



To: **Members of the Cabinet**

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

**Tuesday, 25 April 2017 at 2.00 pm**

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

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

**Peter Clark  
Chief Executive**

**April 2017**

**Committee  
Officer:**

**Sue Whitehead  
Tel: 07393 001213; E-Mail: [sue.whitehead@oxfordshire.gov.uk](mailto:sue.whitehead@oxfordshire.gov.uk)**

**Membership**

*Councillors*

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

*The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on Thursday 4 May 2017 unless called in by that date for review by the appropriate Scrutiny Committee. Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.*

*Date of next meeting: 23 May 2017*

County Hall, New Road, Oxford, OX1 1ND

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

## Declarations of Interest

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

Under the Localism Act 2011 it is a criminal offence to

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

### Whose Interests must be included?

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

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

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

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

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

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

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

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

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

### List of Disclosable Pecuniary Interests:

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

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members’ conduct guidelines. <http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on **07776 997946** or [glenn.watson@oxfordshire.gov.uk](mailto:glenn.watson@oxfordshire.gov.uk) for a hard copy of the document.

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

# AGENDA

## 1. Apologies for Absence

## 2. Declarations of Interest

- guidance note opposite

## 3. Minutes

To approve the minutes of the meeting held on 14 March 2017 (**CA3 (to be circulated separately)**) and to receive information arising from them.

## 4. Questions from County Councillors

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

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

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

## 5. Petitions and Public Address

## 6. Communities Fund (Pages 1 - 22)

*Cabinet Member:* Leader

*Forward Plan Ref:* 2017/038

*Contact:* Sarah Jelley, Senior Policy Officer Tel: 07554 103437

Report by Assistant Chief Executive (**CA6**).

In February 2017 as part of the budget papers council agreed £250k 'one off' funding for a pilot communities fund. This report outlines the proposed approach and options

for a locally managed grant scheme and the draft grant guidance and criteria.

***The Cabinet is RECOMMENDED to approve the Grant Guidance, Grant Application and Locality Meeting Terms of Reference.***

## **7. 2016/17 Financial Monitoring & Business Strategy Delivery Report - February 2017 (Pages 23 - 54)**

*Cabinet Member:* Finance

*Forward Plan Ref:* 2016/129

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

*Tel:* 07584 909518

Report by Director of Finance (CA7).

This report is the penultimate for the 2016/17 financial year reporting on revenue and capital spending against budget allocations, including virements between budget heads and capital programme approvals.

**The Cabinet is RECOMMENDED to:**

- (a) note the report;**
- (b) approve the 2017/18 virements set out in Annex 2b;**
- (c) approve the debt write off in paragraph 43;**
- (d) note the impairment of the debt detailed in paragraph 44;**
- (e) note the Treasury Management lending list at Annex 4;**
- (f) approve the Fees and Charges set out in Annex 6;**
- (g) approve the changes to the Capital Programme set out in Annex 7b and 7c;**
- (h) approve the contractual commitment for construction of the Didcot Great Western Park Primary School (Chalkhill), with a total budget of £7.150m as set out in paragraph 65; and**
- (i) approve the £3.3m National Productivity Investment Fund Programme set out in paragraph 67 for inclusion in the capital programme.**

## **8. Adopt Thames Valley (Pages 55 - 62)**

*Cabinet Member:* Children & Family Services

*Forward Plan Ref:* 2017/012

*Contact:* Hannah Farncombe, Deputy Director - Corporate Parenting & Safeguarding

*Tel:* (01865) 815273

Report by Director for Children's Services (CA8).

The report seeks approval for plans for Oxfordshire County Council to join and host the Regional Adoption Agency (Adopt Thames Valley) as a shared service with the other partner authorities.

'In principle' approval was given by Cabinet in November 2016, but it was agreed that a final decision would come back to Cabinet once all partners had confirmed the detail of:

- the budget and funding formula for Local Authority contributions;

- scope of services (service specification); and
- legal governance structure.

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

- (a) agree to join and host Adopt Thames Valley; and***
- (b) If not concluded by 25 April Cabinet meeting, Cabinet are asked to give delegated approval for the transitional budget arrangements to the Director of Children's Services in consultation with the Lead Member.***

## **9. Fit for Future Progress Report (Pages 63 - 68)**

*Cabinet Member:* Deputy Leader

*Forward Plan Ref:* 2017/013

*Contact:* Lorna Baxter, Director for Finance Tel: 07393 001218

Report by Director for Finance (**CA9**).

This report sets out an update on the Council's new transformation programme, Fit for the Future. It sets out the structure of the programme, progress on the programme to date and the investment funding to deliver the programme.

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

- (a) note the report;***
- (b) note the use of the £3m Transition Fund and £0.4m from Children's Services to support the Fit for the Future Programme; and***
- (c) approve the creation of a £3m budget provision in the Capital Programme to support the Fit for the Future Programme.***

## **10. Business Management & Monitoring Report for Quarter 3 - April 2017 (Pages 69 - 88)**

*Cabinet Member:* Deputy Leader

*Forward Plan Ref:* 2016/130

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

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

The report provides details of performance for quarter three 2016-17 for the Cabinet to consider. The report is required so that the Cabinet can monitor the performance of the Council in key service areas and be assured that progress is being made to improve areas where performance is below the expected level.

***Cabinet is RECOMMENDED to note the performance set out in this report, and the ongoing work to improve business management and reporting.***

## 11. Delegated Powers - April 2017

*Cabinet Member:* Leader

*Forward Plan Ref:* 2016/131

*Contact:* Sue Whitehead, Principal Committee Officer Tel: 07939 001213

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

<i>Date</i>	<i>Subject</i>	<i>Decision</i>	<i>Reasons for Urgency</i>
23 February 2017	Sapling Project, Recovery Based Supported Accommodation	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules for the grant of a further 12 month contract until 2 October 2018 to Oxford Homeless Pathway Limited to provide drug and alcohol recovery-based support services to the Council for Service Users to help maintain their abstinence from drugs and/or alcohol dependency ("the Sapling Project Contract") at a cost of £41,590.00.	To ensure continuity of service provision while the new service is being procured.
3 March 2017	Provision of Care Services for People with a Learning Disability provided by the Camden Society	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules for the grant of an extension to the current contract to 16 January 2018 to Camden Society to provide Care Services for People with a Learning	To ensure that there is service continuity and provision for the residents during the improvement/re-provision programme

		Disability at a cost of £465,014.	
10 April 2017	Provision of Learning Disability Respite Services – Saxon Way	Approved an exemption from the full tendering requirements under OCC's Contract Procedure Rules for the grant of an award of contract from 10 <sup>th</sup> April 2017 to 9 <sup>th</sup> May 2018 to Brandon Trust to provide respite services for people with a Learning Disability from premises in Saxon Way in Oxford City at an estimated cost of £518,000	To ensure continuity of service provision while the new service is being procured.

## 12. Forward Plan and Future Business (Pages 89 - 90)

*Cabinet Member: All*

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

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

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

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

This page is intentionally left blank



Division(s):

## CABINET– 25 April

### Communities Fund

Report by Maggie Scott, Assistant Chief Executive

#### Introduction

1. In February 2017, Council agreed to set aside £250,000 in 2017/18 for a pilot communities fund as a result of the county council's share of the council tax collection fund surplus being more than forecast.
2. This approach supports the council's commitment to a new way of delivering in communities across Oxfordshire.

#### Communities Fund Approach

3. Consideration has been given to the most appropriate way to administer the communities fund by devolving decision making to a local level.
4. As the fund is for a 'one off pilot' all funds allocated in year must be spent within the financial year.
5. It is proposed that to keep the scheme simple that the funding is allocated to each of the council's locality areas as follows:

Locality	Amount
Oxford	£50,000
Bicester & Kidlington	£25,000
Banbury	£25,000
Witney, Burford & Carterton	£25,000
Woodstock & Chipping Norton	£25,000
Faringdon & Wantage	£25,000
Abingdon	£25,000
Didcot & Henley	£25,000
Thame, Wheatley & Watlington	£25,000
<b>TOTAL</b>	<b>£250,000</b>

6. The purpose of the £250k communities fund is to provide grants for sustainable community solutions for communities to bid for matched funding schemes or projects to supplement services following changes/reductions.
7. Any proposals for funding will need to demonstrate sustainability and the ability to self-fund in the long term if it is an ongoing project. This will be a key

criterion for assessing all applications. In addition match funding is strongly encouraged, and we will be asking all applicants to demonstrate match funding.

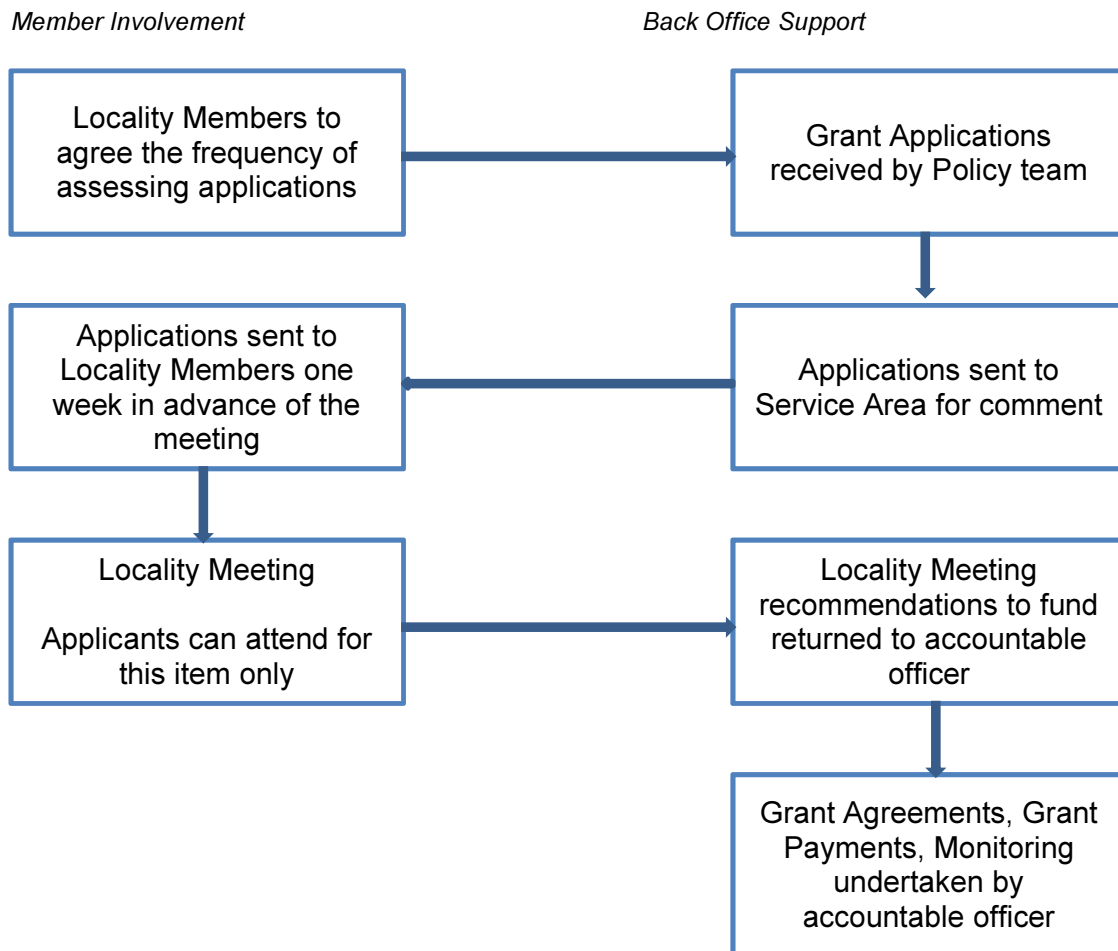
### *Grant Criteria*

8. All proposals will need to demonstrate sustainable community solutions to bid for matched funding schemes or projects to supplement services following changes/reductions.
9. The following are the key criteria used when assessing proposals:
  - The following are the key criteria used when assessing proposals:
  - Ability to self-fund in the long-term, as outlined in the application
  - Clearly defined costs and timescales for implementation
  - Evidence of the need for the project including community buy in
  - Demonstrating the impact of service changes/reductions
  - Engagement, partnership working and collaboration
  - Projects must benefit Oxfordshire communities, be inclusive and provide good value for money.
  - To what extent we can have confidence that the project will have a lasting impact, beyond the funding period.
10. The full list of criteria is contained within the guidance set out in Annex 1 along with the types of organisations that can apply and also the types of projects and organisations that are not eligible to apply for funding.
11. Funding will be awarded on a one-off basis and must be spent within the financial year 2017/18.
12. Successful applicants will be expected to comply fully with any monitoring requests from the council and signing of the application form at Annex 2 and/or funding agreement will be viewed as acceptance of these requests.
13. Applicants, along with their local county councillor will be notified by e-mail of the decision if they have been unable to attend the locality meeting.
14. Any unspent grant funding will be recovered by the county council.

### *Process*

15. Management of the communities fund would be through the Policy Team. Applications would be received into the Policy Team for acknowledgement of receipt, recording and passing to the Locality Lead to summarise as part of the locality meeting papers.
16. The Locality Lead officers will also provide policy support to the chair and local councillors in their role around the grant scheme.

17. To enable councillors to make informed decision policy officers will seek service area comments on suitability/viability of the project. If applicable the service area would also be asked to attend the locality meeting to clarify if there is any uncertainty.
18. All applications received for the locality will be sent to locality members a week in advance of the locality meeting.
19. Councillors will have an opportunity to allocate funds in their area, at the quarterly locality meetings, in July and October 2017 and January 2018.
20. It would be hoped that locality members would work towards developing and agreeing the priorities for the area and the grant making is based on these previously agreed priorities. Members are encouraged to pool resources at the locality level to address local priorities in a sustainable way.
21. An outline of how it is envisaged that the process will work is below:



22. To ensure effective and efficient use of officer resources it is proposed that the governance should be kept simple.

23. The communities fund will be the first item on a locality meeting agenda allowing for applicants and/or interested parties to participate in this part of the meeting should they choose to. Locality members will then get a chance to discuss and agree which applications they want to fund. It is hoped that consensus would be reached and if not then it would go to a vote.
24. The responsible officer would then put into effect the recommendations of the locality allowing for lawfulness.
25. This will reduce the amount of time in the process and to increase the speed at which applicants are informed and paid grant monies.
26. It is proposed to amend the terms of reference for the locality meetings to take into consideration the communities fund grant scheme. The proposed changes to the terms of reference are shown in Annex 3.

### **Financial and Staff Implications**

27. The £250,000 communities fund is 'one off' funding which must be spent in the financial year 2017/18.
28. The £250,000 will be accounted for separately and reported via the Financial Monitoring and Business Strategy delivery report.
29. The grant scheme will be managed by Sarah Jelley in accordance with the financial regulations.

### **Equalities Implications**

30. Councillors will need to be mindful of equalities in determining how the funding should be allocated.

### **RECOMMENDATION**

31. **The Cabinet is RECOMMENDED to approve the Grant Guidance, Grant Application and Locality Meeting Terms of Reference**

MAGGIE SCOTT  
Assistant Chief Executive

Background papers: None  
Annexes: Annex 1 Grant Guidance  
Annex 2: Grant Application  
Annex 3: Locality Meeting Terms of Reference

Contact Officer: Sarah Jelley, [sarah.jelley@oxfordshire.gov.uk](mailto:sarah.jelley@oxfordshire.gov.uk), 07554 103437  
March 2017

## Guidance Notes Communities Fund

February 2017

### Background

In February 2017 the council agreed £250k one-off funding initially for a pilot Communities Fund for communities to bid for matched funding schemes or projects to supplement services following changes/reductions.

Further details about the council's decision are available at:

<http://mycouncil.oxfordshire.gov.uk/ieListDocuments.aspx?CId=116&MId=4818&Ver=4>

This approach supports the council's commitment to a new way of delivering localism in communities across Oxfordshire.

### Our Approach

The purpose of this £250k communities fund is to provide grants for sustainable community solutions for communities to bid for matched funding schemes or projects to supplement services following changes/reductions.

In awarding the grants, our approach will be flexible, recognising the different needs across the county. You should discuss your proposal at an early stage with your County Councillor and seek their support for your proposal.

You can use the postcode search on [www.writetothem.com](http://www.writetothem.com) to find your local councillor. Further information about contacting your local councillor is available on the Council's [website](#).

If your project impacts a wider area, you can put through a joint bid supported by multiple councillors.

Any proposals for funding will need to demonstrate sustainability and the ability to self-fund in the long term if it is an ongoing project. This will be a key criterion for assessing all applications. In addition match funding is strongly encouraged, and we will be asking all applicants to demonstrate match funding.

Applicants can apply at any point during the financial year 2017/18 and applications will be assessed at one of the quarterly locality meetings.

## **What do we fund? (eligibility criteria)**

Funding is available for sustainable community solutions to supplement services following changes/service reductions. As the county council is moving towards a more locally sustainable delivery model we will be looking for projects that benefit the whole community, such as community transport schemes.

To make sure you have covered all the relevant areas in your application form, we have put together a suggested checklist:

- Description of the project/ activity
- Needs analysis
- Desired outcomes & beneficiaries
- Costs
- Sources of funding & long-term sustainability
- Performance Measures (how results will be monitored)
- Governance

### **Grant criteria**

- Ability to self-fund in the long-term, as outlined in the application
- Clearly defined costs and timescales for implementation
- Evidence of the need for the project including community buy in
- Demonstrating the impact of service changes/reductions
- Engagement, partnership working and collaboration
- Projects must benefit Oxfordshire communities, be inclusive and provide good value for money.
- To what extent we can have confidence that the project will have a lasting impact, beyond the funding period.

We want to see projects which are rooted in their communities and which have grown out of a specific local need. All applicants must work closely with their local community to ensure their project is properly connected locally, responds to recognised need and does not duplicate other provision. We would also ask to see evidence of a strong buy-in from the local community, and any successful initiative would need to be accessible, inclusive and open to all.

**Funding will only be awarded on a one-off basis and must be spent within the financial year it is awarded (end of March 2018).**

## Who can apply:

**In order to be deemed eligible for funding, applying organisations must have a committee and/or a constitution or appropriate rules setting out aims and objectives and how the group will operate, and a bank account<sup>1</sup>.**

- Not-for-profit community groups
- Town and parish councils
- Schools (in the case of fee paying schools, only those that have charitable status)
- Social enterprises
- Charity organisations
- Community associations
- Community Interest Companies
- Companies limited by guarantee (which have exclusively non-profit making, community benefit objects)
- Parent teacher associations
- Cooperatives
- Friendly societies
- Youth Clubs

## What don't we fund?

### Organisations:

- § Individuals or sole traders
- § Profit-making organisations
- § Organisations not established in the UK
- § Organisations that give funds to other charities, individuals or other organisations

### Projects:

- § Projects that duplicate an already existing service
- § Activities which a statutory body is responsible for
- § Activities with a religious or political purpose
- § Activities that contradict or act against any of the Council's agreed policies such as [Equalities](#) and [Safer Recruitment](#), or fail to comply with all the other relevant statutory requirements, such as health and safety legislation

Please note that this is not an exhaustive list and if you are not sure whether you are eligible for funding you should get in touch with us at: [localities@oxfordshire.gov.uk](mailto:localities@oxfordshire.gov.uk).

---

<sup>1</sup> Please note we will not make any payments into individuals' bank accounts, so it is very important that your group has a bank account.

## How to apply

### Application process:

- 1) Discuss your proposal with your local county councillor
- 2) Submit your application to [localities@oxfordshire.gov.uk](mailto:localities@oxfordshire.gov.uk)
- 3) Applications will be considered at the next available locality meeting
- 4) Decision
- 5) Notification to bidders

We encourage applicants to contact us early with their expressions of interest or any questions they might have, to avoid any delays in the council assessing the bids and making a decision.

The Communities Fund application form can be downloaded from our website: [www.oxfordshire.gov.uk/communitybudgets](http://www.oxfordshire.gov.uk/communitybudgets).

Please ensure you complete all the fields of the application form. You may also attach additional documents in support of your project.

**The application form must be physically signed by the applicant.** We cannot accept typed signatures.

## Deadline for Submission

The deadline for submission of applications is 31 December 2017 to allow for consideration at the final locality meeting of the financial year which will take place in January. Funding is awarded on a rolling basis so early applications are strongly encouraged to submit their application early.

## How will applications be assessed?

We will assess your application against the key criteria set out above and we may also seek feedback from community stakeholders.

The county councillors at the locality meeting will review all applications and then make their decisions. If they feel there is insufficient evidence they may defer the decision to the next meeting pending further work.

Decisions can be called-in by the Performance Scrutiny Committee, which can decide to approve the decision, ask the Locality Meeting to reconsider, refer it to full council for further debate, or require further information of further work to be done.



## **Awarding the grant**

Applicants, along with their local county councillor, will be notified by email of the Locality Meeting decision within 14 working days of the decision being made.

Successful applicants will be asked to sign a legal agreement with the council (for any grants over £5,000). Once the legal agreement is signed, we will then transfer the funding into the organisation's bank account.

For larger grants/ where appropriate, funding might be phased depending on the outcomes achieved following the first stage of delivery.

Unsuccessful applicants will be offered feedback on their proposal and, where possible, we will work with organisations to help them identify alternative funding opportunities.

## **Monitoring**

Successful applicants are expected to comply fully with any monitoring requests from the Council and must agree to this when signing the funding request form.

All successful applicants need to be prepared for a review of their project.

This may include:

- Receipts recording how the money was spent
- Reports on the activity funded
- Feedback from individuals impacted
- Any other record of the activity funded (e.g. promotional flyers and posters)

Successful applicants will be strongly encouraged to keep us informed about the progress of their projects. Any setbacks to the implementation of the projects should be reported to the Policy Team. Delivery of the projects will be monitored as per milestones identified in the business case/ project proposal.

Any unspent grant funding will be recovered by the county council.

## **Contact us**

Sarah Jelley  
Policy Team  
Oxfordshire County Council  
County Hall  
New Road,  
Oxford OX1 1ND

**Email:** [localities@oxfordshire.gov.uk](mailto:localities@oxfordshire.gov.uk)

**Telephone:** 07554 103437

This page is intentionally left blank

## GRANT APPLICATION FORM

### Communities Fund 2017/18

#### The Scheme and Guidance

All Locality meetings in Oxfordshire have a community budget for 2017/2018 for communities to bid for matched funding schemes or projects to supplement services following changes/reductions to support the projects that matter most to their local communities.

The scheme reflects Oxfordshire County Council's (the "Council's") commitment to a new way of delivering localism in communities across Oxfordshire.

Prospective applicants should contact their local councillor to check the feasibility of their proposal before submitting an application. Use the postcode search on [www.writetothem.com](http://www.writetothem.com) to find your local councillor.

Please read carefully the **guidance notes** available on the Council's website to check whether your organisation or the activity you wish to fund is eligible for funding under the scheme's criteria.

#### The Application Process

Eligible organisations can apply for funding having discussed their proposal with their local councillor, gaining their support. A completed signed form should be sent to the contact below.

**The application form must be physically signed by the applicant.** We cannot accept typed signatures.

Once an application is submitted to the Policy Team, it will be put forward to the next available Locality Meeting where it will be reviewed and a decision taken. Applicants can expect to be contacted about their application within 14 working days of the decision.

#### **APPLICATIONS MUST BE SUBMITTED BY 31 DECEMBER 2017.**

Funding is awarded on a rolling basis, so early applications are strongly encouraged.

#### Contacting Us

Sarah Jelley  
Policy Team  
Oxfordshire County Council  
County Hall  
New Road,  
Oxford OX1 1ND

**Email:** [localities@oxfordshire.gov.uk](mailto:localities@oxfordshire.gov.uk)  
**Telephone:** 07554 103437

**TO BE FILLED IN BY APPLICANT**

**Name of your organisation:**

**Description of your organisation:**

**Organisation Address:**

**If a registered Charity, please specify number**

**Contact Name**

**Telephone No.**

**Email**

**Payment Details**

Please provide your organisation's payment details (note: payments will not be made to an individual's bank account).

<b>Account Name</b>	
<b>Bank or Building Society Name</b>	
<b>Account number</b>	
<b>Sort code</b>	

## ACTIVITY OVERVIEW

### 1. Activity Name

--

### 2. Activity Summary

*Please describe the activity you wish to fund.*

--

### 3. Activity Dates

*Please state when you would spend the funding. Please include start and end date for the project and major milestones, if any.*

--

**PLEASE NOTE: ALL FUNDING MUST BE SPENT WITHIN THE YEAR AWARDED (END OF MARCH 2018)**

**4. Analysis of Needs**

*Please explain how the activity will address a recognised need in your community.*

**5. Outcomes**

*Please state the outcomes that you expect to achieve by the end of your project.*

**6. Beneficiaries**

*What are the key beneficiary groups you will target with this funding?*

**7. Success Measures**

*How will you monitor progress towards the achievement of your outcomes?*

**8. Sustainability**

*How will you ensure the sustainability of the activity? How will the activity be funded in the long term?*

**9. Costs**

<b>Description</b>	<b>Cost</b>	<b>Grant Request</b>
<i>Please provide us with a breakdown of costs of your proposed activity. E.g. Volunteer Training, Transport, Information &amp; Promotion, Equipment &amp; Materials, Refurbishment etc.</i>		
<b>TOTAL</b>		

**10. Other funding received**

*Please include details of any other grant funding you have received, including any awarded by Oxfordshire County Council.*



## **Applicant Agreement**

### **The organisation undertakes that:**

- The information provided on this form is true and accurate.
- Any funds awarded will be spent in accordance with the details provided above (particularly in the 'About your project' section).
- For all projects £5,000 and over, or if requested, it will provide details of how funding has been spent and cooperate fully with any other monitoring process undertaken by the Council to ensure the proper use of funds.
- It will advise the Council of any potential difficulties in complying with this agreement as soon as possible so that mutually acceptable solutions can be found e.g. if funds cannot be spent in year.
- Funding awarded will not be spent on activity that does not comply the abovementioned policies of the Council.
- Details of the project will be listed on the Council's website and may be communicated to a wider audience (e.g. via the local press).
- The funds awarded will be reimbursed to the Council if the organisation is in breach of these terms.
- The project will be carried out in compliance with all relevant laws.

### **We hereby agree to these terms:**

<p><b>Name:</b></p> <p><b>Signed:</b></p> <p><b>Date:</b></p> <p><b>On behalf of (organisation):</b></p>
---

**Please ensure that you have signed the application form** before submission to the Policy Team. Please note that while we can accept scanned signatures, **we cannot accept typed signatures.**

**Service Area Recommendation:**

**Completed by:**

**Date:**



This page is intentionally left blank

## Locality Meetings - Terms of reference

The aim of locality meetings is to provide an informal setting for members and officers to meet to discuss existing and future service priorities, issues and plans within their local area.

The locality meeting will also be responsible for the communities grant scheme allocation. Fulfilment of this function can only be carried out in accordance with the following:

That in the event of voting, the chairman has a casting vote

That although not subject to the scrutiny call in process, at any point the process may be subject to review by scrutiny. as part of normal scrutiny arrangements

### Membership

Those County Councillors whose divisions are within the determined locality.

### Purpose

- For members to share information on local issues and where relevant provide feedback from their locality roles.
- To discuss areas of concern or thought to be a priority by County Councillors in the locality group.
- For officers to obtain comment and feedback upon services and commissioning intentions with specific local impact.
- To raise County Councillor awareness of county council service issues relevant to a locality.
- County council officers will be required to consider feedback from Councillors about the local impact of the council's plans and services.
- To discuss the ~~cCounty Councillor~~ allocation of communities grant scheme, agreeing the priorities for funding, where available such as in 2013/14 the Area Stewards Fund and Councillor Community Budgets.
- Locality groups are not part of the council's formal decision making process, but play a key part by enabling information to be imparted and discussed.
- To nominate councillors to take on specific locality roles such as Military ~~C~~hampions for local bases and membership of local partnerships.

### Meetings

- Will usually be held on a quarterly basis at a time and location mutually agreed.
- Chairmen and lead officers will work together to plan agendas.
- The agenda shall be approved by the Chairman.

- Minutes from the meetings will be [made available on request applicable circulated to all Locality Chairmen and to Cabinet.](#)

### **Support**

The CCMT lead and [Senior Lead](#) Officer ([Chief Executive's Office Corporate Resources](#)) will provide support to the meeting and will be responsible for:

- Managing agendas and papers
- Producing minutes
- [Ensuring service officers follow up actions agreed at meetings](#)
- [Managing the communities fund grant scheme local liaison](#)

## CABINET – 25 APRIL 2017

### 2016/17 FINANCIAL MONITORING & BUSINESS STRATEGY DELIVERY REPORT

#### Report by the Director of Finance

#### Introduction

1. This report is the penultimate for the 2016/17 financial year. The final directorate variations will be set out in the Provisional Outturn Report to Cabinet in June 2017. The forecast directorate position for the year is currently an anticipated overspend of +£5.2m (+1.3%) against a net budget of £411.4m as shown in the table below. This compares to an anticipated overspend of +£5.6m (+1.4%) reported to Cabinet in February 2017.
2. Directorates have continued to work to reduce the forecast overspend by management action which included a freeze on non-essential recruitment. The on-going impact of the increased demand particularly in placements for Looked After Children and legal costs, Special Educational Needs Home to School Transport, and additional funding to address ICT pressures have been reflected in the 2017/18 budget agreed by Council in February 2017.
3. It is anticipated that the use of general balances will be required to bring the budget back into balance. The 2017/18 budget includes an additional contribution to balances of £2.7m (based on the position at the end of December) to maintain them at the risk assessed level. Based on the current position, a contribution of £1.9m is required leaving £0.8m available as additional contingency in 2017/18. The final position will be set out in the Provisional Outturn Report to Cabinet in June 2017.

Directorate	Latest Budget 2016/17 £m	Forecast Outturn 2016/17 £m	Forecast Outturn Variance 2016/17 £m	Forecast Outturn Variance 2016/17 %
Children, Education & Families (CE&F)	106.5	113.7	+7.2	+6.8
Social & Community Services (S&CS)	212.5	212.4	-0.1	+0.0
Environment & Economy (E&E)	70.5	68.3	-2.2	-3.1
Corporate Services (CS)	21.9	22.2	+0.3	+1.1
Public Health (*)	0.0	0.0	0.0	0.0
<b>Total</b>	<b>411.4</b>	<b>416.6</b>	<b>+5.2</b>	<b>+1.3</b>
<b>Public Health (*)</b>				
Expenditure	32.5	31.7	-0.8	-2.6
Grant and Other Income & Transfer to Reserves	-32.5	-31.7	+0.8	+2.6
<b>Total <sup>1</sup></b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

<sup>1</sup> Public Health is funded by a ring-fenced grant of £32.0m from the Department of Health.

4. The following annexes are attached:
- |         |  |
|---------|--|
| Annex 1 | Original and Latest Budget for 2016/17 |
| Annex 2 | 2016/17 Virements & 2017/18 Virements  |
| Annex 3 | Treasury Management Lending List       |
| Annex 4 | Forecast Earmarked Reserves            |
| Annex 5 | Forecast General Balances              |
| Annex 6 | Fees and Charges                       |
| Annex 7 | Capital Programme Monitoring           |
5. Directorate reports setting out the detail behind this report are available from the contact officers named at the end of this report or in the Members' Resource Centre.

## **Part 1 - Revenue Budget**

### **Children, Education & Families**

6. The directorate is forecasting an overspend of +£7.2m, which represents a variance of 6.8% against budget.

#### CEF1 Education & Learning

7. The Education & Learning service is forecasting to overspend by +£1.7m.
8. The current forecast for SEN transport in 2016/17 is an overspend of +£1.6m. As reported previously, the overspend relates to a combination of growth in demand for services and an increase in the average cost per passenger journey. The increase cost of passenger journeys arises from an increase in the number of contracts and more single passenger journeys. There remains a risk around this budget with demand continuing to change.

#### CEF2 Children's Social Care

9. Children's Social Care is forecast to overspend by +£3.9m. This is after a £1m transfer from CEF reserves and the use of £1m from the corporate contingency.
10. The growth in the number of children requiring services from Children's Social Care has increased workloads across most services. The majority of the overspend in Management and Central Costs (+£0.7m) is the result of significant growth in the legal costs relating to Children's Social Care.
11. The continuing growth in demand for Children's Social Care is a key concern. In January the Council commissioned iMPower to work with the service to gain a better understanding of the drivers for the increased demand in Children's Social Care. The review is due to conclude in late April. Key tasks and actions arising from the review will be implemented as part of the Council's Transformation Programme.
12. Referral and Assessment are forecasting an overspend of +£0.5m due to increasing agency staff.
13. Looked After Children and Leaving Care are forecasting an overspend of +£0.8m based on current client numbers. There is a risk demand will



## CA7

increase over the remainder of the year and careful monitoring will continue to identify any further growth in the forecast.

14. An overspend of +£4.2m is forecast on the Placements budget. The overspend is partly caused by the completion of the new Children's Homes being behind schedule thereby delaying the savings which will arise from reducing the number of external placements. The forecast includes +£0.2m which it is estimated could arise from new placements during the rest of the year.
15. The Asylum service is reporting a forecast overspend of +£0.9m. This is due to the significant shortfall between the cost of each client and the grant received from the Home Office. However the forecast has reduced since the last report following a lower number of transfers under the National Transfer Protocol than had been forecast.
16. The Family Solutions Service are forecasting an overspend of +£0.5m due to use of agency staff and a planned increase in establishment prior to the for the move to the new Integrated Children's Service, which commenced on 1 March 2017.
17. The Early Intervention Service (including Hubs, Children's Centres, Youth and Engagement and Thriving Families) is forecast to underspend by -£1.7m. This is due to the current remodelling of the service which was completed on 1 March 2017.

### CEF3 Children's Social Care Countywide Services

18. Children's Social Care Countywide is forecast to overspend by +£1.2m, with the largest elements of this relating to Corporate Parenting (+£0.4m) and Children with Disabilities (+£0.5m).
19. Children Education and Families Central Costs is forecast to overspend by +£0.4m, +£0.3m of this relates to the implementation of the Senior Management review.

### Dedicated Schools Grant (DSG)

20. The net overspend on DSG funded services is £0.4m. However the Council will need to seek Schools Forum approval to utilise -£0.6m underspend on the early Years Block to partly fund the £1.0m over spend on the High Needs Block to achieve this position. There are likely to be other requests to utilise this underspend and therefore the likelihood of achieving this is unclear at this time. Any remaining overspend would need to be carried forward to 2017/18.
21. The National Schools Funding Formula is likely to ring-fence the various DSG funding blocks making it increasingly difficult to manage any overspends within DSG going forward. The pressures in High Needs DSG are expected to continue and increase in future years. A range of actions are being taken to minimise these costs.

### **Social & Community Services**

22. The directorate is forecasting an underspend of -£0.1m. Fire & Rescue and Community Safety are forecasting an underspend of -£1.3m. This is offset by the Adult Social Care overspend of +£1.2m. The Adult Social

## CA7

Care forecast is after assuming the use of all of the Pooled Budget reserves and the Adult Social Care precept, to manage pressures. The position after the use of this funding is shown in the table below:

Adult Social Care & Joint Commissioning	Forecast Outturn Variance 2016/17 £m
Older People & Equipment Pool	+0.2
Physical Disabilities Pool	+0.9
Learning Disabilities Pool	+0.6
Mental Health Pool	+0.8
Use of remaining Social Care Precept	-1.3
Other (ASC non pool, Joint Commissioning)	0.0
<b>Total Adult Social Care</b>	<b>+1.2</b>

### S&CS1 Adult Social Care

23. Adult Social Care includes the Council's element of the joint Council and Oxfordshire Clinical Commissioning Group (OCCG) variation on the Older People and Equipment Pooled budget along with the risk based shares of the variations on the Learning Disabilities, Physical Disabilities and Mental Health Pooled budgets.

### Older People and Equipment Pooled Budgets

24. The County Council element of the Older People and Equipment Pool is forecast to overspend by +£0.2m. This is after the permanent contribution of +£3.0m from the Adult Social Care precept agreed by Cabinet in September 2016 following the completion of the National Living Wage consultation and after the use of the Older People pooled budget reserve. The balance of £1.3m from the Adult Social Care Precept is required to support the pressures reported against the pooled budgets and therefore is being wholly spent on pressures within Adult Social Care.

25. There is continuing pressure within the pool relating to care home placements where the forecast outturn is an overspend of +£2.6m after the use of funding from the Adult Social Care Precept. The average number of new placements is 11 per week, above the budgeted level of 10 per week. This is offset by forecast underspends elsewhere within the pool.

### Physical Disabilities Pooled Budget

26. The Physical Disabilities Pool is forecast to overspend by +£0.9m. This is after transferring all of the £0.5m funding held in the Physical Disabilities Pooled Budget reserve. The underlying forecast reflects additional demand for home support.

### Learning Disabilities Pooled Budget

27. The Learning Disabilities Pool is forecast to overspend by +£0.6m. This is after offsetting the risk shared pressure of +£0.9m against the -£0.3m underspend in relation to the budget that was added to reflect the impact of the National Living Wage on the costs relating to night time care. There have been a number of high cost placements late in 2016/17 which have impacted on the forecast, along with high cost packages for service users transitioning from Children's Social Care.

Mental Health Pooled Budget

28. The Council's share of the Mental Health Pool overspend is forecast to be +£0.8m. This reflects the costs of those service users who fall outside of the Outcomes Based Contract, but eligible for social care. Additional funding of £0.4m has been added to the budget in 2017/18 to cover the additional on-going costs that are contributing to the overspend.

Adult Social Care: Non – Pool Services

29. Non-pooled services are forecast to overspend by +£0.6m. This includes a forecast overspend of +£0.5m on the Emergency Duty Team and Approved Mental Health Professional Specialists service. Following the recent consultation, a new structure will be implemented on 1 April 2017 with the expectation that overall costs will reduce. Joint Commissioning is forecasting an overspend of +£0.2m. The Deprivation of Liberty Safeguards service is contributing an underspend of -£0.2m.
30. Based on the forecast at the end of December, unallocated base budget funding of -£0.7m will be required to offset pressures in the non-Pool Services and in Joint Commissioning on a one off basis. This unallocated funding is likely to need to be allocated to the pooled budgets on a permanent basis from 2017/18 to support on-going pressures.

SCS3 Fire & Rescue, Emergency Planning and Community Safety

31. There is a forecast underspend of -£1.3m, for Community Safety, Fire & Rescue and Emergency Planning. This includes an underspend of -£0.6m relating to vacancies for whole time firefighters and forecast underspends on fuel costs and Gypsy and Traveller sites. £0.4m of the planned contribution to the vehicle replacement reserve will not be made in 2016/17. Updates will be provided through the Financial Monitoring Reports in 2017/18 but the intention is that an additional contribution to replace the funding for future vehicles will be made in 2017/18.

**Environment & Economy**

32. The directorate is forecasting a projected underspend of -£2.2m which represents -3.1% against budget. The forecast underspend in E&E has increased from -£1.3m in December.

EE2 Commercial Services

33. Within the property contract, fixed management fees are recovered through the work carried out during the year. Due to a larger than average capital programme, the amount of fees recovered through the capital work has exceeded the fixed cost payable. The surplus of £0.7m would normally be transferred to the capital reserve but instead will be used in revenue. In addition, there is an increase in the underspend in Corporate Facilities Management of a further £0.2m.

**Corporate Services**

34. The directorate is forecasting an overspend of +£0.2m which represent +1.1% against budget. In Corporate Services, the £0.9m overspend in ICT is being partly offset by underspends as a result of staffing vacancies in other services in the directorate.

**Public Health**

35. Public Health is forecasting an underspend of -£0.8m. In accordance with accounting requirements, any underspend at the end of the year will be placed in the grants and contributions reserve and will be used to meet Public Health expenditure in future years..

**Virements**

36. No further 2016/17 virements are allowed to be requested for Cabinet approval after the end of the financial year. New virements for Cabinet to note are set out in Annex 2d.
37. Council approved the budget for 2017/18 on 21 February 2017. Annex 2b sets out virements that Cabinet are recommended to approve in relation to 2017/18. They cover a number of housekeeping adjustments within CEF, Adult Social Care and Corporate Services.

**Fees and Charges (for 2017/18)**

38. As set out in Annex 6a there are also two proposed amendments to: library charge for the daily charge for play sets; and land search fee charges which would be effective from May 2017.
39. Annex 6b also sets out a proposed new charge for the hire of library premises and would be introduced from May 2017.

**Bad Debts Write Offs and Impairments**

40. There were 71 general write-offs to the end of February 2017 and these totalled £17,053. In addition Adult Social Care has written off 120 Client contribution debts totalling £146,354.
41. A debt of £24,000 relates to an overpayment of care fees paid to a Care Home in Oxford. This company has since been struck off for failing to comply with the Companies Act and the Legal team have advised that as there are no assets the recovery of this overpayment is not possible. It is recommended that the debt is written off.
42. An impairment of £165,000 is included in the Adult Social Care forecast outturn. A large Home Care provider has recently gone into liquidation and the advance payments under the Help to Live at Home contract are unlikely to be recovered through the administration process. Updates will be provided in future reports.

**Business Strategy Savings**

43. The forecasts shown in this report incorporate Business Strategy savings that were agreed by Council in February 2016 and previous years. Of the £53m savings included in the budget for 2016/17, 83% has now been achieved or is on track to be achieved by the end of the year.
44. Within the Directorates, £8.9m of planned savings are flagged as Amber or Red for not being fully delivered in this financial year. However, £1.8m will be partly delivered in 2016/17 and £2.7m will be delivered in the next financial year. Taking into account those savings that will be delivered in part in 2016/17 and 2017/18, 92% of planned savings will be achieved.

45. This leaves only £4.4m (8%) of the £53m savings that are not achievable and have all been addressed through the Service & Resource Planning process. An update on the final position will be included in the Provisional Outturn Report in June.

### **Treasury Management**

46. The latest treasury management approved lending list (as at 30 September) is shown in Annex 4. There have been no changes to the list since the last report.
47. The table below shows average in-house cash balances and average rates of return for January and February 2017. Interest receivable for 2016/17 is currently forecast to be in line with the budgeted figure of £3.2m. The reduction in interest rates is being offset by a higher than forecast average cash balance. Interest payable is currently forecast to be in line with the budgeted figure of £17.6m.

<b>Month</b>	<b>Average cash balance</b>	<b>Average rate of return</b>
January	£305.8m	0.69%
February	£323.2m	0.88%

### **Part 2 – Balance Sheet**

48. Annex 4 sets out earmarked reserves brought forward from 2015/16 and the forecast position as at 31 March 2017. These reserves are held for specified one – off projects, contractual commitments and to support the Medium Term Financial Plan. Directorate reserves are expected to reduce from £52.9m to £45.1m at 31 March 2017.
49. Other Reserves, which include Insurance, Capital and Cash flow reserves, are forecast to total £45.8m at 31 March 2017. This includes £1.3m in the Budget Reserve and £2.9m in the Efficiency Reserve.

#### Balances

50. As set out in Annex 5 general balances were £19.0m as at 31 March 2016. This compares to £17.5m as set out in the Medium Term Financial Plan (MTFP) approved by Council in February 2016. The forecast outturn position is £15.6m after allowing for the forecast directorate overspend of £5.2m.
51. As set out in paragraph 3, this forecast position is less than the risk assessed level. However, the proposed budget for 2017/18, to be agreed at Council on 14 February 2017, includes a contribution to balances of £2.7m to bring them back to the risk assessed level if required when the final end of year position is known. The final position will be set out in the Provisional Outturn Report to Cabinet in June 2017.

### **Part 3 – Capital Monitoring**

52. The capital monitoring position set out in Annex 7a, shows the forecast expenditure for 2016/17 is £123.4m (excluding schools local capital), which is a decrease of £14.2m compared to the latest approved capital programme. The table overleaf summarises the variations by directorate.

Directorate	Last Approved Programme * £m	Latest Forecast Expenditure £m	Variation £m
Children, Education & Families	50.7	50.1	- 0.6
Social & Community Services	15.2	15.2	0.0
Environment & Economy – Transport	46.7	45.3	- 1.4
Environment & Economy – Other	9.8	5.6	-4.2
Corporate Services	15.2	7.2	-8.0
<b>Total Directorate Programmes</b>	<b>137.6</b>	<b>123.4</b>	<b>- 14.2</b>
Schools Local Capital	1.8	1.8	0.0
Earmarked Reserves	0.7	0.4	-0.3
<b>Total Capital Programme</b>	<b>140.1</b>	<b>125.6</b>	<b>- 14.5</b>

\* Approved by Council 14 February 2017

53. Significant in-year variations for each directorate are listed in Annex 7b. New schemes and total programme/project budget changes are listed in Annex 7c.
54. £0.5m has been re-profiled from the basic need programme to reflect the latest delivery timetable of the September 2017 basic need programme.
55. Within the Eastern Arc Phase 1 Access to Headington scheme, £1.7m has been re-profiled to 2017/18 to reflect the delivery timetable of the scheme.
56. The programme now includes the additional £1m on the Milton Interchange scheme, funded through the LEP, approved at Cabinet in February 2017.
57. There is a £3m reduction in Phase 1 of the Better Broadband project as the cost of providing 90% coverage across Oxfordshire was less than anticipated. The £3m of funding will be held within the earmarked reserves of the capital programme pending approval of further business cases requiring funding.
58. £8.5m of the externally delivered Didcot Station Car Park Extension project, funded through the Local Growth Fund, has been re-profiled to 2017/18 following a delay with the start of construction.

#### **Actual & Committed Expenditure**

59. As at the end of February actual capital expenditure for the year to date (excluding schools local spend) was £76.6m. This is 62% of the total forecast expenditure. Actual and committed spend is 82% of the forecast.

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

60. The total forecast 5-year capital programme (2016/17 to 2020/21) is now £526.5m, an increase of £0.8m compared to the last capital programme for this period approved by Council on 14 February 2017. The table

## CA7

below summarises the variations by directorate and the main reasons for these variations are explained in the following paragraphs.

Directorate	Last Approved Total Programme (2016/17 to 2020/21)* £m	Latest Updated Total Programme (2016/17 to 2020/21) £m	Variation  £m
Children, Education & Families	176.5	177.1	+0.6
Social & Community Services	38.8	38.8	0.0
Environment & Economy - Transport	169.8	173.2	+3.4
Environment & Economy – Other	31.1	28.1	-3.0
Corporate Services	24.0	24.8	+0.8
<b>Total Directorate Programmes</b>	<b>440.2</b>	<b>442.0</b>	<b>+1.8</b>
Schools Local Capital	5.6	5.6	0.0
Earmarked Reserves	79.9	78.9	-1.0
<b>Total Capital Programme</b>	<b>525.7</b>	<b>526.5</b>	<b>+0.8</b>

\* Approved by Council 14 February 2017

61. There is additional s106 funding of £0.6m towards individual projects within the Basic Need and Growth Portfolio programmes.
62. Following Cabinet approval in February 2017, the A40 Oxford Science Transit Phase 2 scheme now includes the additional £3.2m project development budget.
63. There is an additional £0.8m on Local Enterprise Partnership schemes following the completion of funding agreements including £0.6m on the Northway and Marston Flood Alleviation project.
64. In March, additional funding of £2.454m between 2018/19 and 2020/21 was announced as part of the Special Provision fund towards children with special educational needs and disabilities to enable school capacity to be increased and making it easier for them to access good school places. Authorities will be expected to consult on how their funding allocation should be used, and publish a short plan before they receive funding.
65. Cabinet are recommended to approve to contractually commit to the construction of the Didcot Great Western Park Primary School (Chalkhill) project, which will provide a 2 form-entry school for 60 children per year group in the seven year groups from Foundation 1 to Year 6 and a 26 full-time equivalent nursery for Foundation 2 children. The total budget is £7.150m which is down from the £7.577m approved at stage 1. The project is funded from s106 contributions.
66. In January 2017, the Government announced that the Council would receive £3.3m through the National Productivity Investment Fund for local highway and other local transport improvements which aims to reduce congestion at key locations, upgrade or improve the maintenance of local

CA7

highway assets to improve access to employment and housing, to develop economic and job creation opportunities.

67. Cabinet is recommended to approve the following National Productivity Investment Fund programme for inclusion in the capital programme (next update to Cabinet in July 2017):

<b>Scheme Name</b>	<b>£m</b>
A4158 Oxford Road and Newman Road junction (DESIGN ONLY)	0.055
Microprocessor Optimised Vehicle Actuation (MOVA) (including Clifton Hampden A415 and M40 J11 if necessary)	0.410
A40 Sunderland Avenue (maintenance)	0.677
Urban Traffic Management & Control (UTMC) Integration	0.023
Oxford Variable Message Signs (VMS) – Car Park Guidance & Traffic Information Signs	0.350
Woodstock Road, Oxford (maintenance)	1.000
Smart Cycle Detection System (SCDS)	0.185
Access to Headington Complimentary (maintenance) Measures	0.100
Upgrade Bus Stops (various countywide)	0.335
Warwick Road, Banbury Pedestrian Crossing	0.080
Programme Contingency	0.037
<b>TOTAL</b>	<b>3.252</b>

## RECOMMENDATIONS

68. **The Cabinet is RECOMMENDED to:**
- (a) note the report;
  - (b) approve the 2017/18 virements set out in Annex 2b;
  - (c) approve the debt write off in paragraph 43;
  - (d) note the impairment of the debt detailed in paragraph 44;
  - (e) note the Treasury Management lending list at Annex 4;
  - (f) approve the Fees and Charges set out in Annex 6;
  - (g) approve the changes to the Capital Programme set out in Annex 7b and 7c;
  - (h) approve the contractual commitment for construction of the Didcot Great Western Park Primary School (Chalkhill), with a total budget of £7.150m as set out in paragraph 65; and
  - (i) approve the £3.3m National Productivity Investment Fund Programme set out in paragraph 67 for inclusion in the capital programme.

**LORNA BAXTER**  
Director of Finance

Background papers: Directorate Financial Monitoring Reports to the end of January and February 2017

Contact Officers: Background Papers: Nil  
Katy Jurczynszyn, Strategic Finance Manager  
Tel: 07584 909518 April 2017



**Financial Monitoring and Business Strategy Delivery Report  
CABINET - 25 April 2017  
Budget Monitoring**

Ref	Directorate	BUDGET 2016/17			Projected Year end Variance to Budget	Projected Year end Variance Traffic Light
		Original Budget	Movement to Date	Latest Budget		
(1)	(2)	£000 (3)	£000 (5)	£000 (7)	underspend - overspend + £000 (9)	(13)
<b>CEF</b>	<b>Children, Education &amp; Families</b>					
	Gross Expenditure	397,389	8,139	405,528	7,025	G
	Gross Income	-290,793	-7,211	-298,004	192	G
		<b>106,596</b>	<b>928</b>	<b>107,524</b>	<b>7,217</b>	R
<b>SCS</b>	<b>Social &amp; Community Services</b>					
	Gross Expenditure	219,371	-2,130	217,241	736	G
	Gross Income	-6,478	1,742	-4,736	-794	R
		<b>212,893</b>	<b>-388</b>	<b>212,505</b>	<b>-59</b>	G
<b>EE</b>	<b>Environment &amp; Economy</b>					
	Gross Expenditure	123,432	-4,170	119,262	-7,450	R
	Gross Income	-61,011	12,211	-48,800	5,297	R
		<b>62,421</b>	<b>8,041</b>	<b>70,462</b>	<b>-2,153</b>	A
<b>CEO</b>	<b>Corporate Services</b>					
	Gross Expenditure	52,620	6,443	59,063	3,854	R
	Gross Income	-24,516	-12,683	-37,199	-3,608	R
		<b>28,104</b>	<b>-6,241</b>	<b>21,863</b>	<b>246</b>	G
<b>PH</b>	<b>Public Health</b>					
	Gross Expenditure	32,480	0	32,480	-354	G
	Gross Income	-32,480	0	-32,480	354	G
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	G
	<b>Less Recharges Within Directorate</b>					
	Gross Expenditure	-24,149		-24,149	0	G
	Gross Income	24,149		24,149	0	G
	<b>Directorate Expenditure Total</b>	<b>801,143</b>	<b>8,282</b>	<b>809,425</b>	<b>3,810</b>	<b>G</b>
	<b>Directorate Income Total</b>	<b>-391,129</b>	<b>-5,942</b>	<b>-397,071</b>	<b>1,441</b>	<b>G</b>
	<b>Directorate Total Net</b>	<b>410,014</b>	<b>2,340</b>	<b>412,354</b>	<b>5,251</b>	<b>G</b>

**Financial Monitoring and Business Strategy Delivery Report  
CABINET - 25 April 2017  
Budget Monitoring**

Ref	Directorate (2)	BUDGET 2016/17			Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation to Budget underspend - overspend + £000 (9)	Projected Year end Variance Traffic Light (13)
		Original Budget £000 (3)	Movement to Date £000 (5)	Latest Budget £000 (7)			
(1)							
		Contributions to (+)/from (-)reserves	-3,057	7	-3,050	0	
		Contribution to (+)/from(-) balances	0	-71	-71	-5,251	
		Public Health Saving Recharge	-1,250	500	-750	750	
		Contingency	4,625	-2,755	1,870	-750	
		Capital Financing	33,095		33,095	0	
		Interest on Balances	-5,818	-21	-5,839	0	
		<b>Strategic Measures Budget</b>	<b>27,595</b>	<b>-2,340</b>	<b>25,255</b>	<b>-5,251</b>	
		Unringfenced Government Grants	-20,149		-20,149	0	
		Council Tax Surpluses	-7,015		-7,015	0	
		Revenue Support Grant	-39,331		-39,331	0	
		Business Rates Top-Up	-37,394		-37,394	0	
		Business Rates From District Councils	-27,823		-27,823	0	
		<b>Council Tax Requirement</b>	<b>305,897</b>	<b>0</b>	<b>305,897</b>	<b>0</b>	

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

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

Financial Monitoring and Business Strategy Delivery Report  
 CABINET - 25 April 2017  
 Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend - overspend + £000 (7)	Projected Year end Variance Traffic Light
		Original Budget £000 (3)	Movement to Date £000 (4)	Latest Estimate £000 (5)			
(1)	(2)						(8)
<b>CEF1</b>	<b>Education &amp; Early Intervention</b>						
	Gross Expenditure	66,063	4,082	70,145	71,758	1,613	A
	Gross Income	-45,134	-4,310	-49,444	-49,315	129	G
		<b>20,929</b>	<b>-228</b>	<b>20,701</b>	<b>22,443</b>	<b>1,742</b>	R
<b>CEF2</b>	<b>Children's Social Care</b>						
	Gross Expenditure	47,712	1,067	48,779	52,714	3,935	R
	Gross Income	-5,858	-1,239	-7,097	-7,097	0	G
		<b>41,854</b>	<b>-171</b>	<b>41,683</b>	<b>45,618</b>	<b>3,935</b>	R
<b>CEF3</b>	<b>Children's Social Care Countywide Services</b>						
	Gross Expenditure	28,030	1,594	29,624	30,715	1,091	A
	Gross Income	-1,179	13	-1,166	-1,102	64	R
		<b>26,851</b>	<b>1,607</b>	<b>28,458</b>	<b>29,613</b>	<b>1,155</b>	A
<b>CEF4</b>	<b>Schools</b>						
	Gross Expenditure	240,794	1,676	242,470	242,450	-20	G
	Gross Income	-240,351	-1,676	-242,027	-242,027	0	G
		<b>443</b>	<b>0</b>	<b>443</b>	<b>422</b>	<b>-20</b>	A
<b>CEF5</b>	<b>Children, Education &amp; Families (CEF) Central Costs</b>						
	Gross Expenditure	5,660	-279	5,381	5,786	405	R
	Gross Income	0	0	0	0	0	
		<b>5,660</b>	<b>-279</b>	<b>5,381</b>	<b>5,786</b>	<b>405</b>	R

**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 25 April 2017**  
**Budget Monitoring**

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend - overspend + £000 (7)	Projected Year end Variance Traffic Light
		Original Budget	Movement to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	(6)	(7)	(8)
	<b>Non Negotiable Support Service Recharges</b>						
	Gross Expenditure	10,859	0	10,859	10,859	0	G
	Gross Income	0	0	0	0	0	G
	<b>Less Recharges Within Directorate</b>						
	Gross Expenditure	-1,729	0	-1,729	-1,729	0	G
	Gross Income	1,729	0	1,729	1,729	0	G
		0	0	0	0	0	
	<b>Directorate Expenditure Total</b>	<b>397,389</b>	<b>8,139</b>	<b>405,528</b>	<b>412,553</b>	<b>7,025</b>	<b>G</b>
	<b>Directorate Income Total</b>	<b>-290,793</b>	<b>-7,211</b>	<b>-298,004</b>	<b>-297,812</b>	<b>192</b>	<b>G</b>
	<b>Directorate Total Net</b>	<b>106,596</b>	<b>928</b>	<b>107,524</b>	<b>114,741</b>	<b>7,217</b>	<b>R</b>

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

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

**Financial Monitoring and Business Strategy Delivery Report  
CABINET - 25 April 2017  
Budget Monitoring**

Ref	Directorate	BUDGET 2016/17			Projected Year end Variance Traffic Light
		Original Budget £000 (3)	Virements to Date £000 (4)	Latest Estimate £000 (5)	
(1)	(2)				(8)
<b>SCS1</b>	<b>Adult Social Care</b>				
	Gross Expenditure	181,085	686	181,771	G
	Gross Income	-7,972	-11	-7,983	R
		<b>173,113</b>	<b>675</b>	<b>173,788</b>	<b>G</b>
<b>SCS2</b>	<b>Joint Commissioning</b>				
	Gross Expenditure	7,013	-2,814	4,199	R
	Gross Income	-2,978	1,752	-1,226	R
		<b>4,035</b>	<b>-1,062</b>	<b>2,973</b>	<b>R</b>
<b>SCS3</b>	<b>Community Safety</b>				
	Gross Expenditure	25,741	-2	25,739	R
	Gross Income	-2,277	1	-2,276	A
		<b>23,464</b>	<b>-1</b>	<b>23,463</b>	<b>R</b>
	<b>Non Negotiable Support Service Recharges</b>				
	Gross Expenditure	12,281	0	12,281	G
	Gross Income	0	0	0	G
		12,281	0	12,281	
	<b>Less Recharges Within Directorate</b>				
	Gross Expenditure	-6,749		-6,749	G
	Gross Income	6,749		6,749	G
		0	0	0	
	<b>Directorate Expenditure Total</b>	<b>219,371</b>	<b>-2,130</b>	<b>217,241</b>	<b>G</b>
	<b>Directorate Income Total</b>	<b>-6,478</b>	<b>1,742</b>	<b>-4,736</b>	<b>R</b>
	<b>Directorate Total Net</b>	<b>212,893</b>	<b>-388</b>	<b>212,505</b>	<b>G</b>

underspend -	
overspend +	
£000	
(7)	
1,474	G
-499	R
<b>974</b>	<b>G</b>
579	R
-375	R
<b>204</b>	<b>R</b>
-1,317	R
80	A
<b>-1,237</b>	<b>R</b>
0	G
0	G
<b>0</b>	<b>G</b>
0	G
0	G
0	
<b>736</b>	<b>G</b>
<b>-794</b>	<b>R</b>
<b>-59</b>	<b>G</b>

Outturn Forecast Year end Spend/Income	£000	(6)
183,245		
-8,482		
<b>174,762</b>		
4,778		
-1,601		
<b>3,177</b>		
24,422		
-2,196		
<b>22,226</b>		
12,281		
0		
12,281		
-6,749		
6,749		
0		
<b>217,977</b>		
<b>-5,530</b>		
<b>212,447</b>		

Projected Year end Variance	
Traffic Light	
(8)	
G	
R	
G	
R	
R	
R	
A	
R	
G	
G	
G	
G	
G	
R	
R	
G	

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

Budget	
--------	--

October Financial Monitoring and Business Strategy Delivery Report: Social & Community Services  
CABINET - 25 April 2017

Pooled Budgets

Original Budget £m	Latest Budget £m		Forecast Variance Year End £m	Forecast Variance as per previous report £m	Change in Variance £m
		<b><u>Older People's &amp; Equipment Pool</u></b>			
66.923	73.223	Oxfordshire County Council	+0.716	+0.802	-0.086
33.897	35.936	Better Care Fund	+0.000	+0.000	+2.000
86.282	86.053	Oxfordshire Clinical Commissioning Group	+5.099	+5.054	+0.045
<b>187.102</b>	<b>195.212</b>	<b>Total Older People's &amp; Equipment Pool</b>	<b>+5.815</b>	<b>+5.856</b>	<b>-0.041</b>
		<b><u>Physical Disabilities Pool</u></b>			
11.925	11.994	Oxfordshire County Council	+1.387	+0.294	+1.093
7.345	7.866	Oxfordshire Clinical Commissioning Group	+1.387	+0.517	+0.339
<b>19.270</b>	<b>19.860</b>	<b>Total Physical Disabilities Pool</b>	<b>+2.243</b>	<b>+0.811</b>	<b>+1.432</b>
		<b><u>Learning Disabilities Pool</u></b>			
70.616	74.579	Oxfordshire County Council	+0.904	-0.074	+0.978
13.317	13.318	Oxfordshire Clinical Commissioning Group	+0.158	+0.032	+0.126
<b>83.933</b>	<b>87.897</b>	<b>Total Learning Disabilities Pool</b>	<b>+1.062</b>	<b>-0.042</b>	<b>+1.104</b>
<b>149.464</b>	<b>159.796</b>	<b>Total Oxfordshire County Council</b>	<b>+3.007</b>	<b>+1.022</b>	<b>+1.985</b>
<b>33.897</b>	<b>36.075</b>	<b>Total Better Care Fund</b>	<b>+0.000</b>	<b>+0.000</b>	<b>+0.000</b>
<b>106.944</b>	<b>107.237</b>	<b>Total Oxfordshire Clinical Commissioning Group</b>	<b>+6.113</b>	<b>+5.603</b>	<b>+0.510</b>
<b>290.305</b>	<b>298.641</b>	<b>Total Pooled Budgets</b>	<b>+9.120</b>	<b>+6.625</b>	<b>+2.495</b>

**Financial Monitoring and Business Strategy Delivery Report  
CABINET - 25 April 2017  
Budget Monitoring**

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income £000 (6)	Projected Year end Variation underspend - overspend + £000 (7)	Projected Year end Variance Traffic Light (8)
		Original Budget £000 (3)	Movement to Date £000 (4)	Latest Estimate £000 (5)			
(1)	(2)						
<b>EE1</b>	<b>Strategy and Infrastructure</b>						
	Gross Expenditure	11,028	-1,442	9,586	10,209	623	R
	Gross Income	-5,710	850	-4,860	-5,492	-632	R
		<b>5,318</b>	<b>-592</b>	<b>4,726</b>	<b>4,717</b>	<b>-9</b>	<b>G</b>
<b>EE2</b>	<b>Commercial</b>						
	Gross Expenditure	116,143	1,221	117,364	109,291	-8,073	R
	Gross Income	-39,496	-775	-40,271	-34,342	5,929	R
		<b>76,647</b>	<b>446</b>	<b>77,093</b>	<b>74,949</b>	<b>-2,144</b>	<b>A</b>
	<b>Non Negotiable Support Service Recharges</b>						
	Gross Expenditure	9,458	-3,949	5,509	5,509	0	G
	Gross Income	-29,002	12,136	-16,866	-16,866	0	G
		<b>-19,544</b>	<b>8,187</b>	<b>-11,357</b>	<b>-11,357</b>	<b>0</b>	<b>G</b>
	<b>Less Recharges Within Directorate</b>						
	Gross Expenditure	-13,197	0	-13,197	-13,197	0	G
	Gross Income	13,197	0	13,197	13,197	0	G
	<b>Directorate Expenditure Total</b>	<b>123,432</b>	<b>-4,170</b>	<b>119,262</b>	<b>111,812</b>	<b>-7,450</b>	<b>R</b>
	<b>Directorate Income Total</b>	<b>-61,011</b>	<b>12,211</b>	<b>-48,800</b>	<b>-43,503</b>	<b>5,297</b>	<b>R</b>
	<b>Directorate Total Net</b>	<b>62,421</b>	<b>8,041</b>	<b>70,462</b>	<b>68,309</b>	<b>-2,153</b>	<b>A</b>

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

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

**Financial Monitoring and Business Strategy Delivery Report  
CABINET - 25 April 2017  
Budget Monitoring**

Ref	Directorate	BUDGET 2016/17				Outturn Forecast Year end Spend/Income £000 (6)	Projected Year end Variation underspend - overspend + £000 (7)	Projected Year end Variance Traffic Light (8)
		Original Budget £000 (3)	Movement to Date £000 (4)	Latest Estimate £000 (5)				
(1)	(2)							
<b>CEO1</b>	<b>Chief Executive &amp; Business Support</b>							
	Gross Expenditure	409	376	785	722	-63	R	
	Gross Income	0	0	0	-8	-8	R	
		<b>409</b>	<b>376</b>	<b>785</b>	<b>715</b>	<b>-70</b>	<b>R</b>	
<b>CEO2</b>	<b>Human Resources</b>							
	Gross Expenditure	4,904	-689	4,215	4,541	326	R	
	Gross Income	-1,584	417	-1,167	-1,474	-307	R	
		<b>3,320</b>	<b>-272</b>	<b>3,048</b>	<b>3,067</b>	<b>19</b>	<b>G</b>	
<b>CEO3</b>	<b>Corporate Finance &amp; Internal Audit</b>							
	Gross Expenditure	6,624	-175	6,449	6,571	122	G	
	Gross Income	-2,618	538	-2,080	-2,362	-282	R	
		<b>4,006</b>	<b>363</b>	<b>4,369</b>	<b>4,209</b>	<b>-160</b>	<b>A</b>	
<b>CEO4</b>	<b>Law &amp; Culture</b>							
	Gross Expenditure	8,971	-110	8,861	10,718	1,857	R	
	Gross Income	-6,359	61	-6,298	-8,243	-1,945	R	
		<b>2,612</b>	<b>-49</b>	<b>2,563</b>	<b>2,475</b>	<b>-88</b>	<b>A</b>	
<b>CEO5</b>	<b>Policy</b>							
	Gross Expenditure	885	551	1,436	1,278	-158	R	
	Gross Income	-401	154	-247	-300	-53	R	
		<b>484</b>	<b>705</b>	<b>1,189</b>	<b>978</b>	<b>-211</b>	<b>R</b>	
<b>CEO6</b>	<b>Corporate &amp; Democratic Core</b>							
	Gross Expenditure	79	0	79	8	-71	R	
	Gross Income	0	0	0	0	0	R	
		<b>79</b>	<b>0</b>	<b>79</b>	<b>8</b>	<b>-71</b>	<b>R</b>	



**Financial Monitoring and Business Strategy Delivery Report  
CABINET - 25 April 2017  
Budget Monitoring**

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income £000 (6)	Projected Year end Variation underspend - overspend + £000 (7)	Projected Year end Variance Traffic Light
		Original Budget £000 (3)	Movement to Date £000 (4)	Latest Estimate £000 (5)			
(1)	(2)					(8)	
<b>CE07</b>	<b>Transformation</b>						
	Gross Expenditure	30,462	-488	29,974	31,815	1,841	R
	Gross Income	-9,671	1,311	-8,360	-9,373	-1,014	R
		<b>20,791</b>	<b>824</b>	<b>21,615</b>	<b>22,442</b>	<b>827</b>	<b>A</b>
	<b>Non Negotiable Support Service Recharges</b>						
	Gross Expenditure	2,760	6,977	9,737	9,737	0	G
	Gross Income	-6,357	-15,164	-21,521	-21,521	0	G
		<b>-3,597</b>	<b>-8,186</b>	<b>-11,783</b>	<b>-11,783</b>	<b>0</b>	<b>G</b>
	<b>Less Recharges Within Directorate</b>						
	Gross Expenditure	-2,474		-2,474	-2,474	0	G
	Gross Income	2,474		2,474	2,474	0	G
	<b>Directorate Expenditure Total</b>	<b>52,620</b>	<b>6,443</b>	<b>59,063</b>	<b>62,917</b>	<b>3,854</b>	<b>R</b>
	<b>Directorate Income Total</b>	<b>-24,516</b>	<b>-12,683</b>	<b>-37,199</b>	<b>-40,807</b>	<b>-3,608</b>	<b>R</b>
	<b>Directorate Total Net</b>	<b>28,104</b>	<b>-6,241</b>	<b>21,863</b>	<b>22,109</b>	<b>246</b>	<b>G</b>

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

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



Financial Monitoring and Business Strategy Delivery Report  
 CABINET - 25 April 2017  
 Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income £000 (6)	Projected Year end Variation underspend - overspend + £000 (7)	Projected Year end Variance Traffic Light
		Original Budget £000 (3)	Movement to Date £000 (4)	Latest Estimate £000 (5)			
(1)	(2)						(10)
<b>PH1</b>	<b>LA Commissioning Responsibilities - Nationally Defined</b>						
	Gross Expenditure	18,121	0	18,121	18,044	-77	G
	Gross Income	0	0	0	0	0	
		<b>18,121</b>	<b>0</b>	<b>18,121</b>	<b>18,044</b>	<b>-77</b>	<b>G</b>
<b>PH2</b>	<b>LA Commissioning Responsibilities - Locally defined</b>						
	Gross Expenditure	13,688	0	13,688	12,619	-1,068	P
	Gross Income	-354	0	-354	0	354	P
		<b>13,334</b>	<b>0</b>	<b>13,334</b>	<b>12,619</b>	<b>-715</b>	<b>P</b>
<b>PH3</b>	<b>Public Health Recharges</b>						
	Gross Expenditure	99	0	99	59	-40	P
	Gross Income	0	0	0	59	59	P
		<b>99</b>	<b>0</b>	<b>99</b>	<b>59</b>	<b>-40</b>	<b>P</b>
<b>PH4</b>	<b>Grant Income</b>						
	Gross Expenditure	0	0	0	0	0	
	Gross Income	-32,126	0	-32,126	-32,126	0	G
		<b>-32,126</b>	<b>0</b>	<b>-32,126</b>	<b>-32,126</b>	<b>0</b>	<b>G</b>
	<b>Transfer to Public Health Reserve</b>				832	832	
	<b>Non Negotiable Support Service Recharges</b>						
	Gross Expenditure	572		572	572	0	G
	Gross Income	0	0	0	0	0	
		<b>572</b>	<b>0</b>	<b>572</b>	<b>572</b>	<b>0</b>	<b>G</b>
	<b>Less Recharges Within Directorate</b>						
	Gross Expenditure	0	0	0	0	0	
	Gross Income	0	0	0	0	0	
	<b>Directorate Expenditure Total</b>	<b>32,480</b>	<b>0</b>	<b>32,480</b>	<b>32,126</b>	<b>-354</b>	<b>G</b>
	<b>Directorate Income Total</b>	<b>-32,480</b>	<b>0</b>	<b>-32,480</b>	<b>-32,126</b>	<b>354</b>	<b>G</b>
	<b>Directorate Total Net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>
KEY TO TRAFFIC LIGHTS		On track to be within +/- 2% of year end budget					
		On track to be within +/- 5% of year end budget					
		Estimated outturn showing variance in excess of +/- 5% of year end budget					

Financial Monitoring and Business Strategy Delivery Report  
 CABINET - 25 April 2017

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

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

Financial Monitoring and Business Strategy Delivery Report  
CABINET - 25 April 2017

CABINET IS RECOMMENDED TO APPROVE THE 2017/18 VIREMENTS BELOW:

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Data Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CEF	April	School budget allocations	CEF4-1	Delegated Budgets	Permanent	195,369.6	0.0
CEF	April	Reduction in grant funding	CEF3-5	Delegated Budgets	Permanent	-195,369.6	0.0
CEF	April	Budget tidy	CEF3-5	Youth Offending Service	Permanent	-16.1	0.0
CEF	April	Troubled Families budget tidy	CEF2-6	Youth Offending Service	Permanent	0.0	16.1
CEF	April		CEF2-6	Education, Employment and Training	Permanent	6.6	0.0
CEF	April		CEF2-7	Education, Employment and Training	Permanent	0.0	-6.6
CS	April	Transfer of strategic advisor post	CEO5-1	Early Intervention	Permanent	1,309.8	0.0
CS	April	Set Legal services budget	CEO7-1	Policy	Permanent	0.0	-1,309.8
CEE	April	Communities Fund	EE2-53	Transformation	Permanent	29.2	0.0
SCS	April	Pooled budget contribution inflation corrections	SCS1-1B	Law & Culture	Permanent	-29.2	0.0
SCS	April	Removal of budgets following end of contract	SCS3-3	Law & Culture	Permanent	1,025.2	0.0
SCS	April	Set gypsy and traveller budgets	SCS3-3	Law & Culture	Permanent	0.0	-1,025.2
Grand Total						1,773.7	-1,773.7

Financial Monitoring and Business Strategy Delivery Report  
CABINET - 25 April 2017

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CEF	Apr	Feb	Resource base adjustments	CEF1-21	Special Educational Needs (SEN)	Temporary	38.9	-38.9
				CEF1-22	SEN Support Services (SENS)	Temporary	14.4	-14.4
				CEF4-1	Delegated Budgets	Temporary	-0.3	0.3
				CEF1-41	Schools & Learning	Temporary	25.0	0.0
				CEF1-42	Foundation Years	Temporary	-25.0	0.0
				CEF1-41	Schools & Learning	Temporary	75.8	-75.8
				CEF2-5	Family Solutions Service	Temporary	385.6	0.0
				CEF2-6	Education, Employment & Training	Temporary	178.0	0.0
				CEF2-71	Early Intervention Hubs	Temporary	-563.6	0.0
				SCS	Apr	Feb	Older People OCG budget updates Responsible Localities 2016-17: original virement reversal	SPB1
SPB1	Older People	Temporary	-22.9					22.9
SCS1-1A	Pooled Budget Contributions	Temporary	-96.4					0.0
SPB1	Older People	Temporary	0.0					96.4
SCS1-2E	LD Commissioning	Temporary	785.0					0.0
SCS1-4L	Adult Protection & Mental Capacity	Temporary	-785.0					0.0
SPB4	Learning Disabilities	Temporary	0.0					0.0
SPB1	Older People	Temporary	255.5					-255.5
SCS1-1A	Pooled Budget Contributions	Temporary	1,221.7					0.0
SCS1-2C	Pooled Budget Contributions	Temporary	-1,221.7					0.0
SPB1	Older People	Temporary	1,349.2					-1,349.2
SPB4	Learning Disabilities	Temporary	-1,349.2					1,349.2
SCS1-4J	Adult Social Care Improvement	Temporary	211.8					0.0
SCS1-4L	Adult Protection & Mental Capacity	Temporary	-211.8					0.0
SCS1-4J	Adult Social Care Improvement	Temporary	-105.9					0.0
SCS1-4L	Adult Protection & Mental Capacity	Temporary	105.9					0.0
SCS1-1A	Pooled Budget Contributions	Temporary	875.1					0.0
SCS1-1BC	Income	Temporary	524.8					0.0
SCS1-2A	Personalisation	Temporary	-40.5					0.0
SCS1-2C	Pooled Budget Contributions	Temporary	-1,521.7					0.0
SCS1-2E	LD Commissioning	Temporary	-785.0					0.0
SCS1-3A	Non-Pool Services	Temporary	-14.2					0.0
SCS1-4A	Asylum Seekers	Temporary	0.0					0.0
SCS1-4B	HIV/AIDS	Temporary	-33.5					0.0
SCS1-4D	Adults at Risk	Temporary	-9.7					0.0
SCS1-4J	Adult Social Care Improvement	Temporary	-182.4					0.0
SCS1-4L	Adult Protection & Mental Capacity	Temporary	890.9					0.0
SCS2-1 to SCS2-4	Joint Commissioning	Temporary	0.0					325.7
SPB1	Older People	Temporary	1,467.7	-1,497.1				
SPB4	Learning Disabilities	Temporary	-1,521.7	1,521.7				
Grand Total							-135.1	135.1

Financial Monitoring and Business Strategy Delivery Report  
 CABINET - 25 April 2017  
 Oxfordshire County Council's Treasury Management Lending List  
 as at 30 September 2016

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

Financial Monitoring and Business Strategy Delivery Report  
CABINET - 25 April 2017

EARMARKED RESERVES

Earmarked Reserves	2016/17		Balance at 31 March 2017 £000	Change in Provision Outturn Closing Balance to February Forecast £000	Commentary
	Balance at 1 April 2016 £000	Movement Contributions from Reserve £000			
<b>Revenue Reserves</b>					
Schools' Reserves	20,684		20,684		
<b>Cross Directorate Reserves</b>					
Vehicle and Equipment Reserve	3,123	-188	3,741	-61	Forecast includes funding for Fire & Rescue Service vehicles and equipment.
Grants and Contributions Reserve	14,567	-6,517	8,882	377	Forecast includes £8.770m Dedicated Schools Grant and £1.093m Public Health Grant.
ICT Projects	273	-273			A large amount of this reserve was used to fund several large ICT projects in 2015/16.
Government Initiatives	865	-785	80	-1	
<b>Total Cross Directorate</b>	<b>18,828</b>	<b>-1,653</b>	<b>12,703</b>	<b>316</b>	
<b>Directorate Reserves</b>					
<b>CE&amp;F</b>					
CE&F Commercial Services	844	-656	188		To be used to support commercial services within CE&F. Includes Oxfordshire Children's Safeguarding Board (£0.022m), Outdoor Education Centres (£0.314m) and School Intervention Fund (£0.510m).
Thriving Families	1,754	-1,000	1,154		Funding for the Thriving Families service.
Children's Social Care	85	-85			£206k pathway funding applied to implementation of Pathway contract in early 2015/16. £520k applied to New children's Homes transition costs, and social care staffing pressures. Young carers support funding unspent due to recruitment delays taken into 2016/17 as cannot be spent on other areas.
Academies Conversion Support	109		109		£361k applied to meet costs of Academies conversion service in 2015/16. Budget has been mainstreamed at £370k net from April 2016, but remaining balance retained for accelerated academy conversion rate.
Purify Intervention Service Reserve	3	-1	2		To fund various projects with the Early Intervention Service and the replacement of equipment
<b>Total CE&amp;F</b>	<b>3,035</b>	<b>-1,792</b>	<b>417</b>	<b>1,660</b>	
<b>S&amp;CS</b>					
Older People Pooled Budget Reserve	1,661	-1,290	371		To be used in future years as agreed by the Joint Management Group
Physical Disabilities Pooled Budget Reserve	544	-544			To be used in future years as agreed by the Joint Management Group
Learning Disabilities Pooled Budget Reserve	82	-72	10		To be used in future years as agreed by the Joint Management Group - Balance retained to pay for ongoing works to 130 and 132 West street - money originally transferred from NHS England.
Deprivation of Liberty Safeguards (DOLS)		695	695	-95	New reserve requested to manage the position on the DOLS budget in the medium term financial plan and to avoid any pressure relating to this responsibility in 2017/18
Fire Control	359		359		To Support the implementation of the Fire Control Centre with Bucks and Berks fire authorities.
Fire & Rescue & Emergency Planning Reserve	186	-19	167		To be used for unbudgeted fire hydrant work and renewal of IT equipment
Community Safety Reserve	156		156		This reserve will be used for improvements to play areas at the Wheatley and Redbridge Gypsy and Travellers sites and to support the cost of complex Trading Standards investigations.
<b>Total S&amp;CS</b>	<b>2,988</b>	<b>-1,925</b>	<b>695</b>	<b>1,853</b>	
<b>E&amp;E</b>					
Highways and Transport Reserve	37		37		One off budget contribution will now be used to support bridges investigation work in 2016/17
On Street Car Parking	1,879	-2,580	1,786	-34	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute. To fund forecast pressures on the Parking Account over the medium term, additional transfers to this reserve have been made during 2015/16, hence the large movement.
Countryside Ascot Park - Historical Trail	21		21		To be used to fund future repair and maintenance costs
SALIX Energy Schemes	87		87		The movement in 2015/16 is due to funding several SALIX projects and repaying loans in 2015/16.
Oxfordshire Waste Partnership Joint Reserve	12	-12			This reserve holds the revenue proportion of the unutilised element of the performance reward grant secured by the Oxfordshire Waste Partnership (OWP)
Dix Pit Engineering Works & WRC Development	215	-315	100		To fund engineering (cell) work at Dix Pit waste management site and any other on-going liabilities due to the closure of other landfill sites. The bulk of the movement this year was due to the reserve being used to part fund the investment costs relating to the IBC Partnership. This will be repaid to the reserve in future years.
Waste Management	380		380		To fund financial liabilities due to any contract deficit mechanism payments as part of the Engery from Waste Contract.
Property Disposal Costs	267		267		To meet disposal costs in excess of the 4% eligible to be charged against capital receipts
Developer Funding (Revenue)	535		535		To meet the costs of monitoring Section 106 agreements
West End Partnership	56		56		This reserve is to ring-fence funding relating to the West End Project
Catering Investment Fund (formerly FWT)	416		416		To be used to fund catering improvements in Schools plus a contingency for unforeseen costs
Asset Rationalisation	192		2,292		Investment fund for the implementation of the asset rationalisation strategy
Job Clubs	123		75		To be spent on Job Clubs in 2014/15
Minerals and Waste Project	270	-48	75		To fund the Minerals and Waste project
Joint Use (moved from CE&F)	199	-270	199		Will be used to support the joint-use agreements with the district councils in future years.
LABGI Funding to support Local Enterprise Partnership					This reserve contains LABGI funding that has been allocated by Cabinet to support the Local Enterprise Partnership.

Financial Monitoring and Business Strategy Delivery Report  
CABINET - 25 April 2017

**EARMARKED RESERVES**

Earmarked Reserves	2016/17		Balance at 31 March 2017	Change in Provision Outturn Closing Balance to February Forecast	Commentary
	Balance at 1 April 2016	Movement			
	Contributions from Reserve	Contributions to Reserve			
OCS Development Reserves	62	-62	750	750	To be used to develop the Customer Service Centre and the Transforming Oxfordshire Customer Services Project. Contingency in case of an overspend if income received is less than budget. To hold Oxford Western Conveyance flood relief scheme contributions. This reserve is to reinforce funding for the Oxfordshire & Buckinghamshire Partnership graduate teacher training programme. To be used to update software & hardware to maintain an effective library management system.
Money Management Reserve	750		750	750	
Oxford Western Conveyance	940	-242	698	698	
Oxfordshire - Buckinghamshire partnership Cultural Services Reserve	6,441	-3,529	7,599	7,633	
<b>Total E&amp;E</b>				<b>-34</b>	
<b>Corporate Services Total</b>					
Coroner's Service	40		40	40	This was used to support the project in 2014/15. This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve. To be used for refurbishing the Registration buildings and facilities.
Coroner's Service	487		617	617	
Registration Service	404	-404	657	657	
<b>Total Corporate Services</b>	<b>931</b>	<b>-404</b>	<b>657</b>		
<b>Directorate Reserves</b>	<b>13,395</b>	<b>-7,650</b>	<b>11,674</b>	<b>-129</b>	
<b>Corporate</b>					
Carry Forward Reserve			2,876	2,876	The Carry Forward reserve allows budget managers to carry forward under and over spent budgets between financial years in accordance with the County Council's budget management arrangements, subject to Cabinet approval. This reserve is being used to support the implementation of the business strategies and the Medium Term Financial Plan.
Efficiency Reserve	2,876		2,876	2,876	
<b>Corporate Total</b>	<b>2,876</b>		<b>2,876</b>		
<b>Total Revenue Reserves</b>	<b>55,782</b>	<b>-15,413</b>	<b>47,936</b>	<b>187</b>	
<b>Other Reserves</b>					
Insurance Reserve	7,086		7,086	7,086	This reserve has been established for the purpose of financing capital expenditure in future years. Contributions include £2m from the Public Health Reserve for use on the Children's Homes project. This reserve has been established to facilitate, through forward funding, the timely provision of infrastructure that supports planned growth. This reserve was created as part of the 2008/09 budget setting process to meet the costs of borrowing for increased funding for the capital programme. Similar contributions are to be made each year with draw downs being required as costs are incurred.
Capital Reserves	23,758		23,758	23,758	
Capital Reserve	494		494	494	
Business Rates Reserve	10,301		10,301	10,301	
Prudential Borrowing Reserve					
<b>Total Capital Reserves</b>	<b>34,553</b>		<b>34,553</b>		
<b>Cash Flow Reserves</b>					
Budget Reserve - 2013/14 to 2016/17	8,711	-7,452	1,259	1,259	This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
<b>Total Cash Flow Reserves</b>	<b>8,711</b>	<b>-7,452</b>	<b>1,259</b>		
<b>Total Other Reserves</b>	<b>50,350</b>	<b>-7,452</b>	<b>42,898</b>	<b>42,898</b>	
<b>Total Reserves</b>	<b>106,132</b>	<b>-22,865</b>	<b>90,834</b>	<b>187</b>	



**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 25 April 2017**  
**General Revenue Balances**

Date	Forecast 2016/17		Budget 2016/17
	£m	£m	£m
General Balances: Outturn 2015/16	18.984		17.517
County Fund Balance		18.984	17.517
Planned Contribution to Balances		2.000	2.000
Planned Contribution from Balances			
<b>Original forecast outturn position 2015/16</b>		<b>20.984</b>	<b>19.517</b>
<b>Additions</b>		0.000	0.000
<b>Calls on balances deducted</b>			
Oct-16 Network & Asset Management - Transport Infrastructure Code	-0.121		
Oct-16 Legal Services - counsel expenditure pressure	-0.300		
Total calls on balances		-0.421	-2.000
<b>Automatic calls on/returns to balances</b>		0.000	
<b>Additional Strategic Measures</b>		0.000	
<b>Other items</b>		0.000	
<b>Net General Balances</b>		<b>20.563</b>	<b>17.517</b>
<b>Total Balances including Severe Weather Recovery Scheme Grant</b>		<b>20.563</b>	<b>17.517</b>
<b>Total Gross Expenditure Budget</b>		<b>798.025</b>	<b>798.025</b>
<b>Balances as a % of Gross Expenditure</b>		<b>2.58%</b>	<b>2.20%</b>
<b>Net Balances</b>		<b>20.563</b>	
<b>Calls on / returns to balances agreed but not actioned</b>		0.000	
<b>Calls on / returns to balances requested in this report</b>		0.000	
<b>Forecast Variation at Year End</b>			
Less forecast directorate overspend (as set out in Annex 1)		-5.251	
Feb-17 Forecast underspend for on - call firefighters		0.523	
Feb-17 Legal Services - counsel expenditure pressure		-0.200	
<b>Revised Outturn position</b>		<b>15.635</b>	

## Financial Monitoring and Business Strategy Delivery Report CABINET - 25 April 2017

### FEES & CHARGES: AMENDMENTS TO PREVIOUSLY AGREED CHARGES

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2016/17		2017/18		Additional information and/or Reason for Change	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate		
CE07-6 CE07-61	<u>CULTURAL SERVICES</u> Library Service	D	To self finance the service.	VOCAL/ ORCHESTRAL/PLAY SETS b) Overdue charge - per playset, per day library open during first week (daily rate)	13/04/15	£0.25	01/05/17	£0.30	20.0% increased daily rate	NB
EE2-3 EE2-35C	<u>NETWORK &amp; ASSET MANAGEMENT</u> Definitive Map and Commons		Recovery of full cost	<b>COMMONS REGISTRATION AUTHORITY CHARGES</b> Common searches (new Con290 form due 14/15 or after) Per additional land parcel	01/07/16 01/07/16	£29.85 £1.00	01/04/17 01/04/17	£37.80 £1.20	26.6% Charges now subject to VAT 20.0%	NB NB

#### Notes for Library charges

Overdue charges will not be charged in the following cases:

Books borrowed by household readers and home library service customers, reading impaired, children in public care, registered foster carers, children under 5 years old on their own library card

For all book

#### VAT Class

Legal Position on charging	VAT Class
SP Statutory Prohibited	SR Standard Rate (20%)
SA Statutory Arrangements	ZR Zero Rated
D Discretionary (LG Act 2003)	NB Non Business
	EX Exempt

## Financial Monitoring and Business Strategy Delivery Report CABINET - 25 April 2017

### NEW PROPOSED FEES & CHARGES

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2017/18		Additional information and/or Reason for Change	VAT Class
					Effective Date	Proposed Rate		
CE07-6 CE07-61	CULTURAL SERVICES Library Service	D	To meet costs and income target.	<b>HIRE OF ACCOMMODATION</b> a) Hire of library premises - 1/2 day Education Use - per day - Education Use	01/04/17 01/04/17	£25.00 £59.00	New charges to be in line with the Oxfordshire Museum	EX EX

#### Legal Position on charging

SP Statutory Prohibited  
SA Statutory Arrangements  
Discretionary (LG Act 2003)

#### VAT Class

SR Standard Rate (20% 4 Jan 2011)  
ZR Zero Rated  
NB Non Business  
EX Exempt

Financial Monitoring Report - Cabinet 25 April 2017  
 Capital Programme 2016/17 - 2020/21  
 Summary

Directorate	Latest Approved Capital Programme (Council Feb 2017)			Latest Forecast			Variation			Current Year Expenditure Monitoring				Performance Compared to Original Programme (Council February 2016)		
	Current Year £'000s	Future Years £'000s	Total £'000s	Current Year £'000s	Future Years £'000s	Total £'000s	Current Year £'000s	Future Years £'000s	Total £'000s	Actual expenditure to date £'000s	Commitments £'000s	Expenditure Realisation Rate %	Actuals & Commitments %	Current Year £'000s	Variation £'000s	Use of Resources Variation %
Children, Education & Families 1 - OCC	50,675	125,848	176,523	50,075	127,024	177,099	-600	1,176	576	37,193	11,039	74%	96%	52,410	-2,335	-4%
Social & Community Services	15,159	23,615	38,774	15,159	23,615	38,774	0	0	0	11,578	681	76%	81%	11,244	3,915	35%
Environment & Economy 1 - Transport	46,733	123,031	169,764	45,313	127,885	173,198	-1,420	4,854	3,434	23,455	9,543	52%	73%	47,738	-2,425	-5%
Environment & Economy 2 - Other Property Development Programmes	9,761	21,336	31,097	5,589	22,508	28,097	-4,172	1,172	-3,000	820	2,879	14%	66%	11,639	-6,050	-52%
Corporate Services	15,217	8,841	24,058	7,220	17,616	24,836	-7,997	8,775	778	3,512	517	49%	56%	10,299	-3,079	-30%
<b>Total Directorate Programmes</b>	<b>137,545</b>	<b>302,671</b>	<b>440,216</b>	<b>123,356</b>	<b>318,648</b>	<b>442,004</b>	<b>-14,189</b>	<b>15,977</b>	<b>1,788</b>	<b>76,558</b>	<b>24,659</b>	<b>62%</b>	<b>82%</b>	<b>133,330</b>	<b>-9,974</b>	<b>-7%</b>
Schools Local Capital	1,785	3,800	5,585	1,785	3,800	5,585	0	0	0	1,650	0	92%	92%	1,148	637	55%
Unmarked Reserves	699	79,211	79,910	399	78,547	78,946	-300	-664	-964					5,340	-4,941	0%
<b>OVERALL TOTAL</b>	<b>140,029</b>	<b>385,682</b>	<b>525,711</b>	<b>125,540</b>	<b>400,995</b>	<b>526,535</b>	<b>-14,489</b>	<b>15,313</b>	<b>824</b>	<b>78,208</b>	<b>24,659</b>	<b>62%</b>	<b>82%</b>	<b>139,818</b>	<b>-14,278</b>	<b>-10%</b>

Financial Monitoring Report - Cabinet 25 April 2017  
Capital Programme 2016/17 - 2020/21

In-year Expenditure Forecast Variations

Project / Programme Name	Previous 2016/17 Forecast* £'000s	Revised 2016/17 Forecast £'000s	Variation £'000s	Comments
<b>Children, Education &amp; Families Capital Programme</b>				
Existing Demographic Pupil Provision (Basic Needs Programme)	3,850	3,100	-750	Projects being developed. Draw down of budget provision for the projects below. Reprofile of Sept 2017 programme.
SS Phillip & James School – land for additional Playing Field (ED851)	0	200	200	Stage 2 approved. On-site.
Drayton - Expansion to 1FE (ED886)	0	50	50	Stage 2 approved.
Schools Access Initiative	300	250	-50	Capital Programme contingency returned.
Schools Accommodation Intervention & Support Programme	25	0	-25	Capital Programme contingency returned.
Loans to Foster/Adoptive Parents (Prudentially Funded)	25	0	-25	
<b>CE&amp;F TOTAL IN-YEAR VARIATION</b>			<b>-600</b>	
<b>Environment &amp; Economy - Highways &amp; Transport Capital Programme</b>				
Hinksey Hill Northbound Slip Road	462	327	-135	Capital project development to be put on hold whilst further revenue options appraisal work completed.
Milton Interchange	1,443	2,427	984	Completed May 2016. Increasing construction costs - budget increase approved Cabinet 23 February 2016. Further increase agreed Feb 17
Eastern Arc Phase 1 Access to Headington	3,635	1,936	-1,699	Total cost est £12.5m. LGF funding confirmed. Stage 1 approved Cabinet 23 Feb 16 . Stage 2 approved July 16.
Didcot Northern Perimeter Road 3 (project development)	332	131	-201	Construction start due July 17 however funding not yet secured. Extension of project development budget approved CAPB August 16. Funding for delivery via LGF and s106 not yet secured. Stage 1 BC Dec Cabinet tbc - dependent on confirmation of LGF/s106 funding
A34 Lodge Hill Slips (project development)	150	25	-125	Funding for delivery via LGF and s106 not yet secured.
Milton Park Employment Access Link: Backhill Tunnel	586	200	-386	Pipeline removal to commence end of March - complete July. Main works September 16. £140k scope reduction.
Other small adjustments			142	
<b>TRANSPORT TOTAL IN-YEAR VARIATION</b>			<b>-1,420</b>	
<b>Environment &amp; Economy Capital Programme (Excluding Transport)</b>				
Broadband (OxOnline) Project	6,172	2,000	-4,172	
<b>E&amp;E TOTAL IN-YEAR VARIATION</b>			<b>-4,172</b>	
<b>Corporate Services Capital Programme</b>				
Bicester Library (CS13)	115	147	32	Works Complete March 16. Funding spread over several years in line with this programme.
Culham Advanced Manufacturing Hub & other GPF projects	0	178	178	Grant made on behalf of the LEP and will be repaid through retained business rates.
Didcot Station Car Park Expansion (contribution)	9,007	500	-8,507	External delivered project - reprofile release of contribution
Northway and Marston Flood Alleviation	0	300	300	New project: LEP Funded
<b>CORPORATE SERVICES TOTAL IN-YEAR VARIATION</b>			<b>-7,997</b>	
<b>CAPITAL PROGRAMME TOTAL IN-YEAR VARIATION</b>			<b>-14,189</b>	

\*As approved by Council (Feb 2017)

Financial Monitoring Report - Cabinet 25 April 2017  
Capital Programme 2016/17 - 2020/21

New Schemes & Budget Changes

Project / Programme Name	Previous Total Budget* £'000s	Revised Total Budget £'000s	Variation £'000s	Comments
<b>Children, Education &amp; Families Capital Programme</b>				
Existing Demographic Pupil Provision (Basic Needs Programme)	71,695	71,444	-251	Projects being developed. Draw down of budget provision for the projects below. Additional S106 resources for future year projects within programme.
SS Phillip & James School – land for additional Playing Field (ED851)	0	360	360	Stage 2 approved. On-site.
Drayton - Expansion to 1FE (ED886)	6	548	542	Stage 2 approved.
Schools Access Initiative	1,800	1,750	-50	Capital Programme contingency returned.
Schools Accommodation Intervention & Support Programme	425	400	-25	Capital Programme contingency returned.
<b>CE&amp;F TOTAL PROGRAMME SIZE VARIATION</b>			<b>576</b>	
<b>Environment &amp; Economy - Highways &amp; Transport Capital Programme</b>				
Milton Interchange	11,560	12,544	984	Completed May 2016. Increasing construction costs - budget increase approved Cabinet 23 February 2016. Further increase agreed Feb 17
Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development)	500	3,500	3,000	Stage 1 BC approved by Cabinet in February 2017.
Oxford Queen's Street Pedestrianisation (project development)	1,970	1,470	-500	Full funding now agreed by LEP. Stage 1 BC due to December 16 Cabinet.
Milton Park Employment Access Link: Backhill Tunnel	807	667	-140	Pipeline removal to commence end of March - complete July. Main works September 16. £140k scope reduction.
Other small adjustments			90	
<b>TRANSPORT TOTAL PROGRAMME SIZE VARIATION</b>			<b>3,434</b>	
<b>Environment &amp; Economy Capital Programme (Excluding Transport)</b>				
Broadband (OxOnline) Project	22,752	19,752	-3,000	Phase 1 costs significantly lower than expected.
<b>E&amp;E TOTAL PROGRAMME SIZE VARIATION</b>			<b>-3,000</b>	
<b>Corporate Services Capital Programme</b>				
Culham Advanced Manufacturing Hub & other GPF projects	3,851	4,029	178	Grant made on behalf of the LEP and will be repaid through retained business rates.
Northway and Marston Flood Alleviation	0	600	600	New project: LEP Funded
<b>CORPORATE SERVICES TOTAL PROGRAMME SIZE VARIATION</b>			<b>778</b>	
<b>CAPITAL PROGRAMME TOTAL PROGRAMME SIZE VARIATION</b>			<b>1,788</b>	

\*As approved by Council (Feb 2017)

Division(s): All

**CABINET – 25 APRIL 2017**

## **ADOPT THAMES VALLEY REGIONAL ADOPTION AGENCY**

**Report by Deputy Director for Children’s Social Care**

### **Purpose/Recommendation**

- **To approve plans for Oxfordshire County Council to join and host the Regional Adoption Agency (Adopt Thames Valley) as a shared service with the other partner authorities.**
- Note that ‘in principle’ approval was given by Cabinet in November 2016, but it was agreed that a final decision would come back to Cabinet once all partners had confirmed the detail of:
  - the budget and funding formula for Local Authority contributions;
  - scope of services (service specification); and
  - legal governance structure.

### **Background**

1. Work is well underway developing Adopt Thames Valley (ATV) as a shared service model between seven local authorities (Bracknell Forest, Oxfordshire, West Berkshire, Windsor and Maidenhead, Wokingham, Swindon and Reading) in partnership with two Voluntary Adoption Agencies (PACT and Barnardos).
2. The Regional Adoption Agency (RAA) will provide adoption services across the geographical area of the participating local authorities. It aims to deliver better outcomes for children and adopters whilst also reducing costs through economies of scale for the local authorities participating.
3. The Government have stated that they expect every local authority to be part of an RAA or to have delegated their adoption functions to one by 2020.
4. Adopt Thames Valley is being developed with the support of the Department for Education, who have also provided grant funding for the set up.
5. The key benefits of the Adopt Thames Valley Model are:
  - a) improved outcomes for children through the availability of a larger pool of adopters;
  - b) improved ability to place harder to place children for adoption (e.g. older children, children with disabilities, sibling groups and BME children);
  - c) improved experience for adopters through quicker matches with children who need placements;

- d) better value for local authorities through economies of scale in the recruitment and assessment process for adopters;
- e) potential savings for local authorities through placing children with adopters more quickly (i.e. saving foster care costs); and
- f) improved adoption support services across a wider geographical area.

### **Progress Update**

- 6. In November 2016, Cabinet gave approval 'in principle' to joining and hosting the RAA, subject to final approval on the following areas, which are now complete: i) the budget and financial contributions, ii) the scope of services (RAA service specification) and iii) the legal governance structure. An update on all these areas is provided in the following sections of this report.
- 7. In addition, good progress has been made on all other areas and the project is on track for go-live on 1<sup>st</sup> November. In particular to note, the new staffing structure and the commissioning intentions of the new RAA have both been approved by all partners.

### **Service Specification**

- 8. The Service Specification for Adopt Thames Valley has been agreed by all partners. It will build on the success of the organisations that have come together to create it to be even more efficient and effective. It will focus improvements on:
  - High quality matches for children and adopters;
  - Using the large geographical area to recruit more adopters who match the needs of children in the ATV area; and
  - High quality adoption support at every stage of the adoption journey.
- 9. All activity in the RAA will ensure compliance with requirements set by legislation, regulation, national minimum standards and local procedures. The RAA will operate under an agreed performance management framework and will be subject to inspection and periodic audit (self-audit, peer review etc.).
- 10. Services in scope of Adopt Thames Valley are as follows:
  - Recruitment and assessment of adopters
  - Family Finding, Matching & Early Placement Support, including linking with social work teams
  - Post Adoption Activity, including letterbox and birth relative support
  - Adoption Processes, including adoption panels, adoption advisors and medical advisors
  - Financial Activity and Performance Management, including adoption data collection for Ofsted/ ALB and administering the Adoption Support Fund



- Adoption and Special Guardianship (SGO) Support, including case work support, buddying or mentoring, access to support groups and other practical support, therapeutic support and birth relative support.

## **Budget**

11. Extensive work has taken place to map and understand existing spend. The objectives of this work have been to: i) develop a prudent and robust budget that will enable ATV to deliver adoption services to a good standard, and ii) to identify the fairest, most reasonable and transparent basis for agreeing the contribution required from each of our local authority partners.
12. In preparing the budget we have held a workshop attended by all local authorities' service managers and accountants to agree the principles of the budget and funding contributions. We have analysed levels of demand and activity, designed a staffing structure linked to projected levels of activity (staffing is the largest area of spend in the budget). We have also modelled various options for how funding contributions could be shared across all local authorities, before agreeing on the proposed mechanism.

## **Cost Share Mechanism**

13. All local authority partners have agreed that the local authority funding contributions to the RAA should be based on a rolling 3-year average of adoption placements. This mechanism was deemed to be the fairest measure to directly link cost to activity, it also smooths budget fluctuations by using a rolling average.
14. In budget terms, the Adoption and SGO support services are being treated differently to the rest of the RAA service. It was agreed that for the first year of operation, existing adoption support budgets will remain as they currently are, and each authority will draw down the level of service they contribute (i.e. if an authority supplies 1.5 FTE social worker staff for adoption support, they will be deployed to provide adoption/ SGO support in that area). In the first year of operation, Adoption and SGO Support will be reviewed and costed, based on evidence informed practice and agreed outcomes. As part of this review, a separate cost share mechanism may be required for adoption support based on a different measure of activity. This may result in changes to the required contribution for this area of work in future years, but forms part of a separate process to be approved by the Adopt Thames Valley Board.

15. The table below shows the adoption placement data used to drive the funding contributions of all authorities from go live until 31 March 2019, when the formula will be updated with the next data set:

<b>Placements Data</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>3 Year Average</b>	<b>Cost Share %</b>
Oxfordshire	48	39	47	45	46.9%
Reading	23	12	13	16	16.8%
Bracknell	8	9	3	7	7.0%
Swindon	6	7	23	12	12.6%
RBWM	9	2	3	5	4.9%
Wokingham	3	1	6	3	3.5%
West Berks	6	13	5	8	8.4%
<b>Total</b>	<b>103</b>	<b>83</b>	<b>100</b>	<b>95</b>	<b>100.0%</b>

16. Budget shares are calculated on the basis of the percentage share of the overall number of placements, so with the current 3yr average this would look as follows:

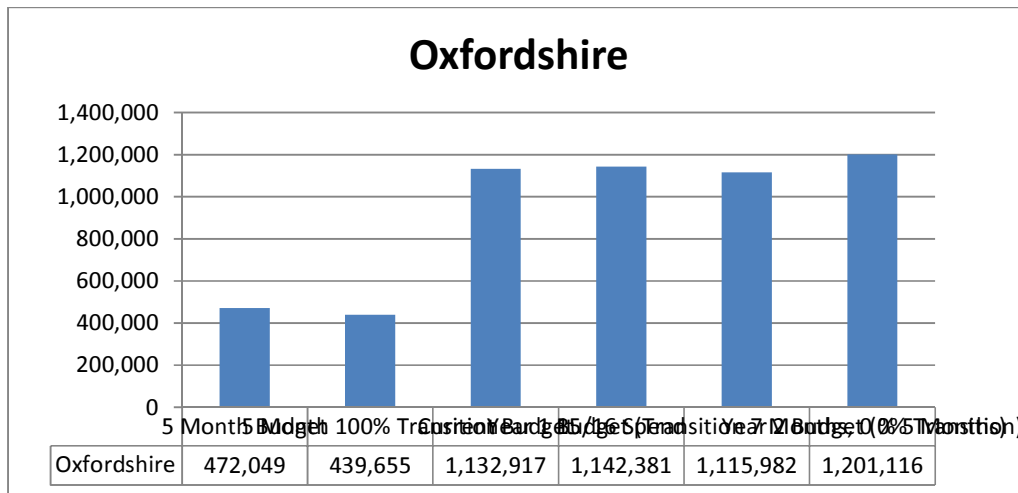
<b>3 Year Average</b>	<b>Adoption Share Cost</b>	<b>Adoption Support - Fixed Share Initially</b>	<b>Total</b>
Oxfordshire	1,201,116	321,378	1,522,494
Reading	430,250	106,990	537,240
Bracknell	179,271	60,620	239,891
Swindon	322,688	88,263	410,951
RBWM	125,490	73,470	198,960
Wokingham	89,636	98,860	188,496
West Berkshire	215,125	40,890	256,015
<b>Total (£)</b>	<b>2,563,576</b>	<b>790,471</b>	<b>3,354,047</b>

## **Transitional budget arrangements**

17. When using the 3yr average of placements to assess each local authorities' share of the RAA budget, it identified some significant changes (both increases and decreases) when compared to current budgets. There are a multitude of reasons for this, and such differences are not unusual for this kind of service.
18. In order to smooth the transition for all local authorities into this new RAA budget, it was recommended that for the first 12months (from go live, Nov 2017) local authorities would contribute their current budget (less the target 5.6% saving).
19. This was a pragmatic and strong partnership approach which the recommended in order to ensure all partners could agree to the budget and joining the RAA. It avoids any authority having any major unplanned changes within the remainder of the current year budget (i.e. between Nov 17 – Mar 18), and it smooths the transition into next year's budget (18/19).
20. The funding formula for the RAA(i.e. 3 year rolling average of placements) has been approved, but the recommendation regarding the transitional budget arrangement needs agreement from all Local Authorities. At the time of writing this is still under discussion. If this is not concluded by 25 April Cabinet meeting,

Cabinet are asked to give delegated approval on this matter to the Director of Children’s Services in consultation with the Lead Member.

21. The table and graph below is based on a go live date of 1 November and shows the expected budget for Oxfordshire over the first 29 months of ATV (i.e. 5 months of part 17/18 year operation, plus the first 2 full years 18/19 and 19/20).
22. In reality, the year 2 (2019/20) budget estimate is indicative, because budget shares will be re-calculated on the latest 3 year average placement data (adding in 2017/18), which is unknown at this stage. Activity for each authority could be higher or lower than the last 3yr average, and accordingly the budget share could go up or down.



23. The table above shows the contribution from OCC increasing in the second full year, as the transitional protection is removed from the budget. This is because OCC had a good year for adoptions in 2016/17; therefore the 3 year average for Oxfordshire is relatively high. However the data which will be used for the budget share in year 2 is not yet available and therefore the position will change when the new data is utilised. This increased contribution will be offset against the lower than budget contribution in Year 1 and will be managed within the broader Corporate Parenting budget.
24. It is important to note that if placements, and therefore budget shares, increase, this should be deemed as a positive. This is a positive outcome in terms of family finding solutions for children and adopters, but also a positive outcome financially because an adoptive placement means significant cost avoidance in Looked After Children budgets.

## Overall Budget

25. The table below shows the overall RAA budget based on decisions made to date. There remains some risk of change within this budget, particularly around precise staffing costs (due to TUPE arrangements and final job evaluation and grading agreement) and premises (where lease arrangements are yet to be agreed).

	Total Adoption Services	Adoption Support	Total
Total Staffing Costs	1,895,000	678,000	<b>2,573,000</b>
Travel & Expenses:	41,000	14,000	<b>55,000</b>
Training, CPD & Service Development:	4,100	1,400	<b>5,500</b>
Contracts:	143,000		<b>307,173</b>
Joint Commissioning	2,476	9,903	<b>12,378</b>
Memberships/Subscriptions:	15,000		<b>15,000</b>
Adoption Costs:	105,000		<b>105,000</b>
Interagency Spend	500,000		<b>500,000</b>
Panel Costs:	23,000		<b>23,000</b>
Premises Costs:	56,000	19,000	<b>75,000</b>
Interagency Income:	(500,000)		<b>(500,000)</b>
Contingency:	91,000	2,168	<b>115,000</b>
<b>Total RAA Service Budget Required</b>	<b>2,375,576</b>	<b>724,471</b>	<b>3,100,046</b>
Overheads:	188,000	66,000	254,000
<b>Total RAA Budget Requirement</b>	<b>2,563,576</b>	<b>790,471</b>	<b>3,354,046</b>
<b>Current Budgeted Spend</b>	<b>2,752,458</b>	<b>790,471</b>	<b>3,542,929</b>
<b>Overall Reduction</b>	<b>-188,882</b>	<b>0</b>	<b>-188,882</b>

### Saving target

26. The RAA budget for adoption services (excluding adoption support which remains the same for year one) represents an overall reduction of 5.6% compared to the current budgets reported by each authority. This is the saving target we are seeking to achieve through economies of scale by establishing the RAA. This is in addition to the less tangible savings which authorities will also make from overhead budgets which do not transfer.

### Payments

27. Authorities would be invoiced quarterly against the budgeted contributions for the year in advance. A final invoice for the year in the case of an overspend will be issued in early March based on the most recent monitoring position. Any underspend or additional overspend would be carried forward to the new financial year.

### Variances to Budget

28. Any variances to the budget will be shared amongst the members of ATV on the basis of the relevant cost sharing mechanism.

### Budget Setting

29. The current proposal is that a draft budget for ATV will be set by the end of July before the year it will apply to (e.g. July 2017 for 1 April 2018). This would take in to account known or expected changes at this time (e.g. pay inflation) and new

data sets for the cost mechanism. This will then allow each authority to identify any material changes to their budgets at an early stage. The final budget would be agreed by the board by the end of September to allow all authorities to make changes to their budgets, if required, as part of their annual budget setting processes.

## **Governance Structure**

30. Oxfordshire County Council is not providing a service to the other authorities in the way that a paid contractor would. Nonetheless, the host authority is responsible for delivery of these important functions and therefore needs to be accountable to its partners (who retain the statutory duty to deliver these functions).
31. Furthermore, all participating authorities will need to deliver their social care functions in a way that supports Adopt Thames Valley in its work. The arrangement therefore needs to be captured in a suitable legal agreement setting out the scope of functions to be delivered by Adopt Thames Valley, what is expected of the participants, its aspirations for performance and its duration.
32. The interim Adopt Thames Valley Board (comprising membership from all local authorities and voluntary adoption agencies) agreed a two-tier Board structure as follows:
  - A **Management Board**, with membership comprising Deputy Directors and Senior Voluntary Adoption Agency officers. This Board would approve major operational and strategic decisions (e.g. changes to service specification and setting budget). The Management Board would meet monthly at the beginning, then moving to quarterly once well established.
  - An **Oversight Board**, with membership comprising Directors of Children's Services (DSC) and Lead Members from all authorities. This Board would receive reports and have oversight of performance. The Oversight Board would meet twice a year at the beginning, with frequency to be reviewed.
  - All operational, day to day decisions will reside with Oxfordshire County Council as the host authority for the shared service.
33. A full legal agreement is being drawn up based on a shared service arrangement, which partners will sign up to.

## **Equalities Implications**

34. It is not envisaged that the changes proposed will impact upon any protected groups. Access and eligibility for adoption services would not be changed by joining the RAA.

## **RECOMMENDATION**

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

- (a) agree to join and host Adopt Thames Valley; and**
- (b) If not concluded by 25 April Cabinet meeting, Cabinet are asked to give delegated approval for the transitional budget arrangements to the Director of Children's Services in consultation with the Lead Member.**

### **HANNAH FARNCOMBE**

Deputy Director for Children's Social Care

Contact Officer      Hannah Farncombe, 01865 815273

April 2017

Division(s): N/A

## **CABINET – 25 April 2017**

### **Update on Fit for the Future Programme**

#### **Report by the Director of Finance**

#### **Introduction**

1. In July 2016 Cabinet set out a vision for a new programme to transform the council and how we deliver services in creative and joined up ways as well as deliver £15m of savings. The new transformation programme has been named Fit for the Future.
2. The Fit for the Future programme, along with other whole organisational change will provide a robust and stable platform for the council over the medium term, ensuring we are well placed to effectively meet residents' and business needs, within our available budget.
3. The aim of the Fit for the Future transformation programme is to more effectively join up our services, working with partners and communities to deliver better outcomes for people and places.
4. The approach has also been informed by the work that has been undertaken on a single unitary structure of local government in Oxfordshire. Much of this thinking can also be applied to the role of the county council within the current two tier arrangements for local government, which was also used to inform the new senior management structure which became effective in January 2017.
5. This report sets out the structure of the programme, progress on the programme to date and the investment funding to deliver the programme.

#### **Programme Outcomes**

6. The key outcomes of the programme will deliver:
  - Improved customer experience anytime, anywhere, simple and easy access for residents and businesses.
  - A One Council approach to service delivery that encourages collaborative working across the council and remove systems and processes that encourage silo working.
  - The delivery of high quality management information and business intelligence to support decision making.

- Redesigning our services to ensure they are digital by design using cloud technologies and an integrated systems approach that focuses on our customers.
- Enable savings of £15m to be delivered with a target date of 2018/19

## **Programme Structure**

7. Due to the cross cutting nature of this programme, as it has developed the way in which it is structured has been refined. The work streams comprise the three enabling strands of Digital First; Business Efficiencies and Place which sit alongside a Service Redesign work stream under which there is a programme for each Directorate. The additional two work streams that had previously identified of customer journey and workforce for the future are key components of the service redesign work stream.
8. The cross council Project Management Office (PMO) which is operational from April 2017 has been established for the specific purpose of supporting the Fit for Future Programme as well being the sole authority on project/programme management for the council.
9. A Project Management Charter has been agreed by the Fit for the Future Board which sets out the process by which projects will be managed and governed. The Fit for the Future Board will be responsible for prioritising projects that come forward to ensure that resources are used effectively.

## **Programme Progress**

10. There are three enabling work streams which will provide the functionality and change required to improve frontline services as well as back office functions. The aim of each work stream and progress to date is set out below.

### Digital First

11. This work stream aims to implement digital services and build the capability to configure digital services to enable automation leading to improved business processes for customers.
12. With the near completion of the procurement process for the digital platform, users will be able to use online self-service for various transactions from June 2017. Residents and other customers will be able to create accounts, the benefits of which will enable the tracking of their own transactions and requests thereby reducing the number of phone calls to check on progress. Other enhanced transactions include web chat, online booking and payment transactions. In addition, a test pilot has commenced for Verify, an online service that allows users to confirm their identity once thus providing a seamless and time saving web experience.



### Business Efficiencies

13. This work stream aims to improve back-office functions; making us more efficient and adaptable by simplifying, streamlining, automating and consolidating processes. The work of the digital first work stream is key to enabling this.
14. The project to look at the creation of a business intelligence function for the council has commenced. This is a strategic way of working with the information that we collect and analyse and will enable us to make smarter long-term decisions. The project is in its discovery phase with an online staff survey to get staff input running in parallel with targeted stakeholder interviews. It is anticipated that a soft test market exercise which will allow for the determination of the best approach to gather data on activity which will be used to shape future service delivery will take place in May. In addition, the new electronic contract management system is currently being populated and is expected to launch a full go 'live' in May.

### Place

15. The Place work stream is designed to enable our services to meet the needs of communities and to ensure we get the best value from our assets. Working with all services and our partners, we are taking a 'whole-place approach' to understanding the needs of local areas. The public sector presence, both in terms of service delivery and property can then be redesigned to best meet these needs.
16. Scoping work is underway to gather evidence and identify opportunities within a range of services relating to place reviews and the creation of community hubs or similar co-location and integrated models of service delivery. We also continue to have broad strategic conversations with our partners about their priorities and future plans. The scoping activity will generate a suite of opportunities and priority areas which will then be formed into a structured programme by the end of May, enabling us to then more fully and openly engage with members, partners and ultimately the public on the development, appraisal and implementation of these opportunities.

### **Service Redesign Principles**

17. Service Redesign Programmes will cover a whole range of services and functions. In shaping these, there should be a focus on the vision of the overall programme which means they will incorporate the following principles.
18. We will design services which:
  - Have Community Hubs as the principal means of presence and service delivery at local level
  - Improve the customer journey
  - Use our money wisely
  - Are designed using data and evidence
  - Are digital by design allowing people to help themselves:

- Customers should be able to obtain what they want from the council on-line and self-service as far as practicable
  - There should be support face to face and by telephone for those who might be digitally excluded
  - Workflow and back-office process should be paperless and automated
  - Transactional functions should be digital and should be consistently applied.
  - A single website providing quick and easy access to council services and information
  - A single front-door for customer contact: virtual for digital access and a single phone number for telephone access
  - A single approach to on-line payments and financial transactions
19. Service redesign will also take account of phase 2 of the Senior Management Review as approved by Cabinet in December 2016. This will see a review of management below the Corporate Leadership Team using the principles laid out in the Penna report which delivered the Senior Management Review.

### **Investment Funding**

20. In February 2016, Council approved one-off funding of £4m as a Transition Fund to help meet the cost of delivering the savings needed across the Council over the medium term. Of this £1m was ring-fenced to support community initiatives for open access Children's Services; £1m was set aside for income generation pump priming. The remaining £2m was set aside for transformation. Given the scope of the Fit for the Future Programme, the £1m for income generation pump priming has been brought under the remit of the programme.
21. Elsewhere on this agenda, the Financial Monitoring & Business Strategy Delivery Report sets out an expected underspend on the Capital Programme. Cabinet is recommended to approve a new budget provision in the Capital Programme in 2017/18 for the Fit for the Future Programme and ask for a business case to be produced to support the use of this funding.
22. The Efficiency Plan approved by Council in September 2016 also included a Flexible use of Capital Receipts Strategy. This new flexibility enables local authorities to use new capital receipts on projects where incurring up-front costs will generate on-going savings and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years. Use of £0.5m of capital receipts was agreed as part of this strategy.
23. In relation to the Service Redesign work stream, there is funding of £0.4m for the Children's Programme £150k from an earmarked reserve in Children's Services for ICT and £250k from a contribution from the Dedicated Schools Grant agreed by Schools Forum for the review of high needs.

24. In total, one-off funding of £6.9m has been identified for the Fit for the Future Programme. This investment will unlock the delivery of the planned £15m on-going savings. Whilst some costs will fall in 2016/17, it is expected that the majority will be in 2017/18. The use of the investment funding will be kept under review and further investment may be required as the service redesign programme develops. Whilst not definitive, the anticipated use of the investment funding across the programme is set out in the table below.

Work stream	Narrative	Estimated Investment £m
Programme capacity	Programme and project managers, business analysts etc.	1.0
Digital First	Technology resource & components, roll out of Windows 10, data centre etc.	3.5
Business Efficiency	Business intelligence project, contract management system, activity analysis	0.6
Place	Community hubs	0.5
Service redesign	Demand management, single children's system, high needs review	1.3
<b>TOTAL</b>		<b>6.9</b>

### Delivery of Savings

25. The programme is on track to deliver the planned savings of £15m. Work is underway to determine the details and timing of the savings. Progress reports will be brought forward to Cabinet in due course and any necessary changes to the savings profiling will be picked up as part of the Service & Resource Planning process in the autumn.

### Equality and Inclusion Implications

26. There are no equality and inclusion implications arising directly from this report. Detailed impact assessments will be produced when the outcome and implications of the individual service redesign projects are clear.

### RECOMMENDATION

27. **The Cabinet is RECOMMENDED to:**
- (a) **note the report;**
  - (b) **note the use of the £3m Transition Fund and £0.4m from Children's Services to support the Fit for the Future Programme; and**
  - (c) **approve the creation of a £3m budget provision in the Capital Programme to support the Fit for the Future Programme.**

LORNA BAXTER

Director of Finance

Contact Officer: Graham Shaw, Director of Customer Experience (Tel: 07939 069084)

April 2017

This page is intentionally left blank

## CABINET – 25 APRIL 2017

### BUSINESS MANAGEMENT AND MONITORING REPORT QUARTER 3 2016-17

#### Introduction

1. This paper provides details of Oxfordshire County Council's performance for quarter 3 (1 October – 31 December 2016) for Cabinet to consider. It also provides an update on preparations for the new business year in 2017-18.
2. The report shows that at the end of Quarter 3 we were on course to meet the three strategic priorities set out in the Corporate Plan. A report on key achievements and performance is attached at Annex 1 (pages 3-9). Performance dashboards are included at Annex 2 (pages 10-19).
3. Of the 24 outcomes being reported on this year, 20 were rated Green or Amber for quarter 3. This was two more than in quarter 2 – an improvement, and quite a healthy position to be in going into the latter half of the year.
4. For the 4 outcomes rated as Red (see pages 7-9) the relevant Directors' recommendations to County Leadership Team (CLT) in February were that these do not require discussion. CLT did not request further action on any of these outcomes. All Red outcomes are set out on pages 7-9 with explanatory narrative.
5. Of the 65 supporting 'success indicators' in the performance dashboards, 5 had improved since quarter 2 while 8 had deteriorated (which can be seen by comparing the dashboards' Q2 and Q3 columns). This slight net deterioration should be seen in the context of the positive overall improvement to the outcomes noted above. Overall, the picture is one of stability and cautious optimism.
6. The dashboards showed 6 success indicators rated as Red for quarter 3, which was 3 fewer than the previous quarter. This was a slight net improvement, although within this it should be noted that 1 of the 7 was newly Red in quarter 3 (indicator 14 deteriorating from Amber in quarter 2)
7. Looking into quarter 4, the 'outlook' column in the dashboards showed that in quarter 3 the outlook for 21 of the 64 success indicators was "positive/improving", and 32 "stable". Only 9 were judged to have a "negative/deteriorating" outlook. Compared with quarter 2 this was a slight rise for "positive/improving" and "negative/deteriorating".

#### Business management in 2017-18

8. Activity to improve performance reporting and business management so far this year has been welcomed by management teams and elected members. While this is reassuring there remains considerable work to be done.
9. County Leadership Team (CLT) noted that the suite of outcomes and measures used in 2016-17 would be reviewed as usual before the end of the year to consider

their ongoing suitability for assessing progress towards our Corporate Plan priorities. Any revised or new outcomes or measures would first be discussed at CLT's meeting on 19 April. We would also expect the review to inform the new Corporate Plan drafting process and help to break down existing directorate silos.

10. The collation of performance data with data on other aspects of business management – finance, staffing, contract/commercial performance and so on – is in continuous development in order to provide a clearer picture of current business for CLT and other audiences.
11. The “management dashboard”, trailed as a concept last Summer, remains an ambition. We will collate a working proposal of this soon, based on the best available real-time data on performance, finance, HR and commercial matters.
12. The process of gathering and collating performance data remains a largely manual process. There is a need to improve the timeliness of data reaching CLT and other audiences. An automated, digital solution could be the answer, though there are also improvements which could be made to existing processes. The council's development of its Business Intelligence function will help to address these and other related matters.
13. At its 22 February meeting CLT decided not to request a business management report for quarter 4. In previous years a report on quarter 4 was prepared and considered by management teams and Performance Scrutiny Committee, before reaching Cabinet in mid-July. This year the council's faster financial closedown timetable will require that a summary of the whole year's performance is included in the Chief Finance Officer's name as part of the Annual Statement of Accounts (to be styled as the “Narrative Report 2016-17”). This is due to be completed in final draft by 19 May. As currently planned, this would not require the production of performance dashboards (though all relevant data would still be available on request in Directorates). CLT's decision means that the Narrative Report will stand as an account of the whole year's performance at year end.

## **Recommendation**

14. **Cabinet is RECOMMENDED to note the performance set out in this report, and the ongoing work to improve business management and reporting.**

5 April 2017

**Report by:** Ian Dyson, Assistant Chief Finance Officer (Assurance)  
**Contact Officer:** Steven Jones, Corporate Performance and Risk Manager  
[steven.fairhurstjones@oxfordshire.gov.uk](mailto:steven.fairhurstjones@oxfordshire.gov.uk) 07932 318 890

## ANNEX 1 – PERFORMANCE REPORT

### Section A: Key achievements against Corporate Plan priorities in this quarter

#### A thriving economy

- We continue to see an increase in the number of interventions by the Trading Standards team. The team has recently formed a new agreement with A&D Instruments (a leading manufacturer of weighing and measuring equipment) and regularly provides verification work.
- Our premises, risk and protection team continue to improve on the number of fire safety audits carried out, making significant progress since the start of the reporting year. This is particularly pleasing considering the fact the team is currently dealing with an increased volume of formal notices and prosecutions they have issued (which take longer to complete than a fire safety audit). These formal notices and prosecutions provide greater protection for the businesses of Oxfordshire.
- Trading Standards have a planned communication plan with local business which is undertaken in Q2 and Q4. This will potentially result in an end of year figure exceeding our target by almost double.

#### Protecting vulnerable people

- We continue to surpass our targets on the number of people in Oxfordshire we give advice to on services to keep them fit and healthy.
- The number of people in a hospital bed awaiting social care has dropped from 30 at the end of March to 8 by the end of December. The latest nationally available figures (for the end of November) show that in the last 12 months social care delays across the country have risen by 36% whereas in Oxfordshire they have halved.
- The new reablement contract with Oxford University Hospital began on October 1<sup>st</sup>. The contract aims to increase the availability of reablement. Although not yet at target levels the first quarter of the new contract saw a 38% increase in reablement provided compared with the previous quarter and 32% more than for the same quarter last year.
- The council is working with over 1350 troubled families to turn their lives around as part of the national troubled families initiative
- Success indicators for the outcome “Ensuring children have a healthy start in life” are all better than the national average
- The percentage of alcohol users successfully completing treatment for alcohol addiction continues to exceed the national average.
- The annual target for fire prevention campaigns continues to exceed the target. Our series of ‘Safe Drive Stay Alive’ presentations in November attracted 6,000 young people.
- Our year-end target has already been achieved for the activities for children and young adults run by the Trading Standards team

- OFRS safety messages are still on track and campaigns are planned for the remainder of the year to ensure that the target is met. We have been working closely with the central communications team on winter campaigns including anti-drink drive and winter safety which both reached a high volume of people. Additionally our station-based social media activity (the mannequin challenge) has reached over 13,024,677 views on Facebook so far.

### **Efficient public services**

- There is a continuing trend in the reduction of primary fires from previous years. Rescues from primary fires are quite uncommon, as most people tend to react to smoke alarms and are able to leave the property of their own accord. This reduction can also be attributed to our continued proactive risk reduction activities in relation to safe and well visits in the home which amongst many other things encourages people to make an effective escape plan.
- OFRS continues to exceed our target, by almost double, to attend medical interventions due to our expansion of co-responding throughout the county. Slade Park continues to attend the majority of these types of incident.
- OFRS continues to be above target for special service rescues. Primarily this is in relation to rescues from road traffic collisions and the increase is due to a growing population and more vehicles on our roads. For the forthcoming year we will be focusing our road safety education activities on motorcyclists, cyclists and young drivers aged 17-24. To assist with this we are forging relationships with Thames Valley Advanced Motorcycles and Thames Valley police.
- We have again achieved our response standards targets of sending a fire engine to an incident in the quickest time possible, assisted by the successful implementation of Thames Valley Fire Control Service and the effective management of our assets by the Service Resource Management team.

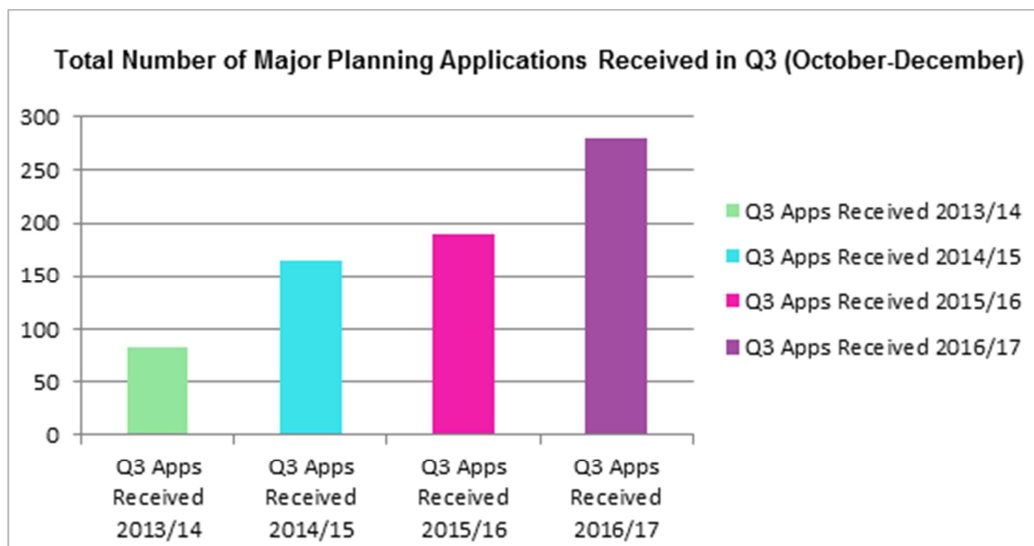


## Section B: key issues currently affecting our ability to deliver our priorities

### A thriving economy

The need to secure a step change in the delivery of new homes and jobs is both a national and a local priority. In Oxfordshire alone, over 100,000 new homes are planned for the 20 years to 2031. Commensurate with the scale of this challenge, the last 3 years have seen a threefold increase in the volume of planning applications for major new development in the county<sup>1</sup>.

This rapid growth in development activity, whilst clearly desirable from both an economic and social perspective, has inevitably created much increased pressures on the District Councils as local planning authorities and the County Council, particularly in its capacities as the Highways and Education authority for Oxfordshire and a key statutory consultee on planning applications.



Additional resources have accordingly been brought in to certain services over the past 2-3 years, and we have re-configured others, to help them contend with these pressures, but with the volume of applications continuing to increase and financial pressures imposing constraints on further service expansion conditions remain very challenging.

Internal reviews have recently been carried out with the aim of streamlining and expediting some of our internal procedures – for example, the “Single Response” process which we use to co-ordinate our inputs to major planning consultations – and we have also created a new project to help smooth the passage of the most strategically-important development schemes through to the implementation stage.

We also continue to seek developer contributions to critical infrastructure, although viability factors often moderate what we are able to secure and prioritisation then

<sup>1</sup> Applications on sites of >10 dwellings or >0.5ha employment/commercial space.

becomes a necessity. Again, new charges on developers have been introduced – for example, in relation to advice provided at the pre-application stage – which help to defray some of the added costs that we face and we also look to negotiate “Planning Performance Agreements” for the largest schemes which again generate a useful income stream for the authority.

Finally, we continue to work closely with our District colleagues to identify further ways in which we might look to improve our mutual engagement in the development process and to secure the best outcomes for local residents and businesses.

### **Protecting vulnerable people**

Demand continues to rise for services:

- § The number of adult safeguarding concerns rose by 38% on the previous year from 20 each working day to 27
- § The number of requests for support for new clients has risen by 6% from 51 per working day last year to 54 per working day this year.

There is a lack of capacity in the care sector, which is particularly acute in the home care sector.

Demand continues to rise for children’s services, most noticeably seen in the increase in looked after children, whilst levels of early help are dropping.

### **Efficient public services**

The growing number of children looked after has put significant pressure on the budget and has also meant that the most vulnerable people can be placed further away.

**Section C: key performance issues requiring intervention / decision.**

The following narratives explain outcomes which Directors have rated “Red”. A Red rating indicates that the outcome in question might not be achieved by year end as things stand. Directors’ ratings may be based on a number of factors including levels of performance and degree of risk.

1.	<b>Corporate Plan priority</b>	PROTECTING VULNERABLE PEOPLE
	<b>Outcome affected</b>	Support older people to live independently with dignity whilst reducing the need for care & support
	<b>Dashboard details</b>	Success indicators 2-3 and 5
<p><u>Success indicators 2-3</u></p> <p>There is currently limited capacity in the care market, particularly within home care. This means that people may end up in inappropriate services (e.g. delayed in hospital, delayed in short term services such as reablement, or temporarily placed in care homes) and the cost of care can be forced up, with demand outstripping supply.</p> <ol style="list-style-type: none"> <li>1. Adult social care has a number of initiatives to address this including a workforce strategy, the development of new contract models, focused reviews of cases to reduce package size and the use of alternative service providers and services.</li> <li>2. The temporary funding available through the additional 1.0% Adult Social Care precept will be invested in improving capacity and resilience to respond to the challenges of the care market and to enable system wide benefits. If agreed, part of the funding would be used to grow, develop and build resilience in the external care workforce and to transform the way that we work to be more effective, more responsive and better able to meet the needs of the whole population of Oxfordshire.</li> </ol> <p><u>Success indicator 5</u></p> <p>The new contract for reablement began on October 1<sup>st</sup> 2016. It has successfully increased the amount of reablement being delivered but the number of people who leave the service needing no ongoing care has fallen. This reduction in people with no ongoing care needs will increase demand on the care budget and place Oxfordshire in the bottom quartile on the relevant national measure in the national framework for social care.</p> <p>The council has a team which is reviewing the level of care of people coming out of the service and is in active discussion with the service provider about how much care people need with the expectation that more people will need no on-going care. We are working with the provider to ensure appropriate people are referred to the service and it is not used where people clearly will need permanent care.</p>		
<b>Recommended action</b>	No further action is recommended at this time.	

2.	<b>Corporate Plan priority</b>	EFFICIENT PUBLIC SERVICES
	<b>Outcomes affected</b>	Reducing the level of need of our most vulnerable families
	<b>Dashboard details</b>	Success indicator 20
<p>The number of children looked after in Oxfordshire has risen, from 592 at the start of the year to 651 at the end of December. The average for similar authorities would be 600. This is having an impact in the number of children placed out of county, which has risen when the plan was for it to fall. This is also creating a significant budget pressure.</p> <p>The increase in numbers of looked after children is directly related to the general increase in activity in children's services. This is being addressed by a piece of work commissioned with imPower to look at managing demand which has been sponsored by CLT.</p> <p>The CEF directorate is working with the business support team analysing opportunities for efficiencies in decision-making and allocation of placements, which is leading to the establishment of a weekly panel chaired by a senior manager to oversee admissions to care and prompt reunification with families or move to permanent placement.</p> <p>A cross council placement strategy is in place to oversee the development of new in county places (both residential and foster places) and ensures that people at the edge of care are diverted from care where appropriate. Within this the council has signed up to a national project to look at the cost of care for looked after children and how this can be managed.</p> <p>Further strands of work led by the Joint Commissioning Team are focussing on the quality monitoring and contracting of placements, ensuring the Council is operating in the most commercial and efficient way possible.</p>		
<b>Recommended action</b>	No further action is recommended at this time.	

3.	<b>Corporate Plan priority</b>	PROTECTING VULNERABLE PEOPLE
	<b>Outcome affected</b>	Narrowing the gap for our most disadvantaged and vulnerable groups
	<b>Dashboard details</b>	Success indicators 12 and 14
<p><u>Success indicator 12</u></p> <p>The number of early help assessments (formerly known as Common Assessments) is below the level of last year and below that of other authorities. The process for early help will be changed from March this year within the transformation of children's services programme, with the new Locality and Community Support Service Teams taking over responsibility for supporting early help assessments.</p>		

Levels and effectiveness of early help is included in the scope of work commissioned with imPower to review how we manage demand in children's service

Success indicator 14

The number of permanent exclusions from Oxfordshire schools continues to increase.

We have developed a Children Missing Out on Education Strategy which includes routine meetings of relevant stakeholders to review the impact of interventions on individual cases. A School Quality Assurance Framework ensures that all schools are kept under review and we are working with the Regional Schools Commissioner, contacting schools where there is a specific concern.

Working with our existing Alternative Provision academy to enable expansion and encouraging the creation of new Alternative Provision academies to increase range of alternatives to permanent exclusion

<b>Recommended action</b>	No further action is recommended at this time.
---------------------------	--

<b>4.</b>	<b>Corporate Plan priority</b>	A THRIVING ECONOMY
	<b>Outcome affected</b>	20,000 businesses are given advice and support to grow
	<b>Dashboard details</b>	Success indicator 59

The target for this measure was set based on historical figures. This year we have seen a reduction in Building Regulations consultations and a reduction in requests for business advice from the Trading Standards team. These changes have impacted on progress towards this measure. The trend for this reporting year has remained below what was predicted and is not likely to reach the expected figure at the end of March 2017. If this trend continues we will be planning proactive work to increase our contacts with businesses and to promote the services we can provide to help businesses grow.

We have responded to all building regulations consultations received within target timescales.

<b>Recommended action</b>	No further action is recommended at this time.
---------------------------	--

**ANNEX 2 – PERFORMANCE DASHBOARDS**

**CORPORATE PLAN 2016-17 PRIORITIES AND OUTCOMES, BY DIRECTORATE**

**PRIORITY: A STRONG AND THRIVING ECONOMY**

<b>Outcomes</b>	20,000 businesses given advice and support to grow (OFRS)	Raising achievement for all children and young people (CEF)	An Infrastructure Strategy for Oxfordshire is delivered (E&E)	High-quality jobs, and a skilled workforce, are created and sustained (E&E)	Funding for public services is maximised (E&E)	OCC's responsibilities for spatial planning are executed (E&E)	Highways are adequately maintained (E&E)
-----------------	--	--	--	--	---	---	---

**PRIORITY: PROTECTING VULNERABLE PEOPLE**

<b>Results</b>	85,000 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives (OFRS)	37,500 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits (OFRS)	To deliver 1.6 million specific safety messages to contribute towards promoting a safer community, across all social media platforms (OFRS)	Ensuring children have a healthy start in life (PH)	Preventing early death and improving quality of life in later years (PH)	Preventing chronic disease by tackling obesity (PH)	Narrowing the gap for our most disadvantaged and vulnerable groups (CEF)	Keeping children and young people safe (CEF)	Adults with long term conditions living independently and achieving their full potential (SCS)	Support older people to live independently with dignity whilst reducing the need for care & support (SCS)
----------------	---	--	--	--	---	--	---	---	---	--

**PRIORITY: EFFICIENT PUBLIC SERVICES**

<b>Outcome</b>	6,000 more people alive as a result of our prevention, protection and emergency response activities (OFRS)	When a fire occurs we aim to send the nearest fire engine in the quickest time possible (OFRS)	Reducing the level of need of our most vulnerable families (CEF)	Working together to improve quality and value for money in the Health and Social Care System (SCS)	Household waste is disposed of efficiently and effectively (E&E)	Year on year reduction in OCC's carbon equivalent emissions (E&E)	Communities are helped to help themselves (Corp Services)
----------------	---	---	---	---	---	--	--

## SOCIAL AND COMMUNITY SERVICES – PERFORMANCE DASHBOARD – Quarter 3 2016-17

	Outcome	Success Indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	Adults with long term conditions living independently and achieving their full potential	1 20,000 people to receive information and advice about areas of support as part of community information networks.	20,000	Y	G	G	↔
	Support older people to live independently with dignity whilst reducing the need for care & support	2 Reduce the number of people delayed in hospital awaiting social care from current level of 30 at the end of March 2015 to 20 at the end of March 2017.	20	N	G	G	↑
		3 Increase the proportion of older people with an on-going care package supported to live at home from 60% in April 2016 to 62% in April 2017	62%	N	G	A	↓
		4 Increasing the number of hours people are able to access the reablement pathway to 110,000 hours per year (2,115 per week) by April 2017.	110,000	N	R	A	↑
		5 80% of people who receive reablement need no ongoing support by April 2017	80%	Y	R	R	↓
EFFICIENT PUBLIC SERVICES	Working together to improve quality and value for money in the Health and Social Care System	6 Increase the number of carers receiving a social care assessment from 7,036 in 2015/16 to 7,500 in 2016/17.	7,500	Y	A	A	↑
		7 Increase % carers who are extremely or very satisfied with support or services received. 43.8 % baseline from 2014 Carers survey.	44%	N	Annual survey in Q4	Annual survey in Q4	
		8 75% of all adult safeguarding investigations will be concluded within 20 working days or have an agreed exemption by a senior manager	75%	Y	G	A	↓
		9 75% of all adult safeguarding triage decisions will be made in two working days	75%	Y	G	A	↓

OUTLOOK KEY:    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable

## CHILDREN EDUCATION AND FAMILIES – PERFORMANCE DASHBOARD – Quarter 3 2016-17

	Outcome	Success Indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook
THRIVING ECONOMY	Raising achievement for all children and young people	10 % of schools judged good or outstanding by OFSTED to be in top quartile nationally by 2018.	92%	N	A	A	↑
PROTECTING VULNERABLE PEOPLE	Narrowing the gap for our most disadvantaged and vulnerable groups	11 Increase the number of troubled families worked with by the council from 915 in 2015/16 to 1,549 in 2016/17 and 2892 by 2020.	1549	Y	G	G	↑
		12 Increase the number of community Common Assessment Frameworks (CAFs) completed from 770 in 2015/16 to 847 in 2015/16	847	Y	R	R	↔
		13 Persistent absence rates to be in the top quartile nationally by 2018 for secondary schools (figures available annually in July)	Tbc	N	R	R	↔
		14 Permanent exclusions to remain in the top quartile nationally	<48	N	A	R	↓
PROTECTING VULNERABLE PEOPLE	Keeping children and young people safe	15 Set a baseline for caseloads in different teams and reduce this in the year to best practice levels	Varies by team	N	A	A	↑
		16 Increase the proportion of referrals dealt with within timescales to 75% by March 2017	75%	N	G	A	↓
		17 Increase the Proportion of assessments completed in 40 working days to 75% by March 2017	75%	Y	A	A	↑
		18 Increase the proportion of interviews of missing children completed on time	-	Y	A	A	↓
EFFICIENT PUBLIC SERVICES	Reducing the level of need of our most vulnerable families	19 Recruiting 135 unrelated foster carers over the next three years	135 by March 2019	Y	A	A	↑
		20 Reduce the number of children placed out of county and not in neighbouring authorities from 77 to 60 by March 2016	60	N	R	R	↓

OUTLOOK KEY:    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable



## ENVIRONMENT AND ECONOMY – PERFORMANCE DASHBOARD – Quarter 3 2016-17

	Outcome	Success indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook	
<b>10</b> <b>OT</b> <b>PR</b> <b>AND</b> <b>ECONOMY</b>	<b>An Infrastructure Strategy for Oxfordshire is delivered</b>	21 A prioritised infrastructure strategy providing a framework that enables the county's planned growth will be produced by March 2017.	Q1 - Strategy Scoped (5%) Q2 - Procurement underway (10%); Q3 - Consultant appointed and Stage 1 complete (50%); Q4 - Strategy work complete (100%)	Y	G	G	↔	
	<b>High-quality jobs, and a skilled workforce, are created and sustained</b>	22	Oxfordshire is chosen for 35 new investors / re-investors, 14 of which are 'high value' (as defined in OxLEP contract)	35 / 14	Y	A	A	↑
		23	We participate in 15 funding bids for innovation submitted to support the Smart Oxford programme	3 per year	Y	G	G	↑
		24	525 additional apprenticeship starts are delivered	525	Y	G	Available soon	↑
	<b>Funding for public services is maximised</b>	25	Value of monies secured in s106 / s278 agreements as a % of requirements identified through the Single Response process	80%	Y	A	Available soon	↔
		26	No more than 20% of s106 monies are held within 2 years of potential payback	<20%	Y	G	Available soon	↔
	<b>OCC's responsibilities for spatial planning are executed</b>	27	80% of District Council planning applications are responded to within the agreed deadline	80%	Y	G	A	↑
		28	50% of Mineral and Waste applications are determined within 13 weeks	50%	Y	G	G	↑

**OUTLOOK KEY:**    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable

**ENVIRONMENT AND ECONOMY – continued**

	Outcome	Success indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook	
<b>THROUGH ECONOMY</b>	Highways are adequately maintained	29	% of highway defects posing an immediate risk of injury are repaired within 24 hours	100%	N	G	G	↔
		30	% of highway defects that create a potential risk of injury repaired within 28 calendar days	90%	N	G	G	↔
		31	% of the A and B Classified road network where carriageway maintenance should be considered.	28%	N	A	A	↔
	Household waste is disposed of efficiently and effectively	32	59% of household waste is reused, recycled or composted	59%	N	A	G	↔
		34	% of waste from Household Waste Recycling Centres (HWRC) which is recycled	60%	N	G	A	↔
	Year on year reduction in OCC's carbon equivalent emissions	35	Average 3% year on year reduction in carbon equivalent emissions from Oxfordshire County Council estates and activities	11%	Y	G	G	↔

**OUTLOOK KEY:**    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable

**PUBLIC HEALTH – PERFORMANCE DASHBOARD – Quarter 3 2016-17**

Outcome		Success Indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook	
Page 83 PROTECTING VULNERABLE PEOPLE	Ensuring children have a healthy start in life	36	Conceptions in women aged under 18 per 1,000 females aged 15-17 (teenage conceptions). This reflects calendar year 2015	<=16.8 (189)	Y	G	G	↑
		37	Percentage of mothers who receive a universal face to face contact at 28 weeks or above	Q1 55% Q2 60% Q3 62% Q4 65%	N	G	G	↔
		38	Percentage of births that receive a face to face New Birth Visit (NBV) within 10-14 days by a Health Visitor	93-95% (each quarter)	N	R	A	↔
		39	Percentage of births that receive a face to face New Birth Visit (NBV) completed	95%	N	G	G	↔
		40	Percentage of children who received a 12 month review	93-95% each 1/4	N	G	G	↔
		41	Percentage of children who received a 2-2.5 year review	93-95% each ¼	N	G	G	↔
		42	Percentage of infants for whom breastfeeding status is recorded at 6-8 week check	95.0%	N	G	G	↔
		43	Babies breastfed at 6-8 weeks of age (County). No individual CCG locality should have a rate of less than 55%	63.0%	N	A	A	↔
		44	% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	93.0%	N	G	G	↔

**OUTLOOK KEY:**    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable

**PUBLIC HEALTH – continued**

Outcome		Success Indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook	
PROTECTING VULNERABLE PEOPLE	Preventing early death and improving quality of life in later years	45	Of people aged 40-74 who are eligible for health checks once every 5 years, at least 15% are invited to attend during the year. No CCG locality should record less than 15% and all should aspire to 20%.	15%	Y	G	G	↔
		46	Take-up of invitation for NHS Health Checks should exceed national average (2015-16 = 51.7% nationally) and aspire to 55% in year ahead. No CCG locality should record less than 50%.	>51.7% (Aspire 55%)	Y	R	R	↔
		47	Number of the eligible population, aged 40-74, who received their NHS Health Check	Q1 3724 (3939) Q2 7448 (7877) Q3 10722 (11816) Q4 14896 (15755)	Y	G	G	↔
		48	Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes)	Q1 186 (197) Q2 372 (394) Q3 558 (591) Q4 745 (788)	Y	G	G	↔
		49	Number of people quitting smoking for at least 4 weeks should exceed 2015-16 baseline by at least 10% (15-16 baseline = 1923)	> 2115	Y	G	A	↓
		50	Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months, as a percentage of the total number of opiate users in treatment.	> 4.5% 5% end year Aspire 6.8% long term	Y	A	A	↑
		51	Number of users on NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months, as a percentage of the total number of non-opiate users in treatment.	< 26.2% 30% end year Aspire 37.3% long term	Y	R	A	↑
		52	All drugs: successful completions	2015-16 national average: 15.2%	Y	A	A	↑
		53	Successful completions as a % of the total Number in Treatment (ALCOHOL)	39.2% 2015/16 national average	Y	G	G	↑

**OUTLOOK KEY:**    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable

**PUBLIC HEALTH – continued**

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook
<b>PROTECTING VULNERABLE PEOPLE</b>	<b>Preventing chronic disease by tackling obesity</b>	54	National Childhood Measurement Programme (NCMP) - obesity prevalence in Reception year	Maintain <7%	N	G	G	↔
		55	National Childhood Measurement Programme (NCMP) - obesity prevalence in Year 6. No district population should record more than 19%	<=16%	N	A	G	↑
		56	National Childhood Measurement Programme (NCMP) - % of all children measured in Reception (coverage)	90%	N	G	G	↔
		57	National Childhood Measurement Programme (NCMP) - % of all children measured in Year 6 (coverage)	90%	N	G	G	↔

**CORPORATE SERVICES – PERFORMANCE DASHBOARD – Quarter 3 2016-17**

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook
<b>EFFICIENT PUBLIC SERVICES</b>	<b>Communities are encouraged to help themselves with support from the County Council, strengthening the role of individual citizens and communities</b>	58	OCC effectively uses a variety of mechanisms including active participation in the democratic system, being part of Town and Parish Councils, volunteering in their local community and receiving support from the providers of the Council’s Voluntary & Community Sector Infrastructure Contract. Also through direct service delivery under the Oxfordshire Together programme and using communications and services facilitated by OCC libraries.	-	N	G	G	↔

**OUTLOOK KEY:**    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable

**OXFORDSHIRE FIRE & RESCUE SERVICE – PERFORMANCE DASHBOARD – Quarter 3 2016-17**

	Outcome	Success Indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook
THRIVING ECONOMY	20,000 businesses given advice and support to grow	59 833 businesses given advice and support, per quarter.	833	Y	R	R	↔
PROTECTING VULNERABLE PEOPLE	85,000 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives	60 3,542 children and young adults to be better educated to lead safer and healthier lives, per quarter	3,542	Y	G	G	↔
	37,500 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits	61 1,562 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits per quarter	1,562	Y	G	G	↑
	To deliver 1.6 million specific safety messages to contribute towards promoting a safer community, across all social media platforms	62 To deliver 66,666 specific safety messages across all social media platforms, per quarter.	66,666	Y	G	G	↑

OUTLOOK KEY:    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable

**OXFORDSHIRE FIRE & RESCUE SERVICE - continued**

	Outcome	Success Indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook
EFFICIENT PUBLIC SERVICES	6,000 more people alive as a result of our prevention, protection and emergency response activities	63 250 more people alive as a result of our prevention, protection and emergency response activities per quarter	250	Y	G	G	↔
	When a fire occurs we aim to send the nearest fire engine in the quickest time possible	64 80% of emergency call attendances to be made within 11 minutes, per quarter	80%	Y	G	G	↔
		65 95% of emergency call attendances to be made within 14 minutes, per quarter	95%	Y	G	G	↔

Page 87

**OUTLOOK KEY:**    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable





Division(s): N/A
------------------

## CABINET – 25 APRIL 2017

### FORWARD PLAN AND FUTURE BUSINESS

#### Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref
<b>Cabinet, 23 May 2017</b>	
<p>§ <b>Appointments 2017/18</b> To consider member appointments to a variety of bodies which in different ways support the discharge of the Council's Executive functions.</p>	Cabinet, Leader 2017/002
<p>§ <b>Staffing Report - Quarter 4 - 2016</b> Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report.</p>	Cabinet, Deputy Leader 2016/147
<b>Cabinet Member for Environment, 18 May 2017</b>	
<p>§ <b>Proposed Traffic Calming Amendments, Waiting Restrictions and Zebra Crossing - Bankside, Banbury</b> To seek approval of the proposals.</p>	Cabinet Member for Environment, 2016/118
<p>§ <b>Proposed Amendments to Parking - Worcester Place, Oxford</b> To seek approval of the proposals.</p>	Cabinet Member for Environment, 2016/096
<p>§ <b>Proposed Waiting Restrictions - Various Roads, Bicester</b> To seek approval of the proposals.</p>	Cabinet Member for Environment, 2016/094
<p>§ <b>New Disabled Bays in West Oxfordshire and Developer Funded Changes to Parking Restrictions in Oxford</b> To seek approval of the proposals.</p>	Cabinet Member for Environment, 2017/010
<p>§ <b>Proposed Additional Car Club Bays - Oxford</b> To seek approval of the proposals.</p>	Cabinet Member for Environment, 2017/033

**Cabinet Member for Finance, 8 May 2017**

§ **Transition Fund - May 2017**

To approve the panel recommendations for grant funding pump priming to support open access children's services.

Cabinet Member  
for Finance,  
2017/031

**Cabinet Member for Public Health, 24 May 2017**

§ **Drug and Alcohol Education Service**

To seek approval of the exemption to CPRs to enable the extension of the contract for Drug and Alcohol Education in schools provided by The Training Effect for a period of 15 months from 1 January 2018 until 31 March 2019.

Cabinet Member  
for Public Health,  
2017/037