORATE TOTAL		219,442	976	3,210	80	-5,567	4,094	-2,600	219,635

Draft Revenue Budget 2012/13
Environment & Economy

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13
				£000	£000	£000	£000	£000	£000	£000	£000
EE1	EE1	<u>HIGHWAYS & TRANSPORT</u>									
EE1-1-1-42		Highways and Transport excluding EE1-43 to EE1-46 listed below separately)	expenditure	39,968	-8,417	577	167	-2,900	1,758	143	31,296
			income	-2,538	-6	-21	0	-54	0	0	-2,619
				37,430	-8,423	556	167	-2,954	1,758	143	28,677
EE1-43	EE1-43	Integrated Transport Unit	expenditure	3,126	-15	17	0	0	0	-2	3,126
			income	-2,315	0	0	0	0	0	0	-2,315
				811	-15	17	0	0	0	-2	811
EE1-44	EE1-44	Public Transport	expenditure	5,500	117	153	0	0	0	1	5,771
			income	-539	-21	0	0	0	0	0	-560
				4,961	96	153	0	0	0	1	5,211
EE1-45	EE1-45	Concessionary Fares	expenditure	0	8,261	164	0	1,200	-1,400	-422	7,803
			income	0	0	0	0	0	0	0	0
				0	8,261	164	0	1,200	-1,400	-422	7,803
EE1-46	EE1-42	On/Off Street Parking and Park & Rides	expenditure	6,295	-4	79	0	0	0	-350	6,020
			income	-6,129	0	-123	0	0	0	350	-5,902
				166	-4	-44	0	0	0	0	118
		SUBTOTAL HIGHWAYS & TRANSPORT		43,368	-85	846	167	-1,754	358	-280	42,620
EE2	EE2	<u>GROWTH & INFRASTRUCTURE</u>									
EE2-1		Deputy Director	expenditure	484	0	10	0	0	0	361	855
			income	0	0	0	0	0	0	0	0
				484	0	10	0	0	0	361	855
EE2-2&3		Planning & Regulation and Infrastructure Planning	expenditure	0	0	0	0	0	350	3,886	4,236
			grant income	0	0	0	0	0	0	-229	-229
			income	0	0	0	0	0	0	-721	-721
				0	0	0	0	0	350	2,936	3,286

Draft Revenue Budget 2012/13
Environment & Economy

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13	
				£000	£000	£000	£000	£000	£000	£000	£000	
EE2-4	EE2-4	Waste Management	expenditure	22,674	-194	319	0	2,138	-2,440	-184	22,313	
			income	-547	188	-8	0	0	0	-33	-400	
				22,127	-6	311	0	2,138	-2,440	-217	21,913	
EE2-5	CEF1-6	Business & Skills	expenditure	0	0	0	0	0	0	796	796	
			income	0	0	0	0	0	0	-159	-159	
				0	0	0	0	0	0	637	637	
EE2-61-67		Property and Facilities	expenditure	18,651	455	381	0	-1,186	450	2,123	20,874	
			income	-19,953	1,386	-3	0	47	0	-928	-19,451	
				-1,302	1,841	378	0	-1,139	450	1,195	1,423	
EE2-68	EE5-5	Food with Thought/QCS Cleaning	expenditure	8,298	1,092	0	0	0	0	0	0	9,390
			income	-8,271	-1,093	0	0	0	0	0	0	-9,364
				27	-1	0	0	0	0	0	26	
		Lines to be removed										
EE2-1	EE2-1	Sustainable Development Management	expenditure	97	60	0	0	0	0	0	-157	0
			income	0	0	0	0	0	0	0	0	0
				97	60	0	0	0	0	0	-157	0
EE2-2	EE2-2	Planning Implementation	expenditure	1,421	-169	5	0	-38	100	-1,319	0	
			income	-412	201	-4	0	-7	0	222	0	
				1,009	32	1	0	-45	100	-1,097	0	
EE2-3	EE2-3	Economy, Spatial Planning & Climate Change	expenditure	1,755	1,226	16	0	-487	200	-2,710	0	
			income	-66	-390	-1	0	-20	0	477	0	
				1,689	836	15	0	-507	200	-2,233	0	
EE2-51	EE2-51	Countryside	expenditure	1,227	-9	6	0	-74	0	-1,150	0	
			income	-42	0	0	0	-5	0	47	0	
				1,185	-9	6	0	-79	0	-1,103	0	

**Draft Revenue Budget 2012/13
Environment & Economy**

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12 £000	Permanent Virements Agreed in 2011/12 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	Variation to Existing MTFP £000	Proposed Virements £000	Budget 2012/13 £000
	EE2-52	Funded Projects	expenditure	672	2	3	0	0	0	-677	0
			grant income	0	-229	0	0	0	0	229	0
			income	-451	6	-2	0	0	0	447	0
				221	-221	1	0	0	0	-1	0
		SUBTOTAL GROWTH & INFRASTRUCTURE		25,537	2,532	722	0	368	-1,340	321	28,140
EE3	EE5	<u>OXFORDSHIRE CUSTOMER SERVICES</u>									
EE3-1	EE5-1	Management Team	expenditure	2,231	6	6	0	-31	-310	-885	1,017
			income	-2,231	-42	0	0	0	0	1,256	-1,017
				0	-36	6	0	-31	-310	371	0
EE3-2		OCS Finance	expenditure	6,836	-183	4	0	-25	0	784	7,416
			income	-6,836	52	-4	0	0	0	-628	-7,416
				0	-131	0	0	-25	0	156	0
EE3-3	EE5-6	ICT	expenditure	17,986	8	238	0	-873	-200	162	17,321
			income	-17,986	6	-10	0	0	0	669	-17,321
				0	14	228	0	-873	-200	831	0
EE3-4	EE5-7	County Procurement	expenditure	634	77	0	0	0	0	8	719
			income	-634	-9	0	0	0	0	-76	-719
				0	68	0	0	0	0	-68	0
EE3-5	EE5-8	Customer Services	expenditure	1,444	426	2	0	-321	0	787	2,338
			income	-1,374	-326	0	0	0	0	-638	-2,338
				70	100	2	0	-321	0	149	0
EE3-6&7		Human Resources and Adult Learning	expenditure	11,754	462	22	0	-188	0	795	12,845
			grant income	-3,803	-17	0	0	0	0	0	-3,820
			income	-7,657	-218	-7	0	0	0	-937	-8,819
				294	227	15	0	-188	0	-142	206
		SUBTOTAL OXFORDSHIRE CUSTOMER SERVICES		364	242	251	0	-1,438	-510	1,297	206

Draft Revenue Budget 2012/13
Environment & Economy

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12 £000	Permanent Virements Agreed in 2011/12 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	Variation to Existing MTFP £000	Proposed Virements £000	Budget 2012/13 £000
EE4	EE4	<u>DIRECTOR'S OFFICE</u>									
EE4-1	EE4-1	Director's Office	expenditure	6,292	-176	13	0	-312	242	633	6,692
			income	0	0	0	0	0	0	0	0
				6,292	-176	13	0	-312	242	633	6,692
		SUBTOTAL DIRECTORS OFFICE		6,292	-176	13	0	-312	242	633	6,692
			expenditure	157,345	3,025	2,015	167	-3,097	-1,250	2,623	160,828
			grant income	-3,803	-246	0	0	0	0	0	-4,049
			income	-77,981	-266	-183	0	-39	0	-652	-79,121
		DIRECTORATE TOTAL		75,561	2,513	1,832	167	-3,136	-1,250	1,971	77,658

Draft Revenue Budget 2012/13
Chief Executive's Office

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13
				£000	£000	£000	£000	£000	£000	£000	£000
CEO1	CEO1	Chief Executive & Business Support	expenditure	1,837	96	11	0	-236	276	52	2,036
			income	-813	17	0	0	0	0	8	-788
				1,024	113	11	0	-236	276	60	1,248
CEO2	CEO2	Human Resources	expenditure	1,661	-5	6	0	-161	0	-17	1,484
			income	-1,711	0	0	0	0	0	366	-1,345
				-50	-5	6	0	-161	0	349	139
CEO3	CEO3	Corporate Finance & Internal Audit	expenditure	2,359	244	10	0	-117	-27	-40	2,429
			income	-2,308	16	-1	0	0	0	-124	-2,417
				51	260	9	0	-117	-27	-164	12
CEO4	CEO4	Law & Governance Services	expenditure	6,735	-74	33	0	28	0	265	6,987
			income	-4,103	27	-19	0	39	0	6	-4,050
				2,632	-47	14	0	67	0	271	2,937
CEO5	CEO5	Strategy & Communications	expenditure	2,996	-6	7	0	160	-349	51	2,859
			income	-2,488	0	-1	0	0	0	-3	-2,492
				508	-6	6	0	160	-349	48	367
CEO6	CEO6	Corporate & Democratic Core	expenditure	3,814	-232	0	0	0	0	109	3,691
			income	-228	228	0	0	0	0	0	0
				3,586	-4	0	0	0	0	109	3,691
			expenditure	19,402	23	67	0	-326	-100	420	19,486
			grant income	0	0	0	0	0	0	0	0
			income	-11,651	288	-21	0	39	0	253	-11,092
		DIRECTORATE TOTAL		7,751	311	46	0	-287	-100	673	8,394

**Draft Revenue Budget 2012/13
Strategic Measures**

Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13
		£000	£000	£000	£000	£000	£000	£000	£000
<u>CAPITAL FINANCING</u>									
Principal	expenditure	18,292	0	0	0	-300	203	0	18,195
	income	0	0	0	0	0	0	0	0
		18,292	0	0	0	-300	203	0	18,195
Interest	expenditure	18,858	0	0	0	-747	695	0	18,806
	income	0	0	0	0	0	0	0	0
		18,858	0	0	0	-747	695	0	18,806
Net Interest on Balances (split income and expenditure)	expenditure	2,143	0	-240	0	707	-876	0	1,734
	income	-3,970	-1,830	0	0	-2,434	2,152	0	-6,082
		-1,827	-1,830	-240	0	-1,727	1,276	0	-4,348
SUBTOTAL CAPITAL FINANCING		35,323	-1,830	-240	0	-2,774	2,174	0	32,653
Pensions Past Service Deficit Funding	expenditure	1,500	0	0	0	0	0	0	1,500
	income	0	0	0	0	0	0	0	0
		1,500	0	0	0	0	0	0	1,500
<u>CONTRIBUTIONS TO/FROM BALANCES</u>									
General Balances	expenditure	1,619	0	0	0	1,181	0	0	2,800
	income	0	0	0	0	0	0	0	0
		1,619	0	0	0	1,181	0	0	2,800
SUBTOTAL CONTRIBUTIONS TO/FROM BALANCES		1,619	0	0	0	1,181	0	0	2,800

**Draft Revenue Budget 2012/13
Strategic Measures**

Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13
		£000	£000	£000	£000	£000	£000	£000	£000
<u>CONTRIBUTIONS TO/FROM RESERVES</u>									
Reserves	expenditure	1,872	873	0	577	4,897	618	0	8,837
	income	0	0	0	0	0	-1,721	0	-1,721
		1,872	873	0	577	4,897	-1,103	0	7,116
Prudential Borrowing costs	expenditure	1,250	0	0	0	0	0	0	1,250
	income	0	0	0	0	0	0	0	0
		1,250	0	0	0	0	0	0	1,250
SUBTOTAL CONTRIBUTIONS TO/FROM RESERVES		3,122	873	0	577	4,897	-1,103	0	8,366
Strategic Measures	expenditure	45,534	873	-240	577	5,738	640	0	53,122
	income	-3,970	-1,830	0	0	-2,434	431	0	-7,803
STRATEGIC MEASURES TOTAL		41,564	-957	-240	577	3,304	1,071	0	45,319
<u>UN-RINGFENCED SPECIFIC GRANT INCOME</u>									
	expenditure	0	2,043	0	152	0	-2,195	0	0
	grant income	-48,519	-1,224	0	-1,541	-1,773	93	0	-52,964
	income								0
		-48,519	819	0	-1,389	-1,773	-2,102	0	-52,964
TOTAL UN-RINGFENCED SPECIFIC GRANT INCOME		-48,519	819	0	-1,389	-1,773	-2,102	0	-52,964
<u>COLLECTION FUND SURPLUSES/DEFICITS</u>									
	expenditure	0	0	0	0	0	0	0	0
	income	-3,782	0	0	0	0	0	-237	-4,019
		-3,782	0	0	0	0	0	-237	-4,019
TOTAL COLLECTION FUND SURPLUSES/DEFICITS		-3,782	0	0	0	0	0	-237	-4,019

**Draft Revenue Budget 2012/13
Strategic Measures**

Service Area		Budget 2011/12	Permanent Virements Agreed in 2011/12	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	Variation to Existing MTFP	Proposed Virements	Budget 2012/13
		£000	£000	£000	£000	£000	£000	£000	£000
<u>FORMULA GRANT INCOME</u>									
Revenue Support Grant	expenditure	0	0	0	0	0	0	0	0
	grant income	-28,844	0	0	0	0	0	26,651	-2,193
		-28,844	0	0	0	0	0	26,651	-2,193
Redistributed Business Rates	expenditure	0	0	0	0	0	0	0	0
	grant income	-93,316	0	0	0	0	0	-19,803	-113,119
		-93,316	0	0	0	0	0	-19,803	-113,119
TOTAL FORMULA GRANT INCOME		-122,160	0	0	0	0	0	6,848	-115,312

Draft Revenue Budget 2012/13
Government Grant Details - 2012/13

Directorate	Estimate 2011/12	Revised 2011/12	Estimate 2012/13
	£m	£m	£m
<u>Children, Education & Families</u>			
Dedicated Schools Grant	386.803	379.815	379.789
Pupil Premium	3.400	4.617	8.689
Young People Learning Agency – Sixth Form Funding	27.608	27.608	27.608
Young People Learning Agency – SEN	0.491	0.491	0.491
Additional Grant - Phonics, Physical Education, Maths & Science Teachers (MAST) and New Opportunities		0.340	0.000
Music	0.640	0.704	0.704
Youth Justice Board		0.924	0.924
Intensive Interventions Programme (DfE)		0.140	0.195
Intensive Interventions Programme (DfE) Sector Advisors		0.015	0.000
Children's Centres Payment by Results Pilot		0.075	0.000
Asylum (UASC & Post 18)		1.328	1.243
Total Children, Education & Families	418.942	416.057	419.643
<u>Social & Community Services</u>			
Workstep Grant		0.275	0.275
Total Social & Community Services	0	0.275	0.275
<u>Environment & Economy</u>			
Skills Funding Agency - Adult Education	3.803	3.820	3.820
Young People's Learning Agency - Young Apprentice		0.033	
Natural England	0	0.221	0.229
Total Environment & Economy	3.803	4.074	4.049

Draft Revenue Budget 2012/13
Government Grant Details - 2012/13

Directorate	Estimate 2011/12	Revised 2011/12	Estimate 2012/13
	£m	£m	£m
<u>Strategic Measures</u>			
Early Intervention Grant	21.329	21.423	23.446
Learning Disabilities & Health Reform Grant	19.224	19.224	19.693
Fire Revenue Grant	0.183	0.183	0.250
Community Safety Fund	0.563	0.567	0.287
Lead Local Flood Authority	0.158	0.158	0.325
Extended Rights to Free Travel		0.630	0.782
New Homes Bonus		0.491	1.068
Council Tax Freeze Grant 2011/12	7.063	7.067	0.000
Council Tax Freeze Grant 2012/13			7.113
Revenue Support Grant	28.844	28.844	2.193
Redistributed Business Tax	93.316	93.316	113.119
Total Strategic Measures	170.680	171.903	168.276
Total Grants	593.425	592.309	592.243

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Medium Term Financial Plan 2012/13 - 2016/17

Summary

	INDICATIVE POSITION														
	2012/13			2013/14			2014/15			2015/16			2016/17		
	Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Directorate Budgets															
Children, Education & Families	112,817	-7,003	105,814	105,814	-1,347	104,467	104,467	-1,662	102,805	102,805		102,805		102,805	
Social & Community Services	219,442	193	219,635	219,635	-2,345	217,290	217,290	-1,550	215,740	215,740	5,000	220,740		220,740	
Environment & Economy	75,561	2,097	77,658	77,658	-2,942	74,716	74,716	-2,575	72,141	72,141		72,141		72,141	
Chief Executive's Office	7,751	644	8,395	8,395	-169	8,226	8,226	-290	7,936	7,936		7,936		7,936	
Inflation and Other Adjustments ⁽¹⁾					10,901	10,901	10,901	10,934	21,835	21,835	10,250	32,085	10,600	42,685	
Directorate Budgets	415,571	-4,069	411,501	411,501	4,098	415,599	415,599	4,857	420,456	420,456	15,250	435,706	10,600	446,306	
Strategic Measures															
Capital Financing															
Principal	18,292	-98	18,194	18,194	-871	17,323	17,323	315	17,638	17,638	-482	17,156	-555	16,601	
Interest	18,858	-52	18,806	18,806	-439	18,368	18,368	-225	18,143	18,143	-405	17,738	-250	17,488	
Interest on Balances	-1,826	-2,522	-4,348	-4,348	3,752	-597	-597	645	48	48	82	129	59	189	
Pensions - Past Service Deficit Funding	1,500		1,500	1,500		1,500	1,500		1,500	1,500		1,500		1,500	
Total Strategic Measures	36,824	-2,672	34,152	34,152	2,442	36,594	36,594	735	37,329	37,329	-805	36,524	-746	35,777	
Contributions to (+) /from (-) reserves															
General Balances	1,619	1,181	2,800	2,800	200	3,000	3,000		3,000	3,000	-1,000	2,000		2,000	
Prudential Borrowing Costs	1,250		1,250	1,250		1,250	1,250		1,250	1,250		1,250		1,250	
Capital Rolling Fund Reserve		1,068	1,068	1,068		1,068	1,068		1,068	1,068		1,068		1,068	
Efficiency Reserve	6,018	50	6,068	6,068	-6,112	-44	-44	-5,493	-5,537	-5,537	5,537	-	-	-	
Budget Reserve - 2009/10 Budget	-1,746	726	-1,020	-1,020	-2,321	-3,341	-3,341	3,341							
Capital Reserve		1,000	1,000	1,000	-1,000										
Insurance Reserve	-2,400	2,400													
Total Contributions to/from reserves	4,741	6,426	11,166	11,166	-9,233	1,933	1,933	-2,152	-219	-219	4,537	4,318	4,318	4,318	
Indicative Balance											-15,108	-15,108	-15,108	-2,236	-17,344
Total Carried Forward	457,135	-315	456,820	456,820	-2,693	454,127	454,127	3,440	457,566	457,566	3,874	461,440	461,440	7,618	469,058

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

Medium Term Financial Plan 2012/13 - 2016/17

Summary

	INDICATIVE POSITION														
	2012/13			2013/14			2014/15			2015/16			2016/17		
	Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Total Brought Forward	457,135	-315	456,820	456,820	-2,693	454,127	454,127	3,440	457,566	457,566	3,874	461,440	461,440	7,618	469,058
Funding															
Un-Ringfenced Specific Grants	-48,519	-4,445	-52,964	-52,964	7,113	-45,851	-45,851		-45,851	-45,851		-45,851	-45,851		-45,851
Formula Grant															
Revenue Support Grant	-28,844	26,651	-2,193												
Business Rates	-93,316	-19,803	-113,119												
Total Formula Grant	-122,160	6,848	-115,312	-115,312	5,245	-110,067	-110,067	10,028	-100,039	-100,039	10,204	-89,835	-89,835	7,096	-82,739
Council Tax Surpluses	-3,782	-237	-4,019	-4,019	3,219	-800	-800	0	-800	-800	0	-800	-800	0	-800
COUNCIL TAX REQUIREMENT	282,674	1,851	284,525	284,525	12,884	297,409	297,409	13,467	310,876	310,876	14,078	324,954	324,954	14,714	339,668
Council Tax Calculation															
Council Tax Base			244,920			246,756			248,607			250,472			252,350
Council Tax (Band D equivalent)			£1,161.71			£1,205.27			£1,250.47			£1,297.37			£1,346.02
Increase in Council Tax (precept)			0.7%			4.5%			4.5%			4.5%			4.5%
Increase in Band D Council Tax			0.00%			3.75%			3.75%			3.75%			3.75%

Summary of Changes to Business Strategies and Variations to 2011/12 to 2015/16 MTFP

Directorate	Variation to MTFP - Change Year on Year			
	2012/13 £m	2013/14 £m	2014/15 £m	Total £m
Children, Education & Families	0.255	0.065	-0.675	-0.355
Social & Community Services	4.094	-0.279	-0.254	3.561
Environment & Economy	-1.250	-1.604	-0.967	-3.821
Chief Executive's Office	-0.100		-0.300	-0.400
Subtotal (a)	2.999	-1.818	-2.196	-1.015
Revenue Contribution to Capital (b)	1.000	-1.000		0.000
Funding Changes and Allowed Variations (c)	-3.489	7.820	2.220	6.551
Total Year on year variation (a+b+c)	0.510	5.002	0.024	5.536
Contribution to(+)/from(-) the Efficiency Reserve	-0.510	-5.002	-0.024	-5.536
TOTAL	0.000	0.000	0.000	0.000

Changes to Annex 3 Proposals since the Report to Cabinet on 17 January 2012 are shaded grey

**Changes to Business Strategies and Variations to 2011/12 to 2015/16 MTFP
Children, Education & Families**

MTFP Line Ref & page (#)	Variations to Existing MTFP Savings	2012/13 £m	2013/14 £m	2014/15 £m	Total £m	
CEF21 (P1.12)	Bring Forward Home to School Transport saving	-0.500	0.300	0.200	0.000	Saving being achieved earlier than planned - underspend reported in Financial Monitoring Report throughout 2011/12.
CEF9 (P1.12)	Remove further saving for Early Intervention Service	0.500			0.500	Operation of the new Early Intervention Service commenced 5-6 months later than originally planned and has only just commenced operation in a stable situation. There may also be a need to transfer some resources between hubs.
CEF8 (P1.12)	Remove unachievable Special Educational Needs (SEN) saving	1.000			1.000	Residential ASD provision was planned to provide savings of £1m per annum from 2012/13 but the building originally envisaged as appropriate did not become available. The original savings target is now unachievable but the capital programme now includes basic needs funding for alternative accommodation.
CEF26 (P 1.12)	Remove unachievable Schools Budget saving		0.500	0.195	0.695	Overhead costs of Local Authority run Children's Centres could not be eliminated however no longer appear in the Schools Budget.
CEF2 (P1.12)	Remove provision for potential double counting of savings	-0.500	-0.100	-0.150	-0.750	The impact of double counting across multiple savings has been eliminated so provision can be removed.
13CEF1	New duty to support Young People on Remand	0.150			0.150	From April 2012 Local Authorities will be responsible for the costs of young people remanded in custody as a consequence of a court appearance.
13CEF2	New duty to provide 25 hours education to unwell children	1.000			1.000	From September 2011 the authority has a duty to ensure that all young people of statutory school age receive 25 hours of education per week. This will be managed through the Hospital School.
13CEF3	25 Hrs Education Pressure - to be met from Dedicated Schools Grant (DSG)	-1.000			-1.000	Cost of 25 Hour provision should be met from Dedicated Schools Grant
13CEF4	Use of Centrally Retained DSG	-0.300			-0.300	Identify budgets which should be funded from Dedicated Schools Grant
13CEF5	Asylum Budget	-0.300			-0.300	Reduced budget required due to reducing client numbers
13CEF6	Corporate Parenting Restructure	-0.050			-0.050	Restructure corporate parenting on same principles as remainder of CEF
13CEF7	Connexions	-0.250	-0.250		-0.500	Reduce central support as responsibility for all age careers service moves to schools

**Changes to Business Strategies and Variations to 2011/12 to 2015/16 MTFP
Children, Education & Families**

MTFP Line Ref & page (#)	Variations to Existing MTFP Savings	2012/13 £m	2013/14 £m	2014/15 £m	Total £m	
13CEF8	Youth Offending Service	-0.300			-0.300	Restructure youth offending service on same principles as remainder of CEF
13CEF9	Children's Centres	-0.175	-0.325		-0.500	Protect services and reach to families provided by the county's 44 children's centres whilst making modest savings from eradicating duplication, sharing best practice and exploring innovative management and administrative solutions.
13CEF10	Troubled Families	0.800		-0.800	0.000	To support Government Initiative
13CEF11	Underperforming School Leaders	0.180	-0.060	-0.120	0.000	Accelerate the pace of improvement in School Leadership
	Total Variations to Existing MTFP Savings	0.255	0.065	-0.675	-0.355	

(#) Where these are changes to the existing MTFP the reference provides the relevant page(s) of the "Service and Resource Planning: Service Analysis 2011/12" publication available on the Council's website.

Changes to Business Strategies and Variations to 2011/12 to 2015/16 MTFP
Adult Social Care

MTFP Line Ref & page (#)	Variations to Existing MTFP Savings	2012/13 £m	2013/14 £m	2014/15 £m	Total £m	
	<u>Older People</u>					
S5 (p2.25)	Rephasing of Community Transport Saving	1.100	-0.300	-0.100	0.700	The revised proposal is to provide transport for people who meet the eligibility criteria and require transport to access services. For those who are not eligible they will need to access services either through their own means or pay for transport provided by the council or other organisations.
S31 (p2.27)	Locality teams recalculated savings estimate	0.648			0.648	Savings from the reorganisation of the adult social care locality teams and the introduction of the brokerage service have not realised all of the planned savings within the anticipated time.
	<u>Learning Disabilities</u>					
SC71 (p2.25)	Review of Internal Learning Disability Service	0.500	-0.250	-0.250	0.000	The plan to reduce funding to the internal supported living and day services by £1m over 2 years has partly been achieved through a management restructure. The remaining savings will now be achieved over 3 years through purchasing the service from external providers to enable the service to be provided more efficiently.
13SCS1	Autism	0.050	0.100		0.150	The Autism Act 2009 and the subsequent statutory guidance requires local authorities and the NHS to seek to improve services for adults with autism, their families and carers. It is envisaged that further investment will be needed to meet the potential demands particularly of the needs of people at the higher end of the autistic spectrum and ensure a robust pathway exists, Work is underway to predict costs, which will include identifying areas where savings can be made through improving this pathway.

**Changes to Business Strategies and Variations to 2011/12 to 2015/16 MTFP
Adult Social Care**

MTFP Line Ref & page (#)	Variations to Existing MTFP Savings	2012/13 £m	2013/14 £m	2014/15 £m	Total £m	
	<u>Physical Disabilities</u>					
13SCS2	Additional demography	0.800	0.206	0.206	1.212	The calculation for demographic pressures for adults with a physical disability and or brain injury is below those forecast elsewhere and needs to be brought in line with the national average. In addition, it looks likely that the budget has become unrealistic due to the lack of demographic funding in the past.
13SCS3	Acquired Brain Injury	0.254			0.254	
	Total Variations to Existing MTFP Savings	3.352	-0.244	-0.144	2.964	

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Further detail is available in the Social & Community Services Business Strategy available on the Council website under About your Council/Plans Performance and Policies.

**Changes to Business Strategies and Variations to 2011/12 to 2015/16 MTFP
Community Safety**

MTFP Line Ref & page (#)	Variations to Existing MTFP Savings	2012/13 £m	2013/14 £m	2014/15 £m	Total £m	
	Fire & Rescue					
13SCS6	Personal Protective Clothing	0.051			0.051	After extending its current PPE contract which commenced in 2001 for an additional two years, and deciding to step back from a South East contract that would have increased costs of OFRS in the region of £90k per annum on its current PPE budget, OFRS, via OCC procurement has successfully undertaken its own tender exercise and has awarded a new 8-year contract to Lion Apparel Systems. The resulting 'total care' contract will guarantee high-quality, comparable fire kit for OFRS firefighters, at a cost of £0.047m per annum less than the South East contract and avoiding some of the potential cost escalation contract clauses in that Nevertheless, despite the clear value for money the OFRS contract offers, it is still £0.051m per annum more expensive than the current budget. The Fire & Rescue Service will manage this pressure from within its total budget.
13SCS7	Implementation of the Part Time Workers (Prevention of less favourable treatment) Regulations 2000	0.100			0.100	Retained fire fighters are classed as part time workers under these regulations. Claims are in the process of being settled and a one-off cost figure of £0.190m has been established, followed by an estimated annual revenue cost of £0.100m over the next few years, which may change depending on operational workloads and future settlements in terms of pensions, linked to equal pay.
13SCS8	Fire Control - remove double funding	-0.117			-0.117	Notification of Fire Grant was received after Council agreed the 2011/12 budget. The additional budget was retained in Fire & Rescue, subject to a decision on Fire Control. This double funding can now be removed.

**Changes to Business Strategies and Variations to 2011/12 to 2015/16 MTFP
Community Safety**

MTFP Line Ref & page (#)	Variations to Existing MTFP Savings	2012/13 £m	2013/14 £m	2014/15 £m	Total £m	
13SCS9	Fire & Rescue - retained & wholetime pay budgets	-0.151			-0.151	See above re part time workers regulations and Personal Protective equipment - see above - this will offset pressures on the budget for retained firefighters who are classed as part time workers and the pressure on the costs of the new personal protective equipment budget.
	<u>Community Safety</u>					
12CS19 (page 2.29)	Savings to be identified from an alternative model for the provision of a trading standards service		0.100	0.100	0.200	An options appraisal for shared Trading Standards services between Oxfordshire and Buckinghamshire has been developed. This assessment seeks to exploit economies of scale and further reduce staffing costs. A joint service delivery approach could deliver more effective and resilient services at a lower cost and ensure that the service is able to capitalise on opportunities arising from the Government's consumer protection landscape review. However, the options appraisal did not identify significant savings that could result from shared services.
13SCS4	Trading Standards - Service Restructuring		-0.100	-0.100	-0.200	See above re alternative delivery model 12CS19 - there will need to be some re-structuring to deliver the planned savings as they cannot all be achieved through sharing services
CS26 & CS27	Trading Standards - grant funding	0.050			0.050	The MTFP includes an assumed £0.090m increase in grant income from 2012/13. Whilst some of this is achievable it is not expected to be possible to fully deliver this proposal.
13SCS5	Gypsy & Traveller Service - income generation	-0.050			-0.050	See above re grant income CS26 and CS27 - additional income will be used to offset grant income savings in Trading Standards that are not deliverable
	Total Variations to Existing MTFP Savings	-0.117			-0.117	

(#) Where these are changes to the existing MTFP the reference provides the relevant page(s) of the "Service and Resource Planning: Service Analysis 2011/12" publication available on the Council's website.

Further detail is available in the Fire & Rescue and Community Safety Business Strategy available on the Council website under About your Council/Plans Performance and Policies

**Changes to Business Strategies and Variations to 2011/12 to 2015/16 MTFP
Community Services**

MTFP Line Ref & page (#)	Variations to Existing MTFP Savings	2012/13 £m	2013/14 £m	2014/15 £m	Total £m	
	<u>Community Services</u>					
13SCS10	Restructure libraries network	0.859	-0.035	-0.110	0.714	Change to planned saving reflecting public consultation as agreed by Cabinet on 12 December 2011
	Total Variations to Existing MTFP Savings	0.859	-0.035	-0.110	0.714	

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Further detail is available in the Social & Community Services Business Strategy available on the Council website under About your Council/Plans Performance and Policies.

**Changes to Business Strategies and Variations to 2011/12 to 2015/16 MTFP
Environment & Economy**

MTFP Line Ref & page (#)	Variations to existing MTFP Savings	2012/13 £m	2013/14 £m	2014/15 £m	Total £m	
	<u>Highways & Transport</u>					
EE1/EE2 (p3.15)	Organisational restructure refinement	0.246	0.188	0.127	0.561	Refinement of management structure
09EE1/E5 (p3.15)	Early realisation of Public Transport Contract savings			-0.176	-0.176	Increased level of contract savings
NP-A1	Pressures associated with the Atkins Contract (including capitalisation)	0.200	0.300		0.500	Refinement of partnership arrangement and impact of changing capital programme
CF	Use of the directorate's carryforward underspend from 2011/12	-0.425	0.425		0.000	One off use of forecast underspend to support Business Strategy.
NS1 & 2	Ongoing impact of changes in park and ride parking charging policies		-0.650	-0.100	-0.750	Long stay charging, facility income and on street parking charges
NS-A1	Concessionary Fares - payments to bus companies	-0.200	-0.100		-0.300	Saving on bus company re-imbursements
AS1	Concessionary Fares second phase funding now not required	-1.200			-1.200	Second phase funding assumed in MTFP now not required
NP1	Energy cost pressures - Street Lighting (inflationary pressure 15% 2012/13 10% thereafter)	0.312	0.203	0.217	0.732	impact of energy cost inflationary pressures estimated at 50% over 5 years
NR8	Highways Maintenance	1.000	-1.000		0.000	Additional One-Off Funding
	<u>Growth & Infrastructure</u>					
EE49/EE34 (p3.17 & 3.14)	Revised Waste Recycling Centre Strategy - as agreed and publicised earlier in 2011	-0.015	-0.064	0.298	0.219	Impact of retaining Redbridge at weekends and on bank holidays
EE35 (p3.14)	Delay in Waste Treatment saving - planning		0.244	-0.244	0.000	Delay in operational implementation of Energy from Waste Facility
EE46 (p3.16)	Partially met Directorate Integration saving - due to change in operating model	0.242			0.242	Impact of changed directorate operating model
NR3	Economic Growth	0.200			0.200	Increased support in the Local Economic Partnership (LEP) in helping to address ongoing economic challenges
NR5	Transition to Community Infrastructure Levy (CIL)	0.100		-0.100	0.000	Transition from the current developer contribution regime
NS4	Waste Management cost saving due to increased recycling/composting performance (also see AS2).	-0.500			-0.500	increased recycling and composting performance
AS2	Waste Management cost saving (reduced tonnage and better performance) from 2010/11 previously used to fund one-off treatment bid and planning costs.	-1.000			-1.000	Combined reduction in the overall tonnage disposed of resulting from the impact of the economic climate and increased performance
NS5	Landfill Allowance Trading Scheme (LATS) budget - reduce by 50% the budget available for LATS due to better waste performance - substantial element is temporary for 2-years as it forms part of the VfM valuation for the Waste Treatment contract.	-0.500		0.325	-0.175	Better recycling/composting performance and reduced levels of tonnage disposed has reduced the pressure associated with LATS fines/ trading
NS-C1	Oxfordshire Waste Partnership Financial Arrangements - rebasing the target		-0.600		-0.600	Rebasing of the recycling targets based on better actual performance

**Changes to Business Strategies and Variations to 2011/12 to 2015/16 MTFP
Environment & Economy**

MTFP Line Ref & page (#)	Variations to existing MTFP Savings	2012/13 £m	2013/14 £m	2014/15 £m	Total £m	
NR4	Property Asset led reviews and Big Society	0.150			0.150	Pilot programme locality reviews
NR6	Conditions Surveys	0.050			0.050	
NS-D1	Increased realisation of Portfolio Reduction savings (net of dilapidation costs & requires business case approval in 2012/13)		-0.100	-0.450	-0.550	Realisation of additional savings relating to the asset rationalisation programme
NP2	Energy Reduction - Revenue investment	0.250		-0.250	0.000	Further contribution to invest to reduce our energy consumption
NR7	Broadband Revenue Costs	0.350	-0.350		0.000	To support project. £10m of capital funding proposed in Annex 12 - Draft Capital Programme 2011/12-2016/17
	<u>Oxfordshire Customer Services</u>					
CC12 (p3.20)	Revision of existing Oxfordshire Customer Services savings	-0.210	0.078	0.087	-0.045	Revision of existing Oxfordshire Customer Services savings
NP7	Pressure on existing OCN services - loss of schools income		0.172	0.213	0.385	Cost of schools pursuing other solutions to the Councils Oxfordshire Community Network (OCN)
NS7	OxOnline Project (replacement of OCN infrastructure)			-0.564	-0.564	Reduced revenue costs of operating the OxOnline project
NS-E1	Telephony Strategy (assumes all budgets transfer to ICT)	-0.200	-0.200	-0.200	-0.600	Reduced reliance of fixed line desk based telephony
NS-F1	The New OCS Operating Model	-0.100	-0.150	-0.150	-0.400	Extending the model for Human Resources and Finance
	Total Variations to Existing MTFP Savings	-1.250	-1.604	-0.967	-3.821	

(#) Where these are changes to the existing MTFP the reference provides the relevant page(s) of the "Service and Resource Planning: Service Analysis 2011/12" publication available on the Council's website.

**Changes to Business Strategies and Variations to 2011/12 to 2015/16 MTFP
Chief Executive's Office**

MTFP Line Ref & page (#)	Variations to Existing MTFP Savings	2012/13 £m	2013/14 £m	2014/15 £m	Total £m	
	<u>Chief Executive's Office</u>					
13CEO1	Support for the military in Oxfordshire	0.100			0.100	Replace Local Authority Business Growth Incentive (LABGI) grant and other one off funding.
13CEO2	External Audit Fee (10% reduction)	-0.027			-0.027	Reduction in 2012/13 fee payable to the Council's external auditors as notified.
13CEO3	Structural Changes	-0.173			-0.173	Changes across the CEO Personal Office and Strategy & Communications
13CEO4	Funding for consultations including libraries	-0.300			-0.300	Being utilised to reduce the shortfall in savings on libraries
13CEO5	Big Society Fund	0.300	0.000	-0.300	0.000	To make fund £1m over 2 years supporting community projects
	Total Variations to Existing MTFP Savings	-0.100	0.000	-0.300	-0.400	

(#) Where these are changes to the existing MTFP the reference provides the relevant page(s) of the "Service and Resource Planning: Service Analysis 2011/12" publication available on the Council's website.

Further detail is available in the Chief Executives Office Business Strategy available on the Council website under About your Council/Plans Performance and Policies.

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Council Tax and Precepts 2012/13

Council Tax Data

1. In order to set its budget for the forthcoming year, the County Council needs to calculate its council tax requirement. This is the amount that the council needs to raise from council tax to meet its expenditure after taking account of the income it will accrue from the following
 - (a) **the amount to be received from specific grants.** Government departments notify the County Council of any specific grants that it will receive prior to the start of the new financial year;
 - (b) **the amount to be received from National Non-Domestic Rates and Revenue Support Grant.** This is determined by Government within the Local Government Finance Settlement. We received our provisional 2012/13 figure on 8 December 2011 in the consultation on the Local Government settlement; at the time of going to print, the final settlement had not been announced;
 - (c) **any surpluses/shortfalls on the council tax collection funds for earlier years and the estimated position for the current year.** Each district council must make this calculation and notify the County Council of its share before 22 January 2012;
 - (d) **the amount expected to be received from fees, charges and contributions.**
2. In order to set its council tax for the forthcoming year, the County Council needs to calculate its council tax requirement and have available the following information:
 - (a) **the council tax base, expressed in terms of Band D equivalent properties.** Each district council must formally notify the County Council of the tax base for its area before 31 January 2012. For 2012/13 the tax base is determined by adjusting the tax base for RSG purposes for any increase arising from reductions in the discounts for second homes and then applying a factor for estimated losses on collection.
3. Based on the final information on funding and assuming a council tax requirement of **£284.525m** as shown in the proposed Medium Term Financial Plan (Annex 2) the calculation of the Band D Council Tax for 2012/13 is as follows:

Council Tax Calculation 2012/13

	£m
County Council net expenditure after specific grants	403.856
Less: Revenue Support Grant	-2.193
National Non-Domestic Rates	-113.119
Collection Fund Adjustments	-4.019
Council Tax Requirement (R)	284.525

RSG Tax Base (Band D Equivalent Properties)	248,979
Council Tax Base (Assuming losses on collection) (T)	244,920
Band D Council Tax (R/T)	£1,161.71

Each £1 million variation in budget will change the Band D council tax by about £4.08 or 0.35%.

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

Table 1

Council Tax by Property Band for Oxfordshire County Council

Assuming a Band D council tax of £1,161.71, the council tax for other bands is as follows:

Property Band	Property Values	Band D Proportion	2012/13 £ p
A	Up to £40,000	6/9	774.47
B	Over £40,000 and up to £52,000	7/9	903.55
C	Over £52,000 and up to £68,000	8/9	1,032.63
D	Over £68,000 and up to £88,000	9/9	1,161.71
E	Over £88,000 and up to £120,000	11/9	1,419.87
F	Over £120,000 and up to £160,000	13/9	1,678.03
G	Over £160,000 and up to £320,000	15/9	1,936.18
H	Over £320,000	18/9	2,323.42

N.B. The appropriate district/parish and police council tax and the effect of agreed expenditure proposals will need to be added to give the total council tax charge.

Table 2**Allocation of Precept to Districts**

The County Council precept (£284.525m) is the sum of the council tax income required to fund the Council's budget.

District Council	RSG Tax Base	Council Tax Base		Assumed Precept Due
		Collection Rate Adjusted for Losses on Collection/ Discount Reductions %	Number	£000
Cherwell	51,580.0	98.13	50,615.0	58,800
Oxford City	48,271.0	97.64	47,133.9	54,756
South Oxfordshire	56,605.0	98.32	55,652.2	64,652
Vale of White Horse	49,805.0	98.54	49,075.5	57,011
West Oxfordshire	42,718.0	99.36	42,442.9	49,306
TOTAL	248,979.0	98.37	244,919.5	284,525

Formal approval is required under the council tax legislation for:

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

The information must be given to district councils by 1 March 2012.

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Estimated Reserves and Balances 2012/13 to 2015/16

The table below provides an analysis of estimated earmarked reserves and general balances for 2012/13 to 2015/16

	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000
Earmarked Reserves				
Estimated School Reserves at start of year	20,244	18,643	17,042	15,321
Estimated Reserves at start of year	62,375	55,576	49,650	36,287
Estimated Total Reserves at start of year	82,619	74,219	66,692	51,608
Estimated Use of (-) / Additions to (+) School Reserves in Year	-1,601	-1,601	-1,721	-1,842
Estimated Use of (-) / Additions to (+) Reserves in Year	-6,799	-5,926	-13,363	-17,821
Estimated School Reserves at end of year	18,643	17,042	15,321	13,479
Estimated Reserves at end of year	55,576	49,650	36,287	18,466
Estimated Total Reserves at end of year	74,219	66,692	51,608	31,945
General Balances				
Estimated Balances at start of year	13,734	14,534	15,534	16,534
Planned Contributions to Balances in MTFP	2,800	3,000	3,000	2,000
Total Balances at Start of Year	16,534	17,534	18,534	18,534
Estimated Use of Balances in Year	-2,000	-2,000	-2,000	-2,000
Estimated Balances at end of year	14,534	15,534	16,534	16,534

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Service & Resource Planning 2012/13 - 2016/17

Virement Rules 2012/13

Introduction

1. Under the Constitution the Council is required to specify the extent of virement within the approved budget which may be undertaken by the Cabinet. Any other changes to the budget are reserved to the Council, other than any changes necessary to ensure compliance with the law, ministerial direction or government guidance.
2. Virement for these purposes is taken to include:
 - the transfer of net budget provision between budget heads as set out in the budget approved by Council;
 - changes to gross income and gross expenditure¹;
 - the transfer of funds from balances by way of a supplementary estimate.
3. Temporary virements only affect the current financial year. Permanent virements affect the current financial year and all future financial years.

Virements requiring Council approval

4. Council agree the budget for the forthcoming financial year in February each year. The approval of Council is required for any subsequent virement which:
 - a) Is a permanent virement and involves a major change in policy²; or
 - b) Involves the one-off transfer of funds of £500,000 or more between revenue and capital budgets; or
 - c) Is a temporary virement, involves a major change in policy and is for £500,000 or more; or
 - d) Where in the opinion of the Chief Finance Officer a Council decision is required.

The Chief Finance Officer must consider if virements involve a major change in policy.

5. These provisions are reviewed annually as part of the budget setting process.

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

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

Virements for which the Cabinet is responsible

6. Virements that are not the responsibility of the Council become the Cabinet's responsibility. Cabinet must consider:
- a) The remaining one-off virements that transfer funds between revenue and capital budgets and have a value of less than £500,000.
 - b) Any permanent virement worth £250,000 or more that does not involve a major change in policy;
 - c) Any temporary virement that involves:
 - i. A major change of policy and is worth £250,000 or more but less than £500,000; or
 - ii. No major change of policy and is worth £250,000 or more.
 - d) Any delegated virements that the relevant Cabinet member have concerns about that have been referred to the Cabinet for approval or where in the opinion of the Chief Finance Officer a Cabinet decision is required.

Virements delegated by the Cabinet

7. Cabinet delegates responsibility for the remaining permanent and temporary virements as follows:

Permanent virements

- a) Responsibility for agreeing permanent virements that do not involve a major change in policy and are worth less than £250,000 is delegated to the relevant Director and Chief Finance Officer (or their nominated officer) subject to the approval of the relevant Cabinet member as part of the monthly financial monitoring process.

Temporary virements

- b) Responsibility for agreeing temporary virements worth less than £250,000 but greater than or equal to £100,000 is delegated to the relevant Director and Chief Finance Officer (or their nominated officer) subject to the approval of the relevant Cabinet member as part of the monthly financial monitoring process.
- c) Responsibility for agreeing temporary virements worth less than £100,000 but greater than or equal to £50,000 is delegated to the relevant Deputy Director or Head(s) of Service. These virements should be reported as part of the monthly financial monitoring process.
- d) Responsibility for agreeing temporary virements worth less than £50,000 is delegated to budget holders and managers affected.

8. Where a decision by Council or Cabinet has already specified that temporary or permanent virements will result the virements should be first agreed and then actioned by the relevant budget holders and managers affected. If there are disagreements, an arbitration process will be led by the Chief Finance Officer.
9. Any delegated virements that the relevant Cabinet member or Chief Financial Officer have concerns about must be referred to the Cabinet for approval.

Monthly monitoring

10. As part of monthly financial monitoring procedures directorates should be forecasting the full year outturn position. Where action plans to address potential overspends do not reduce the forecast overspend, temporary virements should be made from underspendings elsewhere to reflect the forecast overspend that is not covered by measures in the action plan. Action plans that address overspends of £500,000 or more within a budget head as set out in the budget agreed by Council, or where the S151 Officer has raised a concern, should be approved by the Chief Finance Officer and the Cabinet Member for Finance and noted in the Financial Monitoring Report to Cabinet.
11. When virements are reported they will be assumed to be temporary virements unless it is specifically stated that they are permanent virements.

Cumulative virements

12. Successive virements to or from the same budget will produce a cumulative effect. If the cumulative effect would require approval at a higher level – for example by Council instead of the Cabinet, this should be obtained.
13. Once the higher level of approval has been obtained for a cumulative virement the cumulative total is reset to zero. This means that any subsequent virement is a separate request that should be treated as set out above.

Chief Finance Officer Powers

14. If directorates do not make virements in accordance with the Virement Rules the Chief Finance Officer has the power to make other virements to remedy the position.

Who approves a virement?

Description of the virement	Permanent virements		Temporary virements	
	Major policy change	Not a major policy change	Major policy change	Not a major policy change
Council must always decide in the following cases				
Where there is one – off transfer between revenue and capital budgets of £500,000 or more	Not applicable	Not applicable	Council (4b)	Council (4b)
Where in the opinion of the Chief Finance Officer a Council decision is required	Council (4a) and (4d)	Council (4d)	Council (4d)	Council (4d)
In other cases, the value and type of the virement determines who decides				
Where there is a one-off transfer between revenue and capital budgets of less than £500,000	Not applicable	Not applicable	Cabinet (6a)	Cabinet (6a)
£500,000 or more	Council (4a)	Cabinet (6b)	Council (4c)	Cabinet (6c) ii
Less than £500,000 but more than or equal to £250,000	Council (4a)	Cabinet (6b)	Cabinet (6c) i	Cabinet (6c) ii
Less than £250,000 but more than or equal to £100,000	Council (4a)	Director and Chief Finance Officer subject to approval by the relevant Cabinet member (7a)	Director and Chief Finance Officer subject to the approval of the relevant Cabinet member as part of the monthly financial monitoring process (7b)	
Less than £100,000 but more than or equal to £50,000	Council (4a)		Deputy Director or Head(s) of Service and reported as part of the monthly financial monitoring process (7c)	
Less than £50,000	Council (4a)		Budget holders and managers affected (7d)	
Previous decision by Council or Cabinet specifies that virements will result.	Budget holders and managers affected subject to an arbitration process by the Chief Finance Officer (paragraph 8)			
Any of the virements in shaded boxes must be referred to Cabinet for decision if the Chief Finance Officer or relevant Cabinet member has concerns about them (6d) and paragraph 9.				

Service & Resource Planning 2012/13 – 2016/17
Treasury Management Strategy Statement and Annual
Investment Strategy for 2012/13

Introduction

1. The Local Government Act 2003 and supporting regulations require the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
2. The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance issued subsequent to the Act). The Annual Investment Strategy sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
3. The proposed strategy for 2012/13 in respect of the following aspects of the treasury management function is based upon the views of the Council's Treasury Management Strategy Team (TMST)¹, informed by market forecasts provided by the Council's treasury advisor, Arlingclose Limited. The strategy covers:
 - Treasury limits in force which limit the treasury risk and activities of the Council;
 - Prudential Indicators;
 - the current treasury position;
 - prospects for interest rates;
 - the borrowing strategy;
 - the borrowing requirement; and
 - the investment strategy;
4. The Council is also required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management. The code was adopted by Council on 1 April 2003. All treasury activity will comply with relevant statute, guidance and accounting standards.

Treasury Limits for 2012/13 to 2014/15

5. It is a statutory duty for the Council to determine and keep under review the amount it can afford to borrow. This amount is termed the 'Affordable Borrowing Limit'. The Authorised Limit represents the legislative limit specified in section 3 of the Local Government Act 2003.
6. The Council must have regard to the Prudential Code when setting the 'Authorised Borrowing Limit'. The Authorised Limit essentially requires the

¹Comprising the Assistant Chief Executive & Chief Finance Officer, Head of Corporate Finance, Principal Financial Manager – Treasury & Pension Fund Investments, and Financial Manager – Treasury Management.

Council to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon future council tax levels is 'acceptable'.

7. Whilst termed an "Affordable Borrowing Limit", the capital plans to be considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

Prudential Indicators for 2012/13 to 2014/15

8. The Prudential Indicators set out below are part of the integrated treasury management strategy.
9. The local authority should ensure that the net external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional increases to the capital financing requirement for the current and next two financial years.
10. The Authority had no difficulty meeting this requirement in 2011/12, nor are there any difficulties envisaged for future years. This view takes into account current commitments, existing plans and the proposals in the approved budget.
11. It is recommended that Cabinet recommends Council to approve the prudential indicators for the next three financial years.

PRUDENTIAL INDICATOR	2011/12	2012/13	2013/14	2014/15
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	£'000	£'000	£'000	£'000
	probable outturn	estimate	estimate	estimate
Operational Boundary for external debt -				
Borrowing	468,000	466,000	458,000	446,000
other long term liabilities	40,000	40,000	40,000	40,000
TOTAL	508,000	506,000	498,000	486,000
Authorised Limit for external debt -				
Borrowing	478,000	476,000	468,000	456,000
other long term liabilities	40,000	40,000	40,000	40,000
TOTAL	518,000	516,000	508,000	496,000
Gross and Net debt				
Upper Limit of net debt expressed as:				
Net Debt / Gross Debt	70%	70%	70%	70%
Upper limit for fixed interest rate exposure expressed as:				
Net principal re fixed rate borrowing / investments	150%	150%	150%	150%
Upper limit for variable rate exposure expressed as:				
Net principal re variable rate borrowing / investments	25%	25%	25%	25%
Upper limit for total principal sums invested for over 364 days	£100m	£100m	£100m	£100m

Maturity structure of fixed rate borrowing during 2011/12	Lower Limit	Upper Limit
	%	%
Under 12 months	0	20
12 months and within 24 months	0	25
24 months and within 5 years	0	35
5 years and within 10 years	5	40
10 years and above	50	95

Total External Debt as at 31.03.11	£'000
External Borrowing	434,414
Financing Liability	29,929
Total	464,339

Forecast Treasury Portfolio Position

12. The Council's treasury forecast portfolio position for the 2012/13 financial year comprises:

	Principal £m	Average Rate %
Opening External Debt Balance		
PWLB	370.728	4.62%
Money Market Loans	50.000	3.94%
TOTAL EXTERNAL DEBT	420.728	
2012/13 Average Cash Balance		
Average Monthly Cash Balance	224.37	
Average Monthly Externally Managed	24.70	
TOTAL INVESTMENTS	249.07	

Prospects for Interest Rates

Current Medium Term Financial Plan

13. The strategy for 2011/12 approved by Council in February 2011 set out forecast interest rates over the medium term. The forecast was for an average base rate of:

0.75% in 2011/12
 1.75% in 2012/13
 2.50% in 2013/14
 2.75% in 2014/15
 2.75% in 2015/16

These interest rates were used as a basis for constructing the strategic measures budget for 2011/12 to 2015/16.

Arlingclose's View

14. The Council uses the services of Arlingclose Limited to provide investment advice to the Council, as part of this service they help the Council to formulate a view on interest rates.
15. Arlingclose's current view on interest rates is that the Bank Rate will remain at 0.5% for the duration of their medium term forecast to December 2014 with the possibility that the official bank of England base rate may not rise until 2016.

16. The forecast variation to this view has been estimated at 0.75% in March 2013 rising to 1.0% in June 2013 and remaining at that rate for the remainder of the forecast to December 2014. This is the forecast that is expected to apply if the Bank of England's Monetary Policy Committee begin to raise the base rate before December 2014.
17. Arlingclose expect the 1 year LIBID rate to rise from 1.75% to 2.40% over the same period, indicating that short-term borrowing will become more expensive.

Treasury Management Strategy Team's View

18. The Council's TMST, taking into account the advice from Arlingclose, and the current economic outlook, have determined the rates to be included in the Strategic Measures budget for 2012/13 and over the medium term. The Bank Rate forecasts set out below represent the average rate for the financial year:

- 2012/13 0.50%
- 2013/14 0.50%
- 2014/15 0.50%
- 2015/16 0.50%
- 2016/17 1.00%

19. It is the view of the team that as rates achieved on deposits in the past have been over and above that of the Bank Rate that a return rate should also be budgeted for. The team has agreed that the target return rate should be 0.50% higher than the average Bank Rate for each year over the medium term. The rate this gives is set out below. These rates have been incorporated into the strategic measures budget estimates:

- 2012/13 1.00%
- 2013/14 1.00%
- 2014/15 1.00%
- 2015/16 1.00%
- 2016/17 1.50%

Borrowing Strategy

Arlingclose's View

20. For the Public Works Loan Board (PWLB) new borrowing rates, Arlingclose have forecast as follows:
- The 50 year gilt yield is expected to start the financial year at 3.40%, increasing gradually to 4.25% by December 2014.
 - The 20 year gilt yield is expected to start the financial year at 3.05% rising steadily to 3.75% by the end of the forecast in December 2014.
 - The 10 year gilt yield is expected to start the financial year at 2.30%, gradually rising to 3.00% by December 2014.

- The 5 year gilt yield is expected to start the financial year at 1.30% with gradual quarterly increases forecast to reach 2.50% in December 2014.
21. Arlingclose's forecasts have an upside variation range of between 25 and 50 basis points, and a downside variation range of between 25 and 50 basis points depending on the economic and political climate.
 22. This forecast indicates, therefore, that there is a range of options available when setting a borrowing strategy for 2012/13. Short dated gilt yields are forecast to be lower than medium and long dated gilt yields during the 2012/13 financial year with medium term gilt rates slightly lower than longer term gilt rates.
 23. Arlingclose's view is that momentum in economic growth is scarce. Conventional monetary policy has become largely redundant; the Bank of England and the US Federal Reserve have signaled their respective official interest rates will be on hold through to the end of 2012. Arlingclose believe that it could be 2016 before official interest rates rise.
 24. The Bank of England's Monetary Policy Committee has returned to unconventional monetary policy and embarked on a further round of Quantitative Easing. Arlingclose expect that there will be more to come.

Treasury Management Strategy Team's View

25. 2012/13 is expected to be a time of continued low Bank Rate. Therefore the "cost of carry" associated with the long term borrowing compared to temporary investment returns means that the appetite for new long term borrowing brings with it additional short term costs. Financing the Council's borrowing requirement internally would reduce the "cost of carry" in the short term, however this must be weighed against the possibility of refinancing any short term internal borrowing at a time when PWLB rates exceed those currently available.
26. The Council's TMST therefore have agreed that they should continue to have the option to fund new or replacement borrowing up to the value of 25% of the portfolio (currently approximately £50m) through internal borrowing. This will have the effect of reducing some of the "cost of carry" of funding.
27. If market conditions change during the 2012/13 financial year such that the policy to borrow internally is no longer in the interests of the council, the TMST will review the borrowing strategy and report any changes to Cabinet.
28. The team's forecast for PWLB rates over the medium term are 4.5% p.a. for 2012/13 – 2016/17. These rates do not impact on the strategic measures budget because it is anticipated that no additional external borrowing will be arranged in 2012/13.
29. From 1 April 2011, the Government have replaced the 'credit approval' system and provided capital resources as grant rather than borrowing consent. As a

result of this change there are no plans to borrow externally. Internal borrowing will be used to finance prudential schemes.

LOBOs (Lender's option/Borrower's option)

30. The Council has set a maximum limit of 20% of the debt portfolio to be borrowed in the form of LOBOs. It is recommended that this remain as the limit for 2012/13. As at 30 November 2011, LOBOs represent 13.44% of the total external debt.
31. The Council has four £5m LOBO's with call options in 2012/13. The first has call options in April 2012 and October 2012, the second has call options in July 2012 and January 2013 and the remaining two have call options in October 2012 only. If the lender chooses to increase the current rate of interest payable, the Council will evaluate alternative financing options before deciding whether or not to accept the new rate offered. It is likely that the debt will be repaid.
32. Henley College is designated a sixth form college. The Council will have regard to, and where appropriate give consent to the College to arrange borrowing for its own purposes.

Annual Investment Strategy

33. The Council has regard to the Office of the Deputy Prime Minister's Guidance on Local Government Investments ("the Guidance") issued in March 2004 and CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). It also has regard to the subsequent Communities and Local Government update to the Investment Guidance, Capital Finance Regulations and Minimum Revenue Provision Guidance issued in April 2010. The Council's investment priorities are:-
 - (a) The security of capital; and
 - (b) The liquidity of its investments.
34. The Council also aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The borrowing of monies purely to invest or on-lend and make a return is unlawful and the Council will not engage in such activity.
35. Investment instruments identified for use in the 2012/13 financial year are listed below under the 'Specified' and 'Non-Specified' Investment categories. Guidance states that specified investments are those requiring "minimal procedural formalities". The placing of cash on deposit with banks and building societies 'awarded high credit ratings by a credit rating agency', the use of AAA rated Money Market Funds (MMFs) and investments with the UK Government and local authorities qualify as falling under this phrase as they form a normal part of day to day treasury management.

36. Money market funds (MMFs) will be utilised, but good treasury management practice prevails and whilst MMFs provide good diversification the council will also seek to diversify any exposure by using more than one MMF where practical. It should be noted that while exposure will be limited, the use of MMFs does give the council exposure to institutions that may not be included on the approved lending list for direct deposits. This is deemed to be an acceptable risk due to the benefits of diversification.
37. Non specified investment products are those which take on greater risk. They are subject to greater scrutiny and should therefore be subject to more rigorous justification and agreement of their use in the Annual Investment Strategy; this applies regardless of whether they are under one year investments and have high credit ratings.
38. The updated CIPFA Code of Practice on Treasury Management (2009) recommends that Council's have regard to the ratings issued by the three major credit rating agencies (Fitch, Moodys and Standard & Poors) and to use the lowest common denominator approach when determining which credit ratings to apply.
39. Whilst the Council will have regard to the ratings provided by these three ratings agencies, it is the opinion of the TMST that using the lowest common denominator approach is too prescriptive and overly mechanical and may engender an over reliance on credit ratings alone.
40. The Council uses Fitch ratings as the basis by which to set its minimum credit criteria for deposits and derive its counterparty limits. The TMST may further limit these by using other available information such as Credit Default Swap Rates, Share prices, Ratings Watch & Outlook notices and other quality Financial Media sources. Counterparty limits and maturity limits are derived from the credit rating matrix as set out in the tables at paragraphs 51 and 52 respectively.
41. Notification of any rating changes (or ratings watch and outlook notifications) by Fitch are monitored daily by a member of the Treasury Management Team. Rating changes by other credit rating agencies are reported to the TMST by Arlingclose.
42. Where a change in credit rating places a counterparty on the approved lending list outside the credit matrix (as set out in tables at paragraphs 51 and 52, that counterparty will be immediately removed from the lending list.
43. Where a counterparty has been placed on Negative Watch or Outlook by a credit rating agency, the counterparty's status on the approved lending list will be reviewed by the TMST and appropriate action taken.
44. In addition, the TMST apply further limits, to mitigate risk by diversification. These include:

- Limiting the amount lent to banks in any one country (excluding the UK) to a maximum of 20% of the investment portfolio;
 - Limiting the amount lent to any bank, or banks within the same group structure to 15% of the investment portfolio.
45. Where the Council has deposits on instant access, this balance will not be considered when limiting the amount lent to any bank or group of banks to 15%, however the limits as set out in paragraphs 51 and 52 will still apply.
46. Counterparty limits as set out in paragraphs 51 and 52, may be temporarily exceeded by the accrual and application of interest amounts onto accounts such as call accounts and money market funds. Where the application of interest causes the balance with a counterparty to exceed the agreed limits, the balance will be reduced when appropriate, dependent upon the terms and conditions of the account and cashflow forecast.
47. Any changes to the approved lending list will continue to be reported to Cabinet as part of the monthly Financial Monitoring Report.

Specified Investments

48. All such investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the ‘high’ credit rating criteria where applicable.

Investment Instrument	Minimum Credit Criteria	Use
Debt Management Agency Deposit Facility	N/A	In-house and Fund Managers
Term Deposits – UK Government	N/A	In-house
Term Deposits – Banks and Building Societies	Fitch short-term F1, Long-term A, Individual rating C with support rating 2 or individual rating B with support rating 3, Minimum Sovereign Rating AA	In-house and Fund Managers
Term Deposits with Nationalised Banks with Government Guarantee for wholesale deposits	N/A	In-house
Term Deposits with Part Nationalised banks by the UK Government	N/A	In-house

Investment Instrument	Minimum Credit Criteria	Use
Certificates of Deposit issued by Banks and Building Societies	A1 or P1	In-house on a buy and hold basis and Fund Managers
Money Market Funds with a Constant Net Asset Value	AAA	In-house and Fund Managers
Other Money Market Funds and Collective Investment Schemes ²	Minimum equivalent credit rating of A+. These funds do not have short-term or support ratings.	In-house and Fund Managers
UK Government Gilts	AAA	In-house on a buy and hold basis and Fund Managers
Treasury Bills	N/A	In-house and Fund Managers

Non-Specified Investments

49. A maximum of 50% of the portfolio will be held in non-specified investments.

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
Debt Management Agency Deposit Facility (maturities in excess of 1 year) ³	N/A	In-house and Fund Managers	50%	3 years
Term Deposits – UK Government (maturities in excess of 1 year)	N/A	In-house	50%	3 years
Term Deposits – other Local Authorities (maturities in excess of 1 year)	N/A	In-house	50%	3 years

² I.e., credit rated funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

³ Debt Management Agency Deposit Facility currently limit deposits to 6 months. The ability to deposit in excess of 1 year is retained if such deposits become available.

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
Term Deposits – Banks and Building Societies (maturities in excess of 1 year)	Fitch short-term F1+, Long-term AA-, Individual rating B, with support rating 2	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Structured Products (eg. Callable deposits, range accruals, snowballs, escalators etc)	Fitch short-term F1+, Long-term AA-, Individual rating B, with support rating 2 or Individual rating B/C with support rating 1	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
UK Government Gilts with maturities in excess of 1 year	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Funds	5 years in-house, 10 years fund managers
Bonds issued by Multilateral development banks	AAA	In-house on a buy and hold basis and Fund Managers	50% in-house; 100% External Fund	5 years in-house, 10 years fund managers
Bonds issued by a financial institution which is guaranteed by the UK Government	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Fund	5 years in-house, 10 years fund managers
Supranationals	N/A	In-house. Fund Managers	50% in-house; 100% of External Fund	5 years in-house, 30 years fund managers

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
Money Market Funds and Collective Investment Schemes ⁴ but which are not credit rated	N/A	In-house and Fund Managers	50% In-house; 100% External Funds	Pooled Funds do not have a defined maturity date
Sovereign Bond Issues	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Funds	5 year in-house, 30 years fund managers

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

Counterparty Limits

50. The Council also manages its credit risk by setting counterparty limits. The forecast average cash balance is predicted to *increase* in 2012/13 and reduce again in 2013/14 due to capital finance cashflow. It is proposed that there should be no change to counterparty limits. The matrix below sets out the proposed limits for 2012/13. The TMST may further restrict lending limits dependent upon prevailing market conditions.

Short Term Rating F1+, Long Term Rating AAA, AA+, AA, AA-				
	Support			
Individual	1	2	3	4
A	£25m	£25m	£20m	
A/B	£25m	£20m	£10m	
B	£20m	£20m	£10m	
B/C	£15m	£15m		
C	£10m	£10m		

Minimum Short Term Rating F1, Long Term Rating A+, A				
	Support			
Individual	1	2	3	4
A	£15m	£15m	£10m	
A/B	£15m	£15m	£5m	
B	£15m	£15m	£5m	
B/C	£10m	£10m		
C	£5m	£5m		

Maturity Limits

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

51. The Council also manages its counterparty risk by setting maturity limits on deposits, restricting longer term lending to the very highest rated counterparties. The table below sets out the maximum approved limits. The TMST may further restrict lending criteria in response to changing market conditions.

Short Term Rating F1+, Long Term Rating AAA, AA+, AA, AA-				
	Support			
Individual	1	2	3	4
A	3 years	3 years	6 mths	
A/B	3 years	3 years	3 mths	
B	3 years	3 years	3 mths	
B/C	364 days	6 mths		
C	6 mths	3 mths		

Minimum Short Term Rating F1, Long Term Rating A+, A				
	Support			
Individual	1	2	3	4
A	6 mths	6 mths	3 mths	
A/B	6 mths	6 mths	3 mths	
B	6 mths	6 mths	3 mths	
B/C	3 mths	3 mths		
C	3 mths	3 mths		

Other institutions included on the councils lending list

52. In addition to highly credit rated banks and building societies the authority may also place deposits with:-
- AAA rated Money Market funds,
 - Collective Investment Schemes
 - Local authorities.
53. Given the ongoing turmoil in the banking sector it is proposed that any further changes required to the Annual Treasury Management Strategy & Annual Investment Strategy continues to be delegated to the Chief Finance Officer in consultation with the Leader of the Council and Cabinet Member for Finance.

Structured Products

54. As at 30 November 2011, the Council had £20m of structured products within its investment portfolio. Structured products involve varying degrees of additional risk over fixed rate deposits, with the potential for higher returns. It is recommended that the authority continue to use structured products up to a maximum of 10% of the investment portfolio. The Council will continue to

monitor structured products and consider restructuring opportunities as appropriate.

External Fund Managers

- 55. The Council currently has £24.4m invested with external fund managers (as at 30 November 2011). £12.2m with Scottish Widows Investment Partnership (SWIP) and £12.2m with Investec. The aim of the funds is to diversify the investment portfolio and outperform the Council’s in-house investment performance over a rolling three year period.
- 56. The performance of the external funds is monitored by the TMST throughout the year. The benchmark for SWIP and Investec is the 7 day LIBID (London Interbank BID rate) compounded weekly. SWIPs target return is 128% of the benchmark over a 3 year rolling period. Investec are targeted to return 7 day LIBID + 1.02% net of fees over a 3 year rolling period. The Council will continue to monitor the performance of the externally managed funds against both their benchmarks and the in-house investment returns.
- 57. On December 1 2010 the mandate with Investec was switched to one where predefined proportions are invested in 3 different types of investment fund, known as the Dynamic approach. The weighting in each fund is as follows:

Fund Name	Weighting
Liquidity Fund	5%
Short Dated Bond Fund	65%
Target Return Fund	30%

- 58. The investment objectives of each fund are as follows:
 - Liquidity Fund – to achieve a superior return to that of cash deposits while maintaining capital and preserving liquidity
 - Short Dated Bond Fund – to provide capital stability and income through investment in short term fixed income and variable rate securities listed or traded on one or more Recognised Exchanges.
 - Target Return Fund – to produce a positive return over the longer term regardless of market conditions by investing primarily in interest bearing assets and related derivatives.
- 59. The Liquidity and Short Dated Bond Funds are AAA rated funds with varying degrees of liquidity. The target return fund is an unrated fund and is deemed to be of higher risk. The weighting of the funds under the Dynamic approach is designed to benefit from the upside risk of the Target Return fund whilst dampening volatile returns with the more stable Liquidity and Short Dated Funds.

60. The performance of the Investec fund has been undermined by its exposure to more volatile elements of the investment market. However, it is expected that in the long run the structure of the fund will produce improved returns.
61. The SWIP mandate includes an allocation to gilts, which was intended to diversify the council's investment portfolio. However, due to the low returns available from short dated gilts over recent years, the fund has been invested in Money Market Funds rather than a segregated portfolio. Whilst the returns achieved in the last 12 months have been above benchmark, they have been achieved through investments in instruments which are not comparable with the benchmark and do not offer diversification above that which could be achieved through direct in-house investment in the Money Market funds.
62. The TMST will keep external fund investments under review and consider alternative instruments and fund structures, to manage overall portfolio risk. It is recommended that authority to withdraw or advance additional funds to/from external fund managers continue to be delegated to the TMST.

Investment Strategy

63. The weighted average maturity (WAM) of in-house deposits as at 30 November 2011 was 202.7 days. This is made up of £43.3m of instant access balances with a maturity of 1 day, and £219.9m of deposits with a WAM of 242.3 days.
64. With the prospect of interest rates remaining lower for longer, and to protect against the downside risk of the timing of base rate changes, the TMST will aim to maintain the WAM of deposits by lending longer term to local authorities and maintaining a relatively high instant access balance, diversified using MMFs. The benefit of maintaining a longer WAM is that it will give a greater degree of certainty, and dampen the volatility, of investment returns.
65. During 2011/12 the Treasury Management team continued a rolling programme of 6 month deposits with a selection of counterparties deemed to be of higher credit quality in order to pick up in yield for 6 months deposits whilst maintaining a relatively low WAM. However, the ability to continue this strategy has been limited by a reduction in the number of counterparties deemed to be of sufficiently high quality for longer-term deposits.
66. The Council has had the facility to invest directly in UK Government Gilts, T-bills, Certificates of Deposits and other Sovereign Bonds since early 2010. The Council will continue to keep this facility in place and may invest in such products if market conditions are favourable, or if alternative options are limited. If availability of acceptable credit worthy institutions is reduced, the council may use the Debt Management Office Deposit Facility and will continue to prioritise security and liquidity of assets over investment returns.

Performance Monitoring

67. The Council will monitor its Treasury Management performance against other authorities, through its membership of the CIPFA Treasury Management benchmarking club. Latest performance figures will be reported in the Annual Review Report which will be considered by Cabinet in June 2012.
68. The Council will benchmark its internal return against 3 month LIBID.

Investment Training

69. All members of the Treasury Management Strategy team are members of a professional accounting body. In addition, key Treasury Management officers receive in-house and externally provided training as deemed appropriate. Key Treasury Management officers will be encouraged to study towards the replacement course for the discontinued CIPFA and ACT⁵ joint Certificate on International Treasury Management – Public Finance when it becomes available.

RECOMMENDATION

70. The recommendations arising from the updated strategy are set out in the main body of the report.

⁵ Association of Corporate Treasurers

Service & Resource Planning 2012/13 - 2016/17
Minimum Revenue Provision Policy Statement for 2012/13

Introduction

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

Options for Prudent Provision

5. Guidance on the legislation sets out a number of options for making 'prudent provision'. Options 1 and 2 relate to Government supported borrowing. Options 3 and 4 relate to new borrowing under the Prudential system for which no Government support is being given and is therefore self-financed. Authorities are able to use any of the four options for MRP. The options are explained below.

Option 1 - Regulatory Method

6. This is the current method, and for debt supported by Revenue Support Grant (RSG), authorities can choose to continue to use the formula. This is calculated as 4% of the council's general fund capital financing requirement, adjusted for smoothing factors from the transition to the prudential capital financing regime in 2003.

Option 2 – Capital Financing Requirement (CFR) Method

7. Option 2 differs from Option 1 only in that the smoothing factors are removed. This is a simpler calculation; however for most authorities including Oxfordshire, it would result in a higher level of provision than Option 1.

Option 3 – Asset Life Method

8. For new borrowing under the Prudential system, Option 3 is to make provision in equal instalments over the estimated life of the asset for which the borrowing is undertaken or the alternative is the annuity method which has the advantage of linking MRP the flow of benefits from an asset where the benefits are expected to increase in later years. As with the existing scheme of MRP, provision for the debt will normally commence in the financial year following the one in which the expenditure is incurred. There is however one exception to this rule under Option 3. In the case of the construction of a new building or infrastructure, MRP would not have to be charged until the new asset came into service. The MRP 'holiday' would perhaps be two or three years in the case of major projects and could make them more affordable.

Option 4 – Depreciation Method

9. For new borrowing under the Prudential system, Option 4 is to make MRP in accordance with the standard rules for depreciation accounting.

MRP Methodology Statement

10. The policy already in place in the Council is reflected in Options 1 and 3; consequently the statement requiring approval by Council is a confirmation of existing practice and continuation of the policy approved by Council in June 2008. The Council is recommended therefore to approve the following statement:
11. For capital expenditure incurred before 1 April 2008 or which in the future will relate to Supported Capital Expenditure, the MRP policy will be based on existing regulations (Option 1 – Regulatory Method).
12. From 1 April 2008, for all unsupported borrowing, the MRP policy will be based on the estimated life of the assets for which the borrowing is undertaken (Option 3 – Asset Life Method or Annuity Method).
13. In the case of finance leases and on-balance sheet Private Finance Initiative (PFI) type contracts, the MRP requirement will be regarded as being met by a charge equal to the element of the rent/charge that goes to write-down the balance sheet liability, including the retrospective element in the first year (Option 3 in modified form).
14. The major proportion of the MRP for 2012/13 will relate to the more historic debt liability that will continue to be charged at the rate of 4%, in accordance

with Option 1 of the guidance. Certain expenditure reflected within the debt liability at 31 March 2013 will be subject to MRP under Option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

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OXFORDSHIRE COUNTY COUNCIL

**THE CAPITAL STRATEGY
2012/13 to 2022/23**

DOCUMENT INFORMATION

VERSION HISTORY

The table below outlines the high level changes that have been made to each version of this document and who made them:

Version	Notes	Changed by & Date	Completed
1	Draft prepared by Arzu Ulusoy-Shipstone in consultation with Directorates	30 th Sep- 22 nd Nov 2011	✓
2	Capital & Asset Programme Board	5 th October 2011	✓
3	Consultation with Cllrs Jim Couchman & Keith Mitchell	20 th Nov- 2 nd Dec 2011	✓
4	Capital Investment Board	6 th December 2011	✓
5	Scrutiny Meeting	15 th December 2011	✓
6	Cabinet Meeting	17 th January 2012	✓
7	Council Meeting	7 th February 2012	

There may be further revisions to this document given the number of ongoing consultations and reviews.

SIGN OFF

Accepted by: The Cabinet 17 January 2012

Approval by: The Council 10 February 2012

REVIEW DATE

This document will be reviewed yearly from the date of approval.

THE CAPITAL STRATEGY- 2012/13 to 2022/23

1. Introduction

1. The Capital Strategy sets out the County Council's capital investment plans and explains how capital investment contributes to the Council's Vision and Priorities. It shows how the Council prioritises, targets and measures the performance of its limited capital resources. It also shows how the Council intends to maximise the value of its investment to support the achievement of its vision and priorities. It provides the framework for determining capital spending plans and the effective use of capital resources.
2. This Capital Strategy, despite the challenging economic and financial environment, emphasises the significant contribution that the capital programme can make in delivering corporate priorities and in bringing benefits for wider communities. It seeks to ensure that resources are used in the most efficient way and they support the Council's objectives most effectively. It sets out a robust, relevant and sustainable financial policy and strategy that aim to get most out of the scarce capital resources over the next five to ten years.

2. The Vision for Oxfordshire and Council's Strategic Objectives

3. The Vision for Oxfordshire is set out in the Sustainable Community Strategy, Oxfordshire 2030:

"By 2030 we want Oxfordshire to be recognised for its economic success, outstanding environment and quality of life; to be a place where everyone can realise their potential, contribute to and benefit from economic prosperity and where people are actively involved in their local communities."

4. The County Council has four strategic objectives:
 - better public services,
 - world class economy,
 - healthy and thriving communities, and
 - environment and climate change.There is also the cross-cutting theme of breaking the cycle of deprivation, which focuses on reducing the gap between the most and least affluent, targeting areas where resources are most needed.
5. The County Council manages a significant capital investment portfolio, which addresses the priorities identified within the Asset Strategy, the Corporate Asset Management Plan (CAMP) and the Local Transport Plan (LTP).

3. Delivering Corporate Priorities through Capital Investment in a Challenging Financial Environment

3.1. National Picture

3.1.1. Current Economic Conditions

6. Although the national economic policy objective is to achieve strong, sustainable and balanced growth, the UK's economic outlook has worsened given the changing projections for growth for the world economy. The problems surrounding the Eurozone countries make the UK vulnerable to recession. The internal housing market is still slow due to viability issues experienced by developers across the country. Recovery in employment levels could take up to 5 years and it is expected that the move towards a more balanced economy is going to be hard and long.
7. These conditions place a higher demand on public services and significantly affect the level of resources available for capital investment. The Council continues to experience a reduction in the capital receipts profile and delays in the delivery of the disposal programme. In common with other authorities, the Council is also witnessing increasing demands from developers to reassess the need for contributions for infrastructure secured through planning obligations (S106) and to review the terms applied to these contributions.

3.1.2. Local Government Finances

8. The Comprehensive Spending Review (CSR2010) introduced reductions of 28% in real terms to local authority settlements over the review period. Capital funding to local authorities was also reduced by 45%. The cost of borrowing for local authorities increased by nearly 1%. These changes meant that the size of the capital programmes has reduced significantly. The reduction in revenue budget allocations makes it difficult for the Council to increase its prudential borrowing provision significantly. Similarly, the increased cost of revenue financing impacts on the decisions on the level of capital spend. This is because, it affects the value for money assessment of schemes that are being delivered or proposed as part of the implementation of the business strategy.
9. Local Authorities are further challenged *to tighten* their asset management strategies. As a major owner and occupier of property, local authorities are required to justify holding land and buildings and to dispose of assets that are surplus to requirements. This places further pressure on local authorities to sell major assets. At the same time, the reduction in funding and the Big Society agenda are generating pressure for the Council to transfer assets to local community organisations especially where there is a risk that the service will be discontinued without the transfer.
10. On the other hand, the CSR2010 announced a significant devolution of financial control to local authorities and removed ring fencing around many resources. The

Government is planning to roll out the community budget model across the country as a way of bringing different national and local funding strands together into a single local funding pot in order to enable various different agencies to work together. This approach brings further flexibility to the use of resources and helps deliver services more cheaply through a joined-up approach in service delivery. It is likely that this model will have an influence on how capital allocations will operate in the near future.

11. The Local Government Resource Review (LGRR) is also underway. The new local government finance system based on relocalising business will substantially replace the current Formula Grant allocations. It aims to give local authorities the ability and incentives to increase economic development in their areas. Authorities are being encouraged to pool and align funding to tackle difficult cross-cutting issues within an area, to improve the coordination of development and to deliver better outcomes. A number of new financial instruments and tools for infrastructure financing are currently being introduced by the national government. The common feature of these instruments is their link with future income streams or underlying assets that necessarily require long-term capital investment planning. These new instruments combined with the introduction of a “general power of competence” will significantly change the funding composition of the Council’s medium to long-term capital investment plan.

3.2. Local Picture

3.2.1. Population

12. The County is facing significant demographic pressures. Oxfordshire's population was around 635,500 in 2008 and 648,000 in 2010. It is the most rural county in the South East region; almost 40% of Oxfordshire's population lives in rural areas, a similar proportion lives in or around the market towns¹, whilst one quarter of the county's population lives in the City of Oxford. The population is ageing with substantial recent growth in the number of people aged 85 and over.
13. It is forecast that Oxfordshire’s population could grow to 675,000 by 2018.² There could be 736,500 people living in the county by 2033, 16% more than in 2008. The number of very elderly people (85 years plus) is expected to increase by almost 40% by 2018, and to more than double by 2033 with one in four requiring intensive support from the social and health care system. It is expected that there will be an increase in the number of clients with learning disabilities as well as an increase in this client group’s life expectancy. In addition, the increase in fertility rates in the existing population residing in existing housing will lead to an increase in the number of children requiring school places. This will result in an erosion of existing and forecast spare capacity in many primary schools and in time, secondary schools.

¹ This includes all wards for Banbury, Bicester, Kidlington, Didcot (+hagbourne and Harwell wards), Henley, Thame, Wallingford (North and Cholsey and Wall. South), Abingdon, Wantage, Grove, Faringdon, Carterton, Chipping Norton and Witney). The ward figures are taken from the 2009 ONS mid-year estimates.

² Office for National Statistics, 2008 based Sub-national Population Projections. May 2010

3.2.2. Economic Development and Housing Growth

14. The Council and its partners have successfully delivered the Local Investment Plan (LIP) and established a Local Enterprise Partnership (LEP) for Oxfordshire. They also work together to deliver the first Strategic Infrastructure Framework for the County. Both the LIP and the LEP identify a number of spatial priorities for the next five to ten years. These include Science Vale UK (becoming a National Centre of Excellence for Science and Innovation), Bicester (delivering an international exemplar of sustainable development) and Oxford (sustaining a world-class centre of education, research and innovation). They also place “investing in the transport and communications infrastructure” at the heart of the long-term strategy to achieve sustainable economic growth.
15. Oxfordshire will experience significant housing growth over the next fifteen to twenty years. Growth points have been designated within the county at Oxford and Didcot. Bicester (through the identification of North West Bicester as a location for an Eco-town) and Grove/Wantage are other county towns where major housing growth is planned.
16. Initial analysis of long-term infrastructure implications of future growth shows that significant investment in schools and transport infrastructure will be required. In addition, considerable investment in extra care housing, community facilities, green infrastructure and recreational resources is needed. It is not yet clear what scale of investment will be required by our partners responsible for health and utilities infrastructure.
17. As is the case for all Spatial Planning and Infrastructure Partnership partners, the Council faces challenges in managing this growth in a way that both meets economic, housing and regeneration pressures and provides sufficient infrastructure. The increased housing development, population growth and aging profile create demands both for infrastructure investment and better quality public services, while at the same time there is a significant reduction in the available capital funding at national and local level. Other major considerations include the protection of the environment and responding to the challenges of sustainability.
18. In this context, the Council needs to balance the considerable investment needed in infrastructure to meet the pressures on essential services such as schools, highways and transport, waste and extra-care housing provision with the need to make significant savings through the implementation of the new asset strategy. One of the key challenges in the medium term therefore is to make best use of limited resources to fund, forward plan and implement growth effectively.

3.2.3. Standard of Living

19. Oxfordshire is a diverse and changing county with areas of Outstanding Natural

Beauty, the green belt and areas of significant housing and commercial development. It has a modern and prosperous economy, which demands a highly skilled workforce and well-developed infrastructure. Many residents enjoy a high standard of living and a good quality of life, supported by high quality County Council services.

20. There is, however, a significant shortage of affordable housing across Oxfordshire and pockets of relative deprivation where residents have lower wages and low skills. In these areas there is poor housing, young people do not fulfil their potential at school and older people have poorer health than most. These pockets of the county's population derive little benefit from its economic success.
21. One of the key aspects of the County Council's corporate plan is to narrow the gap between the most disadvantaged people and communities. The overall challenge is to reduce inequalities and break the cycle of deprivation by addressing the regeneration needs of disadvantaged groups and communities.

3.3. County Council's Infrastructure and Asset Base

22. The County Council has a wide range of infrastructure and property assets including schools, offices, highways depots, roads, bridges, park and ride sites, waste recycling centres and county farms. The Council's capital assets were valued at £1,516.4m in the 2010/11 Statement of Accounts. The summary of the balance sheet is set out in the table below.

Category	Net Book Value
	£m
Intangible Assets	3.5
Land & Buildings	1,088.7
Assets Under Construction	22.3
Surplus Assets	1.7
Vehicles & Plant	83.1
Infrastructure	311.3
Investment Properties	4.8
Assets Held for Sale	1.0
TOTAL	1,516.4

23. This total excludes roads and bridges. It is estimated that the depreciated replacement cost for highways assets is £4.9bn, £4.3bn of which relates to carriageways.

3.3.1. Non-Schools Property Infrastructure

24. The new Property Asset Strategy (2012/26) brings significant change to the way the Council's assets are managed. This is a necessary response to the business efficiency agenda, growth pressures, sustainability and environmental drivers and new work patterns. The Council's Asset Policy Objectives are set out below.

Objective 1	Aim to reduce the cost of the property portfolio by 25%, contributing to MTFP savings targets
Objective 2	Change the portfolio to support and enable locality working
Objective 3	Increase co-location of services and sharing with partners and community organisations to improve service delivery and reduce costs
Objective 4	Put in place property that is fit for purpose and supports corporate priorities and service business model
Objective 5	Reduce energy consumption and avoid or reduce tax liabilities

25. The Council's Asset Management Plan reports a £77m repair and maintenance backlog. Only 45% of the overall asset portfolio, composed of approximately 830 properties, is fit for purpose. The Plan includes a number of new asset programmes which require up-front investment where the scale of investment and the pay-back period are currently uncertain. The medium to long term vision for the office estate is likely to involve further consolidation. The challenge is to reduce the size of the portfolio and reconfigure it in a way that is strategically driven, affordable and enables and facilitates service change. In addition, the ownership composition of the portfolio presents challenges in terms of benefit realisations and timely delivery.

3.3.2. Schools Infrastructure

26. One of the key investment challenges for the Council is the rapid and substantial growth in demand for primary school places forecast over the period 2011/12 – 2016/17 in Oxford City, Witney, Wantage and Henley in particular. Although, there remain surplus school places across the secondary schools estate, a general demand for secondary places is likely to emerge from 2015/16 onwards given earlier pressures in some areas due to the mis-match between available places and the demand pattern.

27. The Council, working with the schools, the Schools Forum and other partners, is committed to improving educational attainment and to deliver a consistently high standard of outcomes for students. However, this improvement agenda is going to be delivered in a different way given that revenue funding reductions will have an impact on matters related to schools' improvement and organisation.

28. The future shape of the education sector is still uncertain as the policy framework continues to evolve and a new market develops. Free Schools and Academies³ proposals will influence the Council's strategy around how investment is shaped across the schools' estate in the medium to long-term. Over the coming years, the Council will shift away from being the direct provider of education towards being a commissioner.

29. There will be new models of school organisation including the creation of more federations, trusts and academies and other arrangements that generate greater

³ The Academies Act 2010 indicates that liability of principal or interest on debt cannot be transferred to academies. This means that the Council's level of debt will remain the same irrespective of the number of schools that convert to Academies. However its asset value will decrease.

collaboration between early years, primary, secondary and post-16 providers. These models will be encouraged as a means of improving the educational experience of children and young people. These changes to school organisations are likely to have an impact on the required school infrastructure and lead to the use of available capital funding to support more collaborative working among schools and other education partners.

30. It is difficult to predict the changes to future years' local government finance settlements for local authorities in this area given the on-going education capital review. The Council already have started to see the impact of the recent changes in its settlement. The Education White Paper clearly states that national priorities are to address the poor condition of the existing schools estate and to provide sufficient places to meet the predicted increase in the number of school age children.
31. The Council intends to use the majority of its settlement allocation to address the basic needs pressure. It will also use the capital maintenance allocation to address this pressure and needs with respect to the condition of the schools' infrastructure with a strong emphasis on and alignment to the Health & Safety, Energy Reduction and Basic Needs Programmes. The use of the overall allocation will also take into account the changes in the Council's asset base and its impact on the balance sheet as a result of the changing ownerships of school assets and related roles and responsibilities.

3.3.3. Transport Infrastructure

32. The Council has a statutory responsibility to maintain the transport infrastructure in a safe condition. The Transport Asset Management Plan identifies the need to develop a more detailed network hierarchy for maintenance given that the current investment level only sufficient to manage a decline in the condition of the infrastructure. Reductions in capital funding will add to the existing maintenance backlog and there will be a consequential increase in the demand for reactive maintenance and in the cost of repairs.
33. The Council also aims to create an efficient and effective highway network, maximising access to education, employment and other services, reducing congestion, carbon emissions and other environmental impacts, and supporting growth and development. The Local Transport Plan (2011/30) stresses that a substantial level of investment in transport infrastructure and services is needed to support the new developments planned in local development frameworks. It identifies major packages of transport investment to support growth and development at Science Vale UK and Eco-Bicester, along with several other major development locations.
34. The significant level of cuts in capital settlements means that the majority of the funding will be used for structural maintenance schemes for the foreseeable future. The reduced availability of other capital funding places increased importance on using developer contributions to help deliver the highest priority needs while taking into account the flexibility of the funding. The challenges in this area mean that early delivery will focus on schemes that can be fully funded or are needed to support development sites that are ready to be delivered.

35. In the long term, the strategy needs to focus on the effective use of new financial instruments and frameworks to secure the necessary funding. The government will be consulting on the creation of "Local Transport Consortia". It is proposed that decisions on funding for local transport improvements, including major projects, will be devolved to these new bodies. It is also proposed that each consortium will be made up of "a number of LEPs and their constituent local authorities". This initiative will be very important in the future development of the Council's funding strategy for the major transport schemes.
36. Investment in rail will play a key role in supporting Oxfordshire's economic development. There are a number of transport corridors where traffic congestion is already a serious problem and where rail already provides (or could potentially provide) an efficient and sustainable alternative, as it has a number of important advantages for commuters, business travellers and the movement of goods. There is an opportunity for Rail to establish itself as part of the backbone of Oxfordshire's transport network, linking the key settlements in the Oxfordshire Growth Arc - Science Vale, Oxford and Bicester, offering a genuine alternative to the A34 and other strategic corridors for many journeys. The Council is working on developing a long term Rail Strategy to become part of the Local Transport Plan in order to promote rail projects which can stimulate and support growth and build up a deliverable programme of investment in rail projects over the next twenty years.

3.3.4. Business Strategy Implementation and Service Transformation

Transforming Adult Social Care

37. Another key challenge for the Council is to enable the development of extra care housing (ECH) throughout the County. The changes to the HCA's grant regime have significantly reduced the funding envelope for delivering ECH across the sector. These reductions in HCA capital subsidy put local authorities under more pressure to either provide direct capital contribution or free land (or less than best value disposals) in order to meet the need for more affordable housing.
38. The Council targets the provision of 30 units of residential accommodation per annum for adults with physical disabilities. There is an ongoing need for purpose built premises for adults with learning disabilities, and for mental health housing. The Council's strategy in relation to social care for older people also means that health and social care sectors need to work together, both to stop people going into hospital unnecessarily and to provide alternatives to staying in hospital as soon as the patient is medically fit to leave.
39. These service areas are already under pressure from the aging population and housing growth and are further affected by the self-directed support, personalised care/prevention agendas, and by related major service transition. Programmes are being developed or implemented to provide an increased level and a wide range of support to enable people to remain in the community. This means that these services will also be subject to a comprehensive review of systems and processes to support future

working practices. Investment in those systems and processes is likely to be required in the near future.

40. In order to support the promotion of independence and enabling people to live full and successful lives there may need to be further work carried out on local community assets (Health & Wellbeing Centres) in order to provide appropriate facilities to deliver the Council's strategy. This is likely to be a key feature for all client groups. Capital investment may be required in the form of acquisition of land for development or funding to part-fund the build costs or adaptations to an existing property.

Waste Management

41. Waste Management is continuing to face a period of rapid and radical change on a national level due to European Legislation, government targets, public expectations and the tighter financial environment. The Council is working through the Oxfordshire Waste Partnership to revise the Oxfordshire Joint Municipal Waste Management Strategy in light of our success in diverting waste from landfill and increasing recycling and composting. The Council has recently procured a residual waste treatment contract to direct waste away from landfill and has already secured major private sector investment in new technologies to treat food and garden waste. The success of district council kerbside collection schemes has enabled the Council and its partners to agree a new HWRC strategy and the priority for the future is to ensure that the Household Waste Recycling Centres (HWRCs) are well located to close to the largest urban areas whilst minimising the number of facilities. Investment is required to help minimize the impact of increasing landfill tax, deliver revenues savings and ensure that our HWRC network remains fit for purpose.

Youth Services

42. The approach to the delivery of non-statutory youth services to young people has changed significantly. There is a shift towards funding more targeted youth support rather than universal services in all areas. This more streamlined service is largely managed through the Early Intervention teams delivered in seven hubs and through a small number of satellite centres; located mainly in centres of higher need and deprivation, with an outreach aspect to areas further afield. The Council seeks to facilitate community led solutions in areas where it is no longer funding provision. Each community has the opportunity to deliver individually tailored services which may or may not involve council assets.

Library Services

43. Another key area of service transformation is Libraries. The Council is currently looking for new ways of developing sustainable local library services based on a model of provision which focuses on the reading, learning and information needs of customers, now and in the future. The delivery of this new model involves the provision of library hubs in the main town and key rural areas, using technology to modernise the service, exploring commercial or community partnering opportunities and delivering mobile or community based services from existing or alternative community buildings such as

children's centres, community centres, schools, and health centres.

Broadband Infrastructure

44. Significantly improving broadband infrastructure and therefore speeds in rural areas will contribute to the achievement of corporate and service priorities. The Council aims to ensure the development, availability and the use of affordable, accessible and appropriate superfast⁴ broadband infrastructure to 90% of premises in Oxfordshire by 2015. This will ensure that Oxfordshire becomes a digitally inclusive county with residents and businesses able to access and use broadband and other digital media for a range of purposes. The Council has recently been allocated £3.86m to support the deployment of superfast broadband in the county.

Fire & Rescue Service

45. The key investment priority for the service is to achieve a resilient command and control facility with increased efficiency and reduced long-term costs. The Council aims to maximise the use of technology to improve both functionality and capacity, and to create efficiencies through a collaborative approach. The Council is also exploring opportunities for re-providing relatively older fire stations and addressing the increasing demand on infrastructure based on the changing demographics and projected housing growth.

3.3.5. Energy Consumption, Environmental Sustainability and Climate Change

46. The Council started to develop and implement its long-term strategy early to address its carbon emissions through the Carbon Management Programme. It is investing in improvements to street lighting and energy conservation schemes across the county. The driver for change has been crystallised through changes to the Carbon Reduction Commitment scheme announced in the Spending Review 2010 changing it from a trading scheme to a straightforward tax on energy consumption, and the immediate and forecast increase in the cost of energy consumption. A new delivery model that will embed energy efficiency and resilience to external markets across the Council is emerging in response to these drivers.
47. It is clear from the initial analysis that achieving a level of reduction which will eliminate a possible additional tax pressure and increased costs for the Council will require further investment in the Council's assets and activities that result in increased carbon emission (property, street lighting, travel and waste). The enlarged programme is likely to focus in particular on improving the performance of the property portfolio and the street lighting infrastructure. The Council is also working with the Schools Forum to devise a funding strategy for the further expansion of this programme to the schools estate.
48. Another fundamental challenge is to deliver infrastructure that is resilient and responds

⁴ The superfast broadband is defined as speeds of at least 24Mbps.

effectively to the challenges of climate change through the sustainable design and construction of new developments. The Council is committed to enhancing the environmental sustainability of building infrastructure by achieving as a minimum the BREEAM (Very Good) Standard for its new-build portfolio. It is also committed to improving the environmental performance of its existing infrastructure through investing in innovative solutions that will reduce energy use, water use, and waste, improve energy efficiency, increase the proportion of energy generated from renewables and minimise environmental pollution or the likelihood and impact of flooding.

4. Capital Strategy - Use of Capital Resources

49. It is of the utmost importance that the Council's limited capital resources are managed effectively given the picture described above. Also of utmost importance is the task of successfully managing the Council's assets and infrastructure base, and managing growth and developing related infrastructure provision in timely manner.
50. The Council ensures its effectiveness in this area by
- Allocating capital resources in line with corporate objectives and priorities and considering what outcomes can be achieved by a particular project and how effectively it uses corporate capital resources;
 - Using capital resources prudently and flexibly in line with the agreed capital funding strategies to ensure their affordability, longevity and sustainability;
 - Providing contingencies across the capital programme to manage the resources pressure arising from housing growth and uncertainties related to ongoing service transformations.

4.1. Central Government Settlements

51. The Council is committed to achieving more flexible use of settlement allocations. This flexibility is key to achieving the most effective use of capital resources and key to generating efficiency savings for local areas by increasing the potential for multi agency working. In order to achieve this, all capital programmes have been brought together and the overall capital programme is now owned corporately. The determination of priorities for the overall capital programmes is very transparent and broad member engagement is at the heart of the decision-making process.
52. Where formulaic allocations and grants are issued as "not ring-fenced", the Council uses the opportunity to allocate these resources in line with the Council's priorities based on this capital strategy and the underpinning asset management plans. The residual amount of ring-fenced or earmarked funding received from central government in the form of grant and borrowing approval continue to be used for the purposes for which it is issued.
53. The Council is also looking for opportunities to use some strategic programme allocations in more flexible ways where local needs/pressures also represent a national issue. In this context, the Council has been successful in using all of the formulaic basic needs settlement and other resources from the schools capital funding to respond to the increasing demand for school places due to changes in demography

and parental choice. However, the Council recognises that such flexibility is and always will be within the discretion of the funding body and will continue to work with the relevant government departments to look for such opportunities for further flexibility. In particular, the Council considers pursuing this approach as an important part of its strategic response to meeting and containing demographic pressures.

54. The Council is also critically observing the impact of community based budgeting on central government allocations. It is observing how strategic programmes and settlement allowances and their future operation will be influenced by this agenda. It is likely that this approach will enable the Council to progress with its own localities investment agenda subject to the scale and timing of the forthcoming funding provision.

4.2. Usable Capital Receipts

55. Council policy is to treat capital receipts as a thoroughly corporate resource, not automatically allowing the originating service to utilise them. The Council seeks to maximise capital receipts from the disposal of surplus land and buildings, unless another option gives greater overall benefit. This approach will stay firmly in place while it is likely that there will be increased pressure to sell major assets and reduce the size of the property portfolio.

56. Although services can still make a case for the replacement of an asset, the Council, in principle, does not support the ring-fencing of capital receipts for the re-provision of assets. This is due to the fact that the Council's Business Strategy requires a rationalisation of the asset base to help deliver the targeted level of savings in the Business Strategy between 2010/11 and 2014/15. This is in order to

- encourage a case to be made for joint proposals, where the use of assets benefits more than one service area;
- influence and challenge, in a firm manner, business cases for service re-provision based on ring-fenced capital receipt funding;

57. The Capital Investment Board will continue to consider each case on its merits. This is particularly important when current economic conditions do not favour the disposal of assets and proposals based on ring-fencing assets on an individual basis are likely to have viability and cash flow problems from the start.

58. The new asset strategy determines the detailed policies around disposal of the Council's property assets, including school buildings.⁵ As the Big Society agenda redefines the state's relationship with communities and looks for ways of empowering communities to be independent and self-sufficient. The Council also needs to think about how it can leverage and direct its capital assets to communities. Whilst the

⁵ The overall details of the policy may be affected by the Land Transfer Scheme Regulations. Local authority owned land that is no longer used for maintained schools to be transferred for the use of an Academy or Free School. The Secretary of State has the power to transfer the land if it is required from a local authority if that land has been used for the purposes of a maintained school in the last 8 years. If the local authority is already using the land for another purpose, the land can still be transferred.

Council supports this approach in principle, its challenge in this area is to design ownership vehicles that can ensure sustainable solutions and take into account current liabilities. The Council will work with its partners to develop mutually beneficial and sustainable solutions by undertaking 'joined up' reviews of assets, by assessing how proposals meet local needs and generate value for those communities and by analysing any associated risks.

4.3. Prudential Borrowing

59. The Council has established a strong links between the use of prudential guidelines and the delivery of its Business Strategy. It is currently using funding under prudential guidelines for two categories of expenditure:

- capital investment which will result in future revenue savings; the cost of borrowing is met from these savings by services. Examples include Energy Conservation and the ECH programmes. In such cases, the specific prudential borrowing provision is considered as ring-fenced subject to the end of year financing strategy.
- capital investment where the Council has a significant unmet capital need; a decision can be taken for capital investment to be funded by borrowing. In such circumstances, the borrowing is repaid corporately from revenue over a number of years and therefore treated as a thoroughly corporate resource.

60. The Council's policy is to utilise unsupported borrowing to finance capital investment where there is a clear proven need and where this borrowing does not result in unacceptable increases in Council Tax levels. Currently, under prudential guidelines, the revenue implications of every initiative are taken into account when estimating affordability of these proposals. As part of its medium term planning process the Council also evaluates the relative merits of funding revenue or funding capital proposals. In the case of capital proposals it ensures that there is on-going revenue funding available to meet the impact of any additional borrowing requirements.

61. The Council also uses prudential borrowing as part of its strategic response to meet and contain demographic pressures. In 2008/09, The Council approved £25m additional prudential borrowing to respond to the investment need in services not receiving capital settlement from central government. This was to ensure that the Council was able to strike a better balance between those needs arising from changing service priorities and those arising from changes/shifts in the demographic picture.

62. The Council may also take up additional borrowing to replace low capital receipts or to deal with the timing issues in funding infrastructure. Although interest rates are low at the moment, this option would still mean an increase in revenue costs from paying interest on the additional loans. Additionally, interest rates are likely to rise in the medium to long term. Therefore, a prudent strategy for increased prudential borrowing on an invest-to-save basis is currently being employed to deal with the immediate pressures on capital resources.

4.4. External Funding and Project Specific Grants

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63. The Council will try wherever possible to influence investment through the targeted use of its limited capital resources to lever in other investment to meet its objectives. However, the Council is clear that projects that may bring in further investment will only be supported if they meet the Council's priorities and objectives.
64. Once secured, the Council uses these external resources for the purposes for which they are issued as per the guidance and conditions determined by funding providers. The Council also evaluates long-term implications of accepting any external funding provision, in particular on its revenue budget and allows such projects to proceed only if they are affordable and demonstrate value for money.
65. The Council has benefited from this approach by securing approval for £5m Local Sustainable Transport Fund (LSTF) from the Department for Transport and approval for its Local Investment Plan (LIP) from the Homes and Communities Agency. The secured LSTF, with £3 million match funding from the Council, covers the extension to Thornhill Park and Ride car park, an extension to the London Road bus lane to Green Road Roundabout, pump-priming new bus services, improving conditions for cyclists, pedestrians and bus users between Thornhill and the hospitals, and promoting travel choices.
66. The Council will build on these successes and use its considerable experience in aligning funding streams and strategic programmes to meet its priorities in the context of its Capital Strategy. The Council also enhances this strategy by working within the context of the LIP and the LEP to align available funding streams further in relation to economic development and housing growth, including those from partner organisations at local, sub-regional, regional and national levels. The Council employs this approach to ensure that funding is generated for the longevity of the capital strategy and the capital programme and makes maximum impact.

4.5. Funding Growth and Developer Contributions

67. The Council is proactive in ensuring, as far as possible, that all additional capital investment needs arising from new developments are funded from developer contributions. It has benefited from its good track record of effectively identifying infrastructure needs arising from new developments and securing developer contributions to enable required infrastructure delivery.
68. However, developer contributions historically have not been able to fund all new infrastructure requirements and the scale of infrastructure provision needed to respond to the described level of growth requires a different approach to capital investment planning and a stronger emphasis on funding infrastructure. In addition, the range of contributions now sought from development has broadened, meaning that less money is available for more 'traditional' contributions such as schools and transport.
69. Due to the effect of current economic conditions on developer contributions, several issues have become critical when managing the scale of growth facing Oxfordshire:
- Maintaining the viability of development proposals due to the reduction in land values;

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- The funding implications of providing infrastructure up-front due to timing issues;
 - Securing central government funding for some of the major infrastructure requirements;
 - Being prepared to deal with uncertainties around the exact cost of infrastructure provision when the development takes place;
 - Identifying the wider impacts of ad hoc or small scale developments and securing reasonable contributions from them;

70. In order to address these issues, the Council has established stronger links between the infrastructure planning and the asset management planning processes through the effective use of developer contributions. This approach ensures that future community assets are affordable and sustainable in the long term. The Council also continuously looks for opportunities to deliver capital projects using external funding not necessarily related to development⁶ e.g. looking at where key private sector beneficiaries could contribute to the capital funding of schemes.

4.5.1. The Community Infrastructure Levy (CIL)

71. The Government has also introduced a new tariff based mechanism to give local authorities extra resources to invest in vital facilities, public services and social infrastructure and to give developers greater certainty about their role and contribution. The introduction of CIL within Oxfordshire should deliver an income stream toward infrastructure potentially more predictable than the current arrangements. Although the CIL aims to bring much needed flexibility to the use of contributions from developers, it is still not clear what the tariff/ levy income can be spent on, how it will be apportioned, how it will be transferred from charging bodies to infrastructure delivery organisations, and how it will affect the future of the S106 agreements. Hence, the coalition government's response to concerns raised by county councils across the UK will be critical in determining the future capital strategy implications of this new funding mechanism. The Council is working closely with the charging authorities to ensure smooth transition to this new mechanism.

72. The use of these funding streams is expected to unblock stalled developments to some degree. The Council is also looking into more sustainable and long-term funding models to manage the growth agenda effectively and deliver the related infrastructure in a timely manner. The Council therefore considers the new financial incentives and funding mechanisms introduced by the Government for local economic growth and housing development as an integral part of its long-term capital strategy.

4.5.2. Funding Streams for Local Economic Growth & Housing Development

73. The Government has introduced a number of financial measures in order to provide incentives for local authorities to deliver sustainable economic growth. The Council is committed to obtaining as much investment as possible for Oxfordshire through the effective use of these new instruments where they prove to be affordable and value for money. The Council will work with its partners to channel a level of funding that will

⁶ The example here is Sainsbury's funding the £2m junction upgrade at Heyford Hill.

help establish a 21st Century economic infrastructure and bring increased competitiveness to Oxfordshire.

74. The Council works closely with district councils, the private sector and other partners to take advantage of all available funding streams. The application for Oxfordshire's share of the Eco-Town Pilots Support Funding (£11 to £13 million)⁷ has been successful. The Council and its partners are also aiming to benefit from the new Growing Places Fund and the Regional Growth Fund⁸ to support the delivery of infrastructure in growth areas. As one of the key public sector players in Oxfordshire, the County Council seeks to use these funding streams to establish a better balance between public and private investment, to generate sustainable employment growth and to address infrastructure bottlenecks.
75. The Government is considering more radical financial options to enable local authorities to retain locally raised business rates in the context of the Local Government Resources Review. The Business Increase Bonus Scheme will enable the Council to keep, up to a "certain level", the increase in business rates for a period of six years where the growth in business rates yield exceeds a "certain threshold". This is a clear incentive to seek long-term sustainable growth in the business rate base. It is currently difficult to estimate the benefits from these schemes in terms of raising capital funding without more knowledge of how they will be implemented and how much of the funding will be directed to support Oxfordshire's economic infrastructure and asset base through local arrangements.

4.5.3. The Local Enterprise Zone- Science Vale UK

76. The Oxfordshire LEP has been successful in securing approval for the Science Vale UK Enterprise Zone. This is developed as a joint initiative between leading hi-tech and research organisations in South Oxfordshire and local authorities with the single ambition of being globally competitive to the benefit of Oxfordshire and the UK.
77. The Zone will provide 200,000 square meters of development delivered by the private sector by 2015. It is expected to bring in around 8,400 high-tech, high-value-adding jobs and generate additional business rates. These funds can be directly reinvested into the Oxfordshire economy. New businesses will benefit from over £1bn of business rate discounts over five years, simplified planning procedures and access to super-fast broadband.
78. The Council views the Local Enterprise Zones as a means of stimulating economic growth and innovation, and maintaining the investment in infrastructure in this tight financial environment. It is now working with its partners to agree a mechanism in order to ensure contributions to infrastructure are secured, even where planning permission is unnecessary.

4.5.3. The Rolling Fund

⁷ £60m start-up funding for local infrastructure relating to eco-towns.

⁸ The Regional Growth Fund has increased to £1.4bn (£580m capital) with no ring fencing. The fund will run from April 2011 until April 2014 with the minimum thresholds for bids being set at £1m.

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79. The Council has recently established a forward funding arrangement to enable investment in infrastructure on the back of future funding secured through developer contributions or other funding streams. The Rolling Fund is used as a flexible forward funding mechanism to facilitate the development and timely provision of critical infrastructure that support the delivery of planned growth or development
80. This is a mechanism by which the Council uses initial public money to forward-fund major infrastructure schemes where infrastructure is needed to support the planned development. The cost of infrastructure is then recovered from public and private sector funding streams as they come forward.
81. The Fund is composed of a contribution from flexible developer contributions and the County Council's share of the new homes bonus⁹. It is governed by the Capital Investment Board under the chairmanship of the Leader of the Council. The priorities under this fund will be agreed by the Cabinet based on recommendations by the CIB and within the context of the Infrastructure Framework¹⁰. The Council will use this system as a complementary mechanism in order to address infrastructure bottlenecks in the County.

4.6. Alternative Funding Models to Meet the Investment Challenge

82. The level of funding available from central government and the private sector is constantly changing and current economic conditions put further constraints on available future infrastructure funding. There are a number of innovative funding options and delivery models available or under development to support infrastructure delivery.
83. The Council therefore aims to use the devolution of power to local authorities and these options and models to address the viability issues regarding new developments and related up-front funding requirements. It acknowledges that these options and models need to be fully evaluated to determine the most appropriate solution based on the nature of the infrastructure need, the scale of the funding gap and the availability of funding sources offered by Central Government. Early analysis indicates that how the Council packages infrastructure investment or regeneration proposals to make them attractive for capital markets will play a critical role in determining its ability to benefit from such incentives. It is also clear that these flexibilities will be a strong base for institutional financing options for the Council in the medium and long-term.
84. The Council is committed to exploring all relevant options in consultation with its partners in delivery to ensure the effective management of its asset portfolio, facilitation of economic development and housing growth and the timely provision of related infrastructure. However, the Council is also aware that a major constraint when employing the instruments listed below in practice is the minimum level of capital that

⁹ The New Homes Bonus introduced in 2011/12. It funds the additional council tax for six years for each new home or property that is brought back into use after the home is built.

¹⁰ This is currently under development.

must be raised through their use.

4.6.1. Public Private Partnerships (PPP), Private Finance Initiative (PFI) and Local Asset Backed Vehicles (LABVs)

85. The PPP/PFI funding models are used as long-term contracts between the public sector client and a private sector special purpose vehicle to deliver infrastructure and services in exchange for an annual performance related payment. The Council looks at these models of funding for its major schemes and takes a decision on the merits of each individual case. It has successfully used PPP funding to develop the Oxford Castle site working with the private sector and SEEDA. It has also upgraded homes for the elderly in partnership with the Order of St John.
86. The Council's policy regarding the PFI funding model has always been to carry out a full and robust assessment of its long-term implications to determine value for money for the Council. This is due to the fact that while this model works well in many circumstances, it has not been found appropriate in financial terms. In line with this policy, the Council has fully investigated PFI options but has not so far decided it has been appropriate for any scheme. However, the Council is still working on employing similar models when they are suitable for its objectives. The Council recently procured a residual waste treatment contract that utilises similar principles to a PFI and is based on the Government's standard contract. Similarly, it is planning to work with a private sector partner, selected via a competitive dialogue process, to deliver the infrastructure needed to allow the 28.9% of premises in rural areas to have access to superfast broadband.
87. The Council expects to see more competitive versions of this model, such as competitive or incremental partnerships as the costs of such funding streams are transferred to individual departments at the central government level. It also expects to see a simpler procurement framework that is applicable to shorter-term contracts¹¹. Decisions in relation to this funding stream will be made based on its applicability to the specific circumstances or infrastructure requirements following new Treasury guidance. The Council's priority in this area will be to build the right delivery model in order to derive real benefits from capital finance in a partnership environment.
88. Similarly, Local Asset Based Vehicles aim to encourage private sector investment by making regeneration projects appealing on a long-term basis. Current economic conditions and their impact on public finances and land values mean that it is likely that very limited levels of funding from the public and private sector will be available. The use of this funding mechanism will increase in the coming years given the expected increase in asset rationalization by local authorities. The Council continues to work with its partners, in particular District and Town Councils, on key regeneration programmes and evaluate opportunities as they arise in this area.

4.6.2. Tax Increment Financing

¹¹ It is likely that the minimum level of capital investment PFI will be raised from £20m to £50m in order to apply PFI only to the largest infrastructure.

89. Tax Increment Financing¹² is a mechanism that enables the use of anticipated future increases in tax revenue to finance the current improvements (such as new or improved infrastructure) that are expected to generate those increased revenues. The UK central government is working on introducing new borrowing powers to enable local authorities to carry out TIF. By using TIF, the Council will be able to borrow against future additional increase in their business rate base to fund infrastructure and capital projects. Legislation is needed to introduce this scheme, so it will take at least two years to arrive. Because the TIF model will initially be introduced through a bid-based process, there is also an opportunity for the Council and its partners to assess their current priorities in the LIP in order to derive early benefits from this funding stream where eligible.

4.6.3. Local Authority Bonds

90. Local authority bonds are a common feature of local capital finance outside the UK and although they have been legislatively possible for UK local authorities to raise capital in this way, it has not been frequently used. The coalition government is looking into promoting this instrument and making it an attractive alternative to loans from the Public Works Loan Board (PWLB). The Council expects to see more tax incentives to emerge in relation to these bonds in the near future. As the key barrier to bond issuance is issuing bonds on a large enough scale to make them viable, the Council also expects to see new opportunities for collective deals and to package a number of projects at local, regional and sub-regional levels.

5. The Capital Programme: Governance, Development & Implementation

5.1. Capital Programme

91. The current capital programme for 2011/12 to 2016/17 totals £435m capital investment and covers a wide range of projects. While it is good practice to have a five-year capital programme, the Council recognises that when the external environment is changing rapidly, the policy framework is evolving and the economic outlook is uncertain, it is important to have a flexible approach to investment decisions. Clearly, significant changes to the resources profile will affect the level of planned investment within the next five to ten years. Therefore, only the first two years of the programme are considered as “the firm capital programme”. The figures for the years 2014/15 onwards are a draft and constitute the “provisional” part of the capital programme.

92. This provisional programme includes some indicative projects where no firm costings or business cases have been produced. As these projects are not part of the firm capital programme, they can only be progressed after a formal approval process has been followed and if funding is available. Consequently, decisions about which projects are brought forward into the firm capital programme rest with the Cabinet. Where there

¹² British Property Federation (November 2008): Tax Increment Financing
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is urgency, projects can be brought forward into the firm programme with the joint approval of the Chief Finance Officer and the Director for Environment and Economy after consultation with the Leader of the Council and the Cabinet Member for Finance & Property. Such urgent decisions are then reported to the Cabinet at the earliest opportunity as part of the Financial Monitoring Report.

5.2. Governance

93. The Council has the vision of “developing a truly corporate approach to strategic capital investment, infrastructure and asset planning”. It recognises that implementing a high-profile capital governance structure is essential in fulfilling this vision and ensuring success in the capital arena.
94. That is why capital governance arrangements were reviewed in the context of the immediate challenges presented by the infrastructure gap and the growth, total place, co-location and cross service delivery agendas. A new capital governance structure has been in operation since September 2009. The Council established a stronger integration between the capital governance structure and the implementation of its Business Strategy in 2011.
95. The new structure also establishes a strong direct link between the mainstream capital programme and capital investment needs arising from the growth agenda (in particular strategic sites) and from cross-departmental and cross-organisational co-location and joint service delivery initiatives. The key features of this structure are listed below:

5.2.1. The Council & the Cabinet

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

5.2.2. The Capital Investment Board (CIB)

97. The Capital Investment Board is a high-level political platform providing a cross-portfolio approach to and political steer on policy developments, strategic infrastructure development, the use of resources discussion and the growth, co-location and joint service delivery agendas.

5.2.3. The Capital & Asset Programme Board (C&APB)

98. The Capital Programme Board is a strong officer group with a clear remit and function to be the single point of contact in all capital and asset matters across the organisation with clear accountability and a sufficiently high level of authority and decision-making power within the limits of delegated responsibility.

5.2.4. The Financial Procedure Rules for Capital

99. The Council revised its financial procedure rules related to capital following the introduction of the new governance structure. The principle behind these adjustments is ensure that the overall structure is supported by appropriate officer teams operating clear, agreed, open and transparent corporate policies, protocols and procedures.

5.3. Capital Programme Development & Implementation

100. The Council has recently strengthened the development framework for the capital programme. In particular, the Council has taken steps to enhance the strategic alignment of the capital programme with corporate priorities and balance capital investment needs arising from planned growth and the maintenance of the existing portfolio.

101. It has also developed a two-stage approval process for capital resources allocation. If a project is approved at stage 1, it is accepted in principle to the Council's capital programme and allocated a project development budget. This stage is also called "commit to investigate". At stage 2, the project receives full political approval for work to commence and expenditure to be incurred, subject to the budget constraints of the project delivery budget allocation.

5.3.1. Principles of Prioritisation and Capital Resource Allocation

102. The Council's capital programme deals with a wide range of property and other infrastructure asset needs across all service areas. The Council recognises the challenges around making prioritisation decisions when comparing the relative merits of investment into these assets. It therefore agreed a set of principles for prioritising capital investment proposals.

103. The application of these principles ensures that the Council allocates capital resources in line with corporate objectives and priorities and considers what outcomes can be achieved by a particular project and how effectively it uses our very limited corporate capital resources. These principles are integrated into the service and resource planning process.

104. Priority is given to programmes and projects (or proposals) in the following order:

- **Priority 1:** *projects which enable compliance with our legal/ statutory duties including projects which address any infrastructure deficits related to statutory compliance. For projects in this category, there is still a need to justify the cost level.*
- **Priority 2:** *projects that generate revenue savings through the delivery of the new business strategy or service transformation proposals. For projects in this category, there is still a need to explore whether or not they could be self-financing, for example through prudential borrowing. Consideration will also be given to projects which lead to substantial levels of cost avoidance in the future.*

- **Priority 3:** projects where a major proportion (50% or more) of the capital from external sources which will be lost if the project fails to go ahead. Projects in this category are subject to consideration of future revenue requirements.
- **Priority 4:** projects that contribute to the delivery of a smaller property portfolio through increased co-location or space utilisation or adaptation of new ways of working.
- **Priority 5:** projects that facilitate economic development and housing growth - in particular in priority localities (Banbury, Bicester, Abingdon, Oxford City, Didcot and Carterton) and the Science Value UK as the new Enterprise Zone.
- **Priority 6:** projects that address cross-cutting issues, facilitate joint-working with partners or generate new/ additional income;

105. It is not effective to have every individual scheme assessed and prioritised across the Council when they are very low cost relative to other areas of Council capital expenditure. Instead, the cabinet approves a programme level allocation based on the application of the principles outlined above and agrees the relevant assessment and prioritisation methodology for the approved allocation. This enables those schemes below a certain financial threshold value to be assessed within those approved programmes. The delivery of these programmes would then be determined by the availability of capital funding, either from the Council's capital programme or elsewhere, for a 'block' of these schemes. Schemes above the threshold value and identified as being in line with Council objectives, are assessed as part of the Council's overall capital prioritisation and programming as per the principles listed above.

5.3.2. Technical Assessment (Options, Deliverability and Affordability Appraisals)

106. The Council is committed to ensuring that each investment decision represents the best possible use of these limited resources and the best long-term solution for the authority and its citizens a whole. This is critical for the long-term future of the Council's infrastructure base. In order to ensure the wise and responsible use of resources, each investment decision is based on a full consideration of all possible solutions and a full recognition of life cycle cost.

107. The Council employs technical assessment processes for evaluating readiness and value for money of all its capital investment proposals. The agreed principles are:

- Analyse a range of possible solutions at both the option appraisal and feasibility phases of each major capital investment;
- Base the options appraisal and feasibility study on the life cycle costs of possible solutions, including the discounted cost of future expenditures to determine their affordability;
- Explore different project delivery models that, where possible, include partnerships, sharing costs with other organisations, obtaining grant contributions or generating revenue income;

108. This approach ensures that investment in assets carries the underlying principle of seeking maximum benefit from the sum invested. The revenue implications of any

scheme are considered at both stages of the process. However, more details are provided prior to full political approval being granted.

109. Similar processes are also in place for prioritising and resourcing Highways Maintenance schemes, which are peer reviewed within a value engineering process. The merits of each scheme are assessed in conjunction with condition survey information, build-ability, value for money and environmental factors. A priority list of schemes is developed that addresses Oxfordshire's strategic objectives whilst contributing to improving national road condition indicators

5.3.3. Procurement

110. The Council has established collaborative partnerships with both the professional services and construction services supply chains through strategic procurement initiatives. It operates a category management approach to the delivery of its works and services. This approach ensures that the Council can utilise 'best of breed' suppliers to minimise risk and cost as well as delivering a 'right first time' solution.

111. The Council has entered into new contractual arrangements for the delivery of the Transport service and is operating in an integrated organisational structure. This integrated partnering contract provides a flexible vehicle for the procurement of professional and mainstream construction services, primarily for transport related projects. It enables the Council to plan the overall resource from inception to delivery on the ground thus smoothing the workflow throughout the year and enabling planning for future years.

112. The Council's procurement strategy on the property portfolio seeks to align building use and maintenance considerations into the design and construction process where environmental and whole life costs aspects are of key importance. The operational strategy focuses on driving efficiency through procuring programmes of work that will enable economies of scale and better resource management to deliver works to time and budget.

113. The Council aims to achieve further benefits to the delivery of its capital programmes through developing potential synergies through its respective property and highways supply chains. Where commonality between materials, plant, labour and locality exist the Council proactively co-ordinates these supply chains into a cohesive and collaborative programme to deliver additional efficiencies and resilience.

114. Similarly, the Council, where possible, explores third party delivery models as an alternative ways of securing the provision of required infrastructure arising from new development. These models are seen as a means of realistically securing delivery of major infrastructure.

115. The Council is also engaged with Improvement and Efficiency South East (IESE) in co-ordinating expenditure on a regional basis to drive standardisation and benefit from the resulting economies of scale. This collaborative approach enables the Council to have more leverage over the supply base. The Council can also adopt the Office of

Government Commerce (OGC)'s portfolio of framework contracts for both professional services and construction. These collaborative and flexible arrangements with the OGC and IESE are necessary to complement the Council's portfolio so that it is responsive and scalable in today's financial climate. The Council will draw on the experience of its peers in order to deliver a value for money solution if a more specialist vehicle of procurement such as Strategic Partnerships is needed.

5.3.4. Partnership Working

116. The Council has a strong vision to create sustainable places by working closely with its partners. It recognises that it can only achieve its objectives through partnership working and is therefore committed to working with public, private, voluntary and community organisations. The Council's approach to infrastructure planning looks to influence and shape the investment decisions at the national level through the provision of leadership in the co-ordination of investment.

117. The Council already has a history of pursuing joint-working and joint-service delivery initiatives for better outcomes for communities and citizens of the County. The Council is currently

- operating a private public partnership with the Oxfordshire Care Partnership (Orders of St John – referred to as OCP/OSJ) to provide residential and nursing care homes for Older People;
- working closely with the Oxfordshire City-Region Enterprise Partnership to improve the alignment of investment across public and private sectors to deliver a shared ambition for economic growth;
- working jointly with its partners and national government to deliver the vision for eco-Bicester, including the proposed NW Bicester ecotown which will provide 5000 new homes and 5000 jobs;
- working in partnership with District Councils in the collection and treatment of waste, including delivering improved recycling and a reduction in landfill;
- working with the Housing and Communities Agency and other partner organisations under the Single Conversation Framework to deliver the Local Investment Plan (LIP) for Oxfordshire. This plan, resulting from Oxfordshire's Single Conversation with the Homes and Communities Agency (HCA), sets out a shared vision and priorities for delivering housing growth, economic development, regeneration, and infrastructure.
- working on the West End Project in partnership with Oxford City Council and other partners. The renaissance of Oxford's West End is the single biggest regeneration project that Oxford has seen for some decades and will shape the city centre experience for a hundred years to come.

5.3.5. Performance Management

118. The Council agrees a rolling five-year capital programme annually in accordance with its priorities. The capital programme is updated quarterly and its performance is reported monthly to the Cabinet. The Council's use of capital resources indicator was

91% at the end of 2010/11¹³. Although this adjusted use of capital resources in 2010/11 represents a reduction compared to the 2009/10 performance (94%), it is still within the tolerances recommended by best practice.

5.4. Provide contingency across the capital programme

119. The Council's capital budget setting principle is "a balanced position with sufficient level of contingency". A 3% contingency, in line with the audit recommendation, is built into the capital programme planning assumptions in order to respond effectively to unforeseen capital pressures and to accommodate possible changes in the capital resources position supporting the programme. The Capital Investment and Business Development Manager manages this corporately held provision and other contingencies in relation to the capital programme on behalf of the Cabinet and reviews them on a regular basis based on the risks associated with the overall programme.

120. The Council continues to employ an effective year-end financing strategy for its capital programme. The capital financing strategy is aimed at minimising the on-going liabilities to the Council's revenue budget arising from capital investment. The first calls on capital resources are therefore external funding (including S106), grants, supported borrowing, and capital receipts and reserves. The final calls, where necessary, are on unsupported borrowing and revenue contributions.

121. The financing strategy also ensures the effective management of the cash flow of the capital programme. The Council may forward fund externally funded projects using internal funding resources. These internal resources will be replaced when external funding is received. This is particularly relevant for S106 funded schemes.

¹³ The Council still maintains the improvement made in the use of resources position compared to 2008/09 (90%) and 2007/08 (82%).

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Capital Programme 2011/12 to 2016/17 (February 2012)



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OXFORDSHIRE COUNTY COUNCIL CORPORATE ASSET MANAGEMENT PLAN 2012/13

Purpose

1. The Asset Management Plan (AMP) is a high level corporate strategy which establishes the role of the Council's property assets in meeting strategic objectives and the business strategy. The strategy is driven by corporate and service objectives.
2. The purpose of the AMP is to:
 - Give an overview of the Council's strategic direction and objectives and the implications this has for its property;
 - Describe how property needs to change and be used to help achieve those objectives;
 - Describe the objectives for property that arise from this and the strategy for each type of asset;
 - Set out the action to be taken, at a high level;
 - Provide a clear statement of the Council's approach to its property.
3. The Council's property is changing significantly in terms of its size, composition, use and cost so as to positively contribute to meeting the Business Strategy objectives.
4. Although this year's review of the plan proposes that the priorities remain largely the same, it also recommends that there should be a shift and clarification in policy, from reducing the size of the non-school estate by 25% to reducing costs by this amount. This also reflects a proposed shift from a priority of holding property to deliver services, to using our property to help deliver broader objectives of the Council. The proposed change would also better reflect the likely provisions of the Localism Bill.
5. The benefits of good asset management are clearly set out in best practice guidance. Land and buildings are the slowest of all strategic resources to respond to change, due to legal, financial, construction, organisational and development constraints and therefore it is necessary to plan for change in a systematic, long term way. Incremental change will not be sufficient as it cannot respond to the challenges of delivering service transformation and delivery of community objectives. The AMP provides the strategic context in which to deliver a structured and programmed approach to change in assets.
6. There is also an Asset Strategy Implementation Programme which sets out how the strategy will be put in to action. This includes:
 - Property Rationalisation Programme;
 - Corporate Landlord Implementation;

- Procurement of a new Single Service Provider;
 - Locality Reviews, Partnership Working & Asset Transfer;
 - Improvements to asset management information.
7. The Asset Management Plan considers the period from 2012/13 to 2015/16 to allow forward planning and integration with the Council's Business Strategy; Service and Resource Planning process and Medium Term Financial Plan. It also considers longer term business drivers and asset needs.

Objectives and Business Strategy

8. The County Council's objectives and Business Strategy determine decisions about the Council's direction and therefore its assets.
9. The Corporate Plan contains the following priorities and themes:

Efficient Public Services

- Delivering our savings target;
- Business Strategy including changing the way we work including re-engineering staff work practices and processes; improving our use of technology; rationalising property and other assets; streamlining the organisational structure; giving priority to vital services; exploiting internal and external opportunities to find savings by moving more functions into our 'shared service' centre;
- Community leadership;
- Customer focus;
- Collaborative working: identifying opportunities to work with others to deliver services more effectively, and reviewing existing partnership arrangements to maximise the benefit we receive for the investment we make in them.

World Class Economy

- Supporting growth;
- Oxfordshire City Region Partnership;
- Infrastructure;
- Tackling congestion;
- Young people – improving educational attainment;
- Skill levels – link adult skills provision to the needs of the local economy.

Healthy and Thriving Communities

- Community self-help;
- Closer to Communities: developing our locality-focused approach to service planning and delivery;
- Breaking the cycle of deprivation;
- Prevention: early intervention on adult and children's services;

- Safeguarding: providing a high quality, focused safeguarding service for vulnerable children and adults;
- Demographic Change: supporting the increasing number of older people and people with disabilities to live in their own home rather than a care home.

Environment & Climate Change

- Increasing energy efficiency and reduce emissions;
 - Increasing rates of recycling and reducing the amount of household waste;
 - Protecting the natural and built environment.
10. The **Business Strategy** requires a rationalisation of the asset base to help deliver savings.

Financial Context

11. The current economic conditions place higher demand on public services and have significant implications on capital and revenue resources. The Council has already experienced a sharp reduction in the value of capital receipts as well as delays in delivery of the disposal programme. The Council is receiving significantly less settlement from central government from 2011/12 onwards.
12. This makes the effective use of the Council's assets and limited capital resources of utmost importance.

How do our Assets Need to Change?

13. The Council's objectives, overall theme of breaking the cycle of deprivation and Business Strategy mean that the asset base will need to change significantly to support delivery of those objectives. The broad asset implications of the objectives are shown below.

Efficient Public Services

- The cost and size of our assets will be significantly reduced;
- The amount of maintenance that can be carried out will reduce and available funding must be used to support the Business Strategy;
- Property assets must be treated as a corporate and community resource and their future planned with our partners;
- Investment will need to be focussed on priority services and joint asset planning with partners.

World Class Economy

- Infrastructure will need to be provided for growth areas;
- Sufficient school pupil places will need to be provided.

Healthy and Thriving Communities

- Changes to the provision of adult social care will mean changes to the property estate;
- Encouraging community self help through joint and community use of assets;
- The need to improve health and well-being will require more effective working and co-location with our partners.

Environment and Climate Change

- The environmental impact of our property will need to be reduced and the estate be made more resilient to climate change to minimise impacts on services and reduce costs;
- Appropriate facilities for recycling and waste disposal will be required.

The Council's Property Portfolio

14. The Council has approximately 830 properties, the vast majority of which are operational rather than investment properties. They have an asset value of approximately of £1.2 billion (£1.516 billion). The main property types are:

- | | |
|---------------------|---------------------------|
| • secondary schools | • day centres |
| • primary schools | • highway depots |
| • special schools | • staff houses |
| • offices | • children's centres |
| • fire stations | • early intervention hubs |
| • libraries | • waste recycling centres |
| • museums | • Homes for older people |

15. The Council makes significant investment in the portfolio each year, through the capital programme and the repairs and maintenance programme. This has achieved significant improvement in schools, offices, children's centres and early intervention hubs over the last five years. However, only 45% of the portfolio is fully fit for purpose and there is required maintenance of £77 million. The challenge is to reduce the size of the portfolio and reconfigure it in a way that is strategically driven, affordable and enables and facilitates change to meet the Council's service delivery and broader objectives.

Property Objectives

16. In view of the Council's objectives and Business Strategy the Council's property objectives are set out below. The purpose of these objectives is to set out the overall approach to property.

- Objective 1** Reduce the cost of the property portfolio by 25% whilst using our property to deliver the Council's broader objectives and

support service delivery

- Objective 2** Change the portfolio to support and enable locality working
- Objective 3** Increase co-location of services and sharing with partners and community organisations to improve service delivery, reduce costs and achieve broader objectives
- Objective 4** Put in place property that is fit for purpose and supports corporate priorities and service business models
- Objective 5** Reduce energy consumption and avoid or reduce tax liabilities

Approach to Assets

Schools

17. The highest priority for investment in the schools estate is ensuring an overall sufficiency of school places to cope with the growing pupil population. This arises from a combination of increased birth rate and inward migration to existing communities (to be met, primarily, from 'Basic Need' funding) and from projected substantial housing development on a number of strategic sites (to be met from Developer Contributions).
18. In addition, the Council plans to tackle repairs and maintenance issues in the worst condition school buildings through the Schools Structural Maintenance Programme provided that it continues to receive the capital maintenance allocation from central government and has sufficient resources available to deliver the Basic Needs Programme over the medium term.
19. The strategy is complicated by the conversion to academy status of schools currently maintained by the Council. This transfers the entire repairs and maintenance responsibility to the schools themselves whilst leaving the Council with the statutory responsibility for ensuring sufficient places, but without the power to require academies to expand to accommodate more pupils. The Council, therefore, regularly adjusts the Schools Structural Maintenance Programme taking into account resources implications of the proposed and on-going conversation in line with the changes made to the LEA settlements figures by the DfE. In addition, where a converting school has acquired the freehold of its site and buildings, these will transfer to the academy, leaving the Council without veto over disposals or call upon any capital receipts.
20. The outcome of the post-James Review consultation on schools capital investment may further complicate the position by introducing central procurement of brand new schools (primarily to meet the needs of strategic housing sites) whilst establishing local pooled capital 'pots' to meet all other capital needs of publicly funded schools.

Offices

21. The Asset Rationalisation Programme will reduce the number of Council offices from 45 to 24 (including the Early Intervention Hubs) by 2014/15, with reduced staff numbers across the organisation allowing staff to be accommodated within the retained offices. The first major milestone in the programme was the vacation of the Cricket Road Centre in September 2011.
22. The medium to long term vision for the office estate is likely to involve further consolidation and be based around a four-hub model (Oxfordshire North (Banbury), Oxfordshire South (Abingdon), Oxford City Centre and Outer Oxford (Unipart House), supported by the Early Intervention Hubs. This approach is subject to approval in early 2012.
23. Under-pinning this long term office strategy is a need for a corporate New Ways of Working/Agile Working policy linking property, ICT strategy and HR policy to enable the most efficient and effective use of resources.

Libraries

24. A public consultation exercise on the future of the library service has been undertaken and closed at the end of September. The proposals for the future of the service will then be considered by the County Council's Cabinet in December 2011. Cabinet will consider the report on the outcomes of the consultation and will agree the way forward for the library service and its savings targets for 2012/13 to 2014/15.

Fire Stations

25. The future locations of fire stations will be based on meeting the needs determined by changing demographics, the increasing demands on infrastructure and associated operational risks - linked to the development of local communities and partner agencies (e.g. the Police and the Military), assessed against corporately-established response times across the county.
26. There remains an aspiration to re-provide the fire station at Rewley Road in Oxford, with the potential to co-locate a number of the functions it accommodates, perhaps as part of the Northern Gateway development. This would release some or all of the Rewley Road Fire Station site for redevelopment, depending on the ability to maintain appropriate emergency response levels for the historically important city centre area.
27. Furthermore, if suitable sites can be found that do not have a detrimental impact on response times, there is also an aspiration to relocate Banbury Fire Station to a location outside the town centre and closer to the M40. The release of the Bicester Fire Station site could enable the

redevelopment of Queens Avenue and there may be potential for co-location of the fire station with partners.

28. Realistic fire fighting training is currently provided at Rewley Road Fire Station but there are issues with the impact of smoke on neighbouring properties. Options will therefore be considered for re-provision of this training function on other sites.

Homes for Older People

29. Homes for Older People are all leased to the Oxfordshire Care Partnership and the Council has been working with OCP to deliver the first phase of re-providing seven of the homes that were no longer fit for purpose. This is almost complete. Phase 2 will address the remaining eight homes. Whilst these currently meet standards there are likely to be implications for each arising out of the proposals in the review of the OCP contract which will deliver the changes to service strategy whereby there will be a withdrawal from residential home provision to be replaced with Extra Care Housing, specialist nursing and dementia homes either on existing or new sites.

Older People's Day Centres

30. As part of the Day Opportunities Strategy traditional older people's day centres are being replaced by resource centres. This has been completed in Bicester, Oxford, Abingdon and Witney and one is currently being built in Banbury. This leaves a requirement for Resource Centres in Didcot, Wantage and Wallingford.

Learning Disabilities Day Centres

31. This service is due to go out to tender in Spring 2012 and the service specification is currently being written. It is not clear yet what the property implications for the learning disability day centre will be. The new providers may either retain them under leases or choose to provide services in their own premises.

Special Needs Housing

32. A strategy for the delivery of Extra Care Housing is now established. This need is considered in all Council disposals, as well as any Section 106 bids, and through working closely with District Councils and Housing Providers.
33. An overall housing strategy is currently being prepared by Social & Community Services, which will set out the need and delivery strategies for all the areas of special needs housing, including older people, but also learning disabilities, physical disabilities and mental health. Whilst the demographic drivers are not on the same scale as for older people, often the need is much more specific and specialist and cannot be achieved through the normal affordable housing routes. The new strategy document

will set out these specifics and the same principles will be applied with regard to the disposal of sites as for ECH.

Early Intervention Hubs/Satellites

34. As part of the CEF restructure, seven Early Intervention Hubs (EIH) were created across the county, supported by five Early Intervention Satellites (EIS). Six EIHS are now operational and the seventh in Witney is due for completion in Spring 2012, with the service currently being provided from temporary facilities at Thorney Leys, Witney.
35. The EIHS provide a single, integrated early intervention service for children, young people and families with additional and complex needs and the Service is provided by both Council staff and partner organisations. The EIHS/EISs also provide drop-in office accommodation for staff and support the Council's main hub offices.

Children's Centres

36. The Council has now completed provision of its Phase 3 children's centre programme and there is now a children's centre accessible to all families across Oxfordshire. The Service is run by a number of different providers, including schools, the Council, private and voluntary organisations.
37. A countywide review of all children's centre services in Oxfordshire is underway and it is expected that the process for reviewing and re-commissioning services will be completed by March 2013. A funding condition imposed by the then DCSF for Phase 3 capital builds states they should be used to provide services for young people for the next 25 years.

Children's Homes

38. The Council has two children's homes within the county. Thornbury House children's home for boys was re-provided in a new building on the same site in 2011 and is now known as 40 The Moors, Kidlington. Maltfield House in Headington provides accommodation for girls. Both are now fit for purpose.

Autistic Spectrum Disorder (ASD) unit

39. The Capital Investment Board has approved a proposal for capital investment for an Autistic Spectrum Disorder (ASD) unit within Oxfordshire and a feasibility study to convert the Ormerod special school site into suitable accommodation is underway.

Waste Recycling Centres

40. The Council has eight waste recycling centres across the county. The City and Districts continue to improve recycling through kerbside collection.

Every house in Oxfordshire now has a comprehensive kerbside collection that reduces the need for visits to the waste recycling centres. The role and service of the waste recycling centres is changing.

41. A number of the current sites require significant investment to bring the facilities up to date as the current infrastructure is deteriorating. Also, there are a number of sites with temporary planning permissions that are due to expire over the next few years and these will not be renewed.
42. The Service proposals rely on providing facilities that are fit for purpose and well located to the main population centres to complement the kerbside collection undertaken by the Districts.
43. A new facility is proposed for Kidlington; Redbridge is to be refurbished and modernised, and a new site is to be established in Banbury (replacing Alkerton). Dean Pit, Ardley and Stanford in the Vale are to be closed and Drayton, Dix Pit and Oakley Wood will continue as existing.

Registration Offices

44. The Registration Service will continue to operate from nine sites across the county.
45. A feasibility study is underway to relocate Oxford register office from Tidmarsh Lane into County Hall to enable disposal of the existing building and make better use of County Hall.
46. Didcot registration office is within the library and will need to be considered alongside proposals for the town centre redevelopment.

Highway Depots

47. The Highways contract allows for investment of £5m in highway depots sites, which will be funded through revenue savings. Atkins has licence agreements for the use of Deddington, Milton Common, Drayton, Chipping Norton and Woodcote depot sites. A depot strategy will be developed which will determine where capital will be invested. Feasibility studies will then be undertaken.
48. The priorities for capital investment are:
 - Office accommodation, including refurbishment of existing buildings at Drayton and replacement of temporary buildings at Deddington. This is likely to involve the relocation of some staff at Ron Groves House, Kidlington to Deddington;
 - Increased salt storage capacity (Deddington, Chipping Norton, Drayton and Milton Common);
 - Other operational improvements, including storage and hard-standing
 - Vehicle maintenance, including possible co-location with the Integrated Transport Unit.

Adult Learning

49. Adult Learning is currently being restructured with its administrative functions being concentrated into four area offices – Unipart House, Kidlington Adult Learning, Union Street (East Oxford) and Grove Adult Learning Centre.
50. Permanent staffing will no longer be provided at the other centres and any staffing will be on the basis of need. Premises will continue to be required for service delivery. Co-location of Adult Learning accommodation with other Council and partner services will be pursued.
51. Wallingford Adult Learning premises on the Wallingford School site will become surplus to requirements. There is a priority need for premises in Didcot and opportunities will be pursued as part of the town centre redevelopment. Options to meet a priority need in Witney will be considered. Section 106 contributions will provide improved facilities in Bicester.

Museums/Cultural Buildings

52. The Museum & Heritage Service's public museum is Oxfordshire Museum, Woodstock, supported by a back office function and storage facility at the Standlake Museum Resource Centre.
53. Discussions have recently taken place between the Council and the Soldiers of Oxfordshire to consider the feasibility of building a new museum on part of the Woodstock site. This would have a Joint Operational Agreement for the management of the site.
54. Standlake Resource Centre has recently been extended and now provides a sufficient principal storage facility.

Outdoor Education Centres

55. The Outdoor Education Centres (one in Oxfordshire and three out of county) are required to be self-financing before 2015/16. The Service is on target to meet this objective.

Staff Housing

56. The general approach to vacant staff housing was agreed by the Cabinet in July 2005 and seeks to reduce the size of the staff housing estate where there is no school need for the accommodation and where the property can be easily separated from the main school site. The agreed approach is as follows:

- If the house is an integral part of the school site, the school should be allowed to decide whether it wishes to take over the building for teaching or office functions, or whether it wishes to retain it for caretaker use in which case either the responsibility for paying the rent subsidy should transfer to the school, or the school should consider whether the rent should be increased so that no rent subsidy is required;
- If the house is part of the school site, but could potentially be separated to allow a disposal, the Council should review the position with the school before making a firm decision as to whether a sale can be achieved;
- If the house is not part of the school site the Council should pursue disposal of the house, unless there are particular reasons why this is not appropriate.

Organisational Arrangements

57. The governance structure for asset management comprises of the Capital Investment Board (CCMT & Cabinet) and the Capital & Asset Programme Board. The governance assists with:
- Changing the culture and approach to asset management to achieve a Corporate Landlord approach
 - Improving planning of capital investment
 - Making more effective use of assets
 - Enhanced cross-service working
 - Improved working and asset sharing with partners
58. The role of the Capital Investment Board is to set the vision and agenda for capital investment and asset planning to put in place the next generation of infrastructure and to deal with the asset implications of the Business Strategy.
59. The role of the Capital & Asset Programme Board is to provide a single point of contact for all capital and asset matters, to ensure development and delivery of the asset strategy, enhance cross-service and organisation working, develop a programme of strategic capital investment and to provide officer leadership and challenge. The C&APB acts as the Programme Board for the Asset Strategy Implementation Programme, receiving bi-monthly RAG status report on all strands of the work.
60. Property & Facilities was restructured in November 2010 to allow a refocusing of resources to increase the capacity for strategic work, and to ensure that all asset considerations are made in a corporate context. A further restructure will take place in 2012 to ensure appropriate arrangements are in place for management of and effective working with the new Single Service Provider from July 2012.

Strategic Actions

61. The main strategic property actions required to support the achievement of the Council's objectives are to have:

By the end of 2011/12

- Property rationalisation underway meeting 2011/12 savings – **on target.**
- Arrangements in place for joint asset planning with partners –**Joint mapping undertaken. Locality reviews commenced.**
- Workplace strategy agreed to enable our staff to work flexibly and effectively and to make the most effective use of our property assets – **report on approach to be considered by extended CCMT in January 2012.**
- A Corporate Landlord approach to assets in place, with all relevant non-school premises budgets transferred to Property & Facilities – **on target.**

By the end of 2012/13

- The new procurement arrangements for Property & Facilities in place and able to deliver the savings required by the Business Strategy – **completion July 2012.**
- Review the Asset Transfer and Disposals Policy – **by May 2012.**

By the end of 2014/15

- Delivered the property savings required by the Business Strategy – **on target.**

TRANSPORT ASSET MANAGEMENT PLAN & PROGRAMME

Introduction

1. Oxfordshire County Council's Transport Asset Management Plan (TAMP) was approved in its original form by Cabinet in March 2008. This report provides an overview of proposed overarching TAMP policies and strategies and the 2-year rolling programme of maintenance capital schemes.
2. The TAMP is central to the identification of highway maintenance strategies, and the development of the new Transport Services contract. The TAMP contains both asset and financial data that enables more advanced forward planning, improved budget management and improved working practices. Crucially, in the current financial environment it provides a means of identifying where limited funding may be targeted to best effect through the implementation of the forward programme.
3. The Council recognises that reliable asset management information is key to the effective stewardship of the highway. It informs process, decision-making, and the development of short and longer term maintenance strategies that reflect customer needs and sound value-management. Its prudent and timely use drives operational improvements and the efficient use of funding, whilst managing the Council's exposure to risk and third party claims.
4. The TAMP spans all highway maintenance activities and all types of highway infrastructure including roads, footways, bridges, street lighting, traffic signals and so forth. Although, the document focuses on the asset groups where the majority of the maintenance budget is spent, information on other asset groups is also being collected and incorporated into the document as it develops.

TAMP Development

5. The original TAMP provided the first comprehensive account of the Council's main highway assets with actions identified for the ongoing development of prudent highway stewardship and efficient asset management practice. Since then, a number of strategies for better managing our highway assets have been progressed.
6. The Council has considerably developed its knowledge of highway assets and made consistent overall improvements to carriageway and footway condition across the County. The level of highway inventory information has been substantially increased and financial/condition models and scenarios produced. The Council's systems' functionality and work processes have been developed further. It now has access to much more intuitive data for asset management planning, for operational performance monitoring and for managing risk.

Service Levels

7. A series of Asset Management Service Standards has recently been developed as a supplement to the TAMP. The Service Standards contain Asset Management priorities, objectives, service levels, performance targets, work plans and risk register that together form a statement of the key areas of asset management focus and development.

Network Condition

Carriageways

8. The overall condition of the Council's network may be expressed for each road category as 'the percentage of those roads where structural maintenance should be considered' (as defined by national performance indicators):

Network Category Measure	2010/ 11 Indicator	2009/10 Indicator	Change in amount of Network requiring Treatment since 2009/10
A roads (NI 168)	4.3%	4.6%	0.3% (or 1.1 miles less)
B roads (NI 169 (part))	8.1%	7.6%	0.5% (or 1.5 miles more)
C roads (NI 169 (part))	10.3%	9.5%	0.8% (or 5.7 miles more)
U roads (BV 224b)	13.1%	11.6%	1.5% (or 22.1 miles more)

Table 1a

Network Category Measure	2011/ 12 Indicator	2010/11 Indicator	Change in amount of Network requiring Treatment since 2010/11
A roads (NI 168)	4.2%	4.3%	0.1% (or 0.7 miles less)
B roads (NI 169 (part))	7.3%	8.1%	0.8% (or 4.5 miles less)
C roads (NI 169 (part))	11.0%	10.3%	0.7% (or 5.1 miles more)
U roads (BV 224b)	16.0%	13.1%	2.9% (or 39.5 miles more)

Table 1b

9. Tables 1a and b show that the overall condition of A roads and B roads has improved over the 2-year period, whilst C roads and Unclassified roads have deteriorated. The deterioration may largely be attributed to the effects of the recent harsh winters which have affected the weaker local roads to a greater degree. Unclassified roads make up half of the County's road network. They generally have thin layers and poor drainage, so are very susceptible to damage caused by freezing and thawing.

10. The fragility of the highway network is evidenced by the effects of the harsh winters, with a 3-fold increase in reported potholes. Whilst the Council has received winter damage grant in excess of £5m in total, it is estimated that Oxfordshire's highway network has suffered over £12 million accelerated deterioration during the period. The number of registered claims relating to pothole and structural defects has also increased. In addition, £3.5 million of damage was caused by drought and heat in both 2004 and 2006 respectively.
11. The Council is currently developing defect threshold criteria for the County's roads that will be used to produce more accurate year by year measures of local network condition. These will also enable defective areas to be identified with greater accuracy for more efficient targeting of treatments. The local indicators will be produced annually along with the national indicators.

Footways

12. Prior to 2009, the condition of our busiest footways had remained stable. The subsequent deterioration in their condition may again be attributed mainly to the harsh winters and the reduction in the capital funding. This meant that investment had to be diverted from footways in recent years to enable costly schemes and drainage improvement schemes. The less busy footways have also deteriorated during the winter months.
13. It is intended to commence more comprehensive surveys of all the County's footways from next year. Alongside this, a local footway indicator is being developed that will be monitored together with the existing indicator that currently only measures the condition of the busiest footways (BV 187).

Network Category Measure	2010/ 11 Indicator	2009/10 Indicator	Change in amount of Network requiring Treatment since last year
Busiest Footways (BV187)	9%	6%	3% (or 4.3 miles more) Table 2a

Network Category Measure	2011/ 12 Indicator	2010/11 Indicator	Change in amount of Network requiring Treatment since last year
Busiest Footways (BV187)	18.0%	9.0%	9% (or 12.7 miles more) Table 2b

14. Due to the recent deterioration in footway condition (identified in Tables 2a and 2b) following the recent severe winters, £400,000 of additional investment has been identified to address this issue (Annex C Table 2).

Drainage

15. The condition of Oxfordshire's Drainage Asset ranges from historical stone drains to recent plastic pipes or swales. The oldest known Medieval stone drains have been located in Dorchester while the latest Sustainable Urban

Drainage Systems (SUDS) are being constructed in all new developments. Generally all the stone drains should be upgraded to cope with the increased flows and the weight of the vehicular traffic, which is causing them to collapse slowly and increase localised flooding. The more modern clay and concrete systems, (on average approximately 60 years old), although stronger than the stone drains, are suffering from being undersized and a limited maintenance investment over the last 20 years.

16. The Flood and water Management Act 2010 places a Duty on the Lead Flood Authority (Oxfordshire County Council) to manage and record all surface water flooding within the County, and to ensure a publically accessible register of flood structures. The Act also puts a requirement on the Authority for the improvement of the quality of water flowing through our drainage systems. A GIS application has been developed as part of a surface water pilot project that allows the mapping of drainage assets and the critical infrastructure. This in turn enables work to be directed to flood prone areas.

Bridges

17. The overall condition of OCC's bridge stock is declining following the reduction in capital funding as resources and funding have been diverted to support other priority assets like carriageways. Therefore, the bridge stock is being managed in a more reactive rather than proactive way. The Council is currently reviewing the Bridges Maintenance Programme to ensure that the future bridge maintenance schemes still provides value for money in terms of whole life costs.

Street Lighting

18. The UK Lighting Board actively encourages highway authorities to use the risk assessment process, produced by TRL in 2002, in monitoring the condition of their lighting columns. In addition to this the ILP Technical Report 22 supports asset management requirements by providing Authorities with guidance in the day to day management of lighting supports. This includes:
 - i. Introducing strong management cycles – Routine checks every 3 years to assess condition
 - ii. Detailed condition assessment process – Independent structural testing & risk assessment approach
 - iii. Review of lighting column risk assessment data
 - iv. Age profiling
19. A simple system is used to assess the structural safety of lighting columns that provides an indication of the lighting column condition, which then forms the basis of a series of road lighting condition indicators. The interim report published in June 2002 proposed that the road lighting condition indicator should initially be based on the age of the lighting columns and any indicators of residual life that can be determined, whilst also taking into account environmental factors and other elements, such as luminaires and cable networks.

20. Analysis of our inventory returns identified the following categorisation of our Lighting Stock:
- i. 58,711 Street lighting columns (Total number of units)
 - ii. 28,350 Lighting columns aged less than 20 years
 - iii. 7,432 Lighting columns aged between 20 to 30 years old
 - iv. 8,167 Lighting columns aged between 25 to 30 years old
 - v. 13,482 Lighting columns aged between 30 to 40 years old
 - vi. 1,280 Lighting columns aged at over 50 years plus

Structural Maintenance

21. Structural maintenance activities include carriageway and footway resurfacing and reconstruction, structural patching, surface dressing, specialist treatments, bridge strengthening, street lighting column replacement and drainage improvements. This work is primarily funded through the Council's Capital Programme.
22. The Council is increasingly using value-engineering to qualify and prioritise work, and in assessing the whole life costs of alternative treatments. The value-engineering approach often means that more substantial treatments are specified to ensure longevity of repair and reduced overall disruption to road users. This means that schemes can cost more initially (but not always) but with the benefit of savings later on. However, the timing of the work is also very important so that interventions ideally take place before the onset of more serious and costly deterioration.

Financial/ Condition Modelling

23. Analyses have been carried out to predict the effects of various levels of financial investment on the structural condition of the road network. These include a variety of budget/condition scenarios that have been used to inform the budget process to date. Other relevant data including accidents, traffic and highway claims have also been considered in identifying and prioritising maintenance work at scheme level.
24. The following considerations have been taken into account when determining the structural maintenance allocation across the next 5 years:
- The County Council has a statutory responsibility to maintain highways in a safe condition.
 - The state of our roads and footways remains a key priority for the residents of Oxfordshire.
 - The life of roads can be extended relatively economically if repairs are carried out in time. Conversely, delays in applying treatments can lead to rapid deterioration and a large increase in the cost of repair.
 - There is a need to reduce pressure on revenue budgets. Make-shift treatments and reactive maintenance such as pothole repairs will cost the Council much more in the medium to long term.

- Although road casualty accidents have decreased in recent years the number of accidents occurring in wet conditions has not. Therefore, there is a need to maintain/ improve the skidding resistance of our busiest roads.
 - The majority of the structural maintenance budget is allocated to carriageways, with the remainder being spent mainly on footways, bridges, drainage improvements, and street lighting column replacement. It is envisaged that carriageway integrity will continue to take precedence over these other activities whilst budgets are severely limited.
25. Schemes have been prioritised using a well-established rating system called HAMP. This produces relative need factors that effectively score roads and footways according to the level of deterioration present. However, this can sometimes result in relatively minor routes being promoted for treatment. In recognition of this issue, the Council has progressively applied a value-engineering approach to the assessment, prioritisation and design of carriageway maintenance schemes. Scheme appraisals include assessments of the importance of the route in the network hierarchy and the effects on through traffic and the local community. Whilst funding remains at a premium, maintenance schemes on higher category routes will take precedence over lower category routes, unless there are particular circumstances or significant cost benefits that would override this precedent. This approach does not detract from the Council's duty to maintain the network in a safe condition. Defects identified through highway inspections or reported by the public will be investigated and repaired if there is an implication for safety.
26. The Council recognises that 3rd party highway claims may increase if the network deteriorates given that during the next 5 years all authorities will be managing a likely decline in their overall asset conditions. All being equal, the analyses performed to date indicate that it will take 2 or 3 years for budget cuts to be reflected in a significant worsening of overall carriageway condition. Therefore, the Council will consider reinstating funding into structural maintenance if funding becomes available as part of the annual capital budget setting process, with a view to preserving the existing asset by early intervention where possible.

Systems & Inventory

27. The Council's highway network comprises over one million individual items of apparatus. A detailed knowledge of the location, type and condition of the highway inventory is vital to the establishment of appropriate service standards and efficient maintenance regimes. The Council has also a statutory duty in accordance with the new Flood & Water Management Act to publish a register of flood structures for interrogation by the public during 2011.
28. A number of highway management systems are used currently to manage highway data and resources. These are vital for effective asset management and for responding efficiently to customer enquiries and they require investment and development. Geographical information systems (GIS) are being used increasingly to analyse asset inventory, condition information, and

other data, and to display the information against map backgrounds for greater interaction of information and easier interpretation of results.

29. The Council has a framework of inventory and attributes visible on GIS that can be easily updated. It is a main objective of the new Transport Services contract to update the inventory as part of the routine day to day business to ensure data is current and easily interrogated. There is also a pressing business need to digitise our large stock of highway records and plans.

Highway Valuation

30. The value of our Highway and Transport assets exceeds £4.6 billion. Highway authorities are now required by central government to collate sufficient highway inventory information for the submission of progressively accurate annual calculations of highway network net present values, gross replacement values and maintenance backlog (the value of outstanding maintenance work that has accrued over the years). This will require more regular and detailed surveys of highway assets, and rural footways in particular. The information gathered will also enable life cycle plans to be created for sections of the network and for various assets so that treatment types and intervention periods can be optimised. The collection of this information is subject to national audit.

Route Hierarchy

31. The County Council is responsible for over 4,500 kilometres of carriageway and approximately 2600 kilometres of footway. An exercise has recently been undertaken to re-categorise these routes according to the type and volume of traffic they carry and by their relative importance to one another. This exercise has enabled a modified network hierarchy to be established that may be used to inform budgetary decisions and treatment types, and to prioritise activities such as the frequency of statutory safety inspections and winter maintenance gritting routes.

Safety Inspections

32. In its role as Highway Authority, Oxfordshire County Council has a statutory duty to maintain the network in a safe condition. A revised policy for Statutory Safety Inspections has recently being produced that aligns with the revised network hierarchy and new operational processes. The new policy and practice will assist the Council in managing resources and risk, and provide a robust mechanism for claims defence.

Customer Satisfaction

33. There is a strong correlation between customer satisfaction and the condition of local roads. In a 2009 survey, 58% of respondees said they were dissatisfied with the condition of roads and pavements in Oxfordshire (NHT). More recent research work suggests that more than 60% of customers are

likely to be dissatisfied with a Council's service when more than 12% of its local roads are defective or have poor surface condition (Seasig).

Additional Pressures

34. We are currently assessing the implications of new guidance relating to the exposure, treatment and disposal of coal tar and derivatives. These substances are found in many existing road constructions and are classified as hazardous waste. It is likely that coal tar will be identified at many locations on our network, however, the financial implications of dealing with the problem will only become clearer after further site investigation work and research has been carried out. Where its presence is detected we may have to recycle material on site, or remove it to special treatment facilities or to the approved disposal sites.
35. In the absence of further advice from government agencies, our approach to dealing with this problem is to undertake early site coring and testing and to design maintenance treatments to limit disturbance of the coal tar as far as possible or, where feasible, to utilise suitable on-site recycling methods that should help reduce disposal costs.
36. Consequently, dealing with the coal tar will add significant costs in addition to the extra cost of increased coring and testing. Core samples are now taken at the majority of sites in the forward programme. The cost of coring, testing, analysis and associated Traffic Management is approximately £3k/ km and has been allowed for in our budget planning. However, it is harder to budget for the additional cost of dealing with the coal tar, once identified. At some sites where coal tar was detected the increased costs have varied between 11% and 38%.

Resilience to Extreme Weather and Climate Change

Carriageways and Footways

37. The County's highway network is particularly susceptible to the effects of harsh winters. Water and ice entering the road construction are the main factors that cause widespread damage, with the prospect of massive repair costs and increased claims. To help address this, additional funds have been directed to surface dressing and similar treatments in the forward programme that economically seal road surfaces from water ingress.
38. Work has commenced to identify the areas of County road network that are most at risk from weather events with an aim to inform management action plans, material and apparatus specification, life cycle planning and risk management.
39. Effective targeting of these treatments and increased coverage should go some way to protecting vulnerable roads and footways. A more pro-active approach is also being taken to the management of the structural patching

programme to ensure that these repairs are targeted and specified to best effect

Drainage

40. Poor drainage is the main cause of early carriageway failure. More funds will be directed in future to addressing local drainage issues such as grip and ditch clearing in an effort to keep road formations drier. Formal drainage investigations are now included in early feasibility work for schemes in the carriageways forward programme with costs built into the annual site investigation and works allocations.
41. The weather patterns in the country are changing dramatically giving increased severity of storms, as well as unusual hot and cold periods. The Environment Agency is predicting a 30% increase in rainfall to be added to the 1 in 100 year return period to be used on all calculations involving flood storage. If this scenario were to occur, many of the current highway drainage systems, with the exception of the more recent porous pavement systems and swales, would not be able to cope.
42. The Flood and Water Management Act 2010 has been introduced to encourage a holistic approach to flood management and promotion of sustainable systems to help manage the intense storms which can happen due to climate change. These systems are currently being advocated for new drainage systems where appropriate.

Bridges

43. Significant flood events such as that experienced in July 2007 required emergency scour inspections to be undertaken, detailed underwater inspections to follow and then works to address any significant scour issues identified to be completed. Extreme local events also seem to lead to local pressure to enlarge the flow capacity of individual bridges perceived to be restricting flows. Extreme winters require higher volumes of salt to be spread on the highway which is detrimental to the durability of steel and reinforced concrete bridges. Freeze thaw is detrimental to the durability of certain stone, mortar and brickwork and therefore affects numerous OCC bridges constructed with these materials. Hotter summers and colder winters would increase the thermal movement that bridges experience and therefore the magnitude of movements that bridge joints and bearings have to accommodate. If climate change does lead to more frequent extreme flood events, hotter summers and colder winters this can only accelerate the rate of deterioration of OCC's bridge stock.

Street Lighting

44. Using the latest street lighting technology i.e. dimming, trimming & LED equipment will reduce the operating hours and allow for reduced lighting levels. As well as reducing the consumption of electrical energy these measures will also provide reductions in carbon emissions. Our long term plan

is to reduce energy consumption in our street lighting and gain the benefits from dimming / dynamic lighting strategies.

45. We are currently looking to undertake a pilot scheme (£0.3m) to convert 750-1000 street lighting columns to LED or dimmed ballast lanterns across the County, as part of the planned repairs and maintenance work. This will result in a year on year saving on our street lighting running costs of between £4.5k and £9k, equivalent to 49,000 – 100,000kWh or 27-54 tonnes of CO₂. If the pilot is successful, we will endeavor to roll out the scheme fully across the County, providing the additional budget (£1.2m) can be allocated.

Budget

46. The 5 year capital programme for highways structural maintenance was approved by Council in February 2011 and subsequently updated in October 2011. Structural maintenance comprises carriageways, footways, bridges, street lighting and drainage. The carriageways allocation is sub- divided according to treatment type (Annex A).
47. Annex B shows an amended budget profile that takes account of the October 2011 updates.
48. Annex C shows the allocations for major Principal Road and General Maintenance schemes. In addition to the £9.6m for Major Maintenance Schemes and £2m for general maintenance have been identified in the proposed programme. The details of the proposed general maintenance allocations as follows:-
- i. £1m has been identified to maintain carriageways.
 - ii. £0.6m will be targeted at bridge maintenance schemes. Recent inspection works have identified a number of defects and therefore need for further site investigation and evaluation to identify the most appropriate treatments.
 - iii. £0.4m of this additional funding would be targeted at footway schemes which have suffered a sharp deterioration due to recent severe winters.

Drainage

49. The two year programme targets work to locations with drainage or flooding problems. The work is prioritised according to risk e.g. the severity of the flooding, the number of properties affected, type of property (schools, old people's homes) and impact on infrastructure and the community.

Bridges

50. The Bridges Programme of works generally arises from the faults, deterioration and shortcomings found during routine bridge inspections, inadequate structural capacity identified by assessment or monitoring and by faults reported by the other highway staff, external organisations and the public.

Street Lighting

51. With an average life expectancy of 30 years it would be necessary to renew an average of 1460 lighting columns per year in order to keep pace with natural deterioration in the condition of Oxfordshire's lighting stock. However, the current budget allocation allows a programme of work to replace approximately 900 columns a year which have reached the end of their expected life. Installations are mostly based on High Intensity Discharge lamps and Low pressure systems requiring appropriate ballasts and optical systems.

Structural Maintenance Programme 2012/13 & 2013/14

Annex D contains the programmes for structural maintenance for 2012/13 and 2013/14, including reserve schemes.

52. The proposed programmes are provisional for a number of reasons:
- a) More feasibility work is required to be carried out on some of these schemes
 - b) Schemes not included in the schemes lists may assume a greater priority, for example, if their rate of deterioration suddenly increases. This may influence the 2013/14 programmes more than the 2012/13 programmes.
 - c) When the implications of the harsh winter, coal tar, the Flood & Water Management Act and other factors are known, there may be changes to the overall structural maintenance budget
 - d) Network Rail are likely to adjust their works programme which and this will have a knock-on effect on the County's bridge programme
 - e) At the time of writing, Oxford City's Section 42 allocation has yet to be finalised and this may mean that some schemes are substituted in the final carriageways and footways programmes.
53. Due to the requirement for additional feasibility work (i.e. site investigation and evaluation), the Carriageways, Footways and Drainage schemes have a contingency allowance built into the estimates. Reserve lists of schemes have therefore been identified which can be brought forward if the contingency allowances are not fully utilised.
54. Oxford City's S42 allocation is based on a combination of capital and revenue maintenance activities. The City's qualifying capital schemes for carriageways and footways are shown in the programme lists in Annex D. The City's surface dressing allocation is based on a proportional split of the County's surface dressing budget (capital). The City's revenue allocation is based on a proportion of the County's allocations for relevant routine maintenance activities which have yet to be decided.
55. Prior to last year, we have managed to consistently improve the overall condition of Non-Principal Roads whilst maintaining funding for Principal Roads at a reasonable level. The Council considers that it is now necessary to transfer funds from Principal Roads in order to control deterioration of non-Principal Roads as best we can. This approach was approved in principle by

Cabinet in 2008, when the Transport Asset Management Plan was originally produced. The rationale for taking this approach is that Principal Road condition has remained fairly stable in recent years, and significantly better than the condition of other categories of road in Oxfordshire. Schemes on Principal Roads are also considerably more expensive to deliver.

56. If further reductions to capital funding are announced in future years, the bridges, street lighting and drainage improvement budgets will be mainly unchanged as it is unrealistic to cut these further. Consequently, the number of carriageway and footway schemes will be reduced.
57. It should also be noted that future year's allocations may subsequently be influenced by potential pressures arising from the Flood & Water Management Act, which may require additional capital investment in drainage depending upon the level of responsibility imparted upon the authority within its duty as Lead Flood Authority.
58. Funding is also identified in the capital programme for major schemes. Additional bids for major elements of highway maintenance scheme funding will be submitted separately for consideration. However, in the absence of any additional funding, schemes would have to be paid for from the highway maintenance block allocation in order to be progressed. Consequently, if bids are unsuccessful, it is likely that schemes currently identified in the draft programmes will be deferred to allow the higher priority/ more expensive works to progress.
59. The Footway programme to deliver the additional £0.4m of funding identified in Annex C Table 2 will be developed by targeting the most strategic footways in the County. Schemes will be developed by grouping areas of deterioration identified in recent condition data. It is anticipated that a developed programme of work for 2012/13 will be available at the end of February 2012.
60. The Bridges Programme for 2012 is currently being evaluated based on the findings of the inspections and assessments carried out in 2011/12. A programme of works for 2012/13 is expected to be available on completion of this exercise at the end of February 2012.

Annex A

Structural Maintenance Budget Allocations (Approved 15 Feb, 2011)					(£m)
Financial Period	2012/13	2013/14	2014/15	2015/16	Total
Carriageways	7.240	7.430	7.505	7.490	29.665
Footways	1.350	1.350	1.350	1.300	5.350
Bridges	1.400	1.060	1.015	0.930	4.405
Street Lighting	0.500	0.500	0.500	0.500	2.000
Drainage	1.100	1.100	0.950	0.950	4.100
Total	11.590	11.440	11.320	11.170	45.520
Carriageways:					
Assessed Carriageway Schemes (inc VE)	3.250	3.495	3.530	3.500	
Safety Schemes	1.100	1.150	1.100	1.250	
Routine Surface Dressing (2011/12)	1.900	1.800	1.950	1.800	
Surface Dressing Pre-Patching (2012/13)	0.900	0.900	0.850	0.850	
Advance Site Investigation/Coring/Testing	0.090	0.085	0.075	0.090	
Total	7.240	7.430	7.505	7.490	

Annex B

Revised Budget Allocations (excluding Major Schemes)	2012/13	2013/14	2014/15	2015/16	2016/17	Total
Repayment of b/f capital				-2.600		
Assessed Carriageway Schemes (inc VE)	3.749	3.555	3.175	1.639	3.630	
Safety Schemes	1.100	1.150	1.100	1.100	1.100	
Routine Surface Dressing	1.900	1.800	1.950	1.300	1.800	
Surface Dressing Pre-Patching	0.900	0.900	0.850	0.850	0.850	
Advance Site Investigation/Coring/ Testing	0.092	0.085	0.075	0.075	0.075	
Carriageways	7.741	7.490	7.135	7.564	7.455	37.400
Footways	1.350*	1.350	1.350	1.300	1.300	6.650
Bridges	1.123**	1.010	0.965	0.880	0.800	4.778
Street Lighting	0.500	0.500	0.500	0.500	0.500	2.500
Drainage	1.102	1.098	0.950	0.950	0.945	5.045
Total	11.816	11.448	10.915	11.194	11.000	56.373

Notes:

- 1- £11.690m of Structural Maintenance during 2011/12 is being funded with Corporate Resources.
- 2- The Cabinet agreed to bring forward £2.6m SM works into 2011/12. This will be paid back in 2015/16.
- 3- A further £2m is requested as part of 2012/13 S&RP process for Carriageways (£1m), Bridges (£0.6m**) and Footways (£0.4m*) which is shown in Annex C Table 2

Annex C- Additional Resources Requirement for the next 5 years

Table 1- Structural Maintenance Budget Allocations (Major Schemes)						
						(£m)
Financial Period	2012/13	2013/14	2014/15	2015/16		Total
Major Schemes						
Iffley Road	0.600					
	0.600				Total	0.600
Major Schemes (Additional Bid)*						
A4130 Bix Duals	0.570	4.370				4.940
A420 Shrivenham Bypass	0.350		3.070			3.420
A420/A34 Botley Road Jnctn & Cumnor Bypass		0.080	0.030	1.040		1.150
A415 Clifton Hampden		0.130				0.130
Total	0.920	4.580	3.100	1.040	Total	9.640

Table 2- General Maintenance Budget Allocations						
						(£m)
Financial Period	2012/13	2013/14	2014/15	2015/16		Total
Carriageway Schemes	0.544	0.456				1.000
Bridges Schemes	0.600					0.600
Footways	0.400					0.400
Total	1.544	0.456			Total	2.000

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(Details of the Schemes for Programmes identified in the Transport Asset Management Plan (Annex B & C))

	Parish	Road Name	2012/13 Costs (£)	2013/14 Costs (£)
ASSESSED CARRIAGEWAY SCHEMES - (NON-PRINCIPAL ROADS PROGRAMME) - ANNEX B				
A- NON- PRINCIPAL ROAD PROGRAMME				
1	Curbridge	Downs Road	38,467	
2	Radley	Thrupp Lane	86,790	
3	Oxford	Juxon Street	45,937	
4	Bloxham	Queen Street	97,483	
5	Warborough	Warborough Road	133,101	
6	Faringdon	London Street	159,678	
7	Abingdon	Letcombe Avenue	44,306	
8	Hook Norton	The Firs	124,978	
9	Didcot	Cockcroft Road	87,459	
10	Faringdon	Folly View Road	185,692	
11	Oxford City	Juxon St, Cranham Terrace to End		34,958
12	Oxford City	Godstow Road	100,800	
13	Oxford City	Pembroke Street, St Aldates to St Ebbes Street		31,500
14	Piddington	Lower End, Arcott Rd Footpath to Blackthorne		290,238
15	Fringford	Rectory Lane, The Green to the Old Rectory		212,362
16	Little Wittenham	Little Wittenham Road, Christmas Cottage to 150m NW of Christmas Cottage		106,280
17	Advance Design		28,994	27,000
18	Contingency Allowance			147,104
TOTAL NON-PRINCIPAL ROAD SCHEMES			1,133,684	849,442
B- VALUE ENGINEERED SCHEMES PROGRAMME				
19	North Hinksey	Yarnells Hill, Westminster Way to Lime Rd	329,274	
20	Shrivenham	Stalpins Road, From B400 to End	119,890	
21	Wheatley	Church Road, from Holloway Rd to Friday Lane	202,186	
22	Witney	Westend/Bridge St Rbts	199,594	
23	Wiggington Heath	Wiggington Heath Rd, 150m East of Hook Norton Rd for 300m East toward Wiggington Heath	237,100	
24		Wiggington Heath Rd, Nill Cottages to Nill Farm		
25	Oxford City	Warneford Lane, Gypsy Lane to Morrel Avenue	110,500	
26	Cookley Green	B481, Church Lane to Cookley House Entrance, Cookley Green	80,862	
27	Didcot	Brasenose Rd, from Foxhall Rd to Freeman Rd	368,766	
28	Oxford City	42 St Lukes Rd to Garsington Rd	52,387	
29	Watlington	Ingham Lane, Watcombe Manor Farm Rd to No.47 Brooke Street	221,827	
30				
31	Oxford City	Butterwyke Place, Speedwell St to Thames ST		57,445
32	Oxford (A Class)	St Aldates Northbound from Thames St to Const Joint St Traffic Island		271,529
33	Moulsford	Halfpenny Lane, Approx 400m from A329		26,063
34	Stanton St John	Woodperry Hill, From Woodperry Farm Entrance to 450m East at bend in road	155,356	
35	Freeland	Wroslyn Road, Blenheim Lane to The Green		319,665
36	East Hendred	A417, Const Joint At White Rd to Allin's Lane		237,271
37	Oxford (C Class)	Gypsy Lane, Headington		338,611
38	South Leigh	Stanton Hardcourt Rd, from Station Rd to B4449		185,248
39	Henley	Reading Rd, from Hamilton Ave to Couching St Juncts		262,842
40	Banbury	Orchard Way/Woodgreen Roundabout		185,816
41	Abingdon	A415/A34 Marcham Interchange Rbt		346,307
42	Advance Design		108,861	85,000
43	Contingency Allowance			389,473
TOTAL VALUE ENGINEERED SCHEMES			2,186,603	2,705,270
TOTAL ASSESSED CARRIAGEWAYS SCHEMES			3,320,288	3,554,712

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(Details of the Schemes for Programmes identified in the Transport Asset Management Plan (Annex B & C))

	Parish	Road Name	2012/13 Costs (£)	2013/14 Costs (£)
SAFETY SCHEMES (RE-SURFACING SCHEMES PROGRAMME) - ANNEX B				
44	Gozzards Ford - Faringdon		22,000	
45	North Newington - B4035		210,000	
46	Gosford Park & Ride		200,000	
47	Stadhampton - B480		52,000	
48	Ipsden - A4074		62,000	
49	Britwell Salome - B4409		73,000	
50	Risinghurst - A4142		140,000	
51	Emmer Green - Peppard Rd		39,000	
52	Drayton A422 - bend nr Drayton Village		72,000	
53	Design		102,000	
54	Williamscott - A361		128,000	72,000
	<i>2013/14 Schemes to be identified following site evaluation in May 2012</i>			835,000
56	Contingency Allowance			243,000
TOTAL SAFETY SCHEMES			1,100,000	1,150,000
ROUTINE SURFACE DRESSING SCHEMES PROGRAMME- ANNEX B				
57	Surface Dressing	Various sites	1,516,339	
58	Lines & Studs	Various sites	200,000	
59	Re-Texturing	Various sites	183,661	
TOTAL SURFACE DRESSING SCHEMES			1,900,000	1,800,000
SURFACE DRESSING PRE-PATCHING SCHEMES (ANNEX B)				
60	Pre S/Dress Patching	Various sites	900,000	
TOTAL PRE-PATCHING SCHEMES			900,000	900,000
ADVANCE INVESTIGATION SCHEMES (ANNEX B)				
61	Coring/testing	Various sites	92,000	
TOTAL ADVANCE INVESTIGATION SCHEMES			92,000	85,000
TOTAL CARRIAGEWAYS			7,312,288	7,489,712

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(Details of the Schemes for Programmes identified in the Transport Asset Management Plan (Annex B & C))

	Parish	Road Name	2012/13 Costs (£)	2013/14 Costs (£)
FOOTWAYS PROGRAMME (ANNEX B)				
62	Sutton Courtney	Drayton Rd	8,701	
63	Abingdon	St Peters Rd	21,745	
64	Burford	High Street	16,072	
65	Oxford	Richmond rd	35,420	
66	Oxford	Regent St	28,820	
67	Sibford Gower	Manings Hill	11,683	
68	Bicester	Fallowfields	39,535	
69	Witney	Corn St, Witney	17,011	
70	Witney	Corn St, Witney	19,788	
71	Banbury	Ruskin Rd	10,733	
72	Oxford	Headington Rd (Service Road)	24,310	
73	Oxford	hayfield Rd	36,875	
74	Salford	Lower End	11,572	
75	Oxford	Hurst St	112,860	
76	Hanwell	Main St	14,361	
77	Bletchingham	Oxford Rd	52,768	
78	Oxford	footpath link Egerton Rd	5,000	
79	Wheatley	High St, Witney	47,391	
80	Middle Barton	Church lane	9,748	
81	Wheatley	High St, Weatley	53,039	
82	Hampton Poyle	Oxford Rd	26,963	
83	Kingston bagpipe	Frax Close	16,642	
84	Wantage	Tirrold Way	22,471	
85	B0481 Nettlebed	Watlington St	40,129	
86	Henley	Kings Close	34,623	
87	Henley	Newton Rd	111,091	
88	Bampton	Chandler Close	39,803	
89	Bampton	Colvile Close	45,664	
90	Bampton	Bpwing Green Close	15,600	
91	A4095 Witney	Curbridge Rd	36,747	
92	Hook Norton	The Bourne	26,187	
93	Didcot	Norreys Close	10,306	
94	Benson	Paddock Close	10,982	
95	Ascott-Under-Wychwood	Chestnut Drive	19,626	
96	Wantage	Harcourt Rd	103,989	
97	A4095 Blaydon	Grove Road	6,843	
98	Steventon	Tatlings Rd	23,738	
99	Wantage	Hamfield Rd	50,000	
100	Oxford A4144	Beaumont St	75,815	
102	Oxford	Victoria Rd		78,160
103	Oxford	Edgeway Rd		47,506
104	Oxford	Stanway Rd		117,280
105	Didcot	Edwin Rd		100,102
106	Adderbury	St Marys Rd		128,524
107	Banbury	Oakland Rd		111,641
108	Bicester	Wedgewood Rd		25,343
109	Bicester	St Hughs Close		15,121
110	Abingdon	Burton Close		25,174
111	Grove	Gleebe Gardens		24,160
112	Didcot	Lloyd Rd		28,891
113	Adderbury	The Green		8,448
114	East Hanney	The Green		25,765
115	Lower Hayford	Station Rd		29,624
116	Kiddlington	Marlborough Ave		61,702
117	Sibford Gower	High Meadow		33,452
118	Bloxham	Hyde Grove		15,206
119	Middle Barton	South St		19,198
120	Bourton	Uplands Rise		31,476
121	Carterton	Sycamore Drive		7,518
122	Ardley with Fewcott	Ardley rd		16,050
123	Kiddlington	Link footpath, Oxford Rd to Crown Rd		14,442
124	Broughton	Wykham lane		21,541
125	Banbury	Nursery Drive		59,133
126	Drayton	Whitehorns Way		20,528
127	Advance Design		55,350	55,350
128	Contingency Allowance			228,665
129	Further Footways schemes are currently being developed and will be identified in February 2012 (Note: The 2012/13 budget allocation is identified in ANNEX C Table 2)		400,000	
TOTAL FOOTWAYS SCHEMES			1,750,000	1,350,000

TRANSPORT ASSET MANAGEMENT PLAN
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(Details of the Schemes for Programmes identified in the Transport Asset Management Plan (Annex B & C))

	Parish	Road Name	2012/13 Costs (£)	2013/14 Costs (£)
DRAINAGE SCHEMES (ANNEX B)				
130	Abingdon	Abingdon - Faringdon Road	35,000	
131	Abingdon	Abingdon - Nash Drive	15,000	
132	Ambrosden	Ambrosden - Merton Road	20,000	
133	Appleton	Appleton - Badswell lane	30,000	
134	Appleton	Appleton	60,000	
135	Bampton	Bampton - Weald Street	30,000	
136	Banbury	Banbury - The Cross	15,000	
137	Botley	Botley - Cumnor Hill/Cumnor Rise Rd	15,000	
138	Brightwell Baldwin	Brightwell Baldwin	30,000	
139	Brize Norton	Brize Norton - Burford Road	10,000	
140	Buckland Marsh	Buckland Marsh - New Cottages	10,000	
141	Buscot	Buscot - A417 Snowswick Lane	25,000	
142	Chadlington	Chadlington	20,000	
143	Charlbury	Charlbury - Ditchley Road	20,000	
144	Claydon	Claydon - Butlin Farm	25,000	
145	Curbridge	Curbridge - Well Lane	30,000	
146	Curbridge	Curbridge - Range Road	5,000	
147	Drayton St Leonard	Drayton St Leonard	20,000	
148	Fifield	Fifield - Stow Road	10,000	
149	Goring	Goring - Springfield Road	30,000	
150	Headington	Headington - Old Road	70,000	
151	Hinton Waldrist	Hinton Waldrist - Laggotts Farm	15,000	
152	Kingham	Kingham - Daylesford Rd/Kingham Hill Rd	10,000	
153	Longcot	Longcot	10,000	
154	Lyndham	Lyneham - Sarsden Turn	12,000	
155	Milcombe	Milcombe - Heath Close	15,000	
156	Mixbury	Mixbury	25,000	
157	Nuneham Courtenay	Nuneham Courtenay	25,000	
158	Oxford	Oxford - Campbell Rd	10,000	
159	Oxford	Oxford - Ferry Hinksey Rd	20,000	
160	Oxford	Oxford - Headington Quarry	70,000	
161	Oxford	Oxford - Woodstock Rd	5,000	
162	Tackley	Tackley	30,000	
163	Sparsholt	Sparsholt - West Street	15,000	
164	Countywide	Countywide - Investigation	50,000	
165	Countywide	Countywide - Lining	100,000	
166	Countywide	Countywide - Contributions	50,000	
167	Abingon	West St Helen Street (c/f)	60,000	
168	Alvescot	Station Road	25,000	
169	Appleton with Eaton	Bablock Hythe Road	30,000	
170	Ascott Under Wychwood	London Road		20,000
171	Asthall	Old Cottage (c/f)		15,000
172	Banbury	Acorn Road (c/f)		20,000
173	Begbroke	Spring Hill Road		25,000
174	Bladeon	A4095 Grove Lane		30,000
175	Bloxham	Painters Close (c/f)		20,000
176	Botley	Cumnor/Eynsham Road (c/f 08/09)		20,000
177	Broughton	Danvers Barn		20,000
178	Burford	Burford, Swan Lane Close		15,000
179	Burcot	Burcot Park		20,000
180	Cholsey	Lapwing Lane		25,000
181	Compton Beauchamp			20,000
182	Cothill			20,000
183	Didcot	A4130 Power Station RAB and Basil Hill Road		10,000
184	East Lockinge	to Betterton		20,000
185	Fernham	High Street (c/f)		20,000
186	Fulbrook	Manor Farm, Westhall Hill		15,000
187	Hempton	Duns Tew Road		20,000
188	Hinton Waldrist	Church Street (c/f)		30,000
189	Kennington			10,000
190	Kingston Blount	/ Aston Rowant (c/f)		15,000
191	Launton	Station Road		15,000
192	Leafield	Greenwich Lane		10,000
193	Leadfield	The Green and Lower End		15,000
194	Lew			20,000
195	Longcot	Mallins Lane		15,000
196	Northmoor	Bablock Hythe Road		10,000
197	North Moreton	Wallingford Road, The Corner House		15,000

TRANSPORT ASSET MANAGEMENT PLAN
STRUCTURAL MAINTENANCE PROGRAMME 2012 - 2014

(Details of the Schemes for Programmes identified in the Transport Asset Management Plan (Annex B & C))

	Parish	Road Name	2012/13 Costs (£)	2013/14 Costs (£)
198	Shilton			20,000
199	Shilton			20,000
200	Shipton Under Wychwood			20,000
201	South Leigh			15,000
202	South Leigh	Shores Green (c/f)		20,000
203	Southmoor	Blandy Avenue (c/f 08/09)		20,000
204	Steventon	Mill Lane (c/f)		20,000
205	Tackley			35,000
206	Countrywide	Investigations for schemes		50,000
207	Countrywide	Flood & Water Management Act works (Central Government Funded)		0
208	Countrywide	Lining		100,000
209	Countrywide	Jetting & CCTV (Revenue Funded)		0
210	Countrywide	Contributions		50,000
211	Contingency Allowance			218,000
TOTAL DRAINAGE SCHEMES			1,102,000	1,098,000
DRAINAGE RESERVE SCHEMES 12/13				
	Sutton Courtenay	Sutton Courtenay - Harwell Rd	Reserve	
	Sutton Courtenay	Sutton Courtenay - Milton Rd	Reserve	
	Wantage	Wantage - Ickleton Road	Reserve	
	Woodscote	Woodcote - Oakdene	Reserve	
	Wroxton	Wroxton - Main Street	Reserve	
	Ardley	Ardley - B430 Station Rd	Reserve	
	Bladon	Bladon - Heath Lane	Reserve	
	Henley	Henley - Kings Rd	Reserve	
	Kidlington	Kidlington - Garden City	Reserve	
	Risinghurst	Risinghurst	Reserve	
	Salford	Salford - Lower End	Reserve	
	Woodstock	Woodstock - Brook Hill/Green Lane	Reserve	
	Tadmarton	Stand Hill (c/f)		Reserve
	Westcot			Reserve
	Westwell			Reserve
	Witney	Burwell Estate		Reserve
	Witney	Farmers Close		Reserve
	Wootton (VOWH)	Church Lane (c/f)		Reserve
	A41	A41 (J9-M40 to Bicester)		Reserve
	Alverscot	Alverscot Lower End		Reserve
	Ascott Under Wychwood	Ascott Under Wychwood The Green		Reserve
	Bampton	Bampton, Broad Street		Reserve
	Black Barton	Black Barton		Reserve
	Cassington	Cassington, St. Peters Close		Reserve
		Filkins And Broughton Poggs		Reserve
	Henley	Henley, Kings Road / Ravenscroft (c/f 08/09)		Reserve
	Kiddington	Kiddington Canyon		Reserve
	Kidlington	Kidlington, Garden City		Reserve
	North Leigh	North Leigh, East End		Reserve
	North Leigh	North Leigh, East End		Reserve
	Salford	Salford, Lower End		Reserve
	South Leigh	South Leigh		Reserve
	Taynton	Taynton		Reserve
	Wroxton	Wroxton, Main Street (Phase 3)		Reserve
BRIDGES PROGRAMME				
212	The programmes out work are currently being developed and will be identified in February 2012		1,123,000	1,010,000
213	Further Bridges schemes are currently being developed and will be identified in February 2012 (Note: The 2012/13 budget allocation is identified in ANNEX C Table 2)		600,000	
TOTAL BRIDGES SCHEMES			1,723,000	1,010,000

TRANSPORT ASSET MANAGEMENT PLAN
STRUCTURAL MAINTENANCE PROGRAMME 2012 - 2014

(Details of the Schemes for Programmes identified in the Transport Asset Management Plan (Annex B & C))

	Parish	Road Name	2012/13 Costs (£)	2013/14 Costs (£)
STREET LIGHTING - ANNEX B				
214		The Street Lighting programme consists of Column replacement (approx. 900 cols per annum)	500,000	500,000
TOTAL STREET LIGHTING SCHEMES			500,000	500,000
MAJOR SCHEMES (PRINCIPAL ROADS) PROGRAMME - ANNEX C Table 1				
215	Approved in 2010/11	Iffley Road Phase2	600,000	
216	New Approval	A4130 Bix Duals	570,000	4,370,000
217	New Approval	A420 Shrivenham Bypass (@ £3.420m)	350,000	
218	New Approval	A420/A34 Botley Roas Jtn & Cumnor Bypass (@£1.150m)		80,000
219	New Approval	A415 Clifton Hampden Project Development		130,000
TOTAL MAJOR SCHEMES			1,520,000	4,580,000
ADDITIONAL £1m ALLOCATION FOR CARRIAGEWAYS -- ANNEX C Table 2				
220	Chipping Norton	A44 Horsefair, New Street to 310 meters North	244,443	
221	Chesterton	Phase 1 - Un-named Road	299,932	
222	Sonning Eye	Playhatch Rd, from Henley Rd Roundabout to Lakeside Cottages		455,625
TOTAL MAJOR SCHEMES			544,375	455,625
RESERVE SCHEMES 2012/15				
	Chesterton	Phase 2 - Un-named Road	77,187	
	Headington	A40 Westbound, From 50m East of Thornhill P&R to Ridgeway Road	533,201	
	Witney	Corn St, From Butchers Ct to Marlborough Lane	711,539	
	Banbury	Hennef Way Rbt	453,285	
TOTAL RESERVE MAJOR SCHEMES			1,775,212	

Draft Capital Programme 2011/12 - 2016/17

February 2012

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CAPITAL PROGRAMME: 2011/12 TO 2016/17

Programme	Capital Investment Programme (latest forecast)						CAPITAL INVESTMENT TOTAL £000
	Current Year	Firm Programme		Provisional Programme			
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	
Children, Education & Families 1 - OCC	30,948	20,102	42,482	47,715	20,849	7,183	169,279
Children, Education & Families 2 - Schools Local Capital	8,087	5,155	1,787	1,787	1,787	1,787	20,390
Social & Community Services	4,138	3,721	13,502	4,210	2,895	1,065	29,531
Environment & Economy 1 - Transport	25,557	24,115	36,448	19,810	10,582	12,514	129,026
Environment & Economy 2 - Other Property Development Programmes	3,201	2,314	16,072	6,683	3,941	1,041	33,252
Chief Executive's Office	195	155	0	0	0	0	350
TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE	72,126	55,562	110,291	80,205	40,054	23,590	381,828
Earmarked Reserves	0	70	10,978	9,000	9,600	24,470	54,118
TOTAL ESTIMATED CAPITAL PROGRAMME	72,126	55,632	121,269	89,205	49,654	48,060	435,946
TOTAL ESTIMATED PROGRAMME RESOURCES	74,298	64,451	97,478	79,532	50,326	45,875	411,960
In-Year Shortfall (-) / Surplus (+)	2,172	8,819	-23,791	-9,673	672	-2,185	-23,986
Cumulative Shortfall (-) / Surplus (+)	24,245	26,417	35,236	1,772	2,444	259	259

CAPITAL PROGRAMME: 2011/12 TO 2016/17

SOURCES OF FUNDING	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	CAPITAL RESOURCES TOTAL
	£000	£000	£000	£000	£000	£000	£000
SCE(R) Formulaic Capital Allocations - Credit Approval	0	0	0	0	0	0	0
SCE(C) Formulaic Capital Allocations - Grant	43,252	38,531	38,570	35,190	31,800	31,856	219,199
SCE(R) Supplementary Credit Approval	0	0	0	0	0	0	0
SCE(C) Supplementary Grant Approval	320	197	2,227	575	0	0	3,319
Devolved Formula Capital- Grant	6,700	5,155	1,787	1,787	1,787	1,787	19,003
Prudential Borrowing	2,113	2,339	17,169	7,165	1,565	7,460	37,811
Grants	10,423	2,370	9,435	3,000	0	0	25,228
Developer Contributions	3,999	5,597	22,634	31,460	14,262	1,074	79,026
District Council Contributions	162	575	70	5	0	0	812
Other External Funding Contributions	333	200	476	0	0	0	1,009
Revenue Contributions	4,427	668	1,278	276	240	117	7,006
Schools Contributions	397	0	0	0	0	0	397
Use of Capital Receipts	0	0	19,798	74	0	4,253	24,125
Use of Capital Reserves	0	0	7,825	9,673	0	1,513	19,011
TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED	72,126	55,632	121,269	89,205	49,654	48,060	435,946
TOTAL ESTIMATED PROGRAMME RESOURCES AVAILABLE	74,298	64,451	97,478	79,532	50,326	45,875	411,960
Usable Capital Receipts C/Fwd	7,666	9,475	15,966	0	672	0	0
Capital Reserve C/Fwd	16,579	16,942	19,270	1,772	1,772	259	259

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
Primary Capital Programme										
Launton - Hall, classrooms and Pre-School Accommodation	1,011	186	5	0	0	0	0	1,202	191	5
Tackley - 2 classroom ext & Pre-School Accommodation	753	242	10	0	0	0	0	1,005	252	10
Oxford, Wood Farm - replacement of existing buildings	3,772	1,500	3,400	3,388	600	0	0	12,660	8,888	7,388
Banbury, The Grange - 6 classroom block to replace temporary classrooms (ED739/1)	9	1,000	600	41	0	0	0	1,650	1,641	641
Primary Capital Programme Total	5,545	2,928	4,015	3,429	600	0	0	16,517	10,972	8,044
Secondary Capital Programme										
Chipping Norton - New Science block (ED708)	2,544	800	16	0	0	0	0	3,360	816	16
Burford Community College - 8 Classroom block and drama studio to replace temporary classrooms (ED714)	1,698	372	20	0	0	0	0	2,090	392	20
Wantage, Fitzwaryn - Phase 2 (Modernisation & new Post 16 accommodation) (ED715)	711	1,650	575	224	0	0	0	3,160	2,449	799
Faringdon Community College - Phase 3; Basic Need provision and replacement of temporary classrooms (conditional)	0	0	0	0	0	0	0	0	0	0
Oxford, Northern House - 6 classroom Block to replace Horsa & temporary classrooms and provide food technology facility (ED746)	302	1,200	70	28	0	0	0	1,600	1,298	98
Abingdon, Kingfisher - Internal alterations for basic need provision for nursery accommodation (ED779)	16	219	10	0	0	0	0	245	229	10

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
Oxford, Iffley Mead - Basic Need (temporary classroom)	1	0	0	0	0	0	0	1	0	0
Secondary Capital Programme Total	5,272	4,241	691	252	0	0	0	10,456	5,184	943
Academy Programme										
Oxford Academy (ED678)	31,278	2,339	0	50	0	0	0	33,667	2,389	50
Oxford Spires Academy	0	50	100	5,100	3,000	0	0	8,250	8,250	8,200
Academy Total	31,278	2,389	100	5,150	3,000	0	0	41,917	10,639	8,250
Provision of School Places (Basic Need)										
Oxford, New Marston - Phase 1; (Foundation Stage & KS1) (ED753)	612	239	0	0	0	0	0	851	239	0
Bicester, Cooper - New 6th Form Centre (ED747)	2,621	1,341	50	38	0	0	0	4,050	1,429	88
Bloxham - additional classroom & ancillary facilities for 2FE	26	375	1	0	0	0	0	402	376	1
Witney, Madley Brook - Phase 2 (3 Classroom extension) (ED743)	72	1,024	28	0	0	0	0	1,124	1,052	28
Bayards (New Scheme) - replacement of existing buildings and additional space to meet basic need	0	50	300	3,300	2,600	350	0	6,600	6,600	6,550
Existing Demographic Pupil Provision (Basic Needs)	27	270	4,279	8,099	5,445	5,285	750	24,155	24,128	23,858
Oxford, Wolvercote - Modular Building (ED776)	2	54	3	0	0	0	0	59	57	3

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
Wallingford, St Nicholas Infants - Temporary Classroom	0	105	5	0	0	0	0	110	110	5
Faringdon Infants - 2 Classrooms Modular Building (ED772)	0	170	10	0	0	0	0	180	180	10
Oxford, Windmill - Conversion of existing D&T & ICT into FS &	0	210	50	0	0	0	0	260	260	50
Oxford, Sandhills - Conversion of ICT & Music into KS1/2	0	120	15	0	0	0	0	135	135	15
Abingdon, Dunmore - Internal Alterations for FS classroom (ED774)	0	70	3	0	0	0	0	73	73	3
Oxford, New Marston - (Phase 2a) Internal conversion to create additional Classroom (ED777)	0	130	10	0	0	0	0	140	140	10
Oxford, Cutteslowe - (Phase 1) Internal conversion to create	0	25	0	0	0	0	0	25	25	0
Woodstock, - Internal alterations to create additional Classroom (ED780)	0	45	1	0	0	0	0	46	46	1
Oxford, Windale - Phase 1 Internal Alterations (ED784)	2	13	5	0	0	0	0	20	18	5
Wantage, Charlton - Phase 1 Extension & Internal Alterations	0	405	29	0	0	0	0	434	434	29
Yarnton, William Fletcher - Phase 1 Additional Classroom and Internal Alterations (ED782)	17	483	30	0	0	0	0	530	513	30
Reducing Out of County Provision for SEN Pupils	0	50	200	3,150	350	0	0	3,750	3,750	3,700
Wantage, Charlton - Phase 2 Foundation & Studio (ED787)	0	300	870	126	0	0	0	1,296	1,296	996

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
Oxford, Windale - Phase 2 (ED792)	0	200	540	60	0	0	0	800	800	600
Provision of School Places Total	3,379	5,679	6,429	14,773	8,395	5,635	750	45,040	41,661	35,982
Growth Portfolio - New Schools	Note: This section of the programme shows available funding and not the full scheme cost									
South Oxfordshire										
Didcot, Great Western Park - Primary 1 (14 classroom)	0	5	50	3,275	2,954	220	0	6,504	6,504	6,499
Didcot, Great Western Park - Secondary (Phase 1)	0	0	100	1,600	9,838	4,700	0	16,238	16,238	16,238
Cherwell										
Bodicote, Bankside - 10 classroom	0	5	50	200	3,000	1,000	233	4,488	4,488	4,483
Bicester, Gavray Drive - 7 classroom	109	5	20	75	3,000	574	0	3,783	3,674	3,669
Bicester - Secondary P1 (incl existing schools)	0	0	100	550	6,000	3,350	303	10,303	10,303	10,303
Bicester, South West - 14 classroom	0	40	260	5,000	310	0	0	5,610	5,610	5,570
Upper Heyford - New Primary School	0	5	45	400	4,248	0	0	4,698	4,698	4,693
Growth Portfolio Total	109	60	625	11,100	29,350	9,844	536	51,624	51,515	51,455
Improvements to Young People's Centres										
Abingdon Young People's Centre (ED754)	251	150	9	0	0	0	0	410	159	9

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
Didcot Young People's Centre (ED748)	373	328	16	0	0	0	0	717	344	16
Banbury New Futures Centre (ED735)	849	1,700	41	10	0	0	0	2,600	1,751	51
Chipping Norton; New Young People's & Adult Learning	348	647	15	10	0	0	0	1,020	672	25
Witney Young People's Centre (Phase 2) (ED709)	58	750	60	102	0	0	0	970	912	162
Young People's Centres Total	1,879	3,575	141	122	0	0	0	5,717	3,838	263
Annual Programmes										
Schools Access Initiative	0	966	500	500	400	400	400	3,166	3,166	2,200
Cumnor, Matthew Arnold - Accessibility Improvements (ED752)	176	248	5	0	0	0	0	429	253	5
Health & Safety - CE&F	0	250	0	0	0	0	0	250	250	0
Health & Safety - Schools	0	400	400	400	400	400	400	2,400	2,400	2,000
Temporary Classrooms - Replacement & Removal	0	200	300	330	330	330	340	1,830	1,830	1,630
Schools Accommodation Intervention & Support Programme	0	100	100	200	150	150	150	850	850	750
School Structural Maintenance (inc Health & Safety)	0	7,550	5,875	5,250	4,250	3,250	3,604	29,779	29,779	22,229
Schools Energy Reduction Programme	0	0	500	750	750	750	750	3,500	3,500	3,500
Annual Programme Total	176	9,714	7,680	7,430	6,280	5,280	5,644	42,204	42,028	32,314

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
<u>Other Schemes & Programmes</u>										
Thornbury House Children's Home - Repl of Building (ED702)	1,248	330	20	0	0	0	0	1,598	350	20
14-19 Rural Areas - Thame Skills Centre (ED758)	192	606	22	0	0	0	0	820	628	22
Loans to Foster/Adoptive Parents (Prudentially Funded)	197	90	90	90	90	90	253	900	703	613
Short Breaks (Aiming High)	0	92	0	0	0	0	0	92	92	0
Great Tew (Contribution) Conditional Approval	0	0	100	0	0	0	0	100	100	100
Small Projects	1,175	35	0	0	0	0	0	1,210	35	0
Other Schemes & Programmes Total	2,812	1,153	232	90	90	90	253	4,720	1,908	755
<u>Retentions & Oxford City Schools Reorganisation</u>										
Retentions & OSCR Total	22	1,209	189	136	0	0	0	1,556	1,534	325
<u>Schools Capital</u>										
Devolved Formula Capital	0	6,700	5,155	1,787	1,787	1,787	1,787	19,003	19,003	12,303
Harnessing Technology Grant- Schools Allocation	3,774	761	0	0	0	0	0	4,535	761	0

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
Specialist College	149	201	0	0	0	0	0	350	201	0
Kitchen & Dinning improvements	460	58	0	0	0	0	0	518	58	0
14-19 Diploma	1,142	367	0	0	0	0	0	1,509	367	0
14-19 Rural	50	0	0	0	0	0	0	50	0	0
School Local Capital Programme Total	5,575	8,087	5,155	1,787	1,787	1,787	1,787	25,965	20,390	12,303
CE&F CAPITAL PROGRAMME EXPENDITURE TOTAL	56,047	39,035	25,257	44,269	49,502	22,636	8,970	245,716	189,669	150,634
CE&F OCC ADJUSTED CAPITAL PROGRAMME EXPENDITURE TOTAL	50,472	30,948	20,102	42,482	47,715	20,849	7,183	219,751	169,279	138,331

SOCIAL AND COMMUNITY SERVICES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
COMMUNITY SERVICES PROGRAMME										
Libraries										
Introduction of RFID (Radio frequency identification) self service in Libraries - Phase 1 (CS9)	710	395	55	100	0	0	0	1,260	550	155
Introduction of RFID (Radio frequency identification) self service in Libraries- Phase 2	0	0	500	465	0	0	0	965	965	965
Bicester Library	0	0	25	100	575	500	0	1,200	1,200	1,200
County Heritage & Arts										
Abingdon Town Council (CS10)	100	100	100	0	0	0	0	300	200	100
Oxfordshire Records Office (CS8)	253	217	0	0	0	0	0	470	217	0
COMMUNITY SERVICES PROGRAMME TOTAL	1,063	712	680	665	575	500	0	4,195	3,132	2,420
COMMUNITY SAFETY PROGRAMME										
Fire & Rescue Service										
Bicester Fire Station Upgrade (SC108)	39	240	130	91	0	0	0	500	461	221
Fire Equipment	0	0	75	275	150	0	0	500	500	500
Upgrade Fire Command & Control Centre (conditional approval)		0	25	500	600	25	0	1,150	1,150	1,150
Gypsy & Travellers Sites										
Redbridge Hollow Phase 2 (SS106)	19	1,240	344	90	0	0	0	1,693	1,674	434
COMMUNITY SAFETY PROGRAMME TOTAL	58	1,480	574	956	750	25	0	3,843	3,785	2,305
SOCIAL CARE FOR ADULTS PROGRAMME										
Mental Health										
Mental Health Projects	531	100	77	0	0	0	0	708	177	77

SOCIAL AND COMMUNITY SERVICES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
Residential										
HOP's Bicester (Forward Funding) SS88	1,765	16	0	0	0	0	0	1,781	16	0
HOPs Phase 1- New Builds	0	0	0	9,553	0	0	0	9,553	9,553	9,553
Specialist Housing Programme (inc ECH - New Schemes & Adaptations to Existing Properties)										
ECH - New Schemes & Adaptations to Existing Properties	386	100	486	1,818	2,725	2,200	860	8,575	8,189	8,089
ECH - Greater Leys (SS105)	0	409	409	192	0	0	0	1,010	1,010	601
ECH - Shotover (SS104)	0	600	600	0	0	0	0	1,200	1,200	600
Day Centres										
Banbury Day Centre (SS97)	7	25	515	103	0	0	0	650	643	618
Deferred Interest Loans (CSDP)	61	150	150	160	160	170	205	1,056	995	845
SOCIAL CARE FOR ADULTS PROGRAMME TOTAL	2,750	1,400	2,237	11,826	2,885	2,370	1,065	24,533	21,783	20,383
STRATEGY AND TRANSFORMATION PROGRAMME										
New Adult Services System (SC107)	0	300	195	30	0	0	0	525	525	225
Mobile Working Project	50	50	0	0	0	0	0	100	50	0
Transforming Adult Social Care (ICT)	100	66	0	0	0	0	0	166	66	0
STRATEGY& TRANSFORMATION PROGRAMME TOTAL	150	416	195	30	0	0	0	791	641	225
Retentions & Minor Works	0	130	35	25	0	0	0	190	190	60
S&CS CAPITAL PROGRAMME EXPENDITURE TOTAL	4,021	4,138	3,721	13,502	4,210	2,895	1,065	33,552	29,531	25,393

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
<u>NETWORK DEVELOPMENT PROGRAMME</u>										
Thornhill Park & Ride Extensions	408	190	3,080	821	0	0	0	4,499	4,091	3,901
London Road Bus Lane	0	0	0	1,000	0	0	0	1,000	1,000	1,000
Kennington Roundabout	0	50	250	2,200	0	0	0	2,500	2,500	2,450
Heyford Hill Roundabout	0	30	0	0	0	0	0	30	30	0
Hinksey Hill Interchange	0	96	154	0	0	0	0	250	250	154
Other Small & Completed Network Development Schemes	52	0	0	0	0	0	0	52	0	0
NETWORK DEVELOPMENT PROGRAMME TOTAL	460	366	3,484	4,021	0	0	0	8,331	7,871	7,505
<u>ROAD SAFETY PROGRAMME</u>										
Speed Limit Review	101	60	12	0	0	0	0	173	72	12
Other Small & Completed Road Safety Schemes	88	29	0	0	0	0	0	117	29	0
ROAD SAFETY PROGRAMME TOTAL	189	89	12	0	0	0	0	290	101	12
<u>OXFORD TRANSPORT STRATEGY PROGRAMME</u>										
Fairfax Rd/Purcell Rd Cycle Link	6	15	164	0	0	0	0	185	179	164
New Headington Transport Improvements	41	470	26	0	0	0	0	537	496	26

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
<u>TRANSFORM OXFORD PROGRAMME</u>										
Frideswide Square	230	300	125	1,550	1,495	0	0	3,700	3,470	3,170
Other Small & Completed OTS schemes	5,788	98	64	0	0	0	0	5,950	162	64
OXFORD TRANSPORT STRATEGY PROGRAMME TOTAL	6,065	883	379	1,550	1,495	0	0	10,372	4,307	3,424
<u>TOWNS PROGRAMME</u>										
<u>LARGER TOWNS</u>										
<u>ABINGDON</u>										
Other Small & Completed Abingdon Schemes	3,403	0	0	0	0	0	0	3,403	0	0
<u>BANBURY</u>										
Hanwell Fields Mineral Railway	15	95	40	0	0	0	0	150	135	40
Banbury: Higham Way Access Road	9	24	176	0	0	0	0	209	200	176
Banbury North South Routes Improvements	0	0	0	0	0	0	0	0	0	0
Other Small & Completed Banbury Schemes	46	5	0	0	0	0	0	51	5	0
<u>BICESTER</u>										
Bicester Roman Road	267	86	2	0	0	0	0	355	88	2

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
Other Small & Completed Bicester Schemes	11	14	0	0	0	0	0	25	14	0
<u>WITNEY</u>										
Cogges Link Road	3,117	1,798	600	11,380	2,726	0	0	19,621	16,504	14,706
Other Small & Completed Witney Schemes	134	68	48	0	0	0	0	250	116	48
<u>SCIENCE VALE UK (SVUK)</u>										
SVUK Highway Schemes (project development)	0	185	295	0	0	0	0	480	480	295
Other Small & Completed SVUK Schemes	1	44	0	0	0	0	0	45	44	0
<u>SMALLER TOWNS</u>										
Chipping Norton, Oxford Road Crossing Improvements	2	70	58	0	0	0	0	130	128	58
A44 Crossing, Yarnton	0	32	313	0	0	0	0	345	345	313
Other Small & Completed Smaller Towns Schemes	2	174	33	0	0	0	0	209	207	33
<u>RURAL AREAS</u>										
Other Small & Completed Rural Areas Schemes	7	112	0	0	0	0	0	119	112	0
TOWNS PROGRAMME TOTAL	7,014	2,707	1,565	11,380	2,726	0	0	25,392	18,378	15,671

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
<u>PUBLIC TRANSPORT PROGRAMME</u>										
Didcot Station Forecourt	1,581	593	1,940	2,021	555	0	0	6,690	5,109	4,516
SVUK Premium Routes	0	55	75	0	0	0	0	130	130	75
Other Small & Completed Public Transport Schemes	1	61	5	0	0	0	0	67	66	5
PUBLIC TRANSPORT PROGRAMME TOTAL	1,582	709	2,020	2,021	555	0	0	6,887	5,305	4,596
<u>TRAVEL BEHAVIOUR</u>										
Smarter Choices (BWTS)		44	0	0	0	0	0	44	44	0
TRAVEL BEHAVIOUR PROGRAMME TOTAL	0	44	0	0	0	0	0	44	44	0
<u>LTP1 Schemes</u>										
LTP1 Schemes	57	0	132	0	0	0	0	189	132	132
Integrated Transport Future Programme- LTP3	0	157	792	1,195	900	900	900	4,844	4,844	4,687
OTHER INTEGRATED TRANSPORT TOTAL	57	157	924	1,195	900	900	900	5,033	4,976	4,819
INTEGRATED TRANSPORT STRATEGY TOTAL	15,367	4,955	8,384	20,167	5,676	900	900	56,349	40,982	36,027
<u>STRUCTURAL MAINTENANCE PROGRAMME</u>										
Carriageway Schemes (non-principal roads)		8,464	4,130	4,051	3,151	2,249	3,630	25,675	25,675	17,211

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
Footway Schemes		1,711	1,750	1,350	1,350	1,300	1,300	8,761	8,761	7,050
Surface Treatments		4,910	4,141	3,874	3,924	2,797	3,825	23,471	23,471	18,561
Street Lighting Column Replacement		500	500	500	500	500	500	3,000	3,000	2,500
Drainage		1,200	1,100	1,100	950	950	945	6,245	6,245	5,045
Bridges		1,105	1,723	1,010	965	880	800	6,483	6,483	5,378
STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL	0	17,890	13,344	11,885	10,840	8,676	11,000	73,635	73,635	55,745
<u>Bridges - Major Schemes</u>										
Potash Bridge	499	10	487	0	0	0	0	996	497	487
Thames Towpath Emergency Repairs	0	120	30	0	0	0	0	150	150	30
<u>Detrunked & Principal Roads - Major Schemes</u>										
A422 Ruscote Avenue, Banbury	126	686	50	0	0	0	0	862	736	50
A4158 Oxford Iffley Road (Phase 1)	107	1,569	45	0	0	0	0	1,721	1,614	45
A4158 Oxford Iffley Road (Phase 2)	30	200	555	0	0	0	0	785	755	555
Thames Towpath Reconstruction (Sonning Eye, Goring, Farmoor)	0	65	350	50	0	0	0	465	465	400
A4130 Bix dual carriageway	0	0	570	3,930	430	0	0	4,930	4,930	4,930
A420 Shrivenham Bypass	0	0	200	150	2,728	342	0	3,420	3,420	3,420
A420/A34 Slip Road	0	0	0	36	36	564	514	1,150	1,150	1,150

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
A415 Clifton Hampden	0	0	0	130	0	0	0	130	130	130
Public Rights of Way Foot Bridges - Replacement & Repairs	0	0	100	100	100	100	100	500	500	500
Completed Major Schemes	6,371	62	0	0	0	0	0	6,433	62	0
STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL	7,133	2,712	2,387	4,396	3,294	1,006	614	21,542	14,409	11,697
STRUCTURAL MAINTENANCE PROGRAMME TOTAL	7,133	20,602	15,731	16,281	14,134	9,682	11,614	95,177	88,044	67,442
HIGHWAYS & TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL	22,500	25,557	24,115	36,448	19,810	10,582	12,514	151,526	129,026	103,469

ENVIRONMENT & ECONOMY CAPITAL PROGRAMME (EXCLUDING TRANSPORT)

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
<u>CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES</u>										
Asset Strategy Implementation Programme	0	75	300	2,850	1,150	477	0	4,852	4,852	4,777
Cricket Road Centre Closure (including Unipart House works)	0	135	13	0	0	0	0	148	148	13
Bampton Community Facility	270	448	5	0	0	0	0	723	453	5
Clarendon House and County Hall electricity generators	7	185	0	0	0	0	0	192	185	0
Disaster Recovery Kidlington HQ	0	161	0	0	0	0	0	161	161	0
Broadband (OxOnline) Project	0	0	50	7,810	4,000	2,000	0	13,860	13,860	13,860
Non-Schools Property Structural Maintenance Programme	0	0	100	500	0	0	0	600	600	600
CORPORATE PROPERTY & PARTNERSHIP PROGRAMME TOTAL	277	1,004	468	11,160	5,150	2,477	0	20,536	20,259	19,255
<u>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME</u>										
Energy Conservation (Prudentially funded)	720	60	330	100	100	100	0	1,410	690	630
SALIX Energy Programme	722	235	249	239	259	240	117	2,061	1,339	1,104
Energy Tax Reduction Programme (Property - non-schools)	18	247	0	0	0	0	0	265	247	0

ENVIRONMENT & ECONOMY CAPITAL PROGRAMME (EXCLUDING TRANSPORT)

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
Energy Strategy Implementation (Street Lighting Pilot) Conditional Approval	0	0	300	300	300	300	300	1,500	1,500	1,500
Energy Strategy Implementation (Non-Schools)	0	0	173	200	400	600	600	1,973	1,973	1,973
Energy Tax Reduction Programme (Street Lighting)	57	63	0	0	0	0	0	120	63	0
Installation of Solar Panels on Non-School Buildings	0	30	0	0	0	0	0	30	30	0
ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL	1,517	635	1,052	839	1,059	1,240	1,017	7,359	5,842	5,207
<u>ANNUAL PROPERTY PROGRAMMES</u>										
Minor Works Programme	0	300	300	200	200	200	0	1,200	1,200	900
Health & Safety (Non-Schools)	0	24	24	24	24	24	24	144	144	120
ANNUAL PROPERTY PROGRAMMES TOTAL	0	324	324	224	224	224	24	1,344	1,344	1,020
<u>WASTE MANAGEMENT PROGRAMME</u>										
Kidlington WRC	151	150	150	2,549	0	0	0	3,000	2,849	2,699
Alkerton WRC	0	0	200	1,300	250	0	0	1,750	1,750	1,750
Oxford Waste Partnership PRG Allocation	413	157	0	0	0	0	0	570	157	0
WASTE MANAGEMENT PROGRAMME TOTAL	564	307	350	3,849	250	0	0	5,320	4,756	4,449
<u>OXFORDSHIRE CUSTOMER SERVICES</u>										
Capitalised ICT Hardware & Software	3,766	766	0	0	0	0	0	4,532	766	0
OXFORDSHIRE CUSTOMER SERVICES PROGRAMME TOTAL	3,766	766	0	0	0	0	0	4,532	766	0

ENVIRONMENT & ECONOMY CAPITAL PROGRAMME (EXCLUDING TRANSPORT)

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast							Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		Current Year	Firm Programme		Provisional Programme						
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000				
Retentions (completed schemes)		165	120	0	0	0	0	285	285	120	
ENVIRONMENT & ECONOMY (EXCLUDING TRANSPORT) CAPITAL PROGRAMME EXPENDITURE TOTAL	6,124	3,201	2,314	16,072	6,683	3,941	1,041	39,376	33,252	30,051	

CHIEF EXECUTIVE'S OFFICE CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £000	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2011/12 £'000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
Parnerships										
Grants to Voluntary & Community Groups	0	105	20	0	0	0	0	125	125	20
Big Society Fund	0	90	135	0	0	0	0	225	225	135
CHIEF EXECUTIVE'S OFFICE CAPITAL PROGRAMME EXPENDITURE TOTAL	0	195	155	0	0	0	0	350	350	155

Capital Programme 2011/12 to 2016/17
Grant bids and allocations not yet included in the Capital Programme

Ref.	Scheme/ Programme Area/ Grant Name	Status	Description	Amount £000	Year
(1)	Children, Education & Families Performance Reward Grant	3	Individual Service Target Areas	38	
	Sub-Total Children, Education & Families			38	
	Social & Community Services				
	Sub-Total Social & Community Services			0	
(2)	Environmental & Economy Bicester Eco Town	2	Public transport improvements will include a pedestrian-only route from Bicester North station to the town centre with enhanced railway crossing facilities for walkers and cyclists and extended bus routes with the provision of real time travel information.	TBC	TBC
(3)	Banbury Connect 2	2	BIG Lottery funding secured by Sustrans for a cycle/pedestrian link over the Oxford Canal to connect the Bankside area of Banbury with Bridge Street. Also £100k developer funding. (British Waterways are carrying out a linked £150k scheme including £50k lottery funding.)	150	2011/12- 2012/13
(4)	Performance Reward Grant	2	Public Service Board agreed an allocation to the County Council for Broadband.	96	2011/12-2012/13
(5)	Performance Reward Grant	2	Public Service Board agreed an allocation to the County Council for Adult Skills.	145	2011/12-2012/13
	Sub-Total Environmental & Economy			391	
(6)	Chief Executive's Office New Homes Bonus	2	New unringfenced revenue grant allocation. To be included within the Rolling Fund.	1,559	2011/12 & 2012/13
	Subtotal Chief Executive's Office			1,559	
	Total			1,988	

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

Appendix B

Capital Programme 2011/12 to 2016/17**Transport Developer Contributions - Agreements with restricted use not yet included in the Capital Programme**

This appendix shows the available developer funding for specific purposes where a scheme is not yet included in the capital programme.

When an initial assessment and costing of a scheme has been carried out, if the cost is within the funding available the scheme will be brought into the Capital Programme.

If the cost is greater than the available funding and the scheme is to be progressed, approval to allocate additional flexible resources will be sought.

Inclusion into the programme will be reported as part of the monthly Financial Monitoring Report to the Cabinet.

Transport Developer Contributions - Agreements with restricted use not yet included in the Capital Programme	Estimate of Spend 11/12	Estimate of Spend 12/13	Expenditure 13/14 Onwards
<u>OXFORD</u>			
Oxford, Traffic calming in Sandford			
Oxford, Henley Ave Cornwallis rd - junction improvements		£27,000	
Oxford, Oxpens Rd Osney Lane West junction		£17,000	
Oxford, Banbury Rd / Marston Ferry Rd - minor safety realignments		£14,000	
<u>ABINGDON</u>			
Abingdon, The Vineyard - traffic signal upgrade and new junction markings			
Abingdon (Marcham), CotSDale/Abingdon Rd - new bus stops	£5,532		
Abingdon (Wootton Village) - bus shelter			
Abingdon, Radley Road - VAS School Warning Signs	£7,850		
<u>BANBURY</u>			
Banbury, Hanwell Fields - public transport improvements		£13,465	
Banbury, Ermont Way - cycling and public transport improvements		£93,465	
Banbury, Ermont Way - cycling and public transport improvements		£35,218	
Banbury, Middleton Road Area - cycling and public transport improvements		£13,916	
<u>BICESTER</u>			
Bicester, Bicester Village - cycle route	£132,103		
<u>BOTLEY</u>			
Botley: Cumnor Hill - side road entry treatment	£6,542		
Botley: Elms Road - side road entry treatment		£2,628	
<u>CARTERTON</u>			
Carterton, Cycle Parking*	£5,000		

Transport Developer Contributions - Agreements with restricted use not yet included in the Capital Programme	Estimate of Spend 11/12	Estimate of Spend 12/13	Expenditure 13/14 Onwards
<u>DIDCOT</u>			
Didcot, Milton Rd TRO to reduce speed			
Didcot, Road/rail crossings			
Didcot, Northern Perimeter Road			£775,570
<u>FARINGDON</u>			
Faringdon: Park Road - Vehicle activated sign	£4,566		
Faringdon: public transport improvements - bus stop laybys and shelters			£60,723
Faringdon, - Public Transport Service Improvements		£15,000	
<u>HENLEY</u>			
Henley: Walton Avenue and Harpsden Road - TRO			
Henley: Station Road and Reading Road - new bus stops and shelters	£10,000	£15,000	
Henley: Safety Measures at the junction of the A4130 and the entrance to Smiths Hospital site			
<u>THAME</u>			
Thame, Thame Park Road and Park Street - to ameliorate impact of additional traffic			
Thame: Rycote Lane - highway infrastructure			
Thame: Towersey Road - traffic calming		£5,269	
<u>WALLINGFORD</u>			
Wallingford, Wantage Road -possible enhanced crossing or speed cushions		£50,265	
<u>WANTAGE</u>			
Wantage / Grove, Grove St - bus shelter	£1,204		
Wantage / Grove, Portway - pedestrian crossing	£7,878		
Wantage, Grove Street -highway infrastructure including traffic calming/improvements in Grove Street		£132,446	
<u>WITNEY</u>			
Witney, Newlands - clearway marking	£2,564		
Witney, Cycle Parking - identified by the West Oxfordshire Sustainable Transport Forum.	£15,000		
Witney, Bridge Street Mill			£13,211
Witney, Bridge St or Witan Way ped crossing			£105,610
Witney, Witan Way ped crossing			£12,287
Witney, Witan Way mini roundabout			£11,012
<u>RURAL CHERWELL</u>			
Adderbury, - A4260 crossing improvements *		£29,381	
Ambrosden - traffic management		£831	

Transport Developer Contributions - Agreements with restricted use not yet included in the Capital Programme	Estimate of Spend 11/12	Estimate of Spend 12/13	Expenditure 13/14 Onwards
RURAL SOUTH OXON			
Chinnor: public transport infrastructure - new bus shelters	£15,000		
Cholsey, Public transport, Honey Lane			
Sonning Common, 44 Wood Lane - loading & waiting restrictions	£6,312	£0	
Goring-on-Thames -General transport measures		£1,543	
Lewknor: The Old Inn, Postcombe - public transport infrastructure			
Watlington Road, Benson. Pelical crossing and traffic calming on the B4009			
RURAL WEST OXON			
Eynsham: Acre End Street - waiting restrictions		£2,000	
Long Hanborough: tree planting at access of former Oxford Scientific Film Studios.	£1,600		
Stanton Harcourt - traffic surveys			
Woodstock - to supplement cycle parking or public transport improvements		£373	
SCHEMES ADDED SINCE DEC 2010			
Banbury - signage review and alterations		£45,857	
Banbury - N/S Route - Sainsbury's and Hightown Junction*		£200,000	
TOTALS	£221,151	£714,657	£978,413

Capital Programme 2011/12 to 2016/17
Schemes Remaining On Hold

Appendix C

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 rounds and if further funding becomes available.

Ref	Directorate	Project/ Programme Name	Total project cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Priority Category
1	E&E - Transport	Bicester Market square (developer contribution funded scheme)	1,000	1,000	0	5
2	S&CS	Banbury Regeneration Scheme	5,785	110	5,675	6
3	S&CS	Thame Fire Station - relocation to new site	2,300	0	2,300	6
4	S&CS	Relocation of Rewley Training Facility	600	0	600	1
TOTAL			9,685	1,110	8,575	

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 2012/13 to 2016/17**NEW FUNDING STREAMS****Internal Rolling Fund**

The Cabinet agreed to establish a capital rolling fund to facilitate, through forward funding, the timely provision of infrastructure that supports planned growth. The fund is set up as a £6.5m fund initially and its allocation will be determined by the Cabinet based on the recommendations by the Capital Investment Board in April 2012.

Growing Places Fund

The Oxfordshire Local Economic Partnership submitted a proposal for the Growing Places Fund (£6m) in December 2011. The fund will be set up as a Rolling Fund and be used to unlock stalled projects that support economic growth and to act as a catalyst for proposals that enable investment in jobs to be made by the private sector. The LEP will determine the allocation of these resources in late March 2012. The County Council will act as an accountable body for the fund and allocations will be monitored as a special annex to the Capital Programme to ensure transparency.

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Service & Resource Planning 2012/13 - 2016/17

Prudential Indicators for Capital

Introduction

1. This paper sets out the capital Prudential Indicators that it is recommended that the Council should adopt as part of its budget setting in February 2012. The Council also has to set further indicators in relation to Treasury Management and these are included for approval in the Treasury Management Strategy at Annex 8. The indicators have been developed by CIPFA¹.
2. Having simplified the capital finance system and given authorities more freedom in determining their capital programmes, there is a system of self regulation introduced through the Prudential Guidelines. The recommended indicators are set out below:
3. In considering its programme for capital investment, the Council is required within the Prudential Code to have regard to:
 - Affordability, e.g. implications for Council Tax
 - Prudence and sustainability, e.g. implications for external borrowing
 - Value for money, e.g. option appraisal
 - Stewardship of assets, e.g. asset management planning
 - Service objectives, e.g. strategic planning for the authority
 - Practicality, e.g. achievability of the forward plan

Capital Expenditure

4. The Council is required to make reasonable estimates of the total of capital expenditure that it plans to incur during 2012/13 and the following two financial years. The Council must also approve the actual expenditure for 2010/11 and revised expenditure for 2011/12.
5. It is proposed that the capital expenditure will be £55.6m for 2012/13, £121.3m for 2013/14 and £89.2m for 2014/15. Actual expenditure for 2010/11 was £99.5m and estimated expenditure for 2011/12 is £72.1m. This programme will be funded as follows:

¹ Chartered Institute of Public Finance & Accountancy

	Actual 2010/11	Estimates			
		2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m	£m
SCE(R) Supported Borrowing	26.1	0.0	0.0	0.0	0.0
Prudential Borrowing	4.0	2.1	2.3	17.2	7.2
Grants and Contributions	61.9	65.6	52.6	75.2	72.0
Capital Receipts	0.0	0.0	0.0	19.8	0.1
Revenue	7.5	4.4	0.7	1.3	0.3
Reserves	0.0	0.0	0.0	7.8	9.6
	99.5	72.1	55.6	121.3	89.2

6. The indicators have been based on the February 2012 capital programme set out in Annex 12.
7. The capital expenditure figures for beyond 2012/13 will be able to be revised in twelve months' time.

The Ratio of Financing Costs to the Net Revenue Stream

8. Estimates of the ratio of financing costs to the net revenue stream for the current and future years, and the actual figures for 2010/11 are shown below.

Year	Actual/ Estimate	Financing Cost	Net Revenue Stream	Ratio
2010/11	Actual	38,721	504,440	7.68%
2011/12	Estimate	35,602	457,135	7.79%
2012/13	Estimate	32,278	456,820	7.07%
2013/14	Estimate	30,941	454,127	6.81%
2014/15	Estimate	30,313	457,566	6.62%

9. Financing costs include interest payable on borrowing, interest and investment income and the amount required for the minimum revenue provision. The estimates of financing costs are set out in the Medium Term Financial Plan (MTFP) at Annex 1.
10. The net revenue stream is the amount to be met from government grants and local taxpayers, the estimates for which are also set out in the MTFP.

The Capital Financing Requirement

11. Estimates of the end of year Capital Financing Requirement for the Authority for the current and future years and the actual Capital Financing Requirement at 31 March 2010 that are recommended for approval are:

Year	Actual/Estimate	£m
2010/11	Actual	466.604
2011/12	Estimate	450.209
2012/13	Estimate	434.625
2013/14	Estimate	434.986
2014/15	Estimate	425.631

12. The Capital Financing Requirement measures the authority's underlying need to borrow for a capital purpose. In accordance with best professional practice the County Council does not associate borrowing with particular items or types of expenditure. The authority has an integrated Treasury Management Strategy and has adopted the CIPFA Code of Practice for Treasury Management in the Public Services. The Council has, at any point in time, a number of cashflows both positive and negative, and manages its treasury position in terms of its borrowings and investments in accordance with its approved treasury management strategy and practices. In day-to-day cash management, no distinction can be made between revenue cash and capital cash. External borrowing arises as a consequence of all the financial transactions of the authority and not simply those arising from capital spending. In contrast, the capital financing requirement reflects the authority's underlying need to borrow for a capital purpose.

13. CIPFA's Prudential Code for Capital Finance in Local Authorities includes the following as a key indicator of prudence:

"In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years".

14. The Assistant Chief Executive & Chief Finance Officer reports that the authority had no difficulty meeting this requirement in 2010/11, nor are any difficulties envisaged for the current or future years. This view takes into account current commitments, existing plans, and the proposals in the budget report.

The Incremental Impact of Capital Investment Decisions

15. The estimate of the incremental impact of capital investment decisions proposed in this budget report, over and above capital investment decisions that have previously been taken by the Council are, for the Band D Council Tax:

Year	Actual/Estimate	£
2012/13	Estimate	1.79
2013/14	Estimate	6.21
2014/15	Estimate	11.55

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CROSS CUTTING COMMUNITY IMPACT ASSESSMENT – FIRST ASSESSMENT

Introduction and Approach to Budget Setting

1. The Council's budget proposals were published on 6 December 2011 in papers going to Scrutiny Committees. Comments from Scrutiny Committees will be fed back to Cabinet for consideration on 17 January 2012. The final budget will be set by the Council on 10 February 2012.
2. In last year's budget the Council identified the need to make savings of £119 million between 2011/12 and 2014/15, and we are on course to achieve £55m of savings in the current financial year. In addition the coalition government set out a new policy direction with profound implications for the council and other public sector organisations. Last year's Corporate Plan and Directorate Business Strategies explained how we would respond to these changes.
3. The past twelve months have been challenging. We have focused on protecting front line services and ongoing delivery of the Council's core business whilst at the same time becoming significantly slimmer and more efficient, through radical transformation of all service areas.
4. The approach set out in last year's directorate business strategies and the overarching Corporate Plan will continue to provide the foundations for our strategy. In the main, the Strategies are being delivered as planned with the majority of savings for 2012/13 to 2014/15 expected to be achieved. The next twelve months will therefore be the second year of delivering the four year plan we set out last year. Our focus remains on how we can deliver essential services to the public in a different way which will reduce our costs.
5. However the council is conscious that the proposed budget for 2012/13 to 2014/15 still includes some significant changes and these may have an impact on communities and particular groups defined in equalities legislation. This report therefore provides an update of the indicative qualitative assessment of the implications that was produced in December 2010, and the work underway to mitigate the potential effects.

The Council's Assessment Process

6. Section 149 of the Equalities Act 2010 ("the 2010 Act") imposes a duty on the Council to give due regard to three needs in exercising its functions. The restructuring proposal is such a function. The three needs are the need:
 - a. to eliminate any conduct which is prohibited by or under the 2010 Act;

- b. to advance equality of opportunity between persons who share any of the protected characteristics listed in section 149(7); and
 - c. to foster good relations between persons who share a relevant protected characteristic and those who do not.
7. Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.
8. The need to advance equality of opportunity involves having due regard to the need:
 - a. to remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
 - b. to take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs other people, and
 - c. to encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
9. The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding. Compliance with these duties may involve treating some persons more favourably than others; but that does not permit conduct which would otherwise be prohibited by the 2010 Act.
10. One way in which the Council can show that it has had due regard to the statutory needs is by assessing the impact of proposed budget and services changes on service users and Council-paid staff, particularly in relation to people with a 'protected characteristic'. These protected characteristics are:
 - **Age** (people of different age groups)
 - **Disability** (e.g. physical or sensory impairments, long-term illnesses and conditions, hidden impairments such as a heart condition, frailty, learning disabilities or mental health problems)
 - **Gender** (men/women) and **Gender Reassignment**
 - **Ethnicity** (including **Black, Asian, Minority Ethnic groups, Gypsies & Travellers**)
 - **Religion/belief** (different faiths, including people with no religion or belief)
 - **Sexual orientation**
 - **Marriage/civil partnerships**
 - **Pregnancy & Maternity**

In addition to the characteristics above, the Council has also considered the effect of the proposals on particular communities (e.g. urban, rural, deprived).

11. The assessment process the Council has undertaken involves:
 - a) A high-level Council wide assessment of the broad impacts on the groups and interests defined above. This paper provides an update on one produced in December 2010 regarding last year's budget, and does not include proposals that have already been implemented or agreed by Cabinet (e.g. libraries, early intervention service).
 - b) An individual service-level assessment of the potential impact on vulnerable groups for each proposal, where a significant change to the service is proposed. These are available on-line [here](#).
 - a) Proposals may change as a consequence of the political process or consultation with service users and residents. We will therefore revise assessments as required once formal decisions on individual service changes are taken. Comments on draft and initial assessments are therefore welcome in ensuring they have fully considered the impact on communities and staff.

Early Assessment of possible implications of proposals

Communities

12. Four of our districts are classified as rural, and almost one-third of our population (28%) lives in settlements of fewer than 10,000 people. Nearly half of the population (49%) live in the market towns with more than 10,000 people. The largest settlement is Oxford with a population of close to 150,000 (23% of the county population).
13. Oxfordshire has generally low overall levels of deprivation. However there are ten areas in Oxford City and two in Banbury which fall within the 20% most deprived areas in the country. It should be noted that deprivation extends beyond these specific areas, but may be hidden within the overall affluence of an area potentially making the impact on individuals even greater.
14. Possible impacts of the proposals on different communities:
 - A number of proposals may affect service provision and access to services from rural areas. These include:
 - Proposals to maintain the 44 Children's Centres while changing/managing management arrangements where appropriate, developing area-based clusters in line with the seven early intervention service areas and local need.
 - As part of the adult social care transformation programme there are proposals to concentrate the building based health and wellbeing resource centres in the seven market town/ city areas as part of a new day opportunities service.

Mitigation

15. We hold and actively use data and other evidence to ensure that the council, as far as is possible, is aware of and able to serve the needs of particular communities and groups in Oxfordshire. For example our strong Joint Strategic Needs Assessment¹ is a critical tool, being used across adults and children's services to identify groups where particular needs are not being met and who are experiencing poor outcomes. We also have a Needs Analysis focusing on children and young people that supports the council's Children and Young People's Plan. We will use these tools as a guide to support individual service level impact assessments and ensure that decisions that are being taken, as far as possible, protect services for those most in need.
- The Council will continue to provide pump priming funding to support 'community self help' options through the Big Society Fund, which has already helped to develop community run youth provision in cases where funding has ceased. Other projects that have been funded include providing opportunities for troubled families to engage in relationship-building activities, a village cinema to be run by volunteers, a radio station run by young people with learning disabilities, and providing show clearing and gritting equipment and organise teams of volunteers to clear the streets in winter weather. We will review the Big Society Fund at the end of 2011/12 to understand whether the expressions of interest, applications, and projects receiving funding show that the fund is only being accessed by particular groups, or if more could be done to encourage high quality applications that will benefit people that share protected characteristics.
 - Although proposals may involve some merging of some Children's Centres, services will continue to be offered through existing Children's Centre premises and through a variety of community venues. The Council's Rural Children's Centre will continue to target children and families living in rural communities, including the provision of outreach services via three mobile children's centre buses.
 - The proposed day opportunities development would be supported by mobile health and wellbeing services that would specifically be targeted at older people in rural areas, alongside community based options that people can bid for in their local community. Wherever they live, people will be encouraged to use their personal budget in their local community to meet their needs.
 - We will continue to make available existing Council buildings for community use where suitable sustainable and financially viable proposals are put forward. However the Council has costs and liabilities for these buildings and will need to reduce this financial

¹ <http://www.oxfordshirepct.nhs.uk/your-health/jsna.aspx>

burden as part of its budget reduction strategy. A combination of building and community solutions like the home library service will make this more affordable.

- Particularly in rural areas we recognise that access to services can be a problem for some groups, notably older people who do not drive and people with disabilities. The Council subsidises rural bus services in many areas, and it has been demonstrated in the past two years that subsidy can be reduced without a detrimental impact on service provision due to reduced tender prices and more subsidised routes becoming commercially viable. However more broadly we will continue to promote and support community transport provision.
- We are continuing to develop a framework to enable the 'Big Society' to flourish in Oxfordshire. We know that we have a healthy voluntary and community sector in the county and that there are many individuals and organisations who will want to take an active role in their communities. We will work with them to limit the impact of any service changes and ensure that individuals and communities are able to help themselves.

Age and disability

16. 18% of the population is over pension age (males 65 years, females aged 60 years) and this is expected to increase to over 20% by 2031. Numbers of the very elderly (85 years plus) are projected to more than double by 2031. At the time of the 2001 Census 13% of residents reported having a limiting long-term illness, health problem or disability which limited their daily activities or work.
17. As well as those issues identified in the 'Communities' section above, possible impacts of the proposals on older people and those with a disability include:
 - Older people and those with disabilities are more likely to be users of social care than the rest of the population. Proposals for changes to the payment regime for aspects of adult social care to may lead to increased costs for those in receipt of social care.

Mitigation

18. The Council's approach to social care is moving towards self directed support. This means that individuals will take responsibility for their own care and will be able to arrange the provision of services most beneficial to them. As the commissioner of services in future the council will play a role in clustering suppliers and managing the costs of services.

Gender

19. Possible differential impacts of the proposals on men and women:

- Women use some public services more than men. For example there are more women in old age than men and therefore women are more likely to need social care.
- The proposals for changes to adult social care funding assume a greater dependence upon informal carers to continue caring. We know that two thirds of carers are women (carers survey 2009).
- Over 80% of the Council's workforce are women (rises as high as 96% in some services such as Early Years). Job losses may therefore affect women in greater numbers. The scale of the savings required will make job losses necessary and the only alternative to staff redundancies will be to transfer cuts in services to customers.

Mitigation

- As far as possible we are proposing to protect our spending on adult social care, moving towards self-directed support as set out above.
- Spending on carers has been protected in the proposals in recognition of their contribution
- We will continue to carefully monitor the impact of changes to the workforce as a result of the budget proposals, to ensure employment policies are applied fairly and to minimise any disproportionate impact on any particular groups. The Council annually publishes a review of its progress in promoting equality of opportunity within the workforce.

Black, Asian, Minority Ethnic groups

20. Black, and minority ethnic groups or those of other white backgrounds account for 13% of the county's population (varying from 7% in West Oxfordshire to 27% in Oxford City).
21. As well as those issues identified in the discussion above, possible impacts of the proposals on different minority groups include:
 - Many minority ethnic groups will be only occasional users of universal services but there are some groups with specific needs such as refugees, recent migrants and victims of racial harassment. A possible risk to this group is around proposals to alter the school improvement offer and changes to the way schools receive funding for specialist support to speakers of other languages, travellers and others, which in future they will receive directly.
 - People from minority ethnic groups are more likely than average to be in households on low incomes.

Mitigation

- Schools will continue to receive funding to commission services directly thus mitigating the impact of the proposed changes. However there may be some impact on schools with low numbers of ethnic minority young people who therefore struggle to achieve economies of scale.
 - We will use our Joint Strategic Needs Assessment and other evidence to ensure that as far as possible we protect service provision for those most in need.
 - The wider provision of personal budgets will provide greater choice in the way all people who use adult social care services are able to meet their individual needs.
22. At this stage we have not identified any particular impacts of our proposals on the groups below, beyond those issues discussed above.
- **Religion/belief** (different faiths, including people with no religion or belief)
 - **Sexual orientation**
 - **Marriage/civil partnerships**
 - **Pregnancy & Maternity**

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Division(s): N/A

COUNCIL – 10 FEBRUARY 2012

CORPORATE PLAN 2012/13 – 2016/17

Report by Assistant Chief Executive and Chief Finance Officer

Introduction

1. The Council's proposed Medium Term Corporate Plan 2012/13-2016/17 is one of the plans and strategies that forms the policy framework and requires full Council approval. The Strategy & Partnerships Scrutiny Committee submitted comments to the Cabinet, who approved the draft on 17 January 2012.
2. The report by the Leader of the Council on the Service and Resource Planning item on this agenda incorporates comments on the Plan, given the close linkage between the two items.

Background

3. The 2012/13-2016/17 plan is a fairly light touch refresh of last year's plan, though it also seeks to reflect the significant changes that have been implemented over the past 12 months. Whilst we will be continuing to deliver our front line services, within the smaller financial envelop, there are significant national policy changes which will affect the Council which will also be delivered.
4. Our ambition is to see a Thriving Oxfordshire, with key priorities of World Class Economy, Healthy and Thriving Communities, and Enhancing the Environment underpinned by Efficient Public Services. The impact of business development on the economy and how it leads to strong communities is a thread throughout the plan.
5. The Corporate Plan is split into three parts – the first summarises the Council's broad strategic direction; the second sets our Priorities for Action and the third shows how we will deliver against those priorities.
6. Many of the priorities for action identified in the Corporate Plan are about achieving a tangible improvement in outcomes as outlined below. Targets will be set where appropriate. Progress on these issues will form the basis of the regular quarterly performance reports that are provided to the Council's Cabinet and Strategy and Partnerships Scrutiny Committee. Other priorities for action are harder to measure; they seek behavioural / cultural change within the council or identify a need to respond to shifts in national policy. A qualitative assessment of progress against these issues will be provided at the end of 2012/13.

7. A summary of the key elements of the Medium Term Financial Plan (MTFP) will also be included and the MTFP will form an annex to the plan.

RECOMMENDATION

8. **The Cabinet RECOMMENDS Council to approve the Corporate Plan 2012/13-2016/17 subject to the inclusion of consequential and editorial changes in the text as agreed by the Chief Executive after consultation with the Leader of the Council.**

SUE SCANE

Assistant Chief Executive and Chief Finance Officer

Background Papers: Nil

Contact Officer: Maggie Scott, Senior Policy Manager, 01865 816081

January 2012

Oxfordshire County Council Corporate Plan 2012/13 – 2016/17



Foreword from the Council Leader

In this, my last report as Leader of the Council, I believe there is a fundamental and developing role for strategic authorities like Oxfordshire in what I will describe as Leadership of Place.

The County Council is committed to growing our economy, improving the well-being of our population, particularly breaking the pernicious cycle of deprivation that impacts on troubled families, while also maintaining the quality of our environment.

To achieve this there is a crying need for a coherent approach across public agencies. Local government has the democratic mandate and legitimacy to provide that leadership. It does not give us the right to direct local partners, but it does give us the right to lead the debate about what our county needs, and to challenge and to hold to account other agencies that operate in Oxfordshire but do not have a clear local democratic line of accountability.

This Leadership of Place also gives us the right to champion Oxfordshire's needs with central government. The last government learned the hard way that you cannot micro-manage a country. It appears that the present government has some understanding of that principle but the Localism Act is a mixture of genuine devolution of power and some less welcome centralism. We should not be afraid to tell government when our needs are not being met.

There is a second emerging strand that is of importance for our county. A number of central government reforms are changing our role in service provision. The best example is the development of Academies and Free Schools. We have had little control over our schools for many years now but it is inevitable that most if not all will become independent of the county council before long. What role will we retain then? I suggest we need to be the champion of children and parents, ready to hold to account schools that do not strive for excellence in all and able to anticipate and deal with market failure.

We will have an interesting role in this new market place and there are bound to be unintended consequences for which we and only we will have the capacity and local knowledge to manage.

Another area is in the health reforms where we welcome the return of public health to local authority control. We also welcome the opportunity to work with health colleagues in planning and commissioning health services for Oxfordshire. We hope this will bring the chance to integrate health and social care, reduce health inequalities and transform the health service to one that concentrates on maintaining good health as well as treating illness. Given our good and positive relationship with the health system over the years, we have a strong starting position from which to make that journey.

We have our share of troubled families in Oxfordshire. Their primary characteristic is the engagement of many different agencies in providing support to them and a persistent inability to break a cycle of deprivation, lack of ambition, benefit dependency and worklessness. We have been working for a while on a programme of Early Intervention and I like to think that the Prime Minister's recent announcement of a national scheme to support troubled families has taken some inspiration from the work that I know he has seen here in Oxfordshire.

In all of this, I firmly believe that local government faces a nexus in its relationship with central government. We need to demonstrate, through our

Leadership of Place and our ability to identify and champion the needs of our citizens, that local government is wholly a part of the solution for our broken economy and not a part of the problem. This is the real challenge of this decade for local government and I really believe we can make a significant difference to people's lives if we rise to the challenge. In time, local government may even be able to shake off some more of the shackles that make English local government the most regulated and centrally controlled in the developed world.

This leadership role must come from all councillors. We are the natural leaders of our local communities. We are the people to whom local residents should naturally turn when there is a problem, a systemic failure or a local injustice. We alone have the capacity to help our residents make that difficult transition from a society that has come to expect "the government" or "the council" to solve every problem to one where the local community asks the question "what can we do ourselves to resolve this issue?" Together with our district council colleagues and town and parish councils, we have that local democratic mandate to speak for our communities, to stand up for their needs and to help them to help themselves.

[Keith R Mitchell CBE](#)

Leader of the Council

About Oxfordshire

Oxfordshire is home to around 650,000 people. The population is increasing but it remains a predominantly rural area and is the least densely populated county in the South East of England.

Oxfordshire is a place that people like to live and work in, with a high quality built and natural environment and thriving economy:

- 87% of residents regard the county as a good place to live (Place Survey 2008/09)
- The population is healthier and more prosperous than most other areas
- Our economy contributes £15.4 billion to the national economy and has considerable scope for further growth, boosted by the recent announcement of a 92 hectare enterprise zone in the Science Vale area in the south of the county
- Unemployment is amongst the lowest in the country, with less than 2% of residents claiming job seekers allowance (December 2011)
- Residents and businesses benefit from the county's position at the heart of the UK rail and road transport network

As well as these positives Oxfordshire faces a number of significant challenges:

- More than 30% of the county's workforce is currently employed in the public sector, making us particularly vulnerable to the impact of budget cuts
- Housing availability and affordability remains a problem
- There are pockets of significant deprivation, with 18 local areas in the county within the 20% most deprived in England
- Educational attainment at GCSE level is below the regional and national averages and 6% of 16-18 year olds are not in employment, education or training. These factors contribute to the skills gap experienced by around one in five employers in Oxfordshire
- Positive improvements in life expectancy mean the County has a growing older population; the number of residents aged over 85 is predicted to more than double by 2033, presenting challenges to service delivery

More key facts about Oxfordshire available on the Oxfordshire Data Observatory website: www.oxfordshireobservatory.info/aboutoxfordshiredata

Context

In last year's budget the Council identified the need to make savings of £119 million between 2011/12 and 2015/16. In addition the coalition government set out a new policy direction with profound implications for the council and other public sector organisations. Last year's Corporate Plan explained how we would respond to these changes.

The past twelve months have been challenging. We have focused on protecting front line services and ongoing delivery of the Council's core business whilst at the same time becoming significantly slimmer and more efficient, through radical transformation of all service areas.

Notable changes in the past year include:

- Savings worth £55m on course to be delivered
- The Council is now very much leaner. The restructuring that we started in 2010/11 has continued in 2011/12. All services have now been, or are currently being, restructured. There has also been a reduction in the number of council Directorates from five to three (Economy and Environment; Children, Education and Families; Social and Community Services, supported by a significantly smaller Chief Executive's Office)
- The number of senior managers employed has reduced by over 40% in the period 1 April 2010 to 30 September 2011. In the same period overall staffing numbers (excluding schools) have reduced by 12.9%
- A stronger focus on achieving and supporting economic growth, with the establishment of the business-led Oxfordshire Local Enterprise Partnership and announcement of a Local Enterprise Zone in the south of the county, sitting alongside a refocused Oxfordshire Skills Board
- We have established a new Early Intervention and Prevention Service to work with troubled families to help identify solutions before they escalate
- We have been part of the Department of Health early implementers programme and worked closely with health colleagues to establish a shadow Health and Wellbeing Board
- We have established an Infrastructure Fund to enable forward funding of projects, unlocking further opportunities for investment in local infrastructure
- We have focused on supporting the development of Oxfordshire's Big Society and increasing levels of community engagement, including establishing a Big Society fund to enable local communities to do more to help themselves

The approach set out in last year's directorate business strategies and the overarching Corporate Plan will continue to provide the foundations for our strategy. The next twelve months will therefore be the second year of delivering the four year plan we set out last year.

Key issues to address in the next twelve months:

- We will continue to protect front line staff, in particular in those core services that support and protect the most vulnerable residents in Oxfordshire
- We will achieve further savings of £37m in 2012/13
- We will implement national policy changes that affect the Council and our key partners. This includes:

- Localism Act 2011 – a range of measures to support decentralisation including new community rights, reforms to planning processes and empowerment of local government and local communities
- Open Public Services – sets out the government’s intention to increase choice, decentralise power, diversify public service provision and increase accountability and transparency
- Local Government Resource Review – proposals for major changes to the way in which local authorities are funded, including some element of local retention of business rates (rather than the current system of formula grants based on population and need). This puts economic growth at the heart of securing quality public services in future
- Schools – current government policy places increasing emphasis upon school autonomy, through Free Schools and Academies, and a more specific role for local authorities in supporting those most in need, thereby changing the relationship between the Council and local schools
- Strategic National Planning framework – we will take a local leadership role to align funding streams and deliver priority outcomes for Oxfordshire
- Health and Social Care Bill – from April 2012 all upper tier authorities will be required to lead a new statutory Health and Wellbeing Board to develop a local Health and Wellbeing Strategy and co-ordinate the commissioning of public health, clinical and social care. In addition public health functions will transfer to local authorities in 2013, with shadow funding allocations to be made in 2012. A Social Care Reform White Paper is expected in Spring 2012. This is likely to have significant implications for the way in which social care services are funded in future and respond to the recommendations of the Dilnot Review
- Police and Social Responsibility Act 2011 – establishes the role of a Police and Crime Commissioner for each Police Authority area and the subsequent abolition of Police Authorities. Police and Crime Commissioners will allocate local community safety funding which had previously been provided direct to the Council

The remainder of this plan summarises our broad strategic direction within the context of the challenges set out above.

Our Goal: A Thriving Oxfordshire

We will continue to work towards the same strategic objectives as last year but are now setting these within the context of delivering an overall goal of a Thriving Oxfordshire. This means having fulfilled people, vibrant and active communities, and a great place; maximising economic growth whilst ensuring that the fruits of growth are enjoyed by all parts of our community and minimising any negative impact on our environment.

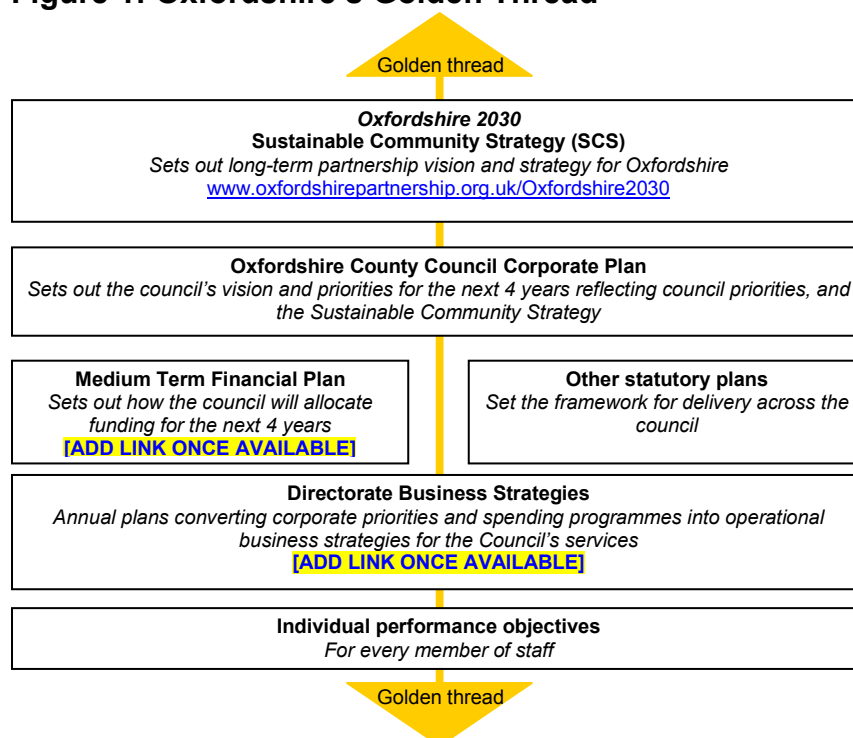
To deliver a Thriving Oxfordshire the Council will work towards the following strategic objectives:

Thriving Oxfordshire		
World Class Economy	Healthy and Thriving Communities	Enhancing the Environment
Efficient Public Services		

These objectives fit into the 'golden thread' shown in Figure 1, below. This links all of our work from top level objectives through to service delivery and ensures that as a Council we take a coordinated approach to the challenges we face.

Our strategic objectives continue to be consistent with Oxfordshire 2030, the county's long term plan which was developed with partners in 2008. Despite very significant changes to the financial and policy environment that the Council and our local partners face, we remain committed to working together to deliver the longer term ambitions for Oxfordshire.

Figure 1: Oxfordshire's Golden Thread

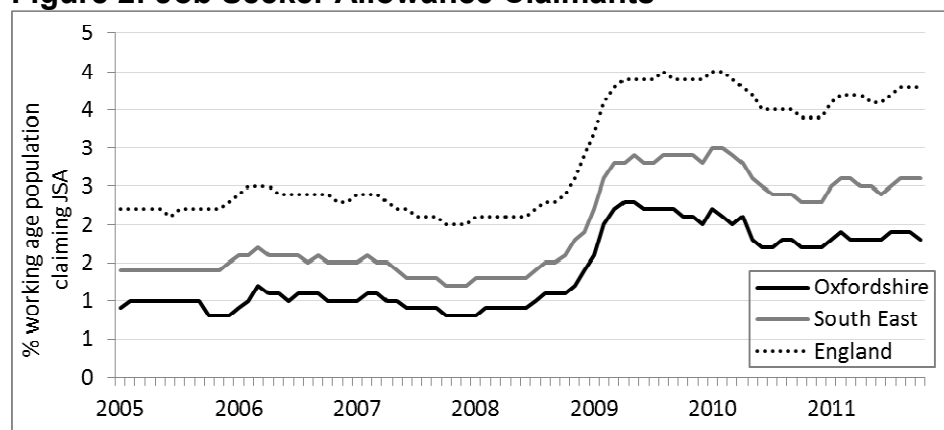


World Class Economy

Oxfordshire forms the hub of Britain's knowledge economy with the largest concentration of research and development activity in Western Europe, driven by Science Vale UK, two universities and their many spin-off research centres and start-up businesses.

We have one of the strongest economies in the South East and despite the national and global economic difficulties, continue to have one of the lowest rates of unemployment in the country. In order to maintain and build on this strong position we must nurture and invest in the local economy.

Figure 2: Job Seeker Allowance Claimants



Source: Department for Work and Pensions, December 2011 (from Nomis)

The on-going success of our economy is fundamental to achieving broader ambitions for Oxfordshire. Without economic success we will lack the ability to compete in a global market and generate the wealth that will in turn enable investment to be made more widely in society.

Economic growth has to be delivered by business, but the County Council has a vital role to play in providing strategic leadership and facilitating an environment that enables business to flourish. We are key partners on the Oxfordshire Local Enterprise Partnership and are supporting the establishment of an Enterprise Zone at Science Vale UK. We also have a key role to play in our leadership of strategic planning and infrastructure provision across Oxfordshire.

Oxfordshire has a high level of public sector employment. This includes two universities who play a critical role in driving enterprise and innovation, and makes them key members of the Local Enterprise Partnership.

Infrastructure

We want to ensure that infrastructure enables rather than limits our economic growth. To achieve this we are working with our district council colleagues to develop a strategic infrastructure framework for the county. This seeks to maximise and align national and local funding to a common agenda of what needs to be built and where.

The county's population is expected to continue to grow rapidly, and although the gap between earnings and house prices has fallen slightly since the start of the recession housing affordability remains a problem in Oxfordshire. Ensuring an adequate supply of affordable housing remains a key factor in encouraging

economic growth, so although housing development has slowed in the short term our ambition remains to see planned major developments around Banbury, Bicester, Didcot, Oxford and Wantage realised.

Transport

Enabling movement by car, lorry and public transport remains a key objective. We are fortunate to be strategically well located, just over an hour away from London and Birmingham, with good transport links via the motorway, road and rail networks.

Oxford city already has some of the highest use of public transport in the country and we will continue to work closely with local bus companies to build upon this. Significant improvements are planned for the local rail network, including the opening of a second mainline route between Oxford and London via Bicester (including a new station at Water Eaton) by 2014 and the electrification of the Great Western route by 2017. The government have also given provisional approval for a new East-West rail line that will link Reading, Oxford and Aylesbury with Milton Keynes and Bedford.

We are seeking to maintain, and where possible improve, the conditions of our road network. Further work is also underway with Government Agencies to deliver improved road links at pinch points across the county, to support growth. This includes Junction 9 of the M40 at Bicester, Cogges Link Road in Witney and improvements to the network around the Science Vale area.

We have moved responsibility for road safety education into our Fire & Rescue Service, who are well placed to deliver targeted prevention activities to those people most at risk in our local communities and help keep the county on the move.

Broadband

Although some areas in Oxfordshire are already taking advantage of next generation broadband, other parts of the county, particularly in rural areas, still do not have an acceptable level of standard broadband service. We want to support economic growth and ensure that businesses and others who need it have access to the best possible broadband services, and are working closely with public and private sector organisations and with individual communities to develop the right solutions for Oxfordshire.

Skills

Despite the many positives outlined above the county does face a number of challenges, in particular the need to address the skills gap experienced by one in five employers in Oxfordshire and the numbers of young people who are not in education, employment or training. A significant factor in both issues is Oxfordshire's relatively poor GCSE results. Our performance is more often in line with national averages rather than being well above as should be expected, given the overall affluence of the county. Disappointingly, our GCSE results fell below national averages in 2011. The Council's Strategic Plan for Education sets out how OCC will support improvements in attainment and support schools to ensure that every school is judged to be at least *good* by Ofsted, and *aspires* to become outstanding. In 2012 there will be a targeted campaign to improve reading standards across the pupil population.

Our Priorities for Action

- **Oxfordshire Local Enterprise Partnership (LEP)** – we will continue to support the partnership and through it work with the private and academic sectors to create the conditions to realise Oxfordshire’s economic potential. In particular we will work with others to ensure delivery of the Local Enterprise Zone in the south of the county, and encourage growth in the other priority locations of Oxford city and Bicester
- **Infrastructure** – we will work across the public sector locally and with central government agencies to prepare an infrastructure plan. Through this we will align investment priorities and decisions to achieve our shared ambitions for Oxfordshire and meet local needs. We will adopt a new approach to securing contributions to infrastructure from developers, and develop proposals that encourage innovative ways of using funds available to deliver necessary infrastructure in a timely way
- **Tackling transport priorities** – we will work closely with our partners to ensure that our transport strategy supports the needs of the local economy and realises the opportunity to develop alternatives to car use where appropriate and suitable. We will seek to maintain and where possible improve, the conditions of our roads, and are also supporting communities through the Area Stewardship Fund to enable them to help us address local priorities. We will seek to secure funding and final commitment to East West Rail, as well as the addressing pinch points in the road network
- **Broadband** – we are working with business network providers to develop and implement a strategy for the roll out of next generation broadband across the county, to improve access and support business growth
- **Skill levels** – we are working with others to link adult skills provision to the needs of the local economy and reduce the number of young people not in education, employment or training (NEET). We have also expanded apprenticeship provision, and aim to continue this important route into the job market, particularly among public sector organisations and local businesses
- **Educational Attainment** – national policy and funding structures are shifting and we will ensure that the council can respond effectively so that the needs of all pupils are met. We have worked with key partners across the county to agree a new Strategic Plan for Education and we will focus on the delivery of six strands:
 - Aspiration networks – funding allocated to clusters of schools to enable them to support each other in order to bring about whole system improvement
 - A concentrated approach to securing strong and dynamic leadership and governance
 - Promotion of Inspirational and Excellent Teaching in all subjects and across all phases
 - Early Intervention and a Good Start in Life – helping families to make sure children get a good start in life and are in school and ready to learn throughout their education
 - Targeted and Intensive Support for schools below the Floor Standard, those at risk of becoming so and those struggling to improve
 - A campaign that everyone can help with – Every Oxfordshire Child a Good Reader

Healthy and Thriving Communities

Most local residents think Oxfordshire is a good place to live. People are generally affluent and healthy, the sense of community is strong and they feel safe in their local areas.

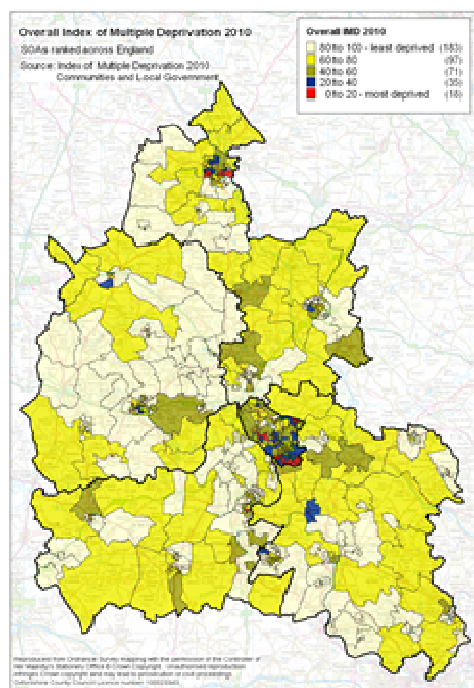
Health

Oxfordshire residents enjoy above average life expectancy, although there are variations across the county. The council works closely with key partners to help deliver the Director of Public Health's priorities: address the demographic challenge, break the cycle of deprivation, improve mental health services, tackle obesity and alcohol related harm, and fight killer diseases.

Breaking the cycle of deprivation

Overall Oxfordshire is an affluent county and levels of deprivation are low, but some small areas in Oxford City and Banbury fall within the 20% most deprived areas in the country. We will continue to work closely with our partners in these communities to address social failure and break the cycle of deprivation that can involve generation after generation of families with low skills and high unemployment, often associated with poor health, crime and anti-social behaviour.

Figure 3: Deprivation in Oxfordshire

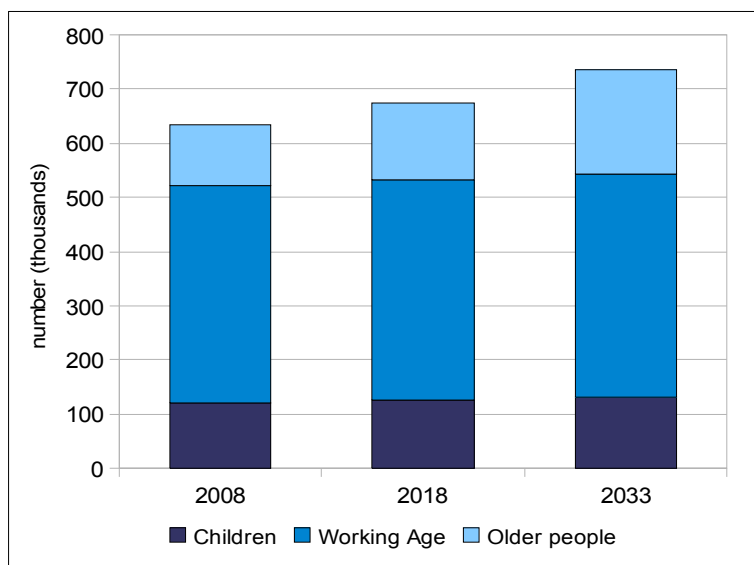


Source: Communities and Local Government, March 2011

Demographic change

The proportion of older people in the population, and younger adults with disabilities, is increasing rapidly, particularly in rural areas. This presents opportunities, as older people are more likely to be actively involved in their communities, carrying with them a wealth of knowledge and experience. However it also increases demand for social and health care services. We will continue to work closely across the public sector and in our commissioning practices to meet this need effectively.

Figure 4: Oxfordshire population by age group, 2008 to 2033



Source: Office for National Statistics, 2008-based sub-national population projections

Support for the vulnerable - prevention and personalisation

The council will continue to support and protect our most vulnerable residents by effectively targeting resources to those most in need, including young people, older people and those with disabilities.

We will, as far as possible, continue to invest in prevention as a cost effective approach leading to better outcomes for people of all ages, by preventing their needs escalating to the point that they require more expensive and specialist service delivery.

In the past year we have created a new integrated early intervention and prevention service, to work with troubled families that are facing exceptional social difficulties. This is an innovative approach that maintains high levels of universal support, whilst increasing the effectiveness of the way we work with those children, young people and families in greatest need by helping them to take greater ownership of their lives and identifying solutions before problems escalate. We have transformed separate services and staff focused on their own professional specialisms, into cross-trained and locality-focused teams. This means a single point of contact for children and family referrals, with one professional taking responsibility for an individual or family.

We are strongly committed to Early Years' provision and want to ensure that all children are given a good start in life. We know that long term outcomes in terms of health and emotional resilience rely particularly on the period between birth and three years of age. Research shows that if children start school being disadvantaged, that gap widens as they go through school.

In addition, our Fire and Rescue Service continues to be on target - at the half-way stage of its 10-year '365Alive' campaign - to save lives, protect property and support the local economy. Our approach towards creating a safer Oxfordshire will be to continue working with vulnerable people especially around crime and helping them to live independently at home and feel safe.

Prevention is also key to our approach in adult services. We want to keep people well, helping them to live at home and avoid, reduce and delay costly admissions to care homes. We are working with our District Council colleagues, through our Spatial Planning and Infrastructure Partnership, to increase Extra Care Housing, which enables people to live independently with varying levels of care and support on site. This approach is enhanced further by the Fire and Rescue Service being an integrated service within the council and working with adult services, so that key professionals can highlight the safety needs of vulnerable people to each other in a timely and effective manner.

We also want to enable the people whom we support to have more choice and control over the way they live their lives. A crucial way of delivering this is through 'self-directed support' which enables those who are eligible for social care support from the council to decide how they want to be supported through their own personal budget.

Localism and Big Society

The localism agenda aligns well with the importance that the County Council places on encouraging volunteering and enabling communities to address for themselves the issues that matter locally. The county has a strong voluntary sector with over 4,500 community and voluntary groups, an above average number of regular volunteers and an increasing number of communities preparing community-led plans.

The Council's Big Society Fund, launched in 2011, has enabled communities to bid for start-up funding for community projects that would benefit their areas. In 2011/12 this pump-priming enabled all youth centres that were due to close to remain open, either under the control of the County Council or through transfer to a school or community body. The Council is now keen to build on this approach and will use the opportunities presented by the Localism Act to further strengthen community ownership of issues that matter to them.

We will continue to work with County Councillors as community leaders and social entrepreneurs. We are keen to promote community-led models of service delivery and alternative provision of services where viable. We will work with local members, support organisations and community groups to develop options and the Big Society Fund will help to provide start-up funding for new initiatives.

Military community

There is a significant military presence in Oxfordshire with over 11,000 personnel based at six locations across the county including RAF Brize Norton the UK's repatriation centre. In 2011 Oxfordshire County Council was the first council in the country to pledge support to the Armed Forces Community Covenant and we are fully committed to supporting local military residents and their families. We are currently working with the Ministry of Defence to support the transfer of personnel to RAF Brize Norton when RAF Lyneham closes in 2012, this includes significant capital investment into the area involving at least 1,000 new homes

Our Priorities for Action

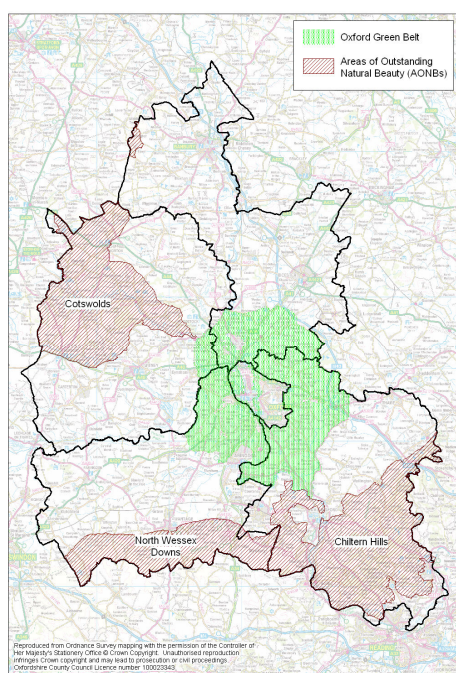
- **Implications of changes to the health service** – we have already established a Health and Wellbeing Board for Oxfordshire, and will ensure that new commissioning arrangements are effective in meeting local need. We will also bring the public health service into the County Council
- **Improve health outcomes** – we will support delivery of the Director of Public Health's priorities: address the demographic challenge, break the cycle of deprivation, improve mental health services, tackle obesity and alcohol related harm, and fight killer diseases
- **Demographic change** – we will continue to support the increasing number of older people and people with disabilities, to live in their own home rather than a care home. We will increase the availability of extra care housing and assistive technology to reduce the need for support staff, and continue to provide information and support to carers. We are changing the way day services for older people are provided, maintaining services in major towns, but focusing on community initiatives and local decision-making about how best to support older people in their community
- **Breaking the Cycle of Deprivation** – we will continue to work in partnership to improve the quality of life in the most deprived areas of the county by promoting better engagement in education, employment and training; supporting the vulnerable and those with multiple and enduring problems; promoting healthy lifestyles and reducing health inequalities; reducing and mitigating the effects of child poverty
- **Protection and safeguarding** – we will continue to reduce the number of children, young people and adults that need to be taken into care or are in need of protection. We will ensure the multiagency approach to protecting and safeguarding our most vulnerable children and young people is maintained to its current high standard, and will work with our partners to raise public and professional awareness of the needs of vulnerable adults
- **Prevention** – we will maintain our focus on preventing the need for more specialist services through early identification of problems and early intervention in adult and children's services. We will also help reduce the number of fires, those killed and seriously injured on our roads and help prevent crime
- **Personalisation** – we will focus on giving people choice in the way they lead their lives and how they secure the services they need to support them. From April 2012 we anticipate that 100% of adult social care service users will be using personal budgets
- **Localism Act** – as further details emerge we will respond to the implications of the Act, which is intended to support decentralisation of power to the lowest level, including establishing new community rights, reforms to planning processes and empowerment of local government and local communities
- **Big Society** – we will work with elected members, partners and voluntary organisations to encourage individuals and communities to take more responsibility. We will continue to provide a Big Society Fund that will support local communities and organisations who wish to identify local priorities and take action themselves about issues that matter to them

Enhancing the Environment

Oxfordshire is the most rural county in the South East, with a fabulous natural environment. This is an important factor in most residents' quality of life and often a key reason for people to visit as tourists or relocate here, having a very beneficial effect on our local economy. We need to manage the tension between our desire and need for economic growth and the need to enhance and protect our environment.

We have a beautiful and accessible countryside, including four areas of outstanding natural beauty and many places which are nationally or internationally important for biodiversity. The county also has outstanding architecture, including the Blenheim Palace world heritage site near Woodstock and over 1,000 listed buildings.

Figure 5: Areas of Outstanding Natural Beauty



Flooding

Since the flooding across the county in July 2007 a range of mitigation measures have been put in place, but with around 12% of the county lying within the floodplain there will always be a significant number of properties at risk of flooding in Oxfordshire.

Energy

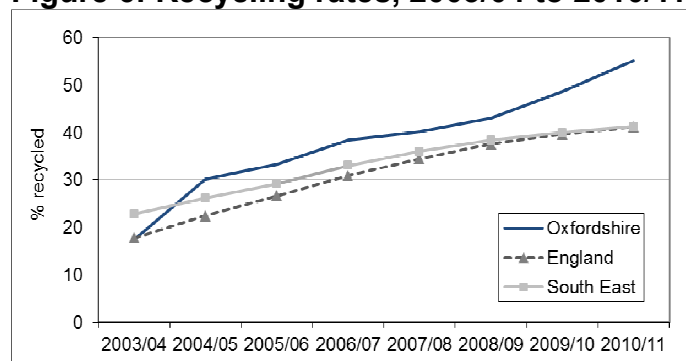
Energy costs are high and forecast to continue to rise rapidly. We are embedding energy saving and carbon dioxide reduction into our business processes across the council. Reducing our energy consumption will also result in financial savings. We will continue to invest in energy efficiency measures in our buildings, including schools, and introduce measures to reduce our demand for energy.

Waste Management

On-going investment in our services has resulted in very high levels of waste recycling, with over 60% of household waste now recycled or composted. We

will continue working with partners to build on the behavioural change achieved so far, thus further reducing the amount sent to landfill and minimising our financial liabilities.

Figure 6: Recycling rates, 2003/04 to 2010/11



Source: Oxfordshire County Council Waste Management team; DEFRA

Our Priorities for Action

- **Effective use of resources** – we will make sure Oxfordshire’s natural resources are used as effectively as possible and minimise the impact of economic growth on the environment. We will ensure planning applications for mineral extraction reflect the needs of the local economy. We will work with partner organisations, volunteers, community groups and local communities to protect and enhance the natural environment, and maintain the rights of way network as an important part of the rural economy
- **Increase energy efficiency and reduce emissions** – we will realise the financial benefits of reducing the council’s emissions, in the process reducing the impact of energy tax
- **Waste management** – we will continue to work across the public sector to further increase rates of recycling and reduce the amount of household waste sent to landfill. We are investing in new household waste recycling centres near to the major urban areas, and are closing those that have reached the end of their permissions. We are investing in new disposal facilities to convert waste to energy, and will deliver on our plans for new / refurbished Household Waste Recycling Centres. We will also work with our partners to ensure our investment is complemented by other councils investing in improved kerbside collection schemes

Efficient Public Services

The Council has an excellent track record of delivering value for money and we were 'ahead of the game' in preparing for the difficult times we now find ourselves in. We delivered almost £100 million in year-on-year savings between 2007 and 2011, and have achieved an additional £55m in the past year.

The approach set out in last year's Directorate business strategies and Corporate Plan will continue to provide the foundations for our strategy. The next twelve months, and focus of this year's plan, will therefore be the second year of delivering the four year plan we set out last year.

This plan covers the period from 2012/13 to 2016/17. However local government faces a very significant change in how funding is allocated from 2013/14, when it is likely to be much more driven by local economic growth and some retention of business rates locally. There is also likely to be reductions in national government budgets in the next Spending Review period, as indicated in the November 2011 Autumn Budget Statement, which will inevitably have a knock on effect locally. This means that our financial plans beyond 2012/13 are indicative only and will need further refinement once there is greater clarity from government about the new arrangements.

Delivering our Business Strategy

Although the recent financial situation has presented many challenges and the need for some very tough decisions, it has also provided an opportunity to radically rethink the way we do business and to look again at how we provide value for money for local people.

Aligned to last year's Corporate Plan we developed a Business Strategy to articulate the changes that were required to achieve our savings. One year on we find ourselves in a significantly different place; we are a much leaner and more efficient organisation, focused on delivering core services to support the public, particularly those vulnerable residents with the greatest need. We have undergone significant restructuring, reduced the number of senior managers and stripped out management layers throughout the organisation.

We now have very strong foundations to build upon. Our focus for the coming period will be to achieve a new way of working that will:

- **Maximise the benefits of new technology** – we are already using new technology to help us to work more efficiently and improve the way we provide information, support and access to services. In the past year we have completely refreshed our website so that residents can access information and services online.

We think there is scope to go considerably further, in particular using new technology to stream line the way we work, so that our staff will be able to spend more time with customers, clients, providers and partners. As this progresses we will be able to free up office space – helping us to save money

- **Rationalise our assets** – the Council owns over 800 buildings, including nearly 300 schools. We know that there is scope to significantly reduce the number of non-school buildings. We will focus particularly on working

closely with other public sector organisations to jointly consider our presence in key locations throughout the county. This should improve joined up service delivery across organisations and improve access for customers. In response to the Localism Act, the Council will also, where appropriate, be exploring opportunities to transfer assets to the community, or manage them differently with greater community involvement

- **Extend the scope of Oxfordshire Customer Services** – we will continue to redesign our model for support services, building on the establishment of Oxfordshire Customer Services and a new customer contact centre last year

Leadership and partnership working

Increasingly the job of councils is not to do everything themselves but to enable the right things to happen – through influence, through contracts, through policy and through leadership. The County Council acts as the strategic leader for Oxfordshire and has an important agenda setting role, building on the priorities expressed in Oxfordshire 2030, our local Community Strategy, and in this plan.

Local service delivery is now provided by a wide range of statutory, independent, private and voluntary sector organisations. We work closely with our partners in order to commission and oversee delivery of better outcomes and value for money for local people. This means working effectively with the police, health and other public agencies and at the local level with district, town and parish councils.

In the past year we have reviewed our existing formal partnership arrangements to maximise the benefit we receive for the investment we make. We have retained those that are critical to addressing priorities that we all recognise can only be tackled through joint working. These include the Oxfordshire Local Enterprise Partnership, Oxfordshire Skills Board, Oxfordshire Strategic Planning and Infrastructure Partnership, Oxfordshire Environment and Waste Partnership, Oxfordshire Health and Wellbeing Board (including sub groups on Health Improvement, Adult Social Care, Children and Young People, and Public Involvement), Oxfordshire Stronger Communities Alliance (voluntary and community sector) and the Oxfordshire Safer Communities Partnership. All partnerships are driven by the priorities set by the Oxfordshire Partnership, which continues to meet to provide a light-touch overarching sense of direction and ensure delivery of the priorities in Oxfordshire 2030, our community strategy.

Equalities

We are committed to making Oxfordshire a fair and equal place in which to live, work and visit. We will meet the requirements of the Equality Act 2010, and are publishing a new equalities policy and related performance information. We have identified four key issues that will guide our approach:

- Understanding the needs of our customers
- Providing accessible, local and personalised services
- Supporting thriving and cohesive communities
- Promoting a culture of fairness

If we plan to make changes to a service we will continue to consult relevant people (residents, service users, providers, partners), and will undertake service and community impact assessments to ensure that vulnerable and other sections of our communities are not unfairly disadvantaged by any changes.

Our Priorities for Action

- **Delivering our savings target** – delivering our challenging but achievable programme to meet our savings target of £119m million by 2014/15 (this includes £55m on target to be delivered in 2011/12)
- **Business Strategy – we will continue to deliver our directorate and cross cutting business strategies.** In particular, we will:
 - Improve our **use of technology** to support new ways of working and customer interactions
 - **Rationalise our property** and encourage the **co-location of public sector services**, and define our policies for disposing of assets to assist community groups in developing proposals for delivering local services themselves
 - Exploit internal and external opportunities to find savings by moving more functions into **Oxfordshire Customer Services**
- **Collaborative Working** – identifying opportunities to work with others to deliver services more effectively and develop innovative approaches to common issues, whether through formal partnership arrangements or more informal collaborative arrangements.
- **Equalities** – we will meet the requirements of the Equality Act 2010, including publishing a new equalities policy and related performance information

Delivery of this plan

Principles

In delivering the priorities set out in this plan the Council is committed to the following principles:

- **Low taxes** – reducing year-on-year the annual increase in council tax to ease the burden on local people, including a freeze in 2011/12 and 2012/13
- **Real choice** – ensuring residents receive the services they need, in ways that best suit the varying needs of different people and communities. This means more and more services will be delivered by providers other than Oxfordshire County Council and we will increasingly put power in the hands of individuals and communities to purchase the services they need or to run services themselves
- **Value for money** – we will have an absolute focus on ensuring services are efficient and delivering value for money for local people

Values

The way that our staff behave is guided by six underpinning values:

- **Customer focus** – putting the needs of our customers at the heart of everything we do and improving opportunities for local people to have their say and get involved with council decision-making
- **Honesty** – being open and transparent about how we operate, prepared to admit where we need to do better and communicating the reasons if we are not able to meet the needs of local communities
- **One team** – working collectively as a council and valuing and developing our staff to perform to the best of their abilities
- **Innovation** – challenging the way that things have always been done, encouraging and embracing new approaches to meeting the needs of customers, making the delivery of services more efficient and effective
- **Can-do** – seeing problems and issues as opportunities and looking for solutions, rather than viewing difficulties as obstacles to what we want to achieve
- **Efficient and effective** – making the best use of our reduced financial resources by harnessing the skills and experience of our staff to help individuals and communities access or arrange the services they need, learning from our successes and constantly challenging ourselves to do better

This year we have amended 'Involvement' to become 'Innovation' to reflect the need for staff to develop innovative solutions to service delivery and new ways of working in the tighter financial circumstances.

We continue to use intelligence so that where possible we reflect people's needs and preferences in the way they are able to access services and where appropriate, to identify where communities might be able to do things for themselves about issues that matter to them. Within the wider context of finding more efficient ways to deliver services, mapping patterns of usage has been critical over the past year, and has helped inform significant changes to our

services for young people and our library services to focus on hubs in key areas of population in the county.

Measuring progress

Many of the priorities for action identified in this plan are about achieving a tangible improvement in outcomes. These are listed in Annex A along with details of measurement. Progress on these issues will form the basis of the regular quarterly performance reports that are provided to the Council's Cabinet.

Other priorities for action are harder to measure; they seek behavioural / cultural change within the council or identify a need to respond to shifts in national policy. A qualitative assessment of progress against these issues will be provided at the end of 2012/13.

Finance

To be added following budget sign-off in February – to include detail of:

- Spending plans
- Where money comes from
- Link to Medium Term Financial Plan

Capital

The Council's Capital Strategy sets out the County Council's capital investment plans and explains how the Council intends to maximise the value of its limited capital resources to support the achievement of a Thriving Oxfordshire and the priorities set out in this plan.

This Capital Strategy, despite the challenging economic and financial environment, emphasises the significant contribution that the capital programme can make in delivering corporate priorities and in bringing benefits for wider communities. It seeks to ensure that resources are used in the most efficient way and they support the Council's objectives most effectively. It sets out a robust, relevant and sustainable financial policy and strategy that aim to get most out of the scarce capital resources over the next five to ten years.

[Link to strategy](#)

Annex A: Measuring progress

Many of the priorities for action identified in the corporate plan are about achieving a tangible improvement in outcomes as outlined below. Targets will be set where appropriate. Progress on these issues will form the basis of the regular quarterly performance reports that are provided to the Council's Cabinet and Strategy and Partnerships Scrutiny Committee. Other priorities for action are harder to measure; they seek behavioural / cultural change within the council or identify a need to respond to shifts in national policy. A qualitative assessment of progress against these issues will be provided at the end of 2012/13.

Priority outcome	Priorities for action	Our measures of success are
World Class Economy	Local Enterprise Partnership	<ul style="list-style-type: none"> • The skills needs assessment is aligned to meet LEP and business sector needs • Increased number of investment enquires turning into investment opportunities • The infrastructure plan reflects the LEP and business sector needs <p>Year-end assessment Progress on how our contribution has enabled the partnership to provide visible leadership and act as a catalyst for growth</p>
	Infrastructure	<ul style="list-style-type: none"> • Deliver infrastructure framework - Districts charging schedules reflect OCC priorities and needs • Capital programme priorities reflect the infrastructure framework priorities for growth <p>Year-end assessment The OCC 2012/13 infrastructure priorities are reflected through the district charging schedules</p>
	Tackling transport priorities	<ul style="list-style-type: none"> • Deliver priority transport schemes <ul style="list-style-type: none"> ○ Cogges Link Road ○ Thornhill Park & Ride extension (and new hospital bus services) ○ Hinksey Hill ○ Frideswide Square • Number of schemes delivered and percentage of funding spent through the Area Stewardship Fund • Delivery of the highway maintenance programme as detailed in the Transport Asset Management Plan <p>Year-end assessment</p> <ul style="list-style-type: none"> • Improvement in traffic flow around major pinch points • Secure funding and investment for East-West rail

Priority outcome	Priorities for action	Our measures of success are
	Broadband	<ul style="list-style-type: none"> • Establish the digital strategy for Oxfordshire • Identify and contract with a Strategic Provider to improve broadband connectivity to priority areas <p>Year-end assessment</p> <ul style="list-style-type: none"> • Plan in place for OCC £14M investment • Private sector matched funding secured
	Skills Levels	<ul style="list-style-type: none"> • Improve percentage participation of young people aged 16-19 in education or training • Increase the number of all age Apprenticeship starts in the county • Reduce the percentage of Young People Not in education Employment or Training
	Educational Attainment	<ul style="list-style-type: none"> • Improved educational attainment at, <ul style="list-style-type: none"> ○ Key Stage 1) ○ Key Stage 2) ○ Key Stage 4) • Improved number of schools classified as good or better by 10% <p>Year-end assessment Progress in implementation of the Education Strategy</p>
Healthy and Thriving Communities	Implications of changes to the health service	<p>Year-end assessment</p> <ul style="list-style-type: none"> • Public Health move into OCC • Progress of new Health and Well-being board and new commissioning arrangements
	Improve health outcomes	<p>Year-end assessment Measures as defined in the director of public health annual report</p>
	Demographic change	<p>Year-end assessment</p> <ul style="list-style-type: none"> • Changes to how day services are provided • Provision of extra care housing
	Breaking the cycle of deprivation	<p>Year-end assessment Progress as reported in the director of public health annual report</p>
	Protection and safeguarding	<p>Adult Safeguarding</p> <ul style="list-style-type: none"> • Increased proportion of people who use services who report they feel safe each year (4A) • Improved performance against the basket of priority safeguarding indicators

Priority outcome	Priorities for action	Our measures of success are
		<p>Children's Safeguarding – improved performance against the basket of priority safeguarding indicators (these include Child protection processes, Improved outcomes for looked after children, Number of children in need)</p> <p>Attendances at emergencies* by a fire engine sent from the nearest fire station to be made within target response times (*not all incidents we attend are considered as emergencies)</p>
	Prevention	<ul style="list-style-type: none"> • 365 more people alive because of a reduction in deaths caused by accidental dwelling fires and road traffic collisions <p>Adults</p> <ul style="list-style-type: none"> • Reduce the number of permanent admissions to residential and nursing care homes, per 1,000 population (2A) • Delay and reduce the need for care and support through a basket of priority indicators <p>Children (Early Intervention Service)</p> <ul style="list-style-type: none"> • Improve outcomes for vulnerable children and young people and families with additional and complex needs (reported through the basket of priority indicators)
	Personalisation	<ul style="list-style-type: none"> • Increase the proportion of people of who use services who have control over their daily life (1B) • Improve overall satisfaction of people who use services with their care and support (1C) • Improve performance on the basket of indicators to measure the personalisation of care
	Road Safety	<ul style="list-style-type: none"> • Reduce the number of people killed or seriously injured on the roads
	Localism Act	<p>Year-end assessment Our response to implications of the Localism Act</p>
	Big Society	<ul style="list-style-type: none"> • Number of Community projects supported by the Big Society Fund
Environment	Waste	<ul style="list-style-type: none"> • Decrease the amount of waste sent to landfill

Priority outcome	Priorities for action	Our measures of success are
	management	<ul style="list-style-type: none"> • Increase the amount of waste recycled and composting <p>Year-end assessment</p> <ul style="list-style-type: none"> • Progress on waste incinerator and household waste centres programme
	Increase energy efficiency and reduce emissions	<ul style="list-style-type: none"> • Reduce corporate energy consumption level • Secure increased quantity of renewable energy supply <p>Year-end assessment</p> <ul style="list-style-type: none"> • Progress update on reduction in the council's carbon footprint
	Protecting the environment and Effective management of natural resources	<ul style="list-style-type: none"> • Minerals & waste strategy development reflects the needs of the county (progress against basket of process indicators) • Increase the number of volunteer days to support the rights of way network <p>Year-end assessment</p> <ul style="list-style-type: none"> • Outcome of the inspectors report to agree adoption and implementation of the M&W strategy (April 13)
Efficient Public Services	Delivering our savings target	<ul style="list-style-type: none"> • Achievement of budget savings agreed by Council Feb 2012
	Business Strategy <ul style="list-style-type: none"> • Improve our use of technology • Rationalise our property and encourage the co-location of public sector services • moving more functions into Oxfordshire Customer Services 	<ul style="list-style-type: none"> • 100% of office based staff will be able to work more flexibly through the use of more efficient communication tools • Reduce the cost of the property portfolio by 25% whilst using our property to deliver the Council's broader objectives and support service delivery • Percentage of main contact channels managed by the customer service centre • Customers are satisfied or very satisfied with overall service for the customer services centre
	Collaborative working	<p>Year-end assessment</p> <p>Progress in working with others to deliver services more effectively</p>

Priority outcome	Priorities for action	Our measures of success are
	Equalities	Year-end assessment Meet the requirements of the Equality Act 2010

Further information

This Corporate Plan provides a high level summary of the strategic issues facing the council and the organisational responses planned for the medium term. It does not provide details of the ongoing service commitment across more than 100 activities for which the county council is responsible. For more information see the following documents and links that complement this Corporate Plan:

1. Information about Oxfordshire County Council

www.oxfordshire.gov.uk/aboutyourcouncil

2. Summary of Supporting Strategies, including Directorate Business Strategies

www.oxfordshire.gov.uk/improvingourperformance

3. Medium Term Financial Plan

www.oxfordshire.gov.uk/links/public/financialplans

4. 'This is Oxfordshire', key facts about Oxfordshire

www.oxfordshireobservatory.info/aboutoxfordshiredata